



DEFENSE HEALTH AGENCY
7700 ARLINGTON BOULEVARD, SUITE 5101
FALLS CHURCH, VIRGINIA 22042-5101

DHA Policy Memorandum 22-012
November 28, 2022

MEMORANDUM FOR: SEE DISTRIBUTION LIST

SUBJECT: Defense Health Agency Time-to-Hire

- References:
- (a) Department of Defense (DoD) Directives 5136.01, "Assistant Secretary of Defense for Health Affairs (ASD(HA))," September 30, 2013, as amended
 - (b) DoD Directive 5136.13, "Defense Health Agency," September 30, 2013, as amended
 - (c) Defense Health Agency (DHA)-Procedural Instruction 5025.01, "Publication System," April 1, 2022
 - (d) Office of Personnel Management Press Release, "Updated Time-to-Hire Guidance," February 25, 2020
 - (e) DHA Administrative Instruction 1402.01, "Incentives to Attract and Retain Civilian Employees," March 8, 2017, Incorporating Change 1, July 1, 2022

This Defense Health Agency (DHA) policy memorandum, based on the authorities of References (a) through (e), establishes time-to-hire procedures within the DHA. The DHA, J1, Administration and Management Directorate, in conjunction with the Corporate Executive Board, has determined the need to improve the overall time-to-hire process within the DHA Enterprise by improving fill rates and decreasing gaps across the organization.

Recruiting for positions requires collaboration with multiple departments within the organization and external to the organization who are responsible for different tasks in the hiring process. Hiring actions can be made timelier by building a cohesive team and identifying steps within the hiring process that required improvement.

The current DHA time-to-hire is too high, averaging 145 days for administrative positions and 160 days for clinical positions. The DHA time-to-hire goal for administrative positions is 110 days, and 120 days for clinical positions. Therefore, effective immediately, supervisors will use the following measures to lower the average DHA time-to-hire when recruiting for and filling positions:

1. Initiate recruitment actions as soon as management has been officially notified of an incumbent employee's projected departure.
2. Use an existing classified position description (PD) for all "vice" positions. Waivers to this requirement must be approved by the respective approval authority listed below:

a. Defense Health Headquarters – Assistant Director/Director of Staff/Chief of Staff (AD/DoS/CoS);

b. Market Offices-Market Director;

c. Military medical treatment facilities (MTFs)-MTF Director.

3. Consider the use of an existing established PD for newly established positions. (J1 will develop a program to begin establishing standardized PDs in the DHA).

4. Respond to strategic recruitment discussions (SRD) and planning in a timely manner.

a. A pre-SRD will be conducted within 3 days of Civilian Human Resources Agency, Human Resources Services Center/Center of Excellence (CHRA HRSC/COE) receiving the hiring action in the AutoNOA system.

b. Hiring managers or identified points of contact (POC) will have 3 days to respond to the pre-SRD request.

c. If management fails to timely respond to the pre-SRD request, HRSC/COE will reach out to the respective HR POC for assistance. If management is not prepared to conduct the pre-SRD, HRSC/COE will return the AutoNOA ticket. The respective HR POC/HR operations business partner will cancel the action, return the recruitment to the respective business office/requesting office, and advise management that the package will need to be resubmitted when they are ready to proceed with recruitment.

5. Establish interview panels prior to the closing period of the USAJOBS announcement and receipt of the certificate of eligible candidates (i.e., referral/applicant list). By establishing interview panels in advance, management can begin to review applicants and conduct interviews immediately upon receipt of eligible candidate lists.

6. Review and select candidates within 15 days of receipt of certificate list.

7. Supervisors may be granted one extension, up to 28 days, through CHRA HRSC/COE. Additional extension(s) require approval and justification from the respective waiver approval authority in Paragraph 2.

The HRSC at the CHRA will establish a goal to issue Certificate of Eligibles within 16 days from the announcement closing date.

November 28, 2022

DHA J1 will establish an internal standardized routing and approval process for initiating “vice” and new hire requests for personnel actions, selection review of salary negotiations/incentives/permanent change of station (PCS) requests within each AD/DoS/CoS, Joint Directorate/Deputy Assistant Director, and Market/MTF office.

DHA will require applicants to accept the tentative job offer (TJO) within 3 days of receipt. HR will provide applicants with a 3-day suspense to respond to a TJO. An applicant’s failure to respond by the suspense will be considered as a declination and annotated in the case file.

Once an applicant's acceptance of an official offer has been received, and entrance on duty date will be established in the following manner:

1. A maximum of 14 calendar days will be provided for local moves.
2. Thirty calendar days will be provided when an applicant is exercising a PCS move within the continental United States.
3. Forty-five calendar days will be provided to applicants exercising a PCS move to/from outside the continental United States.

This DHA policy memorandum is not cleared for public release.

Please address questions regarding this DHA policy memorandum to Ms. Annie Rushing, Headquarters Support Division at (703) 681-6089 or annie.l.rushing2.civ@health.mil and Ms. April Engling, Human Capital Division at (210) 536-7275 or april.l.engling.civ@health.mil.

WEST.NORMAN
.S.1177004487

Digitally signed by
WEST.NORMAN.S.1177004487
Date: 2022.11.28 12:49:59 -05'00'

NORMAN S. WEST
Brig Gen, USAF
Director of Staff

DISTRIBUTION:

Defense Health Agency Assistant Directors, Director of Staff
Defense Health Agency Deputy Assistant Directors, Joint Staff Directors, and Special Staff
Directors, Defense Health Agency Direct Reporting Markets
Director, Small Market and Stand-Alone Military Medical Treatment Facility Organization
Directors, Defense Health Agency Small Markets
Directors, Defense Health Agency Military Medical Treatment Facilities
Directors, Defense Health Agency Dental Treatment Facilities