OFFICE OF THE UNDER SECRETARY OF DEFENSE
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PERSONNEL AND
READINESS

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Hiring Reform Mandatory Performance Objective

The purpose of this memorandum is to announce the inclusion of a Fiscal Year 2011 performance requirement for hiring managers/supervisors and Human Resources (HR) supervisors responsible for hiring activities. This memorandum is a complement to the memorandum issued on October 5, 2010, which set forth a similar requirement for senior level personnel, and the Hiring Reform Call to Action memorandum of October 22, 2010, which informed Department leadership of the need to establish hiring reform accountability measures.

The President released a memorandum, "Improving the Federal Recruitment and Hiring Process" on May 11, 2010. The Presidential Memorandum outlined requirements needed to improve the Federal hiring process and attract the most highly-qualified candidates for Federal government positions. The Memorandum required all managers and supervisors with hiring authority be held accountable for recruiting and selecting highly-qualified employees. To ensure compliance with the Presidential Memorandum, the following performance language, or similar language, must be incorporated into existing performance standards of managers/supervisors and HR supervisors responsible for hiring activities:

> ***For managers/supervisors:*** "Effectively attract/recruit a high caliber workforce in accordance with measurements identified in organizational staffing/hiring goals; ensure successful transition/retention into Federal Service by providing opportunities for orientation and tools for enabling employees to successfully perform during the probationary period. Identify current/future position requirements to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Act responsibly and timely on all hiring decisions."
>
> ***For HR Supervisors involved in the hiring process:*** "Provide leadership and support in successfully implementing the initiatives outlined in the President's Hiring Reform."

Hiring reform is key to the Department's readiness. I trust, therefore, that you will continue to lead and support initiatives that drive improvements to the hiring process.

Kathleen Ott
Kathleen A. Ott
Acting Deputy Under Secretary
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