



End-To-End (E2E) Mapping Results Federal Executive Board October 2010



Agenda

E2E Background

Scenario Problem Solving

Mapping the Hiring Process

Results of Mapping Time to Hire

Q&A



Background

E2E is a collaboration between the Chief Human Capital Officer's (CHCO) Council and OPM

E2E is a systematic and horizontal approach to the hiring process

E2E consists of 5 Components:

- Workforce Planning
- Recruitment
- Hiring Process
- Security and Suitability
- Orientation



Background (Cont'd)

E2E was launched 8/29/08

E2E metrics training for the agencies occurred in 2008 and 2009 including 8 FEBs

Agencies established baselines and set targets in 2008 and 2009 Human Capital Management Report (HCMR)

Agencies will report results in their annual HCMR and set new improvement targets agency-wide



The Need for Change

- Applicant frustration
 - Takes too long
 - Lack of communication
 - Job announcements hard to understand
- Manager frustration
 - “Unqualified” applicants on referrals
 - Takes too long
 - Lack of collaboration with human resources



Goal

Goal: Transform Federal hiring into a positive experience for applicants and line managers by:

- Designing roadmap for end-to-end (workforce planning through orientation)
- Integrating all aspects of hiring to attract top talent, keep applicants well informed, and acculturate new employees into the agency's mission
- Transforming Federal hiring beyond the “45-Day” hiring model



Value of E2E

SCENARIO PROBLEM SOLVING



E2E Scenario

- **Workforce planning**
Requirement for 25 additional aerospace engineers due to Joint Strike Fighter increasing workload over the next 5 years
- **Recruitment plan**
Recruit from Texas Tech which has an excellent Engineering school and is known to have a significant Hispanic population
- **Hiring**
 - Took 60 days from time job closed to person on-board
 - Used streamlined job opportunity announcement
 - Communicated with applicant throughout the process
 - Manager survey indicates satisfaction with the quality of applicants



E2E – The Facts (cont'd)

- Security and suitability
 - Took 6 months for final clearance
 - Interim clearance approved in a timely manner
- Orientation
 - 90-day applicant survey indicated orientation went well
 - 90-day and six-month performance review indicated fully successful performance



E2E – Following the Thread

Employee -- Aerospace Engineer -- leaves within
one year!

What went wrong?



E2E – Data to Review

- Workforce Planning
 - Agency strategic plan
 - Human Capital strategic plan
 - Position description
 - Position designation
- Recruitment plan
 - Targeted universities database
 - Job fair return on investment analysis



E2E – Data to Review

- Hiring
 - Time-to-Fill report
 - Manager Satisfaction Survey (quality of hire)
- Security and Suitability
 - Interim clearance approval report
- Orientation
 - Applicant/new employee survey
 - Exit interview
 - Performance rating report
 - Award distribution report



E2E – The Story Behind the Story

Employee Exit Interview response:

“Job not what I thought. I wanted to work on the Joint Strike Fighter. Didn’t know all I would be doing is providing oversight of the contractor who was building the Joint Strike Fighter.”



E2E – The Story Behind the Story

- Recruitment
 - How was the job marketed?
 - How often do we lose engineers from this university?
 - Who was the recruiter?
- Workforce Planning
 - Do we need aerospace engineers to do the job?
 - What skills do we need?
 - Perhaps a Contract Specialist – with a background or minor in Engineering



Lessons Learned

- Effective and efficient hiring depends on:
 - Constant integration within and between all components
 - Continuous manager/human resource collaboration
 - Clear and timely communication with all concerned
 - Human resource business decisions are data driven
 - Analysis of root cause of problem
- The “hiring process” is not always the problem
- E2E is a System-Driven Approach Rather than a Symptom-Driven Approach

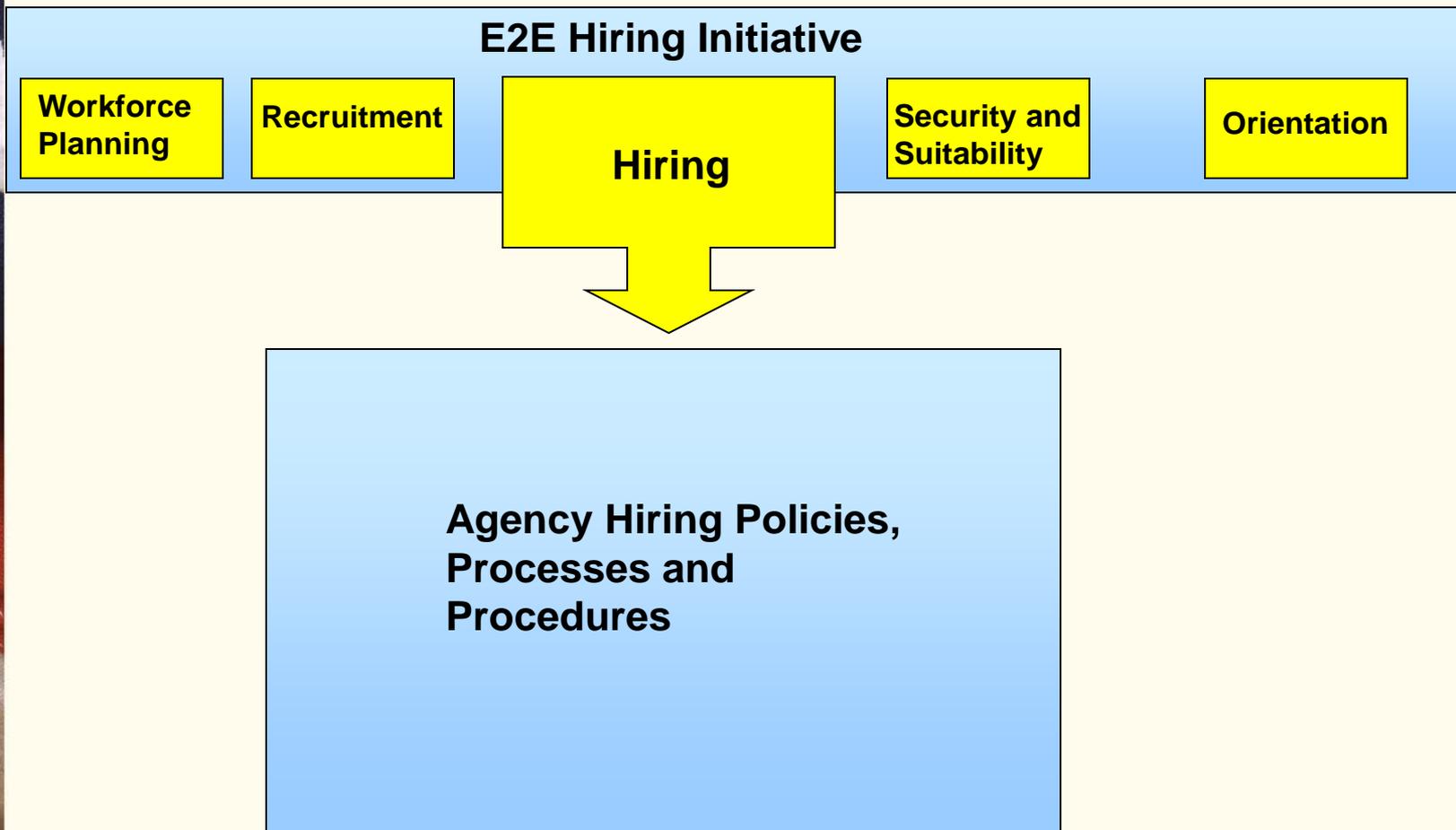


E2E Time to Hire

MAPPING THE HIRING PROCESS



Mapping to the E2E Hiring Initiative





Introduction to Process Mapping

- Also called business process re-engineering
- A method for documenting actions and decisions associated with a business process or function
- To capture and analyze processes, flow charts with graphic symbols are often used to depict the nature and flow of steps in a process



Goal of Process Mapping

- Identify processes established by policy
- Identify processes employees follow
 - Determine if they differ from processes established by policy
- Determine if processes currently support organizational strategy



Mapping Considerations

- Identify what is:
 - Fact
 - Past or Current Practice
 - Myth (“Urban Legend”)
- Review your agency policy, procedures, practices, instructions:
 - Up-to-date, current
 - Relevant/effective/efficient
- Revise your hiring process to align with the E2E hiring process:
 - Refining/streamlining tasks/actions
 - Eliminating unnecessary tasks/actions

Urban Legend: A position needs to be classified each time the position is vacated.

Reality: False. Only when the change drives different or modified duties of the position.



Process Mapping Techniques

Step 1: Identify Processes to Map

- We are mapping the **hiring process**
- Where does the process begin?
- Where does the process end?



Process Mapping Techniques

Step 2: Identify Process Participants

- Identify all the people involved
- Conduct facilitated brainstorming sessions for increased information and creativity



Process Mapping Techniques

Step 3: Document Steps and Decision Points

- Document the points at which a person has to make a decision that will affect what steps he/she takes next
- Document points where work will be handed off to the person
- Document waiting time and rework



Process Mapping Techniques

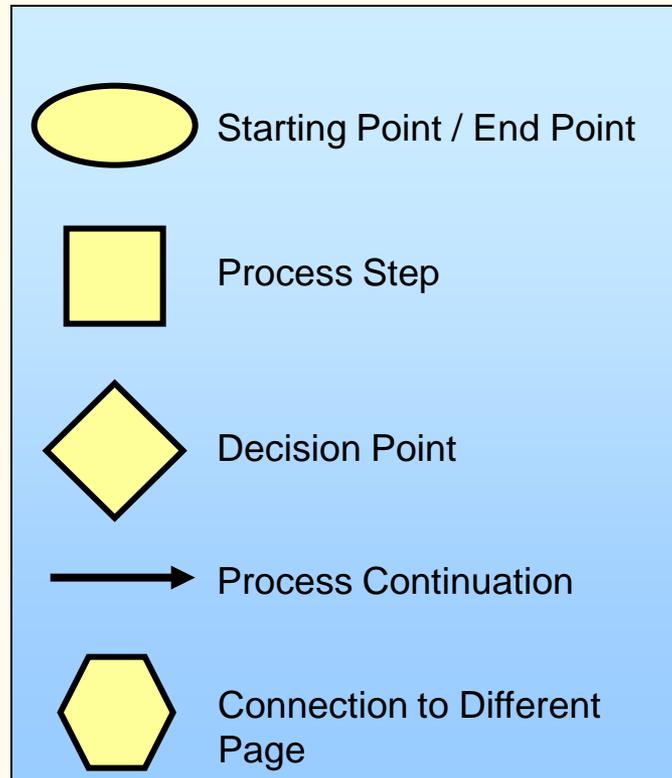
Step 4: Order the steps and decision points

Order chronologically and apply flow chart symbols and directional arrows



Process Mapping Techniques

Symbols typically used in process maps





Process Mapping Techniques

Step 5: Analyze maps for inefficiencies

- Examine each process step and decision point
- Assign each step a cost in terms of time
- Decide if any task points can be eliminated
- Examine each rework loop in the process



Process Mapping Techniques

Step 6: Design new processes

- Ensure processes support departmental/organizational strategy
- Have end users perform the processes
- Link parallel activities
- Put decision points where work is performed



Results of Mapping the Hiring Process



OMB/OPM Guidance to Agencies (June 2009)

- Map hiring process to End-to-End – from identification of need to entry on board – identify hiring barriers (80-day timeline)
- Streamline JOAs (top 10, 5 pages, plain language)
- Notify applicants of their status at four points in the application/hiring process
- Engage hiring managers in all critical parts of the hiring process (targeting recruitment, drafting JOA, reviewing applications, interviewing applicants, selecting applicants)



E2E Mapping

30 Action Plans Assessed

Hiring Component Element	Number of Days		
	Hi Avg	Lo Avg	OPM E2E
1. Validate Need	4.6	4.6	1
2. Request RPA	6.1	6.1	1
3. Review/Update PD	7.59	5.21	1
4. Confirm Job Analysis/Assessment	8.9	7.37	5
5. Create and Post JOA	6.87	6.38	2
6. Receive Applications/Notify Applicants	17.84	15.5	10
7. Close JOA	3.2	3.2	0
8. Evaluate Applications	15.24	13.5	15
9. Issue Certificate/Notify Applicants	7.03	5.72	1
10. Hiring Official (Review Apps/Intvw/Check Ref's/Select/Return Cert	26.84	23.8	15
11. Tentative Job Offer/Accept	7.74	5.27	3
12. Initiate Security Check	11.17	8.44	10
13. Official Offer/Accept	7.06	5.12	2
14. Entry on Duty	19.6	14.7	14
Total Average for Hiring Timeline	149.88	122.07	80



E2E Mapping

30 Action Plans Assessed

Ranked by Largest Delta Between E2E and AP Averages		Number of Days Beyond E2E Target
1.	Hiring Official (Review Apps/Intvw/Check Ref's/Select/Return Cert (1)	+11.84 Days
2.	Receive Applications/Notify Applicants (4)	+7.84
3.	Review/Update PD (5)	+6.59
4.	Issue Certificate/Notify Applicants (3)	+6.03
5.	Entry on Duty (8)	+5.6
6.	Request RPA	+5.1
7.	Official Offer/Accept	+5.06
8.	Create and Post JOA (6)	+4.87
9.	Tentative Job Offer/Accept	+4.78
10.	Confirm Job Analysis/Assessment (2)	+3.9
11.	Validate Need	+3.6
12.	Initiate Security Check	+1.17
13.	Evaluate Applications (7)	+0.24
14.	Close JOA	+0.32
TOTAL DAYS BEYOND E2E MODEL		+69.82



Top Barrier Considerations E2E Mapping

- Understanding roles and responsibilities (HR and Hiring Officials relative to each element of the hiring process)
- Lack of automation or ineffective automation
- Ineffective planning/coordination/process discipline (Interview and Selection Element)
- Outdated and/or non-integrated hiring processes and procedures
- Training related issues for Hiring Officials and HR personnel



Top Barrier Considerations E2E Mapping

- Lack of communication/collaboration between HR and Hiring Officials
- Inability to obtain resourcing decisions prior to initiating recruitment and hiring efforts
- Lack of standardized, integrated hiring processes and procedures
- Lack of HR Staff based on workload (linked to automation issues)
- Poor/ineffective workforce analysis and planning



QUESTIONS?