



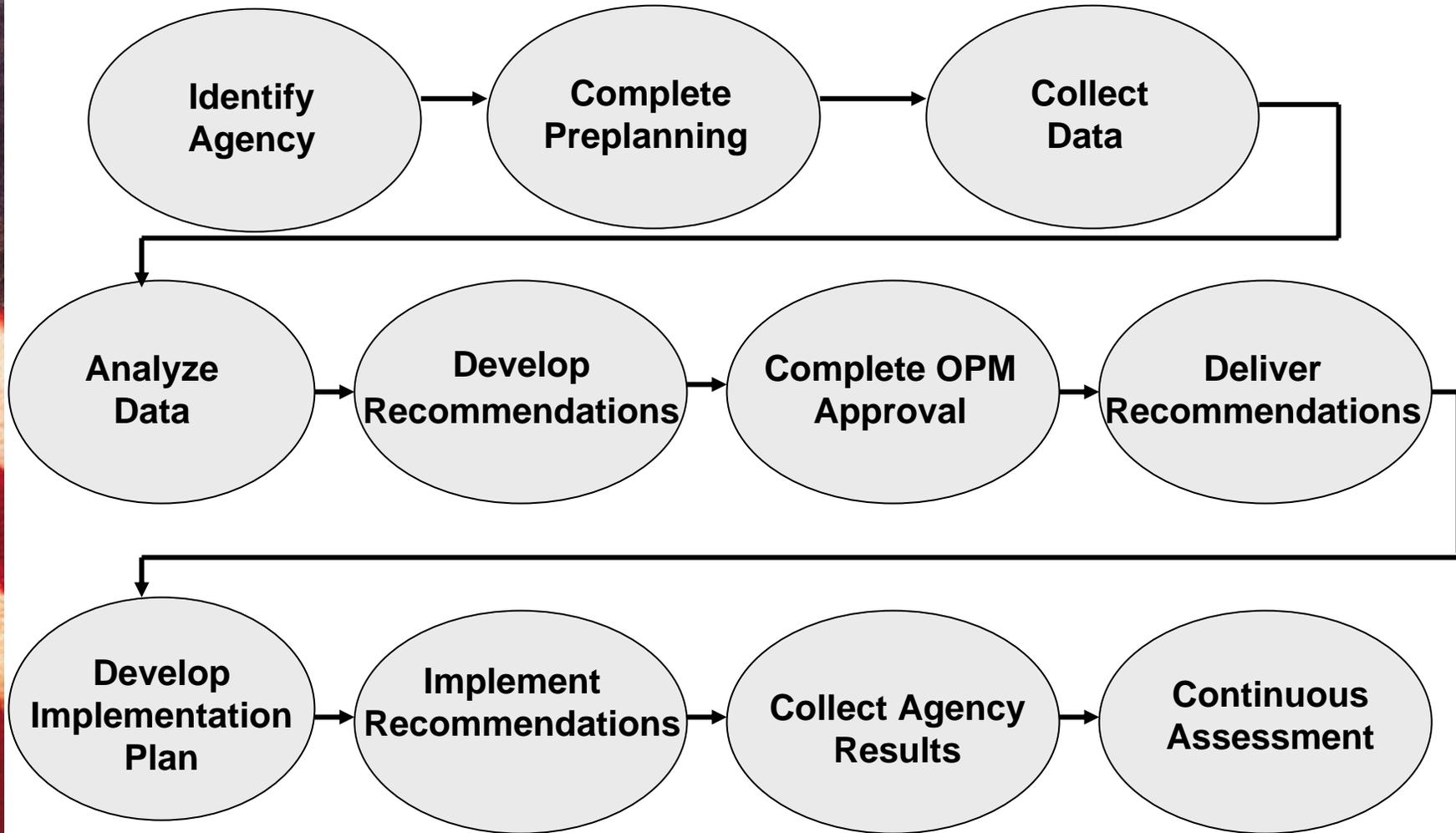
Improving Hiring in the Federal Government: A Process Approach

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Improving the Hiring Process



Identifying the Agency

Identify Agency

- Agency volunteers
- Scoring requirement



Complete Pre-planning

- Determine resources (people, time, budget)
- Identify key players and decision makers
- Determine scope/timeline
- Conduct preliminary meetings
- Plan communication strategy



Pre-Planning

- Determine problem: slow hiring process
- Determine information needed: barriers to hiring timeliness from different perspectives
- Identify target audience: HR staff, managers, new hires
- Decide how information will be used: to streamline hiring process



Collecting Data

Collect Data

- Determine resources
- Review internal policy
- Conduct focus groups, individual interviews, & meetings
- Conduct case reviews & process reviews
- Gather archival data



Focus Group Process: Recruitment for Focus Groups

- Agency staff recruited participants:
 - HR staff involved in staffing and recruitment
 - Hiring managers
 - New hires:
 - professional/administrative
 - technical
 - administrative support
- Focus group facilitator sent thank you letters and made follow-up phone calls one day prior to focus group to ensure attendance



Focus Group Process: Barriers to Hiring Timeliness

Examples of Questions

- What is your understanding of your role in the hiring process (for managers and HR staff)?
- What are some of the barriers that prevent timely hiring?
- What aspects of the hiring process are most time-consuming?
- What do you wish HR staff (or managers) would do differently to expedite the hiring process?
- How did you feel about your treatment as an applicant?



Analyzing Data

Analyze Data

- Categorize issues
- Analyze and prioritize themes
- Review best practices
- Validate findings from various data collection methods



Developing Recommendations

Develop Recommendations

- Write report
- Provide short/long term recommendations
- Formulate metrics



Hiring Timeliness: Key Metrics

- Vacancy rate (number and length of time of vacancies)
- Hiring timeliness (# of days from receipt of SF-52 in HR office to date of offer, by recruiting source)
- Offer acceptance rate (% of job offers accepted)
- Applications per recruiting source (% of applications by source)
- High quality candidate ratio (# of candidates rated high quality to the total # of qualified candidates)
- Unused certificates (% of certificates returned to HR unused)



Completing OPM Approval

Complete OPM Approval

- Conduct internal briefings
- Obtain full OPM concurrence



Delivering Recommendations

Deliver Recommendations

- Brief Agency officials and CHCO
- Communicate plan throughout Agency
- Obtain Agency comments on findings
- Post report on OPM/Agency Web site



Developing an Implementation Plan

Develop Implementation Plan

- Establish Agency team to address recommendations
- Collaborate with OPM on implementing recommendations



Implementing Recommendations

Implement Recommendations

- Designate action teams
- Implement recommendations
- Implement ongoing measurements
- Collaborate with OPM



Collecting Agency Results

Collect Agency Results

- Agency collects ongoing hiring measurements
- Agency documents success



Continuous Assessment

- Ensures that improvement is an iterative process
- Refers back to key metrics
- Establishes accountability through tracking



Contact Information

For more information,
visit us on the Web at

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