



## UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

Friday, December 2, 2011

### **MEMORANDUM FOR: Chief Human Capital Officers**

**FROM:** Angela Bailey, Associate Director, Employee Services

**Subject:** Hiring Reform Agency Progress Reviews

We appreciate you and your agency representatives taking the time to meet with the U.S Office of Personnel Management (OPM) earlier this year to discuss progress in meeting requirements outlined in the President's May 11, 2010 memorandum, Improving the Federal Recruitment and Hiring Process.

We are pleased to report agencies are making progress with efforts to improve processes and are steadily moving towards meeting hiring reform objectives. Over the past eight months, OPM met with all Chief Human Capital Council agencies to discuss progress in the areas defined in the President's memorandum - improving the quality and speed of hires, eliminating KSA narratives, accepting resumes, using category rating, involving managers in the hiring process and holding them accountable.

In these meetings, several successful practices emerged that we thought would be of interest to other agencies:

#### **Time to Hire:**

Department of Defense elevated "streamline the hiring process" to one of its high priority performance goals (HPPGs) and includes the time to hire metric in their HPPG.

U.S. Agency for International Development and the Department of Interior utilize OPM's model for workforce planning. They moved the job analysis to the forefront versus during the recruitment process, which significantly reduced time to hire.

Department of Energy implemented an internal dashboard to track the hiring action through each of the steps which alerts managers to possible red flags in meeting targets.

OPM implemented an internal dashboard to track all vacancies against the 80-day model in real-time. It identifies bottlenecks and monitors the processing time by HR Specialist and hiring manager.

#### **Job Opportunity Announcements (JOAs):**

Transportation Security Administration implemented an applicant dashboard allowing applicants to track their application at each stage of the process.

Department of Homeland Security adopted a robust 5-point applicant notification process.

**Applicant Satisfaction:**

Social Security Administration has significantly streamlined their JOAs and improved the language to provide greater clarity for applicants.

**Manager Involvement:**

Department of Veterans Affairs developed a repository of interview questions for frequently-filled jobs to assist managers during the interview process.

Department of Energy implemented a policy that requires managers to select interview panels, pre-schedule interview times and develop interview questions prior to receiving the certificate of eligibles.

Several agencies have taken proactive steps to establish “strategic” partnerships between Human Capital/Resources staff and hiring managers by creating strategic conversation templates and job aides regarding the hiring process, service-level agreements, and category rating. Managers have indicated that the one-on-one support has improved their understanding of the hiring process and the partnerships have created stronger certificates of eligibles.

We encourage you to reach out to these agencies to learn more about their practices to assist in your continued Hiring Reform implementation efforts. Going forward, we will continue to identify successful practices and share with agencies through OPM’s Hiring Reform Website, OMB MAX, and interagency forums.

We commend your focus and good work on this important initiative, and look forward to continuing the dialogue and learning through our progress review meetings. If your agency has implemented a successful practice that is transforming the way you do business, please be prepared to highlight it in your next progress review.

Please contact your assigned OPM human capital officer (HCO) if you have any questions or need any assistance to support your efforts.

cc: Deputy Chief Human Capital Officers  
Human Resources Directors