



*A New Day for the Civil Service*

# **Hiring Reform: What It Means to Managers**

# Discussion Objectives

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- Overview of Hiring Reform
- Outline Hiring Manager Roles, New Responsibilities, and Accountability in the Hiring Process
- Provide available resources





# Hiring Reform

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By order of the President:

- Eliminate written essay-style questions (KSA's)
- Allow individuals to apply with resume and cover letters
- Use Category Rating
- Ensure manager responsibility and accountability for hiring
- Improve quality and speed of hiring
- Notify applicants about their status
- Conduct action planning

*“Senior Officials Leading the Effort”*

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A vertical strip on the left side of the slide shows a close-up of the American flag, focusing on the white stars on a blue field and the red and white stripes.

# Hiring Reform

## Why is it a good thing for hiring officials?

- Provides a common sense approach to hiring
- Speeds up the hiring process
- Raises the bar on candidate quality
- Provides for vigorous recruiting efforts



# Hiring Officials' Involvement

## What is management involvement?

Active involvement means:

- ⇒ Planning current and future workforce requirements within your program area
- ⇒ Partnering with HR to assess hiring needs
- ⇒ Recruiting diverse qualified talent

Recruiting and hiring diverse talent for  
your vacancies is part of your job!

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# Hiring Officials' Involvement

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- Collaborating with HR to complete the job analysis
- Consulting with HR on selection assessments used for rating and ranking applicants
- Conducting timely interviews



# Hiring Officials' Accountability

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## What are hiring officials accountable for?

- ⇒ Recruiting and hiring highly-qualified candidates in a timely manner
- ⇒ Supporting new hires' successful transition into the Federal service

**NOTE:** Becomes effective FY 2011 performance cycle

# Resource: MAX Hiring Reform



Dashboard > Human Capital Community > Home > Human Capital Collaborations > Hiring Reform '10

Browse ▾ EDWARD CUNEO(OPM) ▾

Edit Add (0) Tools ▾

**Hiring Reform '10**

last edited by [ANDREA LEUNG\(OMB\)](#) on Apr 06, 2010 11:12 AM ([view change](#))

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- [Agency Assessment Tools](#)
- [Calendar of Events](#)
- [Frequently Asked Questions \(FAQs\)](#)
- [Guidance](#)
- [Hiring Reform 2009](#)
- [Hiring Reform Feedback \(Formal and Informal\)](#)
- [Hiring Reform Implementation \(Areas of Focus\)](#)
- [Implementation Mission and Vision](#)
- [Implementation Points of Contact \(POCs\)](#)
- [Latest News and Broadcast Emails](#)
- [Media](#)
- [Other Resources \(Briefings, Other Information\)](#)
- [Register for Upcoming Events](#)
- [Task Force \(Restricted\)](#)

**Hiring Reform-Highlights**

If you have any questions about Hiring Reform '10 events please contact Ted Cuneo [Edward.Cuneo@opm.gov](mailto:Edward.Cuneo@opm.gov). ([Click here to Watch](#) the Hiring Reform Highlights page to get notified of significant activities.)

**Frequently Asked Questions**

- Eliminate written essay-style questions (KSAs)**
- Allow individuals to apply with resume/cover letters**
- Use Category Rating**
- Ensure manager responsibility/accountability for hiring**
- Improve quality and speed of hiring**

# Resource: Hiring Reform Web Page



The screenshot shows the U.S. Office of Personnel Management (OPM) Hiring Reform website. The header includes the OPM logo and navigation links: OPM.gov Home, Subject Index, Important Links, Contact Us, and Help. Below the header is a search bar with a 'Go' button and a link to 'Advanced Search'. The main navigation menu includes: Main, About Us, Media, News, HR to HR, Hiring Reform Requirements, and Mobile Assistance Teams.

The main content area features a large banner with a photo of a man speaking at a podium. The banner text reads: "OPM and OMB Unveil a New Federal Hiring Process. Learn More". Below the banner is a welcome message: "Welcome to the Hiring Reform website, your source for Federal hiring reform information, news, and resources. It is intended for Federal HR professionals and hiring managers. If you are a job seeker, you can find more information in the USAJOBS website."

On the right side, there is a section titled "President's Requirements" with a list of bullet points: "Elimination of Written Essays (KSAs)", "Resume & Cover Letter", "Category Rating", "Manager Accountability and Involvement", and "Quality and Speed of Hiring".

Below the banner, there are three columns of content:

- News:** Two news items are listed. The first is dated "14 Jun" and titled "Event: Assessment Workshops Developing Structured Interviews (June 14 - 18, 2010)" with a PDF icon and "[30 KB]". The second is dated "07 Jun" and titled "Event: Assessment Workshops Developing Occupational Questionnaires (June 7 - 11, 2010)" with a PDF icon and "[30 KB]". A "More News" link is provided below.
- HR to HR:** A section featuring a photo of a woman and a quote: "The Department of Veterans Affairs along with other Federal agencies worked jointly with OPM to reform the Federal recruitment and hiring systems." A "more" link is provided below the quote. A "More Entries" link is also present.
- Stay Connected:** A section with a Twitter feed showing a message from "Jun 24 2:59 PM" stating "Twitter feed cannot be loaded at this time." and a "Follow us" link. Below this is a Facebook link: "Join the Hiring Reform Fan page on Facebook". A "Share" section includes icons for various social media and sharing options.

The footer contains the text: "U.S. Office of Personnel Management 1900 E Street NW, Washington, DC 20415 | (202) 606-1800 | TTY (202) 606-2532" and a small icon in the bottom right corner.

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# Resource: Bite-Size Training

The image displays two overlapping web browser windows from the United States Office of Personnel Management. The top window, titled "HR Training Made Simple - Windows Internet Explorer", shows a registration page for "The Harried Professional". It includes a "Registration and Sign-in for the HR" section with fields for "Email:" and "Password:". Below these fields, there is a "Forgot your password?" link, contact information for GoLearn Help (888) 804-4510, and a "Report an issue at the Help Desk" link. The bottom window, titled "Training for Applicants - Microsoft Internet Explorer", shows a page for "Applicants" with an illustration of people at a bus stop. A green semi-circle highlights the top of the bottom window.

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# Hiring Manager and HR Collaboration

Active Involvement in the Hiring Process:

Planning current and future workforce  
requirements within your program area



A vertical image of the American flag, showing the stars and stripes, positioned on the left side of the slide.

# Workforce Planning

- Recruiting plans align with agency strategic plans, human capital plans
- Sourcing strategies are based on recruitment planning—what are the skills, education, and experience levels you should target based on your plan?
- What are your diversity needs and how can you find diverse candidates with the skills you need?
- What are your geographical considerations?
- What strategies have been effective in the past?
- What are your labor market conditions?
  - High/low unemployment
  - Layoffs of workers with needed skills

# Hiring Manager and HR Collaboration

Active Involvement in the Hiring Process:

Partnering with HR to assess hiring needs



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# Partnering with HR to Assess Needs

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- Systematic process to identify the human resources required to meet an agency's mission and goals, and develop strategies to meet these requirements
- Review current information and validate needs
- Communicate early and often

# Hiring Manager and HR Collaboration

Active Involvement in the Hiring Process:

Recruiting diverse, qualified talent

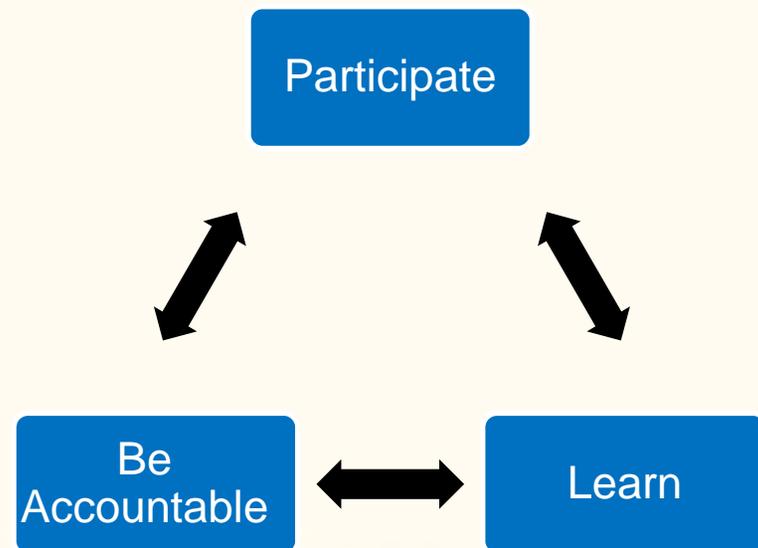


*“Senior leadership commitment to recruiting  
the best talent”*

# Recruiting Talent

Formal ways to accept responsibility:

- Participate in Recruitment
- Learn how to recruit and hire highly-qualified candidates
- Set clear goals and expectations





# Recruiting Talent

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Informal ways to accept responsibility:

- Promote your agency's mission and job opportunities to schools, colleges and universities, diverse communities, and professional organizations
- Seek a more personal approach with potential applicants

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# Recruiting Strategies College & Universities

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- Conduct on-campus recruiting; can be formal or less formal meetings with faculty, students, or alumni groups
- Attend Career Days
- Establish relationships with career center staff, key individuals
- Develop targeted recruiting strategies to recruit diverse talent

A vertical image of the American flag, showing the stars and stripes, positioned on the left side of the slide.

# Recruiting Strategies: Networking

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- Social Media
- Campus organizations
- Professional associations
- Collegiate affiliations (e.g., National Association of Colleges and Employers)
- Diversity organizations
- Military organizations and transition centers

A vertical image of the American flag, showing the stars and stripes, positioned on the left side of the slide.

# Other Recruiting Strategies

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- Advertisements in professional association publications, trade magazines, billboards – use your brand
- Job fairs (including virtual events)
- Search firms
- State Employment Service offices
- Employee referrals
- Your best source: current employees!



# Resource: OPM's End-to-End Hiring

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## Recruitment Roadmap

- *“Effective recruitment in high-performing organizations occurs when management owns the process and human capital efforts are tied to the agency’s mission and program goals.”*
- *“Recruitment is an on-going process which requires attention and resources, even when agencies are not "actively" seeking to fill jobs.”*

<http://www.opm.gov/publications/EndToEnd-HiringInitiative.pdf>

# Resource: USAJOBSRecruit.gov

The screenshot displays the USAJOBSRecruit.gov website. At the top, there is a navigation bar with links for 'Help', 'FAQs', 'USAJOBS Recruit', and 'Logout'. The main header features the USAJOBSRecruit logo and a tagline: 'Your one-stop resource for effective Federal recruiting in today's digital employment marketplace.' Below the header is a menu with categories: 'About', 'Planning for Recruiting', 'Employer Branding', 'Recruiting Strategies', 'Marketing & Outreach', and 'Recruiting Effectiveness'. The main content area is divided into several sections: 'School Sorter' (a tool for campus recruiting), 'WELCOME' (a community message), 'New to this site?' (a button to click here), 'Forums' (a section for sharing knowledge, featuring a banner 'MEET WITH COLLEAGUES TO GAIN AND SHARE RECRUITING KNOWLEDGE'), and 'Blogs' (a list of recent blog posts and events). A 'Mission' section states: 'The Federal Government will become America's model employer for the 21st century.' There are also sections for 'Welcome to USAJOBSRecruit.gov' and 'Already Registered? Log In Here'.

# Resource: Fedshirevets.gov

OPM is leading President Obama's Veterans Employment Initiative of November 2009, honoring the sacrifice and commitment of our veterans

Feds Hire Vets - Windows Internet Explorer  
http://www.fedshirevets.gov/Index.aspx

File Edit View Favorites Tools Help

Search...

**AMERICA'S VETERAN**  
Valued • Experienced • Trained

The Skills We Need. The Dedication We Want.

MAIN ABOUT US MEDIA VET TO VET LOOKING FOR A JOB LOOKING TO HIRE AGENCY DIRECTORY

**Looking for a Job?**

I am a ...

- Veteran
- Transitioning Service Member
- Family Member

USAJOBS Search

What: (job titles, keywords...)

Where: (city, state, or zip...)

Search >

**Looking to Hire?**

I am a ...

- Hiring Manager
- HR Practitioner

“ Transitioning veterans have technical skills in areas of critical importance, and many also already have security clearances required for some Federal positions.

**President Obama signs Executive Order**

The order creates an interagency Council on Veterans Employment to advise the President and Administration on how to set the bar for hiring and employing veterans. > More

**News**

04 Federal Diary: Government is listening to veterans...

**Vet to Vet**

“ The journey transitioning into civil service is just beginning. Find out what veterans Halseam...

**Stay Connected**

Jun 09 9:09 AM  
Thanks again for your...

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# Hiring Manager and HR Collaboration

Active Involvement in the Hiring Process:

Collaborating with HR to complete the  
job analysis





# Collaborate on Job Analysis

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- Systematic process for gathering, documenting, and analyzing information about the job
- Gives the applicants a realistic job preview in the Job Opportunity Announcement
- Be on top of job information to ensure it is not outdated or inaccurate
- Participate in activities designed to identify critical tasks and competencies

# Purpose of Job Opportunity Announcements (JOA)

- Attract applicant's **interest**
- Communicate the job's **essential points**
- Provide **simple instructions** on how to apply for a position



**USAJOBS**<sup>®</sup>  
"WORKING FOR AMERICA"

What: (keywords)

Where: (U.S. city, state or zip code)

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# Sections of a JOA in USAJOBS

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- Job Summary
- Key Requirements
- Duties
- Qualifications
- How You Will Be Evaluated
- How to Apply
- What to Expect Next

*“The JOA drives the quality of  
the applicant pool”*

# Duties

## Know your position

- List three to five major tasks or duties
- Make the order logical
- Write simply so the applicant will know if job is a good fit





## Duties - Example

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- Write basic requests for proposals for services or supplies.
- Evaluate bids or proposals.
- Negotiate contracts for services or supplies up to \$25 M.
- Help customers identify their needs and expectations.

# Hiring Manager and HR Strategic Conversation

- Do I have the talent in house?
- What are the labor market factors for my type of hire?
- Is the job specialized or scientific in nature?



# Hiring Manager and HR Strategic Conversation

- What kind of assessment tool fits the job?
- What categories are appropriate?
- What rating method and scales will be used?



# When to Collaborate

JOA Section	HR	Hiring Official	Joint
Job Summary			X
Key Requirements			X
Duties		X	
Qualifications			X
Basic	X		
Specialized Experience & Selective Placement Factors		X	
How You Will Be Evaluated	X		
How to Apply	X		
What to Expect Next	X		

# Hiring Manager and HR Collaboration

Active Involvement in the Hiring Process:

Consulting with HR on selection  
assessments used for rating and  
ranking applicants





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## **Assessment Tools: Design and Options**



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# Design the Assessment Strategy

Collaborate to consider the assessment situation and factors such as:

- Number of jobs to be filled
- Expected number of applicants
- Competencies measured
- Resources available for development and implementation (budget, time, people)
- Reliability (consistency) of tool
- Validity (accuracy) of tool
- Complexity of assessment tools
- Level of responsibility of job opportunity

# Resources: Assessments

## Assessment Decision Guide

<http://apps.opm.gov/ADT/Content.aspx?page=TOC&AspxAutoDetectCookieSupport=1&JScript=1>

## Assessment Decision Tool

OPM's Assessment Decision Tool (ADT)

<http://apps.opm.gov/ADT/ADTClientMain.aspx>



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# Hiring Manager and HR Collaboration

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Active Involvement in the Hiring Process:

Consulting with HR on selection  
assessments used for rating and  
ranking applicants





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# Category Rating

## Category Rating Fact Sheet

*The Presidential Memorandum – Improving the Federal Recruitment and Hiring Process* issued on May 11, 2010, requires agencies to use the category rating approach (as authorized by section 3319 of title 5, United States Code) to assess and select job applicants for positions filled through competitive examining. Agencies would evaluate candidates and place them into two or more pre-determined quality categories. For additional guidance on using category rating, please refer to Chapter 5 of the *Delegated Examining Operations Handbook* on OPM's website at [www.opm.gov/deu](http://www.opm.gov/deu).

Q. What is the purpose of category rating?

# Category Rating – What Is It?

- Mandatory part of the examining process for competitive hires
- A method of rating and ranking job applicants





# Ranking Applicants

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## Who?

- Applicants who meet all the basic qualifications for the job, including selective placement factors, *and* whose job-related competencies have been assessed are considered eligible

## How?

- Eligible candidates are ranked by being placed in one of two or more predefined quality categories

# Category Rating – A Resource



OPM.gov Home | Subject Index | Important Links | Contact Us | Help

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*Recruiting, Retaining and Honoring a World-Class Workforce to Serve the American People*

Advanced Search

 **Hiring Reform**

Main | About Us | Media | News | HR to HR | Hiring Reform Requirements | Mobile Assistance Teams

- › Elimination of Written Essays (KSAs)
- › Résumé & Cover Letter
- › **Category Rating**
- › Manager Accountability and Involvement
- › Quality and Speed of Hiring
- › Presentations

## Hiring Reform Requirements - Category Rating

### Guidance

- Category Rating Briefing-Overview for Managers (A short version of the Training Presentation)  [163 KB]
- Category Rating Presentation - Training for HR Specialist  [223 KB]
- Delegated Examining Operations Handbook Chapter 5 Section B  [2.26 MB]
- Category Rating Fact Sheet  [36 MB]
- Federal Hiring Flexibility Resource Center – Category Rating
- Delegated Examining Operations Handbook: A Guide for Federal Agency Examining Offices - May 2007  [2.8 MB]
- OPM Standing Registers Agency Guidance 
- Category Rating: What It Is and How to Use It  [1.01 MB]
- Category Rating Policy Template  [30 KB]

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## **Using the Certificate of Eligibles**



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# Hiring Manager Role

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In using certificates, the hiring manager's role is to:

- Review application packages of eligible candidates on the certificate
- Determine the best eligible candidates for the position (maintaining veterans' preference)
- Sign and return the certificate identifying the selected individual for the position

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# Certificates

Names of **all** eligible candidates in the highest quality category are referred to the hiring manager for consideration.

- Hiring manager selects from among eligible candidates in the highest quality category (without being limited to the top three eligible candidates)
- Preference eligibles are listed ahead of non-preference eligibles on certificates.
- Hiring managers must select preference eligibles, if they appear on the referral certificate, unless they receive approval to “pass over” the preference eligible to select a non-preference eligible



# Roles and Responsibilities

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## HR

- Place the names of qualified preference eligibles at the top of each earned quality category
- Refer the names of **all** eligible candidates in the highest quality category, including any CP and CPS eligibles, to the selecting official for consideration

## Hiring Managers

- May select **any** eligible candidate in the highest quality category, except a non-preference eligible over a preference eligible
- Must request to pass over a preference eligible to select a non-preference eligible

# Hiring Manager and HR Collaboration

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Active Involvement in the Hiring Process:

Conducting timely interviews



# Hiring Manager and HR Collaboration

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Active Involvement in the Hiring Process:

Support transition into Federal  
Service





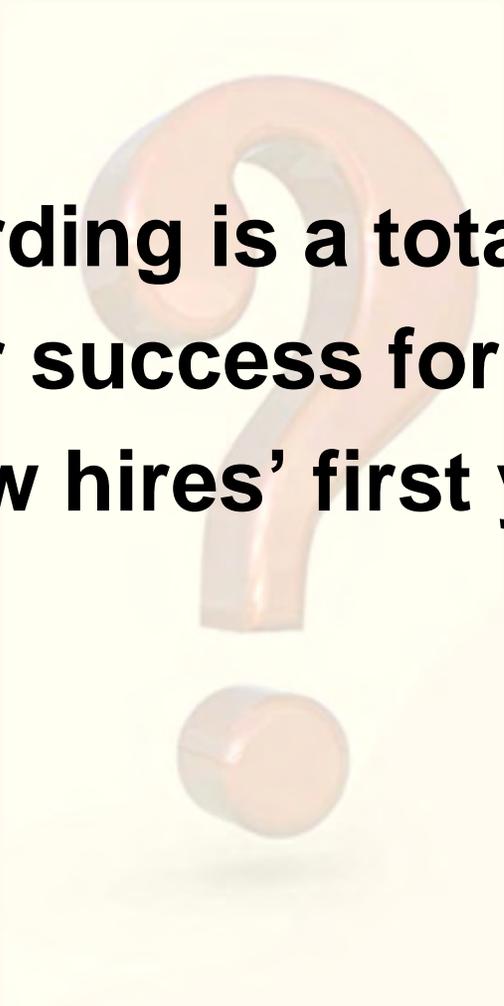
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**Great Start:  
On-Boarding and Employee Engagement**



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# What Is On-Boarding?



**On-boarding is a total system  
for success for the  
new hires' first year**



# E2E: New Employee Orientation Roadmap

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## *Assumptions:*

- Ongoing process, not a one-day program
- Senior-level officials involved
- Immediate supervisor takes the lead
- Information delivered at relevant stages of employee's first year
- Uses a wide range of training delivery methods

# Components to Consider

An effective on-boarding process includes:

- Preparing for arrival
- Making it a good first day
- Providing extra support the first 90 days and throughout the first year



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# Ways to Engage and Retain Employees

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- Use the probationary period
- Develop a strong working relationship with each employee
- Help new hires to feel part of mission
- Give all employees the opportunity to grow and develop
- Provide needed equipment and tools
- Hold employees accountable
- Link recognition and rewards to performance



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# **Indicators of Success with Meeting Requirements**



# OPM's Satisfaction Surveys

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The Chief Human Capital Officers Council (CHCOC) wants employer feedback.

- Hiring Process Satisfaction Survey
- Six Month Management Hiring Satisfaction Survey



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