



U.S. Immigration and Customs Enforcement Draft Statement of Objectives

Office of Human Capital Comprehensive Hiring and Recruitment Services

January 18, 2018

1 BACKGROUND

Executive Order (E.O.) 13768 issued on January 25, 2017, titled “Enhancing Public Safety in the Interior of the United States,” mandated that all appropriate action be taken by the Department of Homeland Security (DHS), U.S. Immigration and Customs Enforcement (ICE) to increase its law enforcement workforce. There is intense competition for a shrinking pool of candidates for law enforcement officers (LEOs) and a need for a large volume of interested, well-qualified applicants to maintain Congressionally-mandated staffing levels. These requirements and the E.O. have created the need for ICE to seek non-personal support services from industry to assist with the recruitment and hiring. The execution of the ICE mission is critical to the protection of America from cross-border crime and illegal immigration that threaten national security and public safety.

2 PURPOSE

The mandated increase along with the necessary support staff will result in a significant addition of employees to ICE’s workforce. However, the ICE Office of Human Capital (OHC) does not have the capacity to execute at the pace and scope of the hiring activities required to meet this target with its current federal human resources workforce. Through a targeted recruitment campaign promoting the ICE LEOs and non-law enforcement careers, OHC will be able to focus on the ICE mission. To bring in these candidates, there will be a focus on guidance through the hiring process to onboarding. This procurement for Comprehensive Hiring and Recruitment Services (CHRS) will assist ICE OHC in meeting the demands required to achieve the E.O. hiring goals and develop efficiencies to current OHC processes. Contractor support is required to perform recruitment, market research, data analytics, marketing, hiring, and onboarding activities.

3 SCOPE

The Contractor will provide expert market research, data analytics, advertising, recruitment, and hiring expertise aimed at applicants for law enforcement opportunities and non-law enforcement support opportunities with ICE. This will require the Contractor staff to possess Office of Personnel Management (OPM) Delegated Examining certification knowledge of the ICE law enforcement and non-law enforcement applicant hiring process, systems integration skills, and the demonstrated experience necessary to perform the full range of ICE’s talent acquisition process. To do so, the Contractor will achieve the objectives identified under Sections 7.1-7.15.

Emphasis will be on delivering results (i.e., hiring and onboarding candidates) rather than performing tasks; therefore, the Government intends to design a contract that makes payment based on performance. Ultimately, the goal is to produce the required number of candidates who actually enter on duty—which means individuals who have completed the application process, successfully passed the entrance exam, met established physical fitness and medical standards, are suitable for employment at ICE (i.e., pass a very demanding background investigation and have the highest integrity), and who are also compatible with the rigors of ICE law enforcement training requirements and operational environments. This recruiting and hiring processing requirement may be expanded during the contract period to include other DHS or ICE requirements.

Ultimately, remuneration to the Contractor will be based primarily on the delivery of qualified applicants, as demonstrated by successful completion of **all** elements of the hiring process using a firm fixed price (FFP) per hire pricing schedule. Upon issuance of a successful offer letter, the Contractor may invoice for 80 percent of the FFP per hire and may invoice for the remaining 20 percent upon the entry on duty of the employee.

The Contractor must understand and comply with Title 5 United States Code (U.S.C.) policies and procedures applicable to federal employees, including the provisions of the civil service Interchange Agreements approved by the Secretary of Homeland Security and Director of OPM; applicable DHS and ICE policies and procedures; and EO 13768.

Computer systems must be compatible with existing ICE, DHS, and Government-wide enterprise architectures required to satisfy ICE objectives. Additionally, the Contractor will migrate and/or export all data pertaining to applicants and successfully hired employees—upon request or at the close of the contract—at no cost to ICE.

All Contractor employees will be U.S. citizens.

4 PERIOD OF PERFORMANCE

The base period of performance for this contract will be for a period of 12 months from the date of award with two option years that will be exercised at the discretion of the Government.

5 PLACE OF PERFORMANCE

Most work will be performed primarily at the Contractor's site(s). Per multiple objectives, some activities are performed at locations throughout the United States and its territories. The Contractor must be available to attend in-person meetings at the OHC headquarters location in Washington, D.C.

6 SYSTEM REQUIREMENTS

The Contractor will use the ICE SF-52 system, Electronic System for Personnel (ESP) to receive recruitment requests and batch resulting appointment actions processed in ESP to the National Finance Center (NFC) Payroll/Personnel system in accordance with OPM rules and regulations, as well as DHS and ICE policies and procedures. The Contractor will also use the NFC system to process all other required payroll/personnel-related documents as well as resolve all resulting transaction errors.

The Contractor will use the USA Staffing Onboarding function to electronically collect, process, and maintain required onboarding forms and electronically transfer all required documents to the employee's electronic Official Personnel Folder (eOPF).

The Contractor will utilize a talent acquisition system to electronically track and record all recruitment and hiring activity-related data associated with recruitment requests received. The

Contractor will provide recruitment and hiring activity-related data in a comma separated value file format upon request and at close of the contract.

7 OBJECTIVES

7.1 Recruiting, Marketing, and Advertising Activities

The Contractor will determine appropriate applicant pools for law enforcement and non-law enforcement positions and implement a recruitment strategy through the use of prevailing industry practices. The Contractor will provide the following functions in support of recruitment and marketing:

- **Develop Recruitment Plans**
 - Collaborate with ICE program offices to develop comprehensive recruitment plans within their respective workforce plans.
 - Address skill set, geographical, and diversity goals set by the program offices based on their hiring plan for the current and subsequent fiscal years of EO 13768. Geographical goals are established by ICE program offices based on their hiring plan for which OHC's recruitment team creates marketing and recruitment/outreach plans accordingly. Diversity goals are set by ICE's Office of Diversity and Civil Rights in response to Equal Employment Opportunity Commission and DHS-specific goals.
 - Include diverse markets and locations in recruitment plans.
 - Include recruitment of transitioning service members and veterans, as well as students from both 2- and 4-year colleges and universities.
- **Develop and Deploy ICE Recruitment and Marketing Materials**
 - Target traditional recruiting outlets with nationwide recruiting events.
 - Coordinate with the ICE Office of Public Affairs (OPA) to use new and expanding technologies and social media.
 - Conduct outreach to specific diversity markets throughout the United States and build partnerships with local communities and educational institutions that promote ICE as an agency that values diversity in the workplace.
 - Partner with OPA to generate press releases about careers in ICE.
 - Coordinate with OPA for all approvals of marketing materials, advertisements, and press releases.
 - Coordinate media plan for recruitment events with OPA.
- **Deploy a Professional Field Recruiting Staff**
 - Ensure recruiters adhere to the DHS and ICE recruiting standards. Note DHS requires all recruiters to attend a one day web based recruiter training to understand the DHS mission and it's goals as well as understanding each components specific hiring goals.

- Instruct recruiters on how to recruit for ICE positions.
- **Evaluate Recruitment Activities and Marketing Sources**
 - As listed in Addendum 4, meet DHS and ICE reporting requirements, which includes monthly, quarterly, and annual review of all recruiting activities and associated costs.
 - Track success and the return on investment for each event based on the number of candidates who actually enter on duty.

7.2 Basic Classification Activities

The Contractor will build position data in the National Finance Center (NFC) system ensuring all data elements are accurate and match the recruitment request.

7.3 Vacancy Announcements

The Contractor will craft and post vacancy announcements based on recruitment requests received in accordance with OPM rules and regulations as well as DHS and ICE policy and procedures.

7.4 Applicant Support/Care

The Contractor will utilize a tracking system to provide applicant assistance through the entire hiring process from initial receipt of application through successful onboarding.

7.5 Hiring Activities

The Contractor will manage the full life cycle of the hiring process from job posting through onboarding in compliance with OPM rules and regulations, DHS and ICE policies and procedures, and LEO and non-LEO application processes. The ICE hiring process is separated into three categories: 1) Deportation Officer; 2) Criminal Investigator; and 3) non-LEO mission support positions. Each category consists of several pre-employment processes along with the processing and onboarding of new hires as outlined in *Addendum 1: Deportation Officer Hiring Process*; *Addendum 2: Criminal Investigator Hiring Process*; and *Addendum 3: Non-LEO Mission Support Hiring Process*.

The Contractor will provide the following broad functions in support of ICE hiring activities:

- Create and maintain electronic case files.
- Advise ICE hiring officials on technical issues involving federal recruitment and placement actions.
- Provide applicant notifications in accordance with OPM requirements throughout the hiring process.

7.5.1 Deportation Officer

- Administer assessments.
- Adjudicate applicant qualifications/eligibility.
- Issue Tentative Selection Letters (TSLs).
- Initiate the Electronic Questionnaires for Investigations Processing (eQIP).
- Administer medical examinations.
- Administer physical fitness tests.
- Administer psychological tests.
- Coordinate suitability clearance with ICE Office of Professional Responsibility's (OPR), Personnel Security Unit (PSU).
- Coordinate structured interviews.
- Administer drug tests.
- Extend final job offer including appropriate salary determination in accordance with OPM, DHS, and ICE regulations, policies, and procedures (requires Government review).
- Process and onboard new hires.

7.5.2 Criminal Investigator

- Adjudicate applicant qualifications/eligibility.
- Administer Special Agent battery test and writing assessment.
- Coordinate structured interviews.
- Issue TSLs.
- Initiate eQIP.
- Administer medical examinations.
- Administer physical fitness tests.
- Administer psychological tests.
- Coordinate suitability clearance with ICE OPR's PSU.
- Administer drug tests.
- Extend final job offer including appropriate salary determinations in accordance with OPM, DHS, and ICE regulations, policies, and procedures (requires Government review).
- Process and onboard new hires.

7.5.3 Non-LEO Mission Support Positions

- Administer assessments.
- Adjudicate applicant qualifications/eligibility.
- Issue TSLs.
- Initiate eQIP.
- Coordinate suitability clearance with ICE OPR PSU.
- Administer drug tests.

- Extend final job offer including appropriate salary determinations in accordance with OPM, DHS, and ICE regulations, policies, and procedures (requires Government review).
- Process and onboard new hires.

7.6 Selection Testing

7.6.1 Law Enforcement Selection

The Contractor will provide services for the automated assessment of candidates' knowledge, skills, abilities, and competencies for LEO positions. ICE is responsible for developing, implementing, and maintaining assessments for selection into mission-critical LEO positions. The automated assessment services are used to support hiring within ICE Directorates. LEO testing consists of varying assessments across programs, including (1) entry-level CI test battery and writing sample for new agents, and (2) entry-level DO assessments for new officers. There will be multiple assessment programs during the period of performance, some occurring simultaneously. The entry-level CI and DO will likely occur multiple times annually.

ICE has an existing test battery for the entry-level CI selection process, comprised of three proctored assessments unique to that program. These assessments may be updated at various times during the performance period. Entry-level DO hiring currently utilizes un-proctored, standard off-the-shelf assessments (i.e., *USA Hire*) and an automated writing assessment. See Table 1 below for the content of each battery by program.

Table 1. Battery Tests by Program

Program	Position	Assessment Type					
		Job Knowledge	Logical Reasoning	Job Simulation	Writing	Writing Sample	Biodata
Homeland Security Investigations	Entry-Level Criminal Investigator		X			X	X
Enforcement and Removal Operations	Deportation Officer		X			X	X

For proctored testing, the Contractor will be responsible for scheduling candidates. The Contractor should have an automated scheduling system to self-select the appropriate assessments and schedule their test appointment date, time, and location. Using the automated scheduling service, candidates can schedule test appointments at designated locations in the United States. These test locations are provided by the Contractor for all proctored tests. ICE provides the assessments to the Contractor to automate and administer. The Contractor translates raw assessment data into scores for each candidate and provides those scores and raw data to ICE. If used, scores should be uploaded to the *USA Staffing* talent acquisition system. The Contractor will also make the scores available to each candidate through each candidate's online account in a Contractor-maintained repository. Candidates can access their scores at any time and any candidate who completes the test outside of this online process may access their scores through the Contractor's system as well.

The Contractor will provide these broad functions in support of LEO testing:

- A system that shall automate and maintain assessment batteries in accordance with ICE requirements.
- The upload of historical candidate information, testing history, and test results into a candidate registration and scheduling system.
- An automated registration and self-scheduling service for candidates using secure individual online accounts, including the capability to send system-generated e-mail notifications to candidates.
- Proctored computer-based administration of ICE-owned assessments and candidate exit survey to include providing testing facilities, proctors, and all testing equipment.
- A catalog of valid and reliable tests that are available for delivery in an un-proctored environment and suitable for the ICE target position (e.g., Deportation Officer).
- Transfer of raw assessment data and survey results to ICE.
- Automated score of each assessment and battery in accordance with ICE scoring keys.
- Load of computed assessment scores into the talent acquisition system.
- Load of computed assessment scores into the system for each candidate, communication of candidate results, to include sending e-mail notification of results availability to candidates, the ability for candidates to access their online account to view results at any time, and performance in accordance with ICE web services requirements.

The Contractor-managed proctored test sites will be situated at various regional locations and major metropolitan areas across the 50 states, the District of Columbia, and all U.S. territories and possessions. If a Contractor test site is not situated within 120 miles of a target location, the Contractor is responsible for establishing a mobile test site. For selection assessments, ICE anticipates hiring approximately 10,000 LEO positions (1,500 CIs and 8,500 DOs). The application to hire ratio is unknown at this time but may be as low as 4:1.

7.6.2 Mission Support Selection

ICE anticipates hiring 6,597 support personnel positions. These positions cover a variety of jobs (e.g., GS-132, 201, 301, 343, 501, 950, 1201, 1750) and grades (GS-5-15). The Contractor will coordinate with ICE personnel research psychologists and subject matter experts to determine the appropriate assessment strategy for target positions.

The Contractor will provide these broad functions in support of mission support testing:

- A catalog of valid and reliable tests that are available for delivery in an un-proctored environment and suitable for the ICE target positions described above.
- Transfer of raw assessment data and survey results to ICE.
- Automated score of each assessment and battery.
- Load of computed assessment scores into the talent acquisition system.

7.7 Pre-employment Activities

The Contractor will provide these broad functions in support of pre-employment activities in addition to the activities identified in Objectives 7.1-7.6:

- Track tentative selection notices.
- Following Government approval, prepare, issue, and track recruitment/retention incentive packages with the stakeholders.
- Coordinate training classes.
- Track final job offers.
- Administer medical examinations.
 - A post-offer medical examination will be required in order to ensure the applicant is qualified under the ICE Medical Standards.
 - Medical examination forms will be supplied by ICE for use by the Contractor to obtain the information necessary to determine the applicant's medical qualifications.
 - The Contractor will perform a primary review of the medical examination to identify any possibly disqualifying medical conditions for which additional medical documentation is needed in order to make a final qualification determination. In some cases, upon receipt of this medical documentation, the Contractor may be required to perform a secondary review to determine qualification.
 - If the provided medical documentation does not support medical qualification as established by the ICE Medical Standards, then a tertiary medical review is required in order to identify what additional medical information, or evidence of demonstrated performance in the same or similar jobs, would be required to support a waiver of the medical disqualification by the ICE Medical Review Board.
- Administer psychological testing.
- Administer and document results of drug screenings.
- Administer and document results of physical fitness tests.

In addition, the Contractor will properly maintain all pre-employment and hiring documents, including medical information and Personally Identifiable Information by administrative, technical, and physical protective measures, including safeguarding information in hard-copy or on portable electronic devices, in accordance with all federal, ICE, and OPM guidelines. Pre-employment medical services include applicant medical, fitness, and drug testing in accordance with U.S. Department of Health and Human Services regulations.

7.8 Pre-employment Suitability/Security Adjudication

The Contractor will provide support for the pre-employment suitability/security adjudication process. The pre-employment suitability/security adjudication component is required for all ICE applicants and is intended to assess an applicant's suitability for employment and/or eligibility to occupy a national security position with ICE. The pre-employment suitability/security

adjudication is completed by ICE OPR PSU and is required prior to authorizing any applicant to enter on duty with ICE.

The Contractor will provide these functions in support of the pre-employment suitability/security adjudication:

- Provide a list of all applicants who accepted a tentative job offer to the ICE OPR PSU within 24 hours, via a formatted spreadsheet. ICE will provide the format required to the Contractor.
- Receive pre-employment suitability/security determinations (Approved; Denied; Discontinued) from PSU via e-mail notification and annotate results accordingly into the hiring system database. An approved determination allows an applicant to enter on duty prior to the completion of a full background investigation.
- In accordance with 5 Code of Federal Regulations (CFR) Part 1400, notify selected applicants that their pre-employment suitability/security determination was based on limited background investigation information and that their final appointment is contingent upon a favorably adjudicated completed background investigation. PSU will notify the Contractor as to whether the approval was based on limited background investigation information or a favorably adjudicated completed background investigation. This notification is not required for applicants for whom PSU advises the Contractor that pre-employment suitability/security determination was based on a favorably adjudicated completed background investigation.
- Notify PSU within 24 hours, of any applicant who is no longer being considered for the position for any reason (failed drug test, declined position, failed structured interview, etc.).
- Receive rescinded pre-employment suitability/security determination notifications from PSU for applicants who were previously approved by PSU and immediately update the hiring system database reflecting the change in the applicant's suitability/security status. This occurs when new derogatory information becomes available to PSU that was not previously known.

7.9 Payroll/Personnel Processing Activities

The Contractor will provide these broad functions in support of payroll/personnel processing activities:

- Accurately process a variety of required federal payroll/personnel actions in the NFC system in accordance with OPM rules and regulations, as well as DHS and ICE policies and procedures.
- Resolve payroll/personnel transaction errors by taking corrective action in coordination with ICE human resource specialists.
- Process citizenship data and I-9 Forms in the *eVerify* system in compliance with OPM, DHS, U.S. Citizenship and Immigration Services, and ICE policies and procedures.
- Scan and upload documents and Official Personnel Folders (OPF) into the electronic OPF(e-OPF).

- Request OPFs and Standard Form 75 information, as applicable, from other Federal Government agencies, and monitor requests.
- Notify ICE of all new hires' entrance on duty dates and inform new employee orientation needs.
- Provide subject matter expertise and technical support to staff in resolving difficult and controversial problems including determining applicable precedents, laws, or regulations and identifying the most effective approach and technique to validate the correctness and propriety of the actions taken.
- Research and interpret guidelines, regulations, and directives in order to provide guidance on regulatory and legal requirements related to complex cases.

7.10 Onboarding

The Contractor will provide services for the automated onboarding of new hires. The Contractor will be provided access to and use the USA Staffing Onboarding function to electronically collect, process, and maintain required onboarding forms and electronically transfer all required documents to the employee's eOPF.

7.11 Program Management

The Contractor will provide overall program management services for the entire recruit, hire, and onboard process that include, but should not be limited to:

- Regularly communicating and updating all stakeholders on the status of recruitment, hiring, and onboarding actions.
- Ensuring the efficient and seamless operation of all Contractor provided services.
- Troubleshooting and resolving any challenges that arise.
- Providing a senior liaison to work in collaboration with ICE to communicate and resolve issues between ICE program offices and the Contractor.

7.12 Reporting

The Contractor will generate recurring and ad-hoc automated data analysis and summary reports which include, but are not limited to, depicting, tracking, and analyzing recruitment, assessment, processing, and on-boarding efforts.

7.13 Data Management

The contractor will provide the following broad functions in support of data management:

- Provide guidance and assistance to ICE attorneys and Equal Employment Opportunity (EEO) specialists/investigators for settlements and EEO cases and arbitration.
- Assist with gathering and compiling data for use in generating responses to the general public and federal employees regarding Freedom of Information Act (FOIA), EEO, and congressional requests.

- Properly maintain all pre-employment and hiring documents, including medical information and Personally Identifiable Information by administrative, technical, and physical protective measures and safeguarding information in hard-copy or on portable electronic devices in accordance with all federal, ICE, and OPM guidelines.
- Successfully migrate, integrate and/or export all data pertaining to recruitment efforts performed for the Government, as well as all data pertaining to applicants and successfully hired employees—upon request or at the close of contract—at no cost to ICE. The Contractor will ensure all such data is compatible with the applicable ICE systems.

7.14 Quality Control

The Contractor will understand and comply with Title 5 U.S.C. policies and procedures applicable to the hiring of federal employees, including the provisions of the civil service Interchange Agreements approved by the Secretary of Homeland Security and the Director of OPM, applicable DHS and ICE policies and procedures, and EO 13768.

The Contractor will prepare, submit, and maintain a detailed Quality Control Plan (QCP) that documents the methodology and criteria the Contractor will use for verifying the number of delivered products. The Contractor will ensure that delivered products were derived from methods in compliance with all applicable rules, regulations, policies, and procedure and that meet ICE quality standards. The plan will include an iterative process allowing for ICE review of interim deliverables prior to final delivery. The Contractor will submit the QCP as part of its proposal.

8 CONSTRAINTS

This section lists laws, rules, regulations, standards, and technology limitations the Contractor will adhere to and other constraints under which the Contractor will work.

- All public affairs documents must be approved by ICE OPA.
- The Contractor must interpret and apply laws, rules, and regulations, including Executive Orders, Delegated Examining Unit regulations, federal agency policies and procedures, collective bargaining agreements, 5 CFR, Vet Guide, and other regulatory guidance, including, but not limited to, OPM guidelines, and ICE Medical Standards.
- Contractor staff handling talent acquisition activities related to public job announcements must possess a valid OPM Delegated Examining certification.
- ICE is prohibited from advertising two public Job Announcements for the same position in the same location at the same time.
- ICE must approve the removal of any candidate from consideration to ensure the action is in compliance with applicable regulations and laws.
- The Contractor and ICE will establish a process to ensure consistent determinations are made on applicants, those that re-apply, and those previously adjudicated.
- Potential overlap with other contracts that perform similar functions (i.e., medical and fitness contracts).

- Proprietary and sensitive selection test information will be provided on a “need to know” basis.
- Contractor staff handling ICE selection test material must complete test security and handling training and sign a confidentiality and non-disclosure agreement.
- In the event of a data breach or lost assessment, it will be the Contractor’s responsibility (in terms of both cost and time) to develop and validate a replacement.
- Applicants for entry-level CI positions are required to take an entrance exam. The exam is a proctored exam at a certified testing facility. The biodata portion of the exam can be taken in an un-proctored environment by the applicant.
- ICE anticipates approval from OPM for Direct Hire Authority (DHA) for a number of target support positions. When using DHA, assessments will not be allowed.
- The Contractor must follow ICE’s test-retest policy and procedures on ICE-owned assessments.

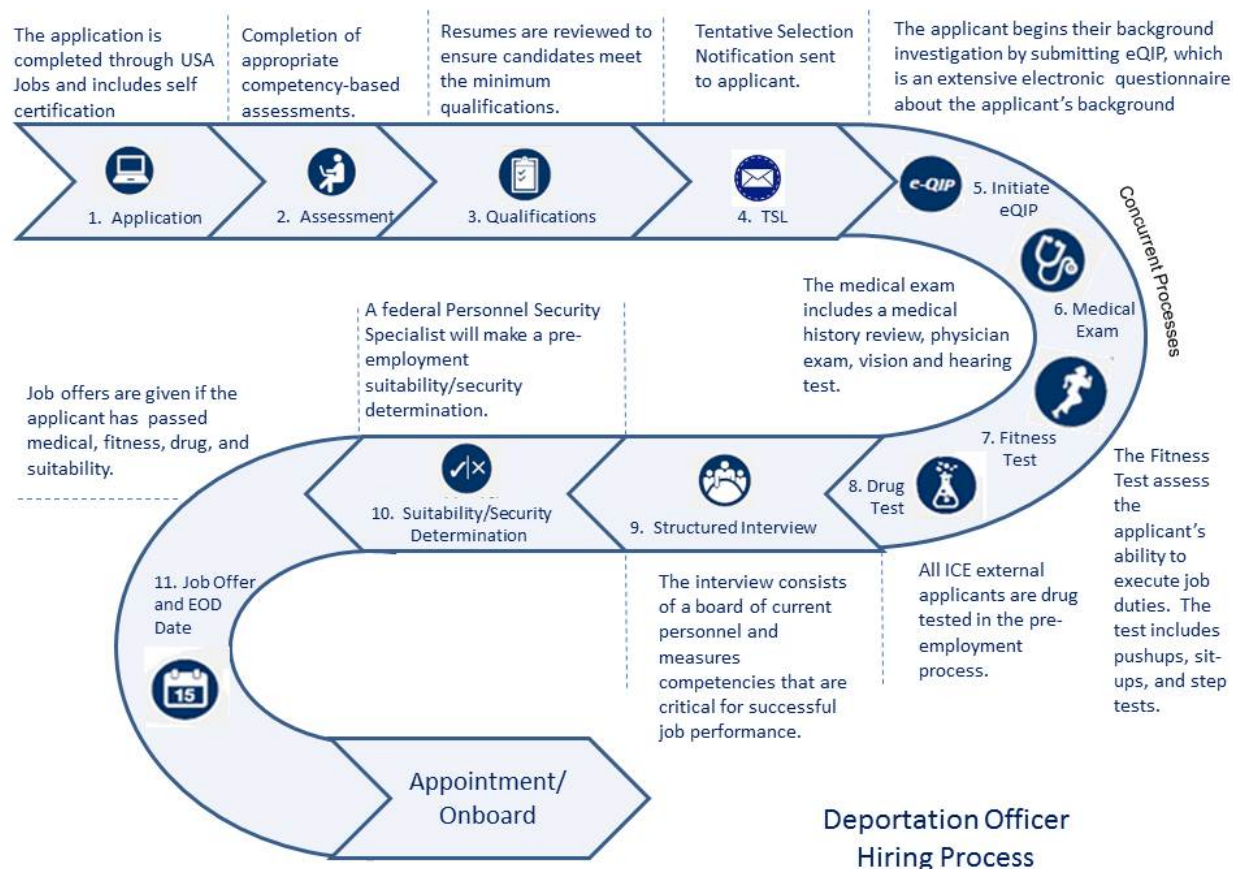
9 TRANSITION-IN

To support a transition-in period at the time of contract start, the Contractor shall develop a comprehensive contract start ingress plan; prepare, submit, and maintain a detailed project management plan; prepare, submit, and maintain a detailed staffing plan; attend a post-award kick-off meeting; and host or participate in knowledge transfer sessions as required by ICE.

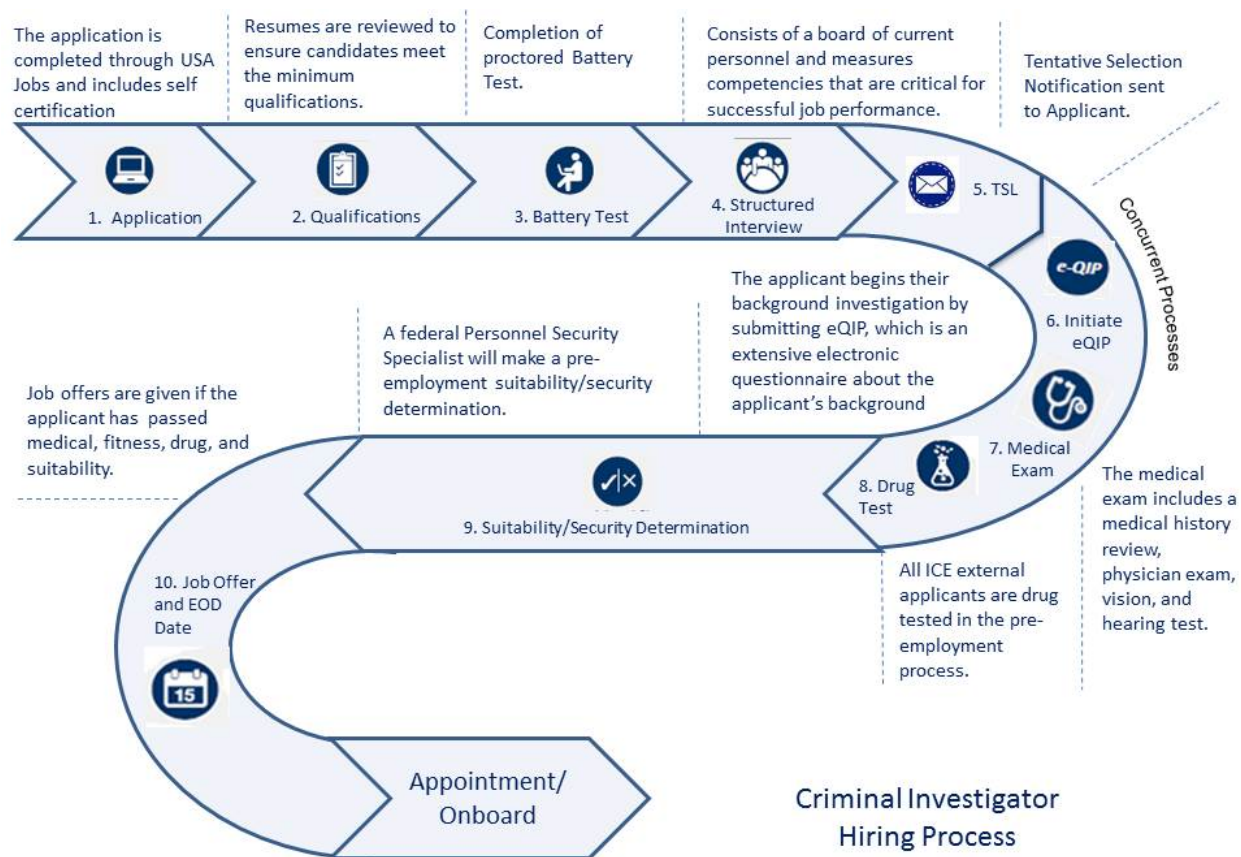
10 CONTRACT CLOSEOUT

Ninety business days before the end of the contract period of performance, the Contractor shall provide ICE with a detailed transition/closeout plan that describes all of the tasks, activities, and schedule associated with contract egress and closeout. At the contract end/closing, or at the request of the Contracting Officer or Program Manager at any time during contract performance, the Contractor shall return any and all requested data and electronic information, and provide related reporting as requested to ICE in an ICE-approved format at no additional cost to the Government.

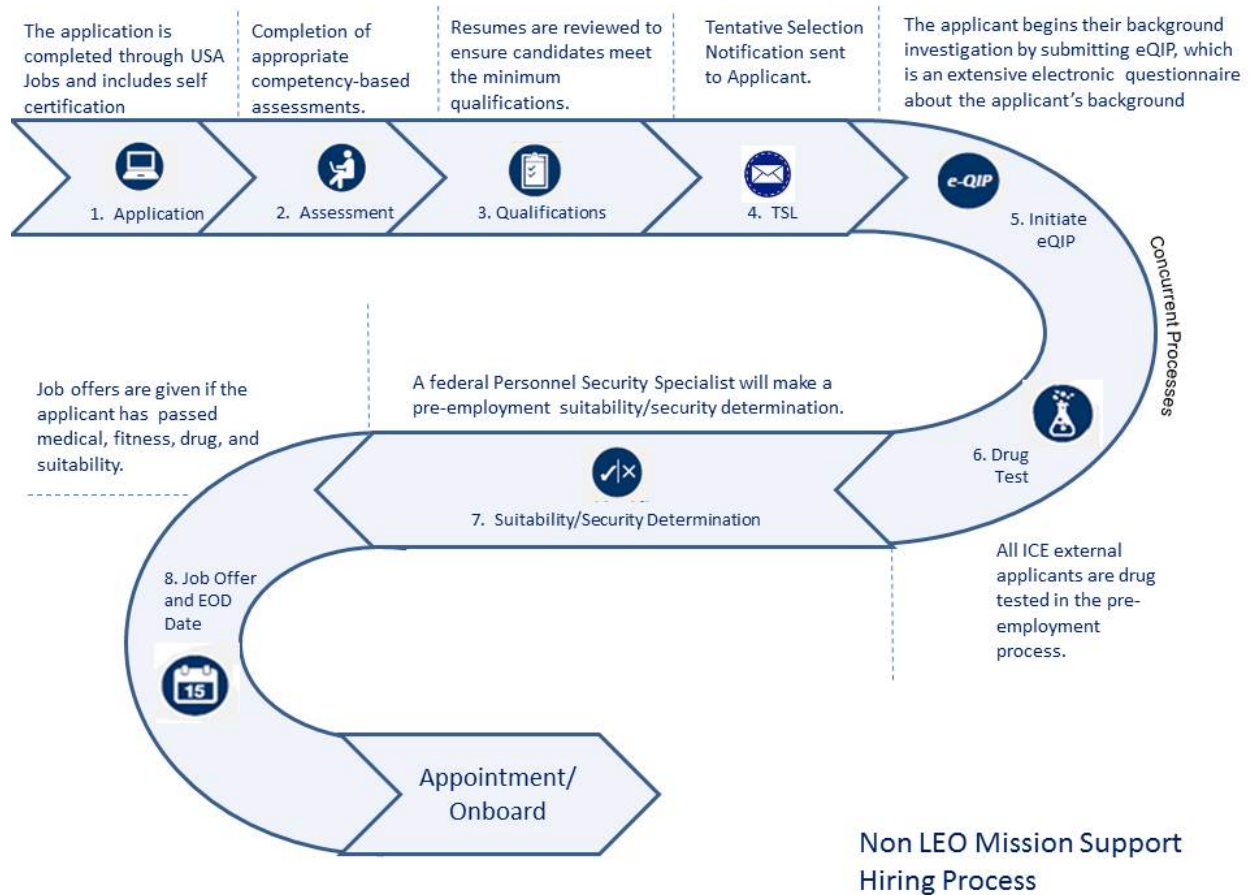
Addendum 1: ICE Deportation Officer Hiring Process



Addendum 2: Criminal Investigator Hiring Process



Addendum 3: Non-LEO Mission Support Hiring Process



Addendum 4: Recruitment Reporting Requirements

Monthly	Quarterly	Annually
ICE tracks all recruiting events, marketing costs, and purpose for attending events in the Recruiting Operation and Marketing Matrix	ICE reports on events for veterans and persons with targeted disabilities.	ICE recruitment activity is reported in the annual Management Directive 715 – Equal Employment Opportunity Program Status Report published by the ICE Office of Diversity and Civil Rights
ICE reports on activity at Historically Black Colleges and Universities		Disabled Veterans Affirmative Action Plan

Addendum 5: Medical Deliverables

Description	Due Dates	Format	SOO Reference
Medical History and Physical Examination Form	Within 14 working days after test completion	PDF	Objective 7.7
Pre-Employment Drug Test Scheduling of Applicant	Within 3 working days from Government notification	Electronic Record	Objective 7.7
Pre-Employment Drug Test Appointment	Within 48 hours after call from scheduler	Electronic Record	Objective 7.7
Pre-Employment Drug Test Results	Within 2 working days from test	Electronic Record	Objective 7.7
Pre-Employment Fitness Test Scheduling of Applicant	Within 3 working days from notification by Government	Electronic Record	Objective 7.7
Pre-Employment Fitness Test Appointment	Within 5 days after call from scheduler	Electronic Record	Objective 7.7
Pre-Employment Fitness Test Results Documented on the ICE Administrator Score Sheet	Within 14 working days after Pre-employment Physical Fitness Test	Electronic Record	Objective 7.7
Pre-Employment Fitness Test Results – Failure	Within 1 working day after Pre-employment Physical Fitness Test	Electronic Record	Objective 7.7
Pre-Employment Medical Test Scheduling of Applicant	Within 3 working days from notification by Government	Electronic Record	Objective 7.7
Pre-Employment Medical Appointment	Within 7 days after call from scheduler	Electronic Record	Objective 7.7
Medical Qualification Template	Within 14 working days after Pre-employment medical test	PDF	Objective 7.7
Letter for the Applicant	Within 14 working days after Pre-	PDF	Objective 7.7

	employment medical test		
Medical Qualification Secondary Review Template	Within 14 working days after request from OHC	PDF	Objective 7.7

Note: For all deliverable due dates that fall on a weekend or federal holiday, the deliverable will be due the following working day. “Days” refers to working days unless otherwise specified.