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Pittsburgh, PA 15213-3890

# People Capability Maturity Model<sup>®</sup> (P-CMM<sup>®</sup>)

**Version 2.0**

CMU/SEI-2001-MM-01

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*July 2001*

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This report was prepared for the

SEI Joint Program Office  
HQ ESC/DIB  
5 Eglin Street  
Hanscom AFB, MA 01731-2116

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FOR THE COMMANDER

**Norton L. Compton, Lt Col., USAF**  
**SEI Joint Program Office**

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# Staffing

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*A process area at Maturity Level 2: Managed*

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**Purpose**                      **The purpose of Staffing is to establish a formal process by which committed work is matched to unit resources and qualified individuals are recruited, selected, and transitioned into assignments.**

**Description**                Staffing is positioned as the primary process area at Level 2 since staffing decisions provide an organization's greatest opportunities to influence performance. All other practices designed to improve the capability of the workforce must start from the baseline of talent brought into the organization. Few organizational processes are able to demonstrate their potential benefits in organizations that are chronically overworked because of poor staffing practices.

Staffing involves processes related to balancing the workload with available resources, recruiting, selecting among candidates for open positions, entering or leaving the organization, and transitioning into new positions.

Matching committed work to available resources begins with analyzing proposed work to determine the skills and effort required to perform it. Individuals and workgroups then make commitments based on their assessment of the effort and resources required to satisfy commitments. The unit negotiates commitments with affected parties to balance the committed work with the resources available in the unit for performing the work. These commitments are then documented so that they can be used in other business and workforce activities.

Recruiting activities begin when positions are opened. Tasks to be performed by individuals filling these open positions, and the characteristics of candidates who would be capable of performing the tasks, are listed. These open positions are communicated to the unit's workforce so that they can aid in recruiting and screening qualified

candidates. The openings are also internally posted and communicated to external sources of qualified candidates. Responsible individuals within a unit ensure the unit is active in recruiting to meet its staffing needs. The status of recruiting activities is reviewed periodically. Lessons learned about recruiting approaches and sources are periodically assessed.

A list of qualified candidates is drawn from the results of recruiting efforts. A selection strategy is developed based on the characteristics of the position to be filled. A short list of the most qualified candidates is chosen for further consideration. The skills and experience of the candidates on the short list are thoroughly evaluated against position criteria through reference checks and other methods decided in advance. The rights and dignity of the candidates are respected throughout the selection process. Appropriate individuals in the unit participate in the selection process. Ultimately, the candidate best fitting the position criteria is selected.

The organization coordinates its activities to attract selected candidates. Transition activities are conducted to assist individuals in adjusting to either their new position or to the organization if they are a new hire. The results of the selection process are reviewed and success is measured on a periodic basis.

Outplacement activities involve determining the basis for selecting individuals to be discharged and applying these criteria consistently to all affected employees. The rights and dignity of those discharged from the organization are respected throughout the process. When individuals are discharged for unsatisfactory performance or other valid causes, the reasons are documented and discussed. When individuals voluntarily resign from the organization, the reasons for their resignation are sought and corrective actions are taken, if necessary.

## Goals

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- Goal 1**                    **Individuals or workgroups in each unit are involved in making commitments that balance the unit’s workload with approved staffing.**
- Goal 2**                    **Candidates are recruited for open positions.**
- Goal 3**                    **Staffing decisions and work assignments are based on an assessment of work qualifications and other valid criteria.**
- Goal 4**                    **Individuals are transitioned into and out of positions in an orderly way.**
- Goal 5**                    **Staffing practices are institutionalized to ensure they are performed as managed processes.**

## Commitment to Perform

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- Commitment 1**            **The organization establishes and maintains a documented policy for conducting its Staffing activities.**

Issues typically addressed in the policy include:

1. Staffing activities comply with the business objectives and stated values of the organization.
2. Staffing activities comply with all applicable laws and regulations.

Examples of relevant laws and regulations include the following:

- Requirements to verify the right to work (i.e., citizenship, work permits, etc.)
- Regulations regarding workplace inclusiveness, such as Equal Employment Opportunity (EEO) requirements or access for the disabled, such as the Americans with Disabilities Act (ADA) requirements
- Other regulatory mandates, such as conflict of interest, licensing, or certification
- National, state, and local laws and regulations

3. Individuals or workgroups in each unit are involved in making commitments for the work that they will be held accountable for accomplishing.
4. Workloads are balanced with the staff available to perform the work.
5. Responsibilities for initiating, conducting, and approving all staffing decisions are assigned.
6. Appropriate procedures are defined, documented, and used.

These procedures are intended to define a minimal set of staffing activities. The purpose of these procedures is to keep those in units who are responsible for staffing from having to invent their own procedures. Providing standard procedures is not intended to reduce the flexibility of units to perform staffing activities best suited to their unit's needs. Using or tailoring standard procedures provides units with the guidance for conducting their staffing activities in compliance with applicable laws, regulations, and organizational policies.

The human resources function or other appropriate professionals should review all such procedures to ensure they

- Are consistent with relevant laws, regulations, and organizational policies
- Respect the rights and dignity of individuals and groups

Staffing procedures are established and maintained for:

- making commitments for work to be accomplished;
- declaring positions to be open;
- documenting open position needs, including identified selection criteria;

- recruiting internal and external candidates;
  - announcing the availability of positions;
  - developing a list of qualified candidates;
  - evaluating and selecting the candidate whose skills and other qualifications best fit the identified selection criteria of the open position;
  - conducting background and reference checks;
  - communicating outcomes to candidates, both positive and negative;
  - handling confidential selection information;
  - transitioning selected candidates into their new position;
  - orienting selected candidates to the organization;
  - handling retirements;
  - transferring internal candidates, including releasing them from their current positions;
  - handling voluntary resignation;
  - notifying the workforce about periods for outplacements and resignations;
  - handling job abandonment;
  - discharging individuals for unsatisfactory performance or cause;
  - out-processing and conducting exit interviews with terminating employees;
  - processing workforce reductions and outplacement; and
  - ensuring appropriate distribution, use, and retention of staffing documentation, including granting access to, and ensuring confidentiality of, these staffing data.
7. The rights and dignity of individuals are to be protected during all staffing activities.
  8. Reasons for voluntary separation from the organization are identified.
  9. Staffing practices and activities comply with relevant laws, regulations and organizational policies.

**Commitment 2      An organizational role(s) is assigned responsibility for assisting and advising units on Staffing activities and procedures.**

Examples of individuals who might assist or advise units on staffing activities and procedures include the following:

- Human resources or other appropriate professionals
- Workload or planning experts
- Resource managers
- Recruiters
- Legal staff
- Trainers

## **Ability to Perform**

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**Ability 1      Within each unit, an individual(s) is assigned responsibility and authority for ensuring that Staffing activities are performed.**

Examples of individuals who may be assigned responsibility for various Staffing activities include the following:

- A member of the human resources function or other appropriate professionals
- The unit manager or assistant
- A staffing or work allocation committee
- A project or group leader
- An empowered team

**Ability 2      Adequate resources are provided for performing Staffing activities.**

1. Documented business plans, budgets, or similar guidance are available that indicate the work to be assigned to each unit and the budget available for staffing to perform the assigned work.



2. Where feasible, experienced individuals who have expertise in Staffing methods and procedures are made available for conducting Staffing activities.
3. Resources to support Staffing activities are made available.

Examples of resources to support Staffing activities include the following:

- Guidelines for estimating workloads
- Templates for job or task descriptions
- Templates for recruiting announcements
- Instruments used in the selection process
- Candidate folders including resumes, recommendations, and correspondence
- Copies of policies such as recruiting travel, relocation, benefits, and transition
- Standard forms for documenting Staffing activities

4. Support for Staffing activities is made available.

Examples of support for Staffing activities include the following:

- Recruiting trips
- Announcements and advertising
- Candidate interview trips
- Finder's fees
- Time for interviewing and evaluating candidates
- Staff involvement in staffing processes
- Orientation courses and materials

5. Adequate funding is provided for the approved positions within a unit.

Adequate funding for positions involves funding for all components of compensation and any other non-Work Environment-related funding needs.

**Ability 3**

**Individuals performing Staffing activities receive the preparation in methods and procedures needed to perform their responsibilities.**

Examples of methods in which individuals may receive training include the following:

- Laws and regulations governing selection and employment
- Position, workload, and task analysis
- Staffing procedures required by organizational policy
- Developing and weighting selection criteria
- Interviewing skills
- Selection techniques and candidate evaluation
- Orienting and transitioning individuals into new positions

**Ability 4**

**Individuals participating in Staffing activities receive appropriate orientation in Staffing practices.**

Examples of issues to be imparted through orientation include the following:

- Laws and regulations governing staffing
- Organizational policies governing staffing
- Selection methods and criteria

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## **Practices Performed**

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**Practice 1**

**Responsible individuals plan and coordinate the staffing activities of their units in accordance with documented policies and procedures.**

1. Unit staffing activities are based on the effort and skills required to accomplish the unit's committed work.
2. Unit staffing activities are planned and tracked.

3. Unit staffing activities are conducted according to the organization's documented policies and procedures.
4. Unit staffing activities are defined and conducted with the assistance and approval of human resources or other groups with organizational responsibility for staffing practices and activities.
5. Unit staffing activities are reviewed with appropriate levels of management, as required.

**Practice 2**

**Each unit analyzes its proposed work to determine the effort and skills required.**

Examples of sources of a unit's proposed work include the following:

- The organization's strategic business plan or objectives
- Divisional or departmental business plans or objectives
- A unit's approved business plan or objectives
- A project's statement of work, work breakdown structure, or plan
- Responsibilities allocated to a unit as part of a larger project or organizational undertaking
- Anticipated flow of work
- Standard organization-wide activities
- A documented agreement with higher organizational levels about the type and amount of work to be undertaken

1. A unit's proposed work is analyzed to determine the types of tasks and effort required to perform them.

Examples of factors to be considered in analyzing workload include the following:

- Length of a workday and workweek
- Regulations and expectations about overtime
- Choices among methods for performing the work
- Primary tasks that constitute the work
- Amount of effort required to perform these tasks
- Cognitive and physical characteristics of these tasks

2. The types of skills needed to perform proposed work are identified.

Examples of factors this analysis should consider include the following:

- Match of skills to required tasks
- Experience available in needed skills
- Typical productivity of people at different experience levels
- Length of time typically required to fill open positions
- Performance expectations regarding the proposed work

### **Practice 3**

#### **Individuals and workgroups participate in making commitments for work they will be accountable for performing.**

1. Responsible individuals in each unit identify the scope of the proposed work to be performed and the work products or services to be produced, and communicate this information to those who will perform the work.

The purpose of this practice is to ensure that the people doing the work have a common understanding of the work to be performed and work products to be produced.

2. Individuals are involved in reviewing the work proposed for a unit and, when appropriate, approving the inputs (such as requirements) that initiate the work.
3. Individuals or workgroups are involved in analyzing how work should be allocated within the unit.
4. Individuals or workgroups are involved in estimating the resources, effort, and schedule required to accomplish the work that they have been allocated.
5. Individuals or workgroups negotiate to balance their workload with anticipated resources and time.
6. Individuals or workgroups establish commitments they will be held accountable for meeting.

A commitment is a pact that is freely assumed, visible, and expected to be kept by all involved.

7. Individuals or workgroups participate in reviewing and approving the work commitments made by the unit.
8. Individuals or workgroups are involved in reviewing progress against commitments and, when necessary, making changes to the commitments regarding their work.
9. Individuals or workgroups participate in replanning committed work that could alter their commitments.

**Practice 4**

**Each unit documents work commitments that balance its workload with available staff and other required resources.**

1. Each unit's committed work incorporates, and is consistent with, the commitments established by individuals or workgroups within the unit.
2. Units make commitments for which they expect to have adequate staffing or other required resources.

Units can make commitments for which their current staffing and other required resources are inadequate, if needed resources have been approved and are expected to be obtained in sufficient time to meet commitments. If a unit makes commitments in the absence of a plan that provides the required staffing or makes available resources in sufficient time to meet the commitments, business and workforce risks should be identified and communicated.

If chronic overtime results from over-committed work, corrective action to reduce excessive overtime should be planned and tracked to closure, unless continuing overtime is acceptable to members of a unit. Even when members of a unit accept or request overtime, the levels of overtime worked should be monitored and corrective action taken.

3. Each unit's commitments are negotiated with those to whom the unit is accountable.

Examples of those to whom the unit may be accountable include the following:

- Management
- A program or project
- Other units with which the unit shares dependencies
- Internal or external customers

4. If the number and type of staff required to accomplish the committed work are not available, potential position openings are identified.

Refer to Practice 6 for information regarding the analysis, documentation, and approval of potential position openings.

5. If potential positions required for performing proposed work are not opened, commitments are adjusted accordingly.
6. Each unit documents its commitments to form the basis for its staffing, performance management, compensation, and other business or workforce activities.

**Practice 5****Individual work assignments are managed to balance committed work among individuals and units.**

1. Individual workloads are periodically evaluated to ensure they are balanced, and adjustments are made to individual commitments as needed to improve balance and avoid overload.
2. When an individual's committed work is nearing completion, opportunities are sought to apply their effort to other business activities in their current unit or in other units.
3. When individuals are responsible for committed work in several units, those to whom their responsibilities report coordinate to:
  - ensure the combined commitments do not create work overload,
  - coordinate expectations for timing of work and results,
  - resolve conflicts among work commitments, and

- allocate the responsibilities for workforce activities involving the affected individual(s), as appropriate.

**Practice 6****Position openings within a unit are analyzed, documented, and approved.**

1. When the committed or proposed work exceeds the unit's current capacity, the unit proposes to open positions for additional staff.
2. Tasks to be performed by each open position are identified and documented.
3. Characteristics of candidates who are capable of performing the tasks involved in each open position are defined and documented.

Examples of relevant characteristics may include the following:

- Job-related knowledge
- Task-related skills, including the critical skills needed by successful candidates to perform assigned tasks (*Critical skills* are those skills that, if not performed effectively, could jeopardize the successful performance of assigned tasks.)
- Work habits
- Ability to work in groups or teams
- Development potential within the organization
- Years of relevant experience
- Related accomplishments
- Education, as evidenced by degrees or training certificates
- Willingness to accept the tasks, job characteristics, and work conditions of the position

4. The primary source(s) for filling each open position is determined.

Examples of sources for filling positions may include the following:

- Internal recruiting
- External recruiting
- Temporary or contract staff
- Consultants

5. Position openings are approved according to a documented procedure based on:
  - increased workload,
  - budget,
  - departed staff, or
  - other relevant criteria.

**Practice 7****Position openings within the organization are widely communicated.**

1. Appropriate mechanisms are selected and used for communicating open positions.

Communication is intended to be made to those in the relevant population who may have the characteristics of candidates capable of performing the tasks. In some cases, the organization may focus its communications activities because the relevant candidate pool is narrow. Examples of those who may receive focused communication of position openings include the following:

- Potential candidates with highly-specialized qualifications.
- Potential candidates for critical positions who have been prepared through succession planning.  
Refer to Practice 8 of the Workforce Planning process area for information regarding succession planning.
- Potential candidates internal to the organization.

2. Open positions are communicated throughout the organization so that qualified individuals can apply for the opening.
3. Open positions within a unit are regularly communicated to members of the unit so that they can assist in recruiting qualified candidates.

**Practice 8****Units with open positions recruit for qualified individuals.**

1. The individual(s) responsible for a unit's staffing activities coordinate actions taken to attract qualified candidates for open positions.
2. Units coordinate requirements for open positions with recruiting resources at the organizational level, if they exist, and the unit's activities are performed within the recruiting context established by the organization.



Each unit is responsible for meeting its commitments, and therefore is ultimately responsible for filling the positions required to perform committed work. The unit should take an active role in identifying and attracting individuals qualified to fill open positions.

3. Within the context of organizational activities, the unit takes action to use both internal and external mechanisms, as appropriate, to attract qualified individuals.
4. Individuals in a unit are encouraged to identify and attract qualified candidates for open positions, as appropriate.

**Practice 9**

**External recruiting activities by the organization are planned and coordinated with unit requirements.**

1. Responsibilities for external recruiting activities are coordinated between the unit and the organization, and recruiting activities are planned.

External recruiting activities can be conducted either by members of the unit or by the organization, depending on the source of candidates being approached. When the organization takes responsibility for approaching a source of candidates, it should represent both current and anticipated needs of units in the organization.

2. Likely sources of candidates who are qualified for open positions are identified.

Examples of sources of likely candidates include the following:

- Universities
- Technical schools
- Trade publications
- Bulletin boards
- Advertisements
- Professional, trade, or honorary societies
- Professional conferences and trade shows
- Minority recruitment sources
- Professional recruiters
- Colleagues
- Other relevant sources

3. Position openings are communicated to external sources through relevant media.
4. A designated individual(s) follows up with external sources to aid in contacting qualified candidates.
5. Interest from qualified candidates is coordinated with units that have open positions.

**Practice 10**

**A selection process and appropriate selection criteria are defined for each open position.**

1. Selection criteria are defined from:
  - the tasks, job characteristics, and work conditions of the open position,
  - characteristics of candidates who are capable of performing the work responsibilities of the open position,
  - other skill needs of the unit or organization, and
  - other staffing objectives of the organization.

2. Activities for evaluating the qualifications and fitness of each candidate against the selection criteria are defined.

Examples of activities for evaluating candidates include the following:

- Individual interviews
- Group interviews
- Formal structured interviews
- Presentations
- Sample tasks
- Reviews of the candidate's portfolio
- Selection center exercises
- Biographical/experience inventories
- Job-related tests
- Other appropriate methods

3. The selection activities defined are organized into a selection process for the open position.
4. The selection activities and process are reviewed by an appropriate individual from the human resources function to ensure that they respect the rights and dignity of each candidate chosen for further consideration and that they are consistent with all laws, regulations, and organizational policies governing selection decisions.
5. The selection process is communicated to the existing workforce and candidates involved.

### Practice 11

**Each unit, in conjunction with its human resources function, conducts a selection process for each position it intends to fill.**

1. A list of candidates for each position is drawn from recruiting activities, maintained throughout the selection process, and retained for future use.

Examples of uses for this retained list include the following:

- Reports of staffing activities required by laws and regulations
- Analyses to determine the most effective sources of candidates
- Analyzing factors influencing recruiting success and failure

2. A set of qualified candidates is invited to undergo further evaluation through the selection process.
3. The selection process is performed to generate information regarding candidates' qualifications and fitness relative to the identified selection criteria for the position.
4. Candidates are provided information regarding the tasks, job characteristics, and work conditions of the position that would help them evaluate their own suitability for the position.
5. The selected candidate's background and references are checked according to a documented procedure.
6. Appropriate members of the unit participate in the selection process and provide input to the selection decision.
7. Documentation from the selection process is systematically maintained according to a documented procedure.

Issues covered in the procedure might include the following:

- What information will be maintained
- How long documentation will be maintained
- Who has access to the documentation
- How documents may be inspected and challenged
- How documentation security will be maintained
- How the documentation may be used

**Practice 12****Positions are offered to the candidate whose skills and other qualifications best fit the open position.**

1. The identified selection criteria are consistently applied to all candidates involved in the selection process.

2. All qualified candidates are compared regarding their relative fitness for the open position, and the candidate whose skills and other valid attributes best fit the open position is selected.

Although position-relevant skills are usually the most important criteria for selecting among candidates, other valid criteria may be considered in making a decision. Examples of other valid criteria may include the following:

- Potential learning curve in acquiring critical skills
- Breadth of skills beyond those required by the open position
- Experience within a particular domain of work or market segment
- Likelihood of developing good working relationships with other members of a group or unit
- Orientation to important business objectives
- Potential to grow in the position or organization
- Organizational objectives for shaping the workforce

3. Timely feedback is provided to all candidates regarding the results of the selection process.

### Practice 13

#### **The organization acts in a timely manner to attract the selected candidate.**

1. The hiring process is designed to respond within sufficient time to attract selected candidates.
2. Within reason and fairness to the existing workforce, the hiring unit attempts to coordinate the arrangements for the position with the attributes and expectations of the selected candidate.
3. Terms of the offer are negotiated with the selected candidate in accordance with the documented policies of the organization.

Usually, the human resources staff handles the terms of the offer. However, those in the hiring unit who are responsible for administering compensation decisions should be a party to these negotiations, since the outcome of these negotiations can create imbalances in the unit's compensation and benefits profile.

Examples of the terms of the offer that can be negotiated include the following:

- Job level and title
- Salary and benefits
- Probationary period
- Relocation
- Training
- Assignment and tasks
- Office arrangements
- Privileges
- Other appropriate issues

**Practice 14****The selected candidate is transitioned into the new position.**

1. Responsibilities are assigned for transition activities.

Examples of transition activities include the following:

- Relocation planning
- House-hunting
- Setting up a computing environment
- Preparing an office and required equipment
- Selecting an orientation mentor
- Meeting existing members of the unit
- Orientation to the job
- Orientation to the organization

2. Transition activities are planned and performed.

3. When individuals transition among work assignments within the organization, workforce activities involving them are either completed or transitioned with them, as appropriate.

Transitions among work assignments may occur within or across units. Examples of workforce activities for which responsibilities must be transitioned appropriately include the following:

- Establishing new work commitments
- Recording the results of performance against completed commitments
- Orienting to new work activities or a new unit
- Identifying training needs related to new assignments
- Establishing new performance objectives

4. Orientation to the organization is provided to the newly assigned individual.

Examples of information typically presented in an orientation include the following:

- Business objectives and stated values of the organization
- Company and organizational structure
- The organization's business (i.e., the products, software, or services it provides)
- Relevant policies
- Employee benefits and services
- Computing and information facilities
- Other appropriate issues

5. Orientation to the unit and job responsibilities is provided to the newly assigned individual.

Each newly assigned individual typically receives job orientation through a number of mechanisms during their transition period. These mechanisms can include the following:

- Orientation sessions
- Learning activities
- On-the-job training
- Guidance from people in the unit

Examples of information typically presented in a job orientation include the following:

- Description of initial tasks
- People in the unit
- Ordinary unit processes and procedures
- Job-related knowledge
- Location of resources, such as computing facilities, information sources, and supplies
- Upcoming events and schedules
- Other appropriate issues

**Practice 15****Representative members of a unit participate in its staffing activities.**

1. Unless their participation in specific staffing activities is inappropriate, members of the unit participate in staffing activities.

The knowledge and experience of individuals in a unit should be incorporated into the unit's staffing activities and decisions. In some cases, it may be impractical to include all members of a unit in a specific staffing activity; however, representative members should be selected to participate.



Examples of staffing activities in which members of the unit can participate include the following:

- Analyzing tasks
- Identifying characteristics of qualified candidates
- Recruiting
- Referring potential candidates
- Screening potential candidates
- Evaluating qualified candidates
- Making selection decisions
- Checking references
- Attracting selected candidates
- Mentoring or orienting newly assigned individuals
- Other relevant activities

Examples of reasons why it may be inappropriate for some or all members of a unit to participate in specific staffing activities include the following:

- Lack of knowledge required for providing useful input to a specific staffing decision
- Exposure to confidential information
- Protection of privacy
- Security

2. In some cases, members of a unit may be invited to participate in staffing activities based on relevant characteristics.

Examples of relevant characteristics on which members of a unit might be selected to participate in staffing activities include the following:

- Technical experience or expertise
- Organizational tenure
- Membership in appropriate groups
- Knowledge of relevant laws and regulations
- Selection by other members of the unit
- Availability
- Preparation for participating in staffing activities

3. Each unit periodically reviews the status of its staffing activities with all members of the unit.
4. Each unit reviews and documents lessons learned from its staffing activities.

**Practice 16**

**Workforce reduction and other outplacement activities, when required, are conducted according to the organization's policies and procedures.**

Examples of reasons for outplacement include the following:

- Workforce reductions
- Workforce restructuring
- Loss of budget or work
- Shifts in skill needs
- Changes in location of facilities

1. The criteria for retaining or releasing individuals are defined in each unit where a workforce reduction or other outplacement activities are planned.

Examples of criteria for retaining or releasing individuals include the following:

- Unit's activities and workload
- Tasks to be performed
- Job characteristics
- Skill requirements
- Individual performance results

2. The identified criteria are consistently applied to all individuals subject to workforce reductions or other outplacement actions.
3. Workforce reduction and outplacement activities are reviewed to ensure that they respect the rights and dignity of each individual and that they are consistent with all applicable laws (e.g., the Worker Adjustment and Retraining Notification Act, Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act (HIPAA), etc.), regulations, and organizational policies governing staffing and discharge decisions.
4. Workforce reduction and outplacement activities are communicated to those affected.
5. Individuals to be discharged from a unit are made aware of open positions within the organization, when appropriate.

6. The discharge of individuals from the organization is handled according to a documented procedure.

Examples of issues that might be included in the documented procedure include the following:

- Methods for identifying individuals to be discharged
- Documentation required to justify or support discharge
- Methods for reviewing and approving discharge decisions
- How individuals will be informed of their discharge
- Actions to be taken during the discharge process
- Disposition of personal and organizational property
- Appropriate access to work premises
- Severance package
- Outplacement assistance

7. Communication concerning outplacement(s) is made to individuals or workgroups who might be affected by them.

Examples of information to be communicated concerning outplacement include the following:

- Timing of the outplacement(s) and its extent
- Causes for the outplacement, if appropriate
- Support being provided to outplaced individuals, if appropriate
- In the case of multiple outplacements, the status of whether outplacements will continue or whether they have been completed

8. The secure status of essential individuals the unit or organization intends to retain is reinforced through direct communication.

Examples of information to be communicated to those not subject to outplacement include the following:

- Statements of job security, where appropriate
- Strong messages of commitment to individuals or workgroups that the unit or organization intends to retain

**Practice 17**

**Discharges for unsatisfactory performance or other valid reasons are conducted according to the organization's policies and procedures.**

1. Individuals are informed of behaviors that could result in discharge.

Examples of reasons for discharge could include the following:

- Unsatisfactory performance
- Misconduct

Refer to Practices 10 through 12 of the Performance Management process area for information regarding communication about unsatisfactory performance.

2. Actual behaviors or performance that could result in discharge are documented and discussed with the affected individual.
3. The decision to discharge an individual is reviewed and approved by appropriate managers and the human resources function before action is taken.
4. The discharge of an individual from the organization is handled according to a documented procedure.

Examples of issues that might be included in the procedure include the following:

- Documentation required to justify or support discharge
- Methods for reviewing and approving discharge decisions
- How individuals will be informed of their discharge
- Actions to be taken during the discharge process
- Disposition of personal and organizational property
- Appropriate access to work premises
- Severance package
- Limits on the information that can be provided about the individual's former employment

5. Communication concerning the discharge is made to individuals or workgroups who might be affected by it.

**Practice 18****Causes of voluntary resignation from the organization are identified and addressed.**

Although voluntary resignation for reasons such as retirement, family move, or caring for family members may not result from organizational or unit problems, other causes, such as poor working conditions, lack of training, lack of career opportunities, unchallenging work, better compensation elsewhere, stress, or work/life balance issues, represent conditions the unit or organization should address to retain the workforce.

1. Cause(s) for voluntary resignation and improvements that could be made to the unit or organization are identified through exit interviews, personal discussions with the departing individual, or through other appropriate means.
2. The departing individual may be offered an opportunity to talk with someone, other than the person to whom they have been responsible, about the causes for their voluntary departure.

Examples of other people that the departing individual might talk with include the following:

- A higher level manager
- A lateral manager
- A representative from the human resources function or another similar group
- An ombudsman
- A senior individual in the departing individual's unit or specialty
- An employee committee
- Someone identified by the departing individual

3. If appropriate, corrective actions are taken that would increase retention.
4. When trends in causes for voluntary resignation at the unit or organization levels can be identified, corrective action should be taken, if possible.

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## Measurement and Analysis

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**Measurement 1**      **Measurements are made and used to determine the status and performance of Staffing activities.**

Examples of measurements include the following:

- Time spent establishing committed work
- Percent of commitments met
- Revisions to commitments
- Number of open positions identified
- Number of qualified candidates contacted through each recruiting source
- Percent of qualified candidates contacted directly by staff rather than through other sources
- Percentage of selected candidates accepting offers
- Cost per hire
- Success of selection methods based on performance at the end of a probationary period
- Demographics of candidates and hires, including factors such as source, age, or diversity
- Time spent on recruiting, selection, and transitioning
- Time from opening a position to filling it
- Percent of unit members involved in staffing activities
- Rate of transitioning individuals into new positions
- Number of people undergoing outplacement
- Cost of outplacement
- Percent of voluntary turnover
- Cost of replacing those who voluntarily resign

**Measurement 2      Unit measures of Staffing activities are collected and maintained.**

1. Units collect data as Staffing activities occur.
2. Measurements made to determine the status and performance of Staffing activities are maintained.

Examples of reasons for maintaining measurements of Staffing activities include the following:

- Periodic analysis to determine unit-level trends
- Aggregating data at the organizational level to develop organizational measures
- Analysis to determine organizational trends
- Evaluation of organizational trends

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## **Verifying Implementation**

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**Verification 1      A responsible individual(s) verifies that Staffing activities are conducted according to the organization's documented policies, practices, procedures, and, where appropriate, plans; and addresses noncompliance.**

These reviews verify that:

1. Staffing activities comply with the organization's policies and stated values.
2. Staffing activities comply with all relevant laws and regulations.
3. Staffing activities are performed according to the organization's documented practices and procedures.
4. Noncompliance issues are handled appropriately.



**Verification 2      Executive management periodically reviews the Staffing activities, status, and results; and resolves issues.**

These reviews address:

1. Progress in performing staffing activities, including:
  - filling open positions,
  - attracting selected candidates,
  - balancing workload against work commitments, and
  - performing workforce reduction and other outplacement activities.
2. Results from reviews of Staffing practices and activities.

Refer to Verification 1 for information regarding reviews of Staffing activities to ensure adherence to the following:

- Relevant laws and regulations
- Organizational policies, practices, and procedures

3. Status of resolution of noncompliance issues.
4. Trends relevant to future staffing decisions and requirements.
5. Effectiveness of Staffing activities in achieving staffing results.

