



Proven Strategies to Fix Federal Hiring

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Message from the President

“We must have a Government that thinks differently, so we need to recruit talented and imaginative people to public service.”

- George W. Bush



Message from the Director



“Together, we can fix Federal hiring...it is just a matter of doing it!”

- Kay Coles James



Today's Objectives

- Detail effective strategies to attract the talent your agency needs
- Explain the practices which OPM has successfully used with agencies
- Profile agency successes in fixing Federal hiring



Today's Presenters

- Jason Parman (moderator)
U.S. Office of Personnel Management (OPM)
- Donna Truesdell (panelist)
Defense Contract Audit Agency (DCAA)
- Cheryl Zimmerman (panelist)
Western Area Power Administration (WAPA)
- Dianna Saxman (panelist)
OPM



Today's Format

- Provide an overview and current status of hiring in the Federal government
- Detail success stories from presenters
- Provide opportunity for questions and answers



Our Current Environment

- The President's Management Agenda (PMA) outlined "Fix the Hiring" as a top priority
- Chief Human Capital Officers (CHCOs) provided OPM with its needs to ease hiring
- Director James crafted "10 Ways to Fix Federal Hiring"
- Federal agencies committed to improve hiring programs



Ten Ways to Fix Hiring

1. Eliminate “Self-Wrapping” Red Tape
2. Use Plain Language in Job Announcements
3. Recruit Veterans
4. Adopt an Accelerated Hiring Model
5. Compete on Campus
6. Offer Incentives for Talent
7. Utilize On-the-Spot Hiring Authority
8. Leverage Other New Hiring Flexibilities
9. Go After Outstanding Scholars
10. Fully Engage HR Staff





Donna Truesdell

Defense Contract Audit Agency

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT





DEFENSE CONTRACT **AUDIT** AGENCY

Protect America's

Investment... while investing

in your

Future.

A large, faint image of a fountain pen is positioned vertically on the left side of the slide. The pen is silver with a dark nib. In the background, behind the pen, is a circular seal with a shield in the center and the words "DEFENSE CONTRACT AUDIT AGENCY" around the perimeter.

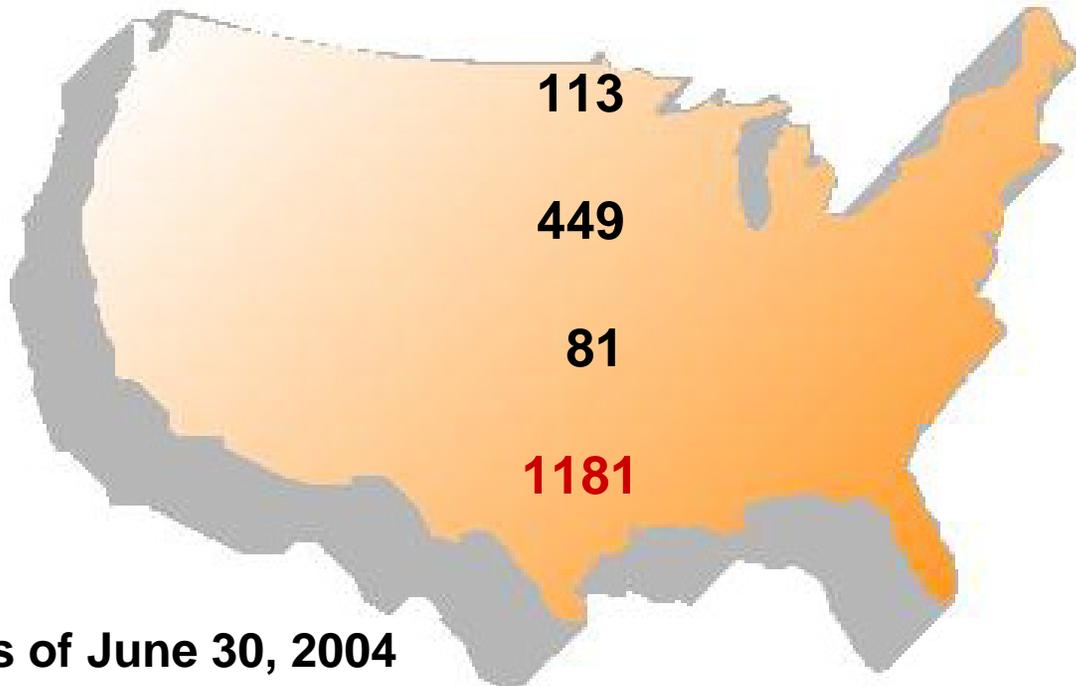
Defense Contract Audit Agency

Keys to Hiring Success

Entry-Level Auditor Hires

FY 04*	152
FY 03	161
FY 02	225
FY 01	113
FY 00	449
FY 99	81
TOTAL	1181

* FY 04 as of June 30, 2004



FY 2003 New Hire Diversity

<u>Category</u>	<u>Number</u>	<u>Percentage</u>
Total New Hires	161	100%
Total Female	99	61%
Total Minority	49	30%
Total Hispanic	19	12%

This Briefing Will Cover:

- Genesis of the hiring effort
- Agency challenges
- DCAA entry-level auditor recruitment strategy
- Keys to success

Genesis of Hiring Effort

- 1998: Assessment of workforce demographics – to include retirement eligibility - and workload projections
- Desire for comprehensive, focused, corporate recruitment strategy
- Integration with overarching Agency strategic, performance, financial and workforce planning efforts

Challenges

- Inactive recruitment program
- Dated recruiting materials
- Inexperienced recruiters
- Absence of Agency name recognition

Characteristics of Entry Level Auditor Recruitment Strategy

- Anticipatory and cooperative approach to recruitment and selection
- Centralized program management – decentralized execution
- Monthly monitoring of hiring progress; quarterly report to Director, DCAA

Characteristics of Entry Level Auditor Recruitment Strategy

- **Majority of hiring is at the GS-7 level, using competitive and non-competitive authorities**
 - **OPM certificates (60% of FY 2003 hires)**
 - **Federal Career Intern Program**
- **Employment incentives are used selectively as required to achieve hiring targets**
 - **Recruitment bonus**
 - **Advanced in-hire (primarily at GS-9 level)**

Keys to Success

- Leverage organizational factors
- Obtain visible top management commitment, support, and involvement
- Develop and execute a clear strategy
- Establish and promote an agency image

Keys to Success

- Continuously build and maintain internal and external relationships
- Take advantage of existing flexibilities
- Make selection decisions and get applicant commitments quickly
- Continuously assess and improve the process

Organizational Factors

- **DCAA is single-mission agency with 85% of its 4,000 person civilian workforce comprised of professional auditors in the GS-511 series**
- **Human Capital Management is part of a comprehensive and integrated process of financial, workload, and strategic planning, and has unqualified support of top management**

Organizational Factors

- Developmental auditors (GS-5 thru GS-11) are provided more than 300 hours of Continuing Professional Education (CPE) training within their first three years
- DCAA encourages and funds attainment of advanced degrees and CPA certification

Top Management Support

- Visible and committed involvement of Headquarters and Regional executives and senior managers
- Consistent and adequate resourcing – both money and people
- Receptivity to innovative approaches

Workforce Planning

- Annual Regional Recruitment Plans
 - Based on analysis of workforce demographics and trends
 - Integrated with workload and budget planning efforts
 - Identify strategies for the fiscal year
 - Identify impediments, share innovations, recommend improvements
 - Support strategic plan objectives

DCAA - OPM Partnership

- Collaborative working relationship with OPM Philadelphia
 - Design and development of recruitment materials
 - Marketing efforts
 - Development and delivery of recruiter training
 - Examining services
 - Advisory services

Agency Branding

- Give prospective employees a sense of DCAA mission, values, and organizational culture
- Consistent use of “branded” marketing materials to create name association
 - Tabletop displays
 - Recruitment brochure and tri-fold
 - CD-ROM for Career Centers
 - Mini-CD for prospective applicants
 - Electronic Career Center

Recruiter Training

- Auditors
 - Collateral duty
 - Diverse cadre comprised of managers, non-managers, new hires, senior auditors
- Agency-wide focus
- Promotion of DCAA culture and environment

Recruiter Training

- Designed to impart understanding of:
 - Benefits of DCAA employment
 - Employment options
 - Application processes
 - Interview techniques
 - Generational differences
 - Hiring in an electronic age

Reestablishment of Recruiting Relationships

- On-campus recruiting
 - Contact with Chairs of Accounting Departments
 - Follow-up calls and provision of brochures, tri-folds, and CD's
 - Agency presentations; prescheduled on-campus interviews; participation in job fairs

Reinforcement of Relationships

- Internet recruiting
 - Access to DCAA Career Center web site through individual college sites
 - Link from DCAA Career Center web site to electronic employment application
- Other contacts
 - Military transition centers
 - Veterans Administration centers
 - State and local employment centers
 - Professional organizations

Use Existing HR Flexibilities

- DCAA entry-level hiring objectives have been achieved within current Title 5 rules/regulations
- FCIP is used primarily for targeted recruitment when unable to obtain desired results through competitive certification
- Recruitment incentives used on an as-needed basis

Expedite selection process

- Timely issuance and sharing of competitive certificates
- Name requests; pre-qualification through recruiter interviews
- Monitoring of recruitment related statistics
- Use of FCIP
- Security clearance process is biggest delay in EOD

Continual Process Improvement

- Monthly review of hiring progress
- Quarterly assessment of Agency and OPM statistics and report to Director
- Identification of opportunities for improvement and linkage to Agency strategic planning process, DoD Human Capital Strategic Plan; President's Management Agenda

DCAA HR Reports Module

Agency-Wide

Local/Regional Reports

Please select one of the following types of reports:

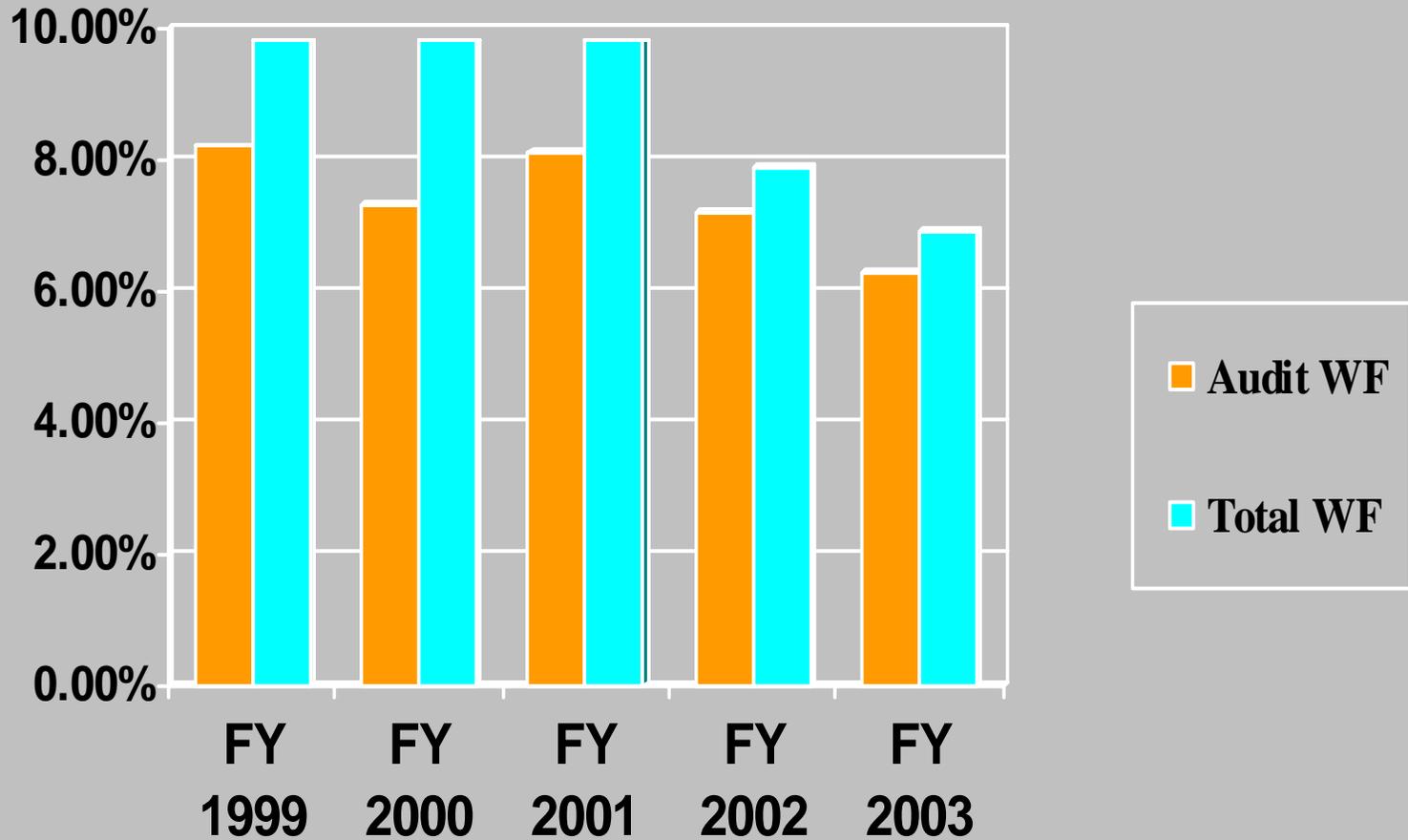
Career Service Recognition	Age	Education Levels	Military Reserve	Rosters
Professional Certificates/Licenses	Monetary Awards	QSI Awards	Time-Off Awards	Years of Service
Personnel Actions Processed	Supervisory	Average Salary and Grade	Race and National Origin	Gender
New Hires	Promotions	Separations	Retained Pay	Employee Data Lookup
Handicap	Occupational Category	Retained Grade	FY08 Retirement Eligibility	Telework
Geographic Location	Performance Appraisals	HAPS Promotion Potentials		

EXIT

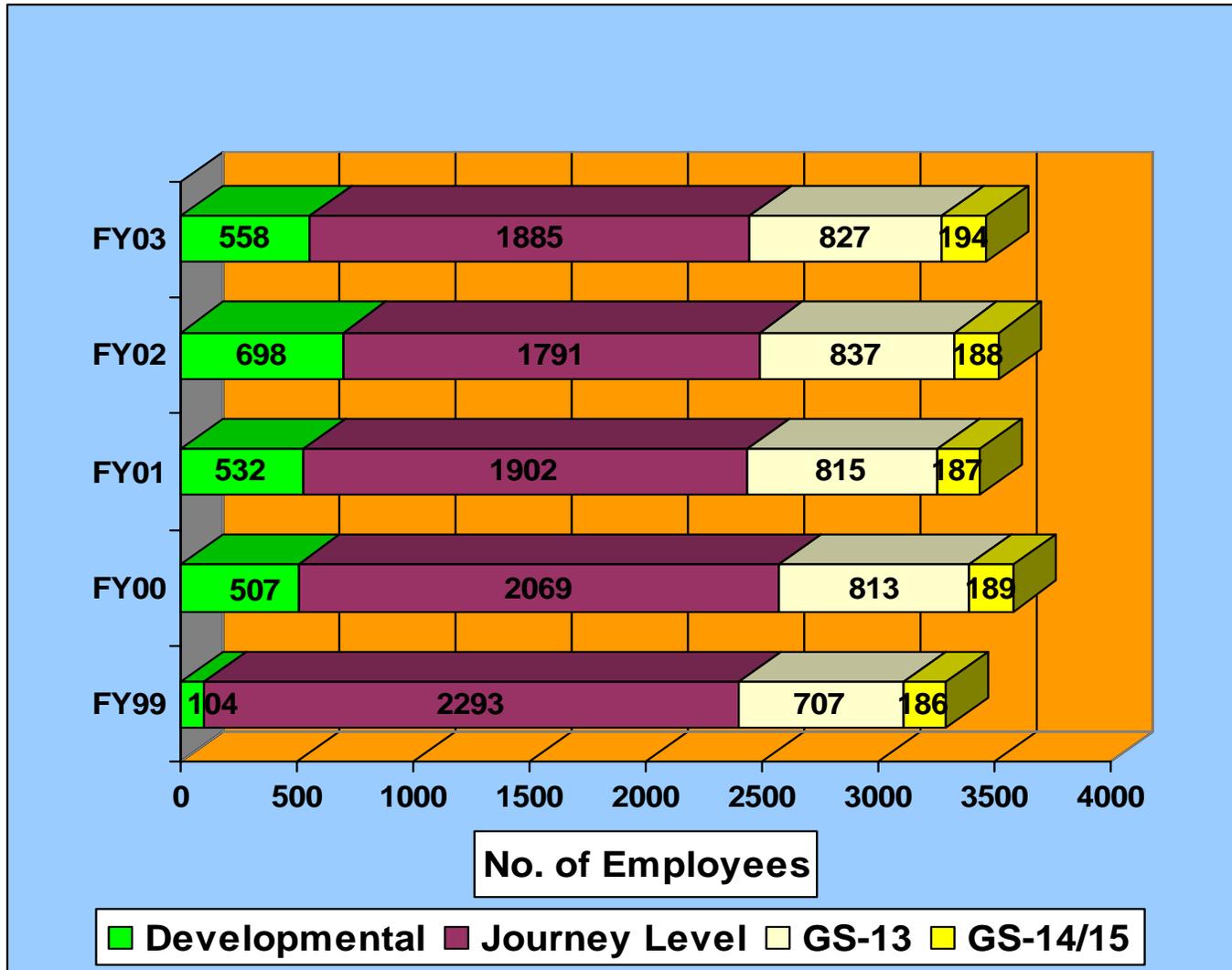
These reports contain sensitive and Privacy Act information and cannot be released outside of DCAA channels. The data is to be reviewed only by DCAA personnel with a specific need-to-know. These reports are to be kept in a secure area at all times.

Form View

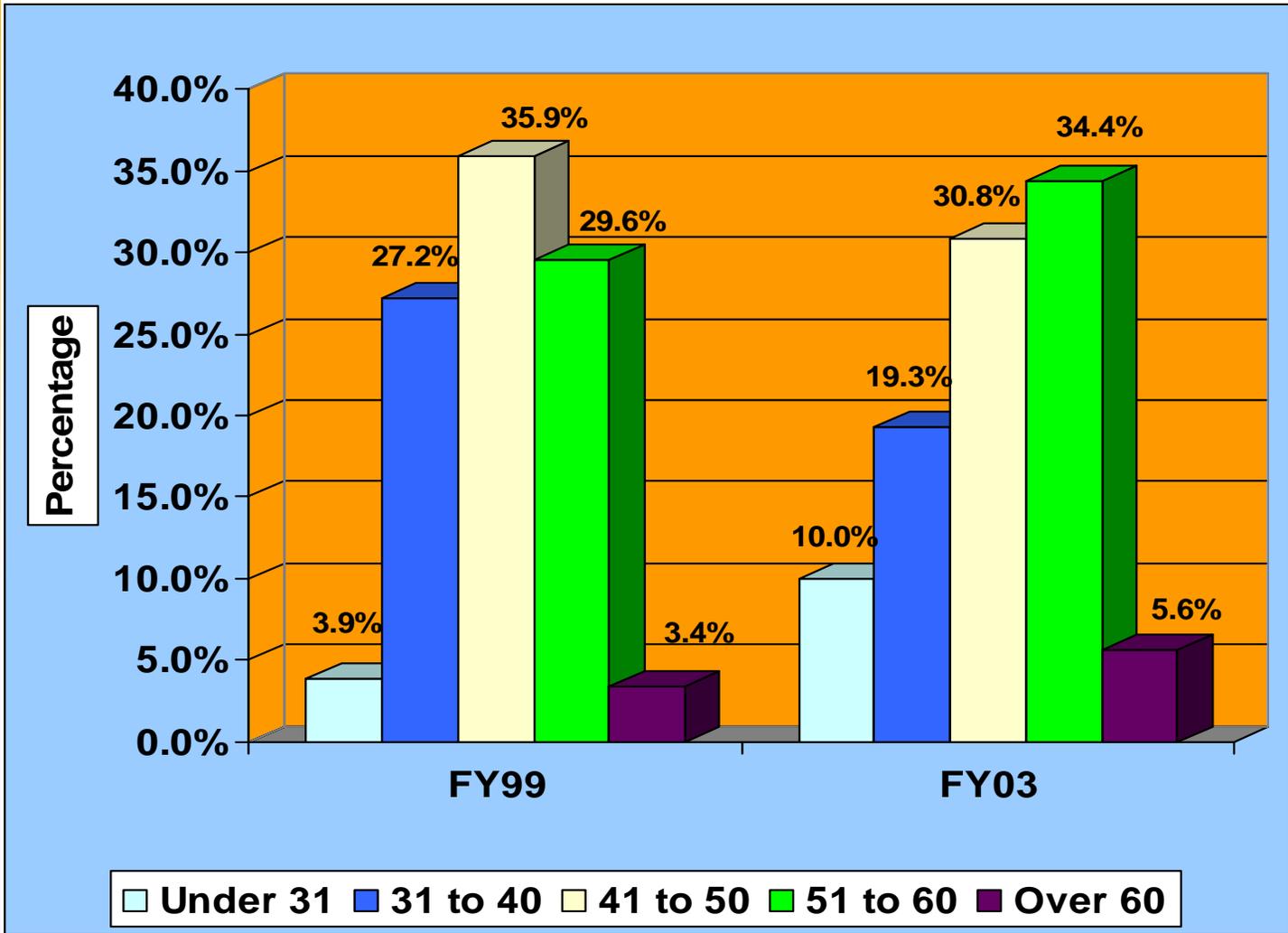
DCAA Workforce Attrition



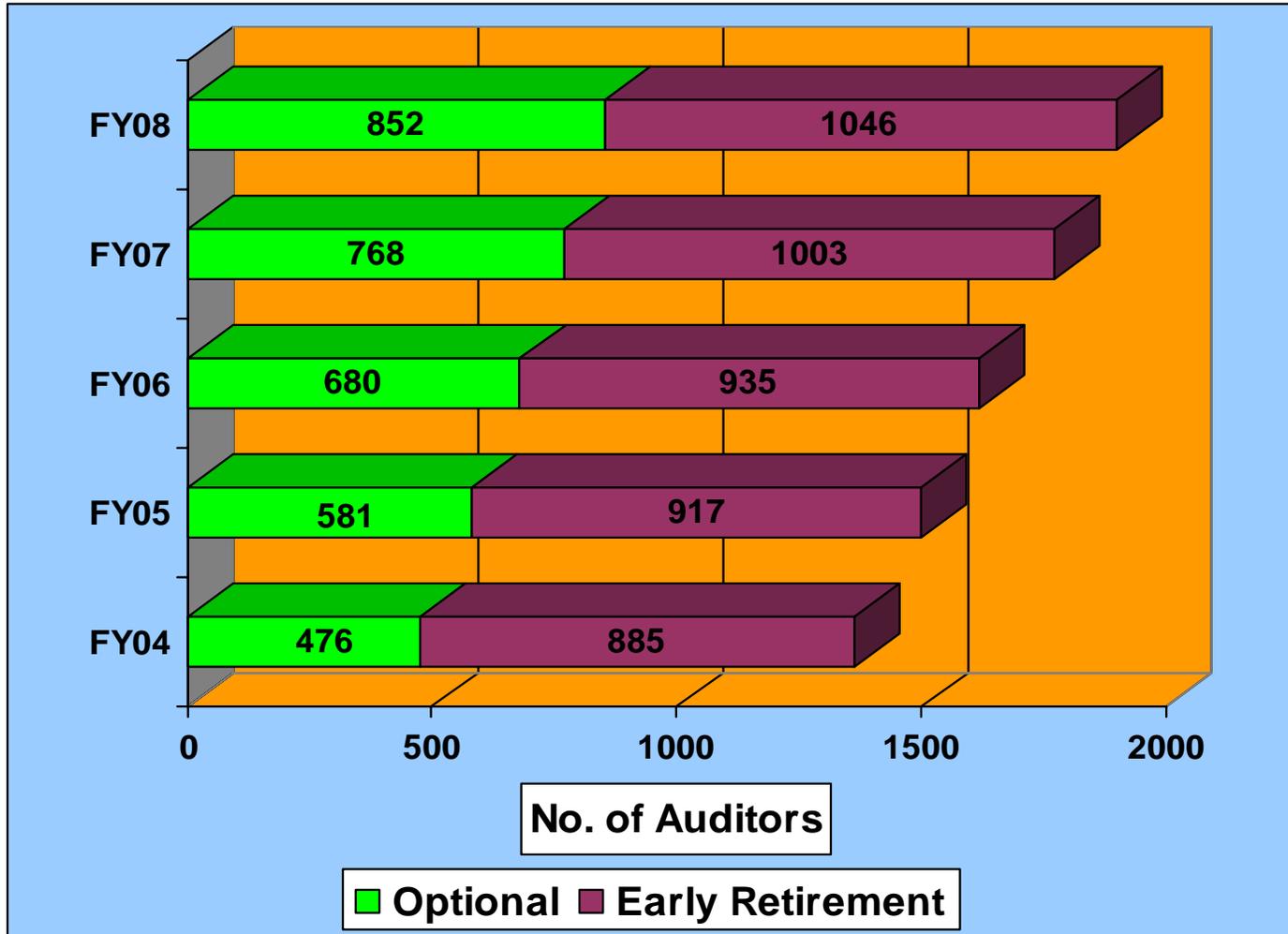
Auditor Distribution



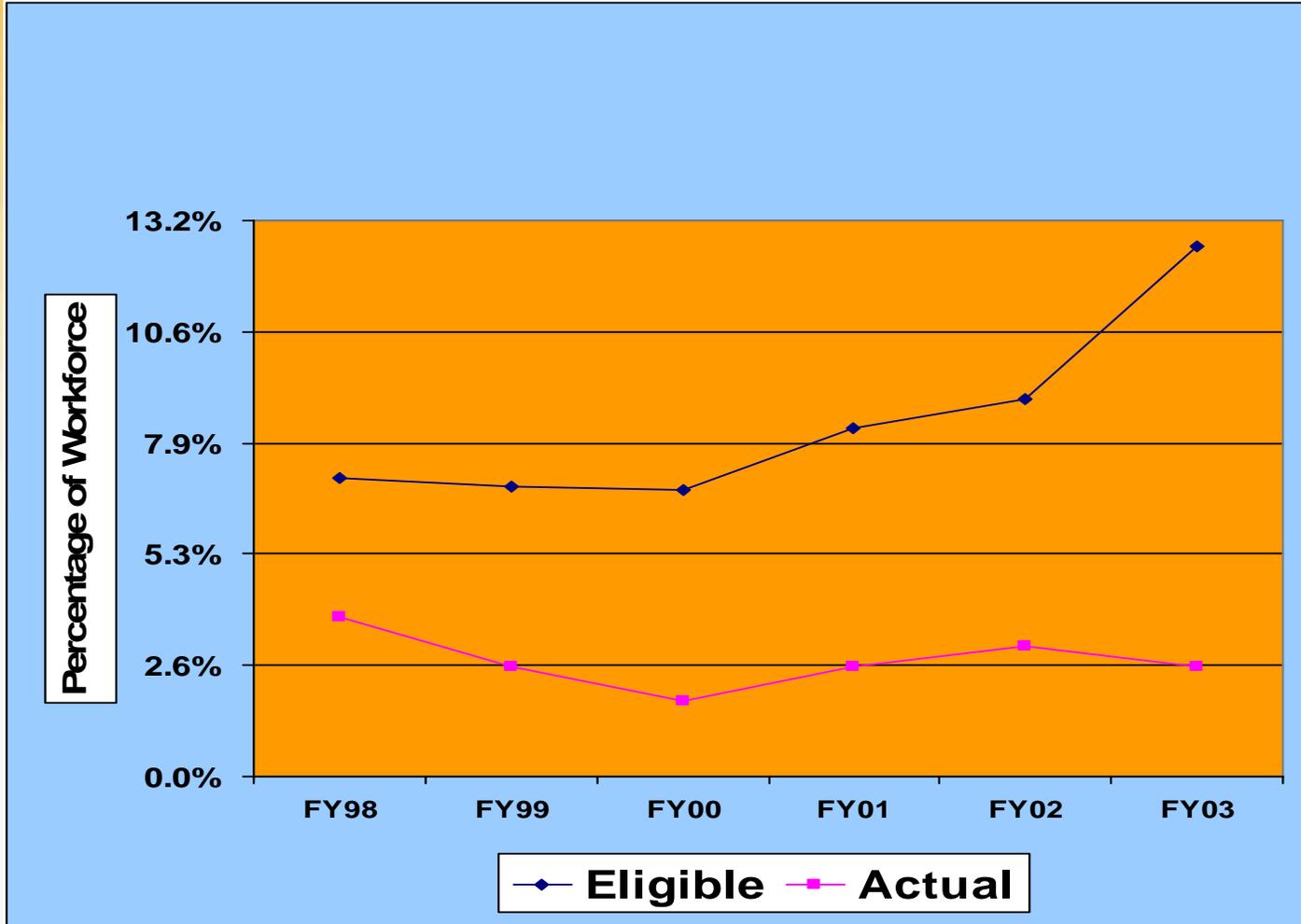
Total Workforce – Age Groups



Auditor Retirement Eligibility



Total Workforce – Eligibility versus Actual Retirements



Questions?? Contact:

- Ms. Donna Truesdell,
HR Management Branch,
DCAA-CPP
703-767-1023
- www.dcaa.mil/careercenter



Cheryl Zimmerman Western Area Power Administration

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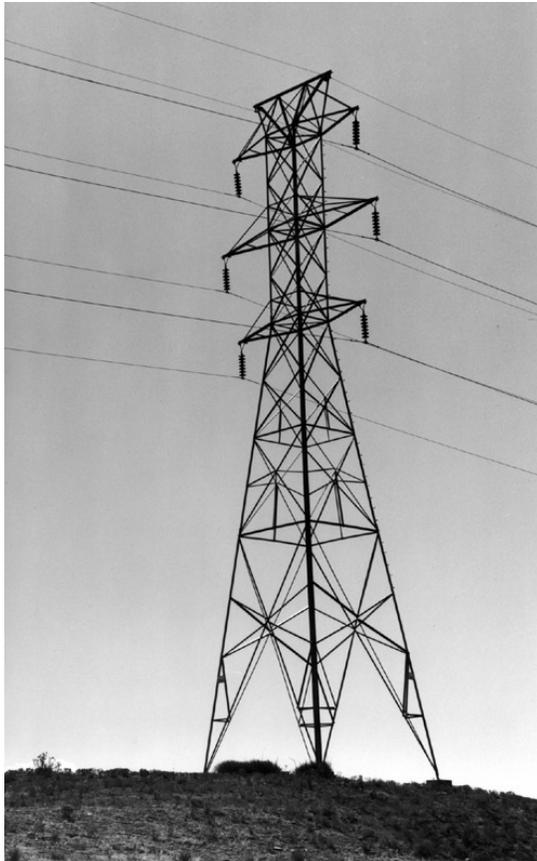
Optimizing the Hiring Process

Focus on Automation

Cheryl R. Zimmerman, SPHR
Western Area Power Administration



What is Western?



- Wholesale electricity supplier
- Part of Department of Energy
- Almost 17,500 miles of transmission lines in 15 Western states

Western's Service Territory



Management Responsibilities

- Set expectations for outcomes
- Provide resources to get systems and train users
- Define roles of participants
- Provide info about job needs and applicant qualifications
- Help develop better assessment measures

HR Responsibilities

- Make automated systems work
- Shift orientation from process to outcome
- Learn new competencies

HR Cyber Café - Clients

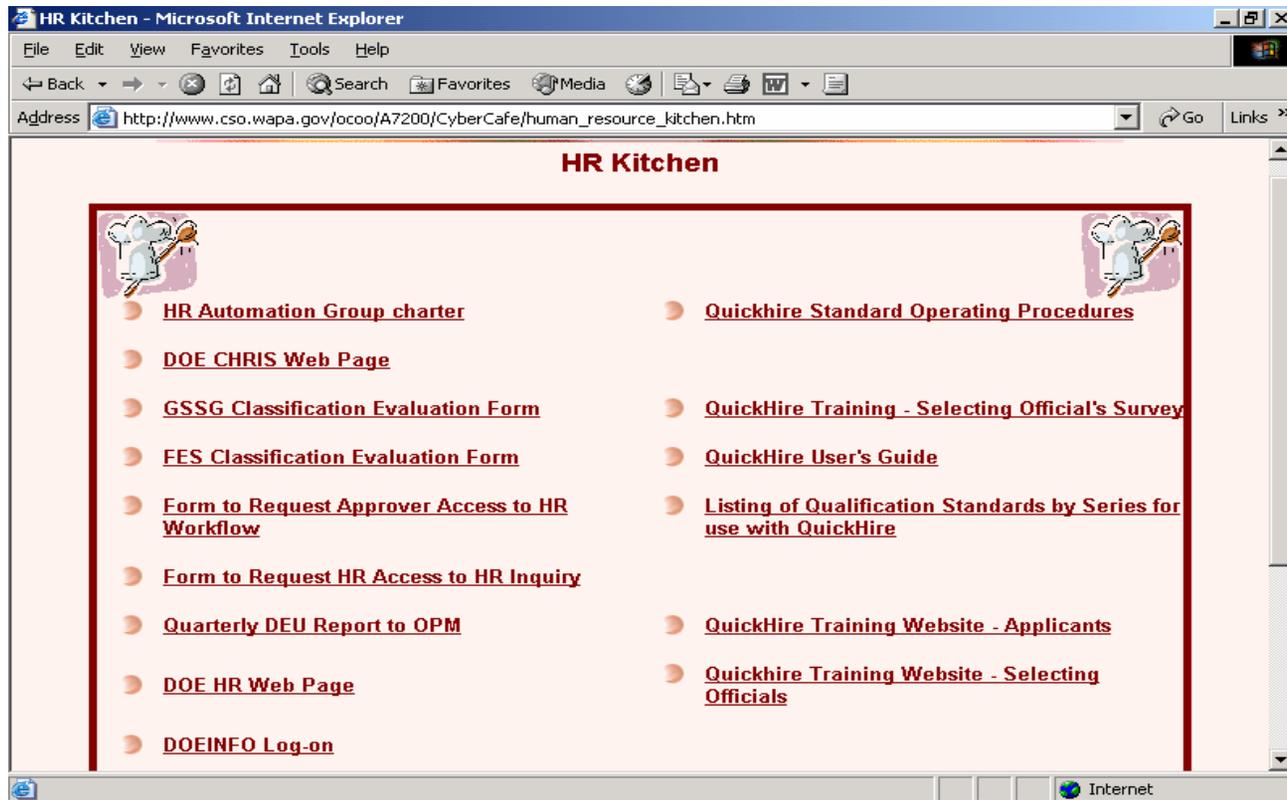
Manager's Table

- HR Workflow - Sign-on
- HR Workflow - Group Awards
- HR Workflow - Change Password
- HR and TR Workflow Interactive Training
- HR Workflow - Request for Approver Access
- Quick Hire - Selecting Officials Web-site
- Quick Hire Selecting Officials Vacancy Preview
- HRIS Advisory Board
- Disciplinary & Adverse Actions Review

[Adobe Acrobat Reader Download](#)

http://www.cso.wapa.gov/ocoo/A7200/CyberCafe/Disc_AdvAct_Review_2003.doc Internet

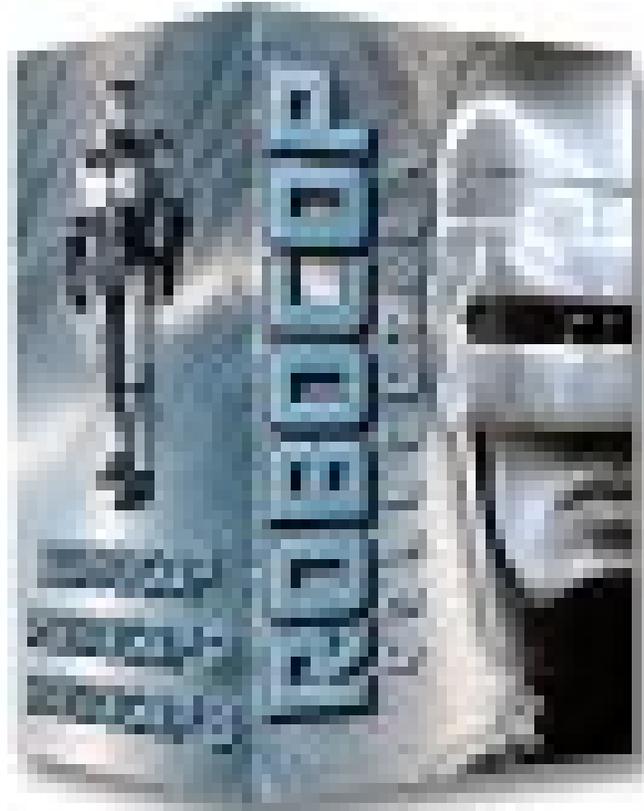
HR Cyber Café - HR



Creativity to Meet Customer Needs



Applicant Assessment Options



HRIS Advisory Board

Charter for Human Resources Information Systems (HRIS) Advisory Board

(August 2002)

Purpose: To provide the perspective of management to the HR community on key human resource automation issues.

This input will be used to shape decisions and create products which optimally meet client needs.

Board Member Responsibilities:

- Communicate needs or concerns of the office or organization represented.
- Comment on and facilitate implementation plans for new automation.
- Be an “early technology adapter”. Be willing to log on to computer systems, experiment, and provide feedback.
- Analyze and provide opinions on HRIS options.
- Support and champion HRIS initiatives in the organization represented.
- Assure that each organization has a representative at each conference call.

Schedule: Meetings will be by telecon on a monthly basis, or as needed by technology initiatives.

Communication Plan: The board will be updated on new and on-going technology initiatives in the human resources area which have Western-wide impact. Input from the advisory board will be shared with the Western-wide HR Automation Group, as well as Personnel Officers and Administrative Officers.

Board Members:

RMR – Nolan White, David Neumayer	CSO – Phil Davis
UGP – Brian Morris	DSW – Hugh Starkey, Stan Spencer
WLO – Bob Porter	SNR – Sonja Anderson
CRSP – David Bennion	



Selecting Official's Survey

Selecting Official's Survey

Please circle the rating to the right of each of the following statements that best describes your experience with QuickHire (1 is poor and 10 is excellent)

- | | <u>Poor</u> | | | | | | | | | | <u>Excellent</u> |
|---|-------------|---|---|---|---|---|---|---|---|----|------------------|
| 1. The time it took from the date all supporting documentation was received in the HR Office to the vacancy announcement open date. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 2. The time from the close date of the vacancy announcement to the date I received the certificate | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 3. The quality of applicants on the certificate | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 4. My satisfaction level with the ranking questions I selected to assess the applicants | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 5. Ease of the QuickHire system to use | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 6. My overall satisfaction level with QuickHire | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 7. What could be done to improve the automated hiring process? | | | | | | | | | | | |



Rewards and Recognition



Optimization Tips

- Secure unwavering support of top management for the concept of HR automation.
- Enable users to maximize the systems.
- Solicit input and develop creative options.

Optimization Tips

- Get clients on board as partners in automation.
- Measure it.
- Reward and publicize it.

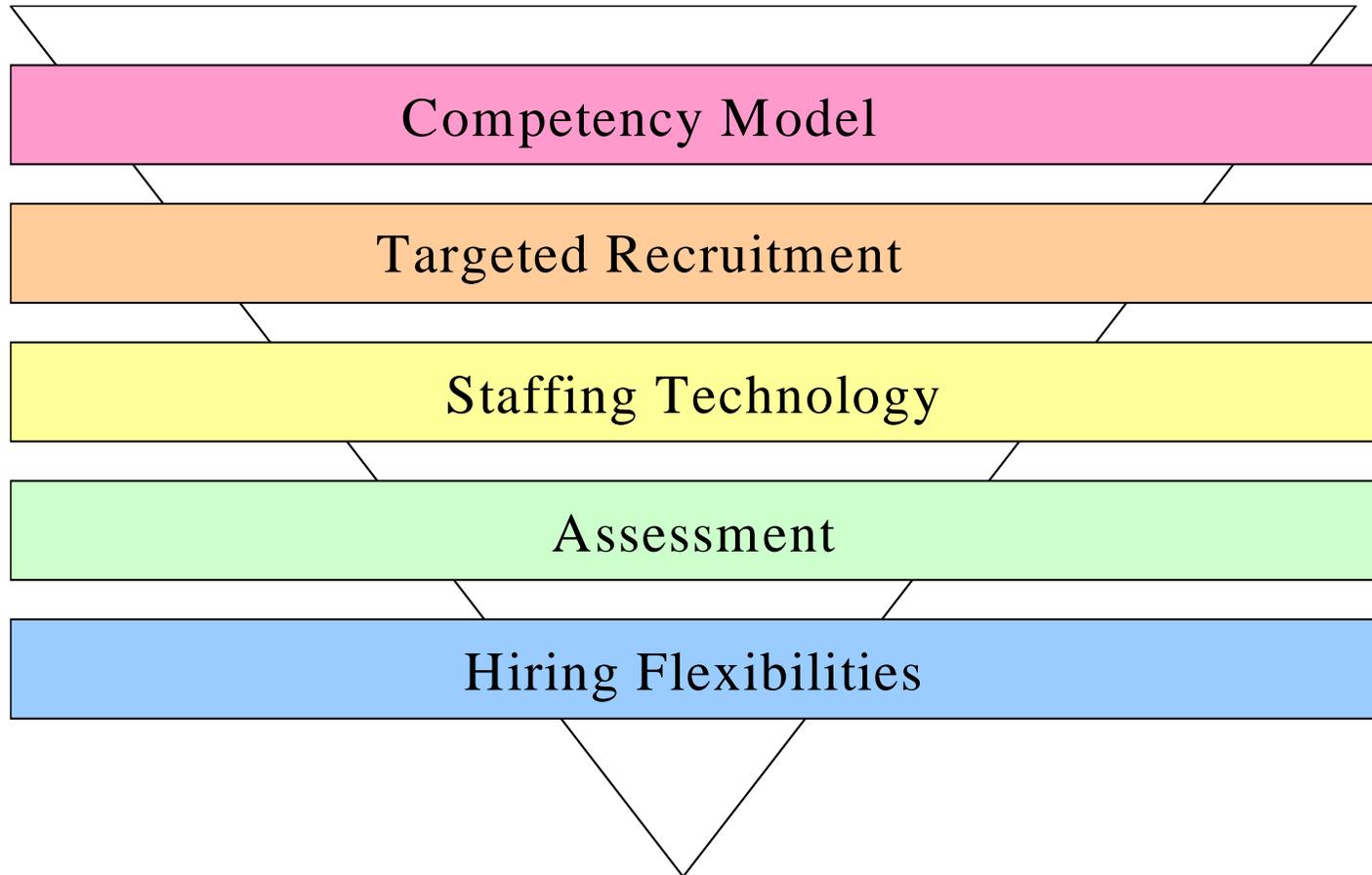


Dianna Saxman
U.S. Office of
Personnel Management

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Hiring Components



Competency Model

- Engage Human Resource (HR) staff
- Conduct workforce analysis
- Conduct competency analysis & gap assessment
- Identify strategic competencies
- Adopt a high performance culture
- Ensure HR systems alignment

Assists in *“Getting to Green”*



Targeted Recruitment

- Ability to:
 - reach specific candidate sources
 - increase the pool of qualified candidates
 - compete on campus
 - review hiring options and sources
 - Outstanding scholars
 - E-recruiting



OPM's Staffing Technology

Using USAStaffing to Fix Federal Hiring



USAStaffing

- Uses technology to adopt an accelerated hiring model
- Utilizes a less burdensome application process
- Provides for improved timeliness through a more efficient hiring process
- Features data collection and program evaluation
- Eliminates self-wrapping red tape



USAStaffing Flexibilities

- Fully supports category rating
- Permits applicants to transmit documents online
 - Viewing capability for HR staff and managers
- Utilizex narrative text boxes to enable applicants to provide detailed responses
- Supports a wide range of assessment options to ensure best qualified candidates



USAStaffing Quality

- Several “layers” embedded to ensure quality of candidates:
 - Various rating scale options
 - Verifiers
 - Warnings
 - Fictitious tasks
 - Resume verification
 - Quality job analysis
 - Management input



Assessment Strategies

- Complements staffing technology
- Identifies the best qualified
- Builds high performance organizations
- Provides for a multiple-hurdle approach
 - Structured Interviews
 - Writing Samples
 - Assessment Centers



Hiring Flexibilities

- Offer incentives for talent
 - Recruitment bonuses, paid relocation expenses, and student loan repayments
- Recruit veterans
 - Utilize various authorities including Veterans Employment Opportunity Act
- Utilize on-the-spot hiring authority
 - Direct Hire
- Leverage other new hiring flexibilities
 - Category Rating
 - Federal Career Intern Program



Case Examples

- Defense Contract Audit Agency (DCAA)
- Defense Contract Management Agency (DCMA)
- Department of Homeland Security (DHS)
- United States Postal Service (USPS)



Questions and Answers



Final Thoughts

- OPM's Human Capital Officers periodically provide statistics on hiring timelines
- OPM continues to pursue legislative hiring flexibilities
- OPM's Center for Talent Services is available for consultation
- We will improve Federal hiring under the PMA...and we'll do it together



Contact Information

For more information,
visit us on the web at

www.OPM.gov

Dianna Saxman

Dianna.saxman@opm.gov, (215) 861-3007

Jason Parman

Jason.parmen@opm.gov, (816) 426-5706

