



Empowering Our  
Greatest Asset

# Hiring Reform Implementation in DoD

*Facilitator:*  
*Scott Wortman, DCPAS*

*Panelists:*  
*Barbara Panther, Michele Roberts, Mary Larralde*

*July 19, 2011*

**2011 Worldwide Human  
Resources Conference**

Department of Defense

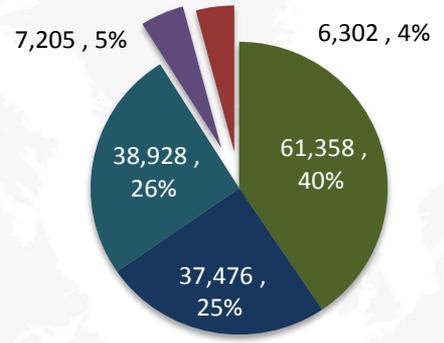


## Our Panelists

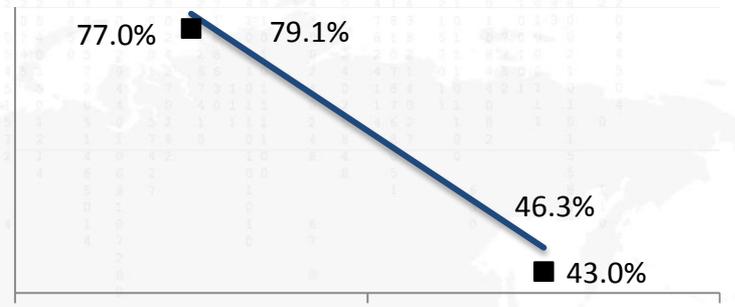
- Ms. Barbara Panther, SES, Director
  - *Department of the Army, Civilian Human Resources Agency*
- Ms. Michele Roberts, SPHR, Director
  - *Department of the Navy, Office of Human Resources Recruitment Tools and Processes Division*
- Ms. Mary Larralde, Chief
  - *Air Force Personnel Center, Program Management and Support Division*

# Measuring Progress – by the Numbers

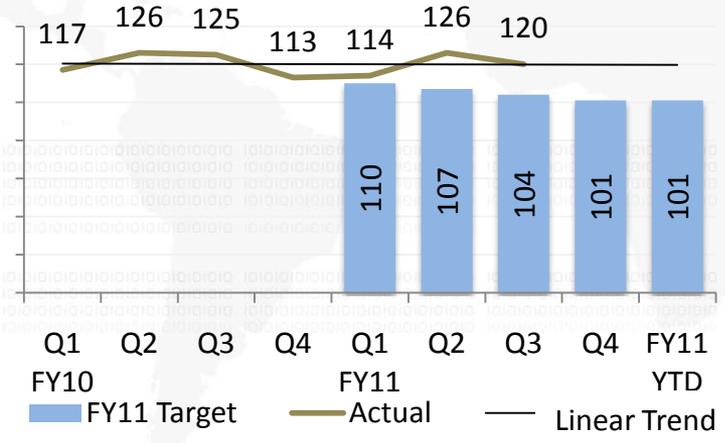
**Q1-Q3 FY11 Hiring Volume by Component**



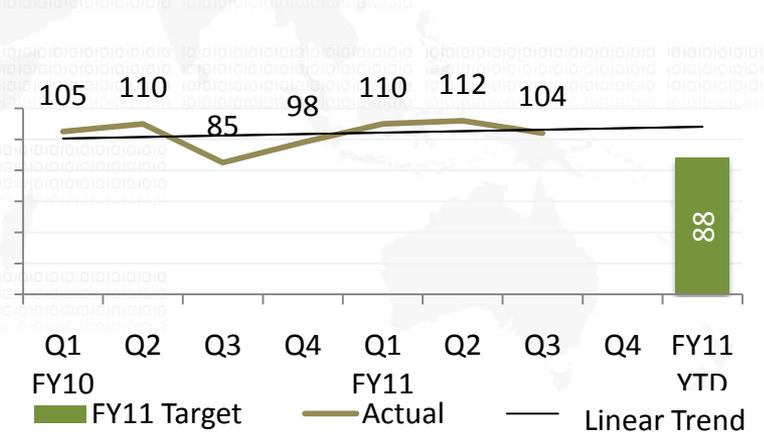
**Applicant Satisfaction at the 6 Month Mark**



**DE Hiring Timeline Trends**



**External Hiring Timeline Trends**



**\*\*All data uses the CMIS data source. Volumes and Hiring Timelines calculated using the full dataset of "All Hires" as defined by the DoD Metrics Working Group**

# Hiring Reform Framework

## Technology

- Deploying enterprise hiring automation tool (USA Staffing)
- Development of new, standardized candidate assessment instruments
- DoD support for OPM's re-engineering of USAJOBS employment portal

## Outreach

- InfoNet and Hot Spot Media Campaigns
- DoD's 24 piece Hiring Manager Toolkit
- Targeted Training
- Launch of Hiring Reform Website

## Process

- Standardized hiring segments, improved reporting, and increased visibility of the hiring process
- 80 enterprise assessment questionnaires currently in development

## Policy

- POTUS Hiring Reform mandates 100% complete
- Performance Evaluation Mandate
- Development of new recruitment tools and hiring flexibilities

# DON – Stakeholder Engagement

- Communications & Training
  - Designated web pages for hiring reform initiatives
  - Online training resources & toolkits for hiring managers and HR professionals
  - Online resources for applicants
  - Fact sheets, brochures
  - Master slide decks for Commands and HR community
  - Centralized resource – [DONhrfaq@navy.mil](mailto:DONhrfaq@navy.mil)



# Air Force – Stakeholder Engagement

## Webcasts & Virtual Job Fairs

- For All Stakeholders
- HR Items of Interest
- Subject Matter Experts
- “Chat Room”



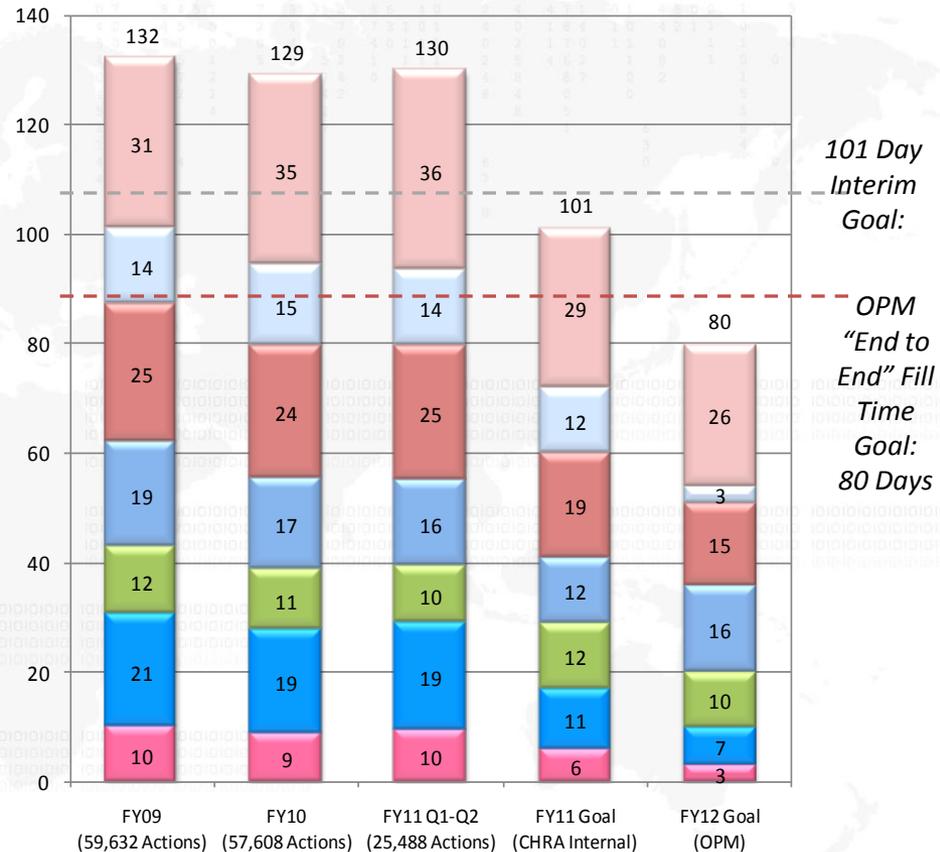
# Army – End to End Fill Time

- Includes competitive actions with a referral list or a vacancy announcement, to include Parent/Child, Open Continuous, and Advanced Recruitment RPAs.
- Covers time from the Initiation of the RPA to the Effective Date.
- Follows most recent DoD guidance.

Management Total Time = 44 Days  
 Civilian HR Total Time = 26 Days  
 Open Announcement Time = 10 Days  
 Total Time = 80 Days

Partnership Between Management and HR

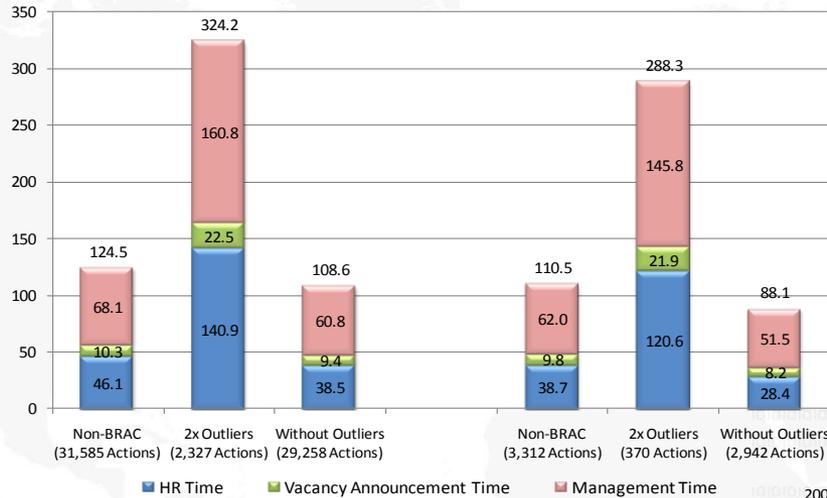
“End to End” Fill Time



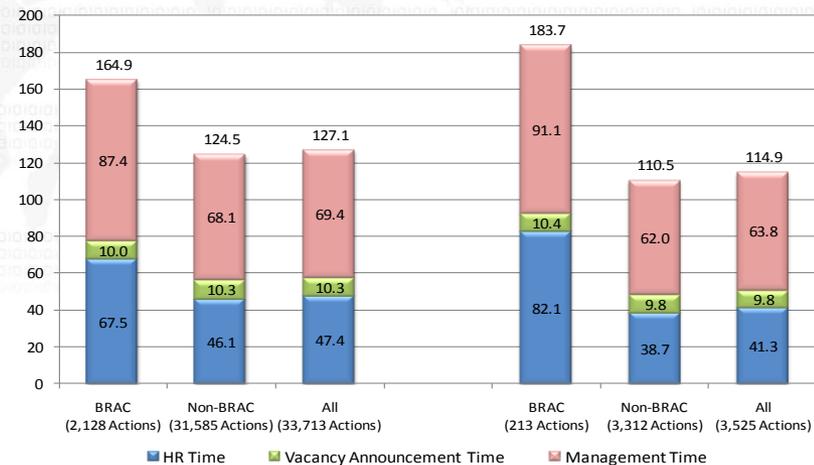
- Initiation of RPA to Receipt (Management Time)
- Receipt of RPA to Vacancy Ann Open (HR Time)
- Vacancy Announcement Time
- Vacancy Ann Closure to Referral Issued (HR Time)
- Referral List w/Management (Management Time)
- Referral List Return to Commit (HR Time)
- Commit to EOD (Management Time)

# CHRA – Fill Time through June 2011\*

**Fill Time From Initiation To EOD – With Referral or Vacancy**  
**With and Without Outliers (Non-BRAC Only)**



**Fill Time From Initiation To EOD**  
**With Referral or Vacancy (BRAC vs. Non-BRAC)**



\* All Fill Times exclude Non-Army Customers such as DCMA and DeCA; "Hold for Insourcing" and "Hold for 30 Day Suspension" event time is excluded from fill time.



# Army – Inbox Statistics Report

Colorized by Time of RPA in Personnel

Event Status	Red	Amber	Yellow	Light Green	Dark Green	Total	% of Red	% of Amber
<b>Direct CHRA Activity</b>								
<a href="#">(03) IN-HR</a>	0	0	1	20	206	<a href="#">227</a>	0.0%	0.0%
<a href="#">(04) STRATEGIC</a>	10	6	28	94	1394	<a href="#">1532</a>	0.7%	0.4%
<a href="#">(05) IN-STAFF</a>	24	24	87	341	1485	<a href="#">1961</a>	1.2%	1.2%
<a href="#">(05) STAFF-WORK</a>	207	36	59	96	131	<a href="#">529</a>	39.1%	6.8%
<a href="#">(06) PPP-MATCHES</a>	22	9	26	33	112	<a href="#">202</a>	10.9%	4.5%
<a href="#">(07) NEW-JD-REVW</a>	16	20	49	79	314	<a href="#">478</a>	3.3%	4.2%
<a href="#">(08) ROUT-JD-REVW</a>	7	1	20	42	674	<a href="#">744</a>	0.9%	0.1%
<a href="#">(10) ANNOUNCED</a>	84	35	85	267	645	<a href="#">1116</a>	7.5%	3.1%
<a href="#">(11) DHA-CAND-ID</a>	5	3	3	7	25	<a href="#">43</a>	11.6%	7.0%
<a href="#">(11) REF-PREP</a>	158	66	195	408	433	<a href="#">1260</a>	12.5%	5.2%
<b>SUBTOTAL (Items 3-11)</b>	533	200	553	1387	5419	8092	6.6%	2.5%
<b>Manager &amp; CHRA Activity</b>								
<a href="#">(09) HOLD-PER-MGT</a>	524	139	144	107	102	<a href="#">1016</a>	51.6%	13.7%
<a href="#">(12) REFERRED</a>	1423	681	928	980	333	<a href="#">4345</a>	32.8%	15.7%
<a href="#">(13) REFERRAL-RTN</a>	142	60	96	59	13	<a href="#">370</a>	38.4%	16.2%
<a href="#">(13) SAL-DETERM</a>	65	19	19	18	13	<a href="#">134</a>	48.5%	14.2%
<a href="#">(14) OFFERED</a>	187	65	96	95	97	<a href="#">540</a>	34.6%	12.0%
<a href="#">(15) RESCINDED</a>	34	5	6	14	4	<a href="#">63</a>	54.0%	7.9%
<a href="#">(16) DECLINED</a>	106	30	47	35	22	<a href="#">240</a>	44.2%	12.5%
<a href="#">(17) COMMITTED</a>	477	165	241	220	175	<a href="#">1278</a>	37.3%	12.9%
<a href="#">(18) CLEARING</a>	756	202	317	222	232	<a href="#">1729</a>	43.7%	11.7%
<a href="#">(19) CLEARED</a>	128	52	63	67	51	<a href="#">361</a>	35.5%	14.4%
<a href="#">(20) EOD-ESTAB</a>	1178	479	569	717	1021	<a href="#">3964</a>	29.7%	12.1%
<a href="#">(21) EFFECTIVE</a>	54	14	28	45	178	<a href="#">319</a>	16.9%	4.4%
<b>SUBTOTAL (Items 12-23)</b>	5074	1911	2554	2579	2241	<a href="#">14359</a>	35.3%	13.3%
<a href="#">(09) 30DAY-SUSPND</a>	1657	368	200	97	33	<a href="#">2355</a>	70.4%	15.6%
<a href="#">(09) HOLD-BRAC</a>	162	42	46	78	4	<a href="#">332</a>	48.8%	12.7%
<a href="#">(09) HOLD-FOR-RIF</a>	44	2	0	2	0	<a href="#">48</a>	91.7%	4.2%
<a href="#">(09) HOLD-INSOURC</a>	340	6	5	2	1	<a href="#">354</a>	96.0%	1.7%
<b>SUBTOTAL (Item 9)</b>	2203	418	251	179	38	<a href="#">3089</a>	71.3%	13.5%
<b>Totals:</b>	7810	2529	3358	4145	7698	<a href="#">25540</a>	30.6%	9.9%



# How to Accelerate the Hiring Process?

**In Coordination with OSD conduct Beta Test**  
**Goal – Quality hires in less than 80 days**

## Phase 1

Pre-Planning/Forecasting

FY XX minus 6 months

- ID projected vacancies for next FY.
- Complete management review of job descriptions, prepare assessment instruments and interview questions.

FY XX Begins  
**Phase 2: USA Staffing**

**Phase 3: DISS & PSIP**

**Phase 4: Auto-EOD**

RPA's submitted as vacancies are identified or occur; processed using pre-positioned documents from Phase 1.

# DON – Targets and Timelines

## External – Delegated Examining (DE) Goals – FY11

Activity/Agency/Component = DON	Owner	G Goal	Y	R	DoD FY11	OPM/ DoD FY12
Metric I – Certificate Issue DE	HR	≤30	>30-35	>35	NA	16
Metric II – Announcement Time DE	Manager	≤10	>10-15	>15	NA	10
Metric III – Certificate Return DE	Manager	≤25	>25-30	>30	NA	15
Metric IV – End-to-End DE	Shared	≤ <b>101</b>	> <b>101-110</b>	> <b>110</b>	<b>101</b>	<b>80</b>

## Internal – Merit Promotion Process (MPP) Goals – FY11

Activity/Agency/Component = DON	Owner	G Goal	Y	R	DoD FY11	OPM/ DoD FY12
Metric Ia – Certificate Issue MPP	HR	≤15	>15-20	>20	NA	16
Metric Ib – Certificate Issue MPP (OCA)	HR	≤20	>20-25	>25	NA	16
Metric II – Announcement Time MPP	Manager	≤10	>10-15	>15	NA	10
Metric III – Certificate Return MPP	Manager	≤25	>25-30	>30	NA	15
Metric IV – End-to-End MPP	Shared	≤ <b>80</b>	> <b>80-90</b>	> <b>90</b>	<b>NA</b>	<b>80</b>

# DON – Scorecard FY2011

## External – Delegated Examining (DE) Performance

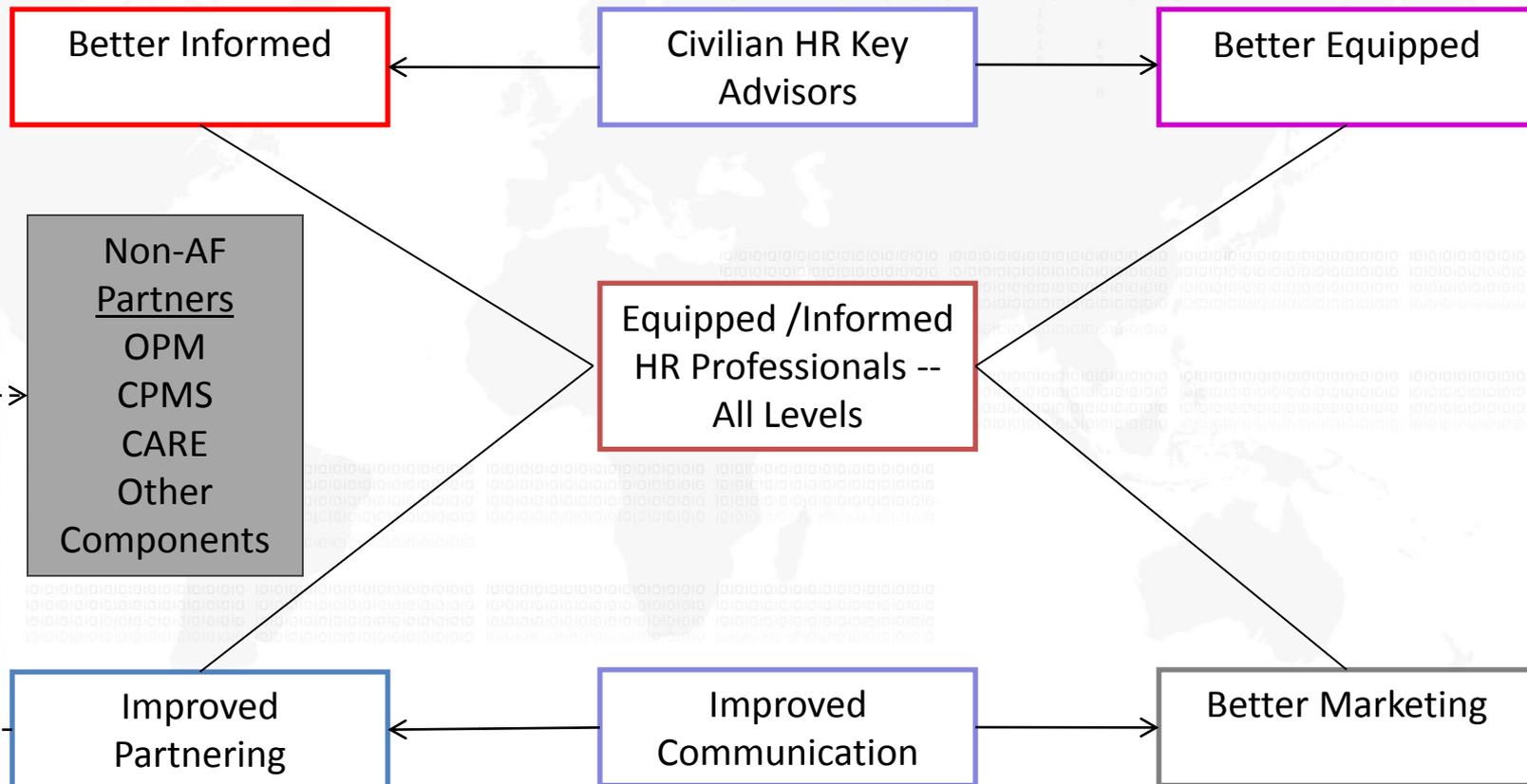
DON-wide	Green Zone	Q1	Q2	Q3	Q4	FY11 YTD
Metric I – Certificate Issue	≤ 30	27	31			30
Metric II – Announcement Time	≤ 10	10	9			10
Metric III – Certificate Return	≤ 25	27	31			29
End-to-End Time	≤101	104	89			95
Volume – Number of Fills	NA	661	1,056			1,717

## Internal – Merit Promotion Process (MPP) Performance

DON-wide	Green Zone	Q1	Q2	Q3	Q4	FY11 YTD
Metric Ia – Certificate Issue	≤ 15	12	13			12
Metric Ib – Certificate Issue (OCA)	≤ 20	14	13			13
Metric II – Average Announcement Time	≤ 10	11	11			11
Metric III – Certificate Return	≤ 25	29	30			29
End-to-End Time	≤ 80	71	74			72
Volume – Number of Fills	NA	3,735	4,064			7,799

# Air Force – Developing the HR Workforce

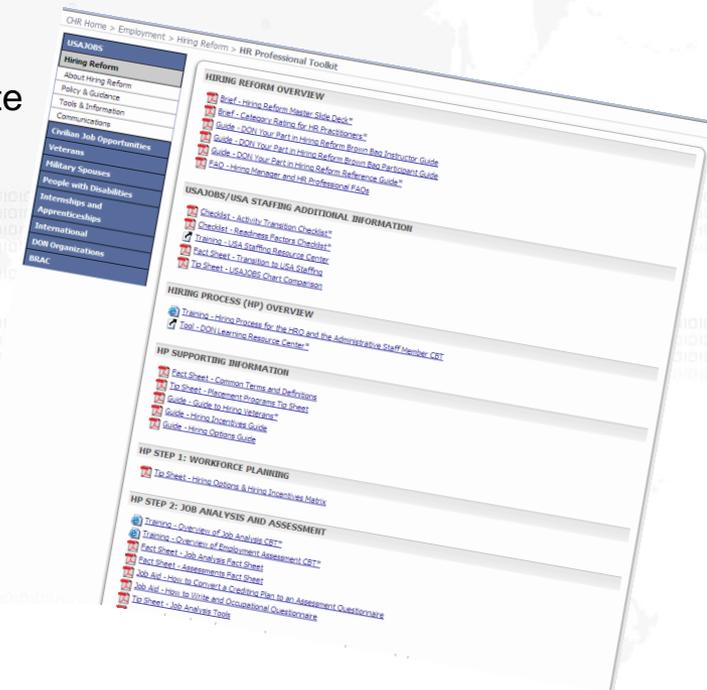
Objective: Better Informed / Equipped HR Workforce





# DON – Developing HR Professionals

- Computer Based Training – On Portal
  - Assessment Overview CBT
  - Job Analysis Overview CBT
  - Job Opportunity Announcements: OPM power point; link to DoD CPMS JOA website posted on portal
  
- OPM/USDA Hands-On Classroom Courses:
  - Job Analysis (USDA Course)
  - USA Staffing Best Practices (OPM)
  - USA Staffing & DON Business Process Classroom Training
  
- “Make it Stick” or “Follow-Up” Training





# Empowering Our Greatest Asset

## RESOURCES

[www.cpms.osd.mil/HiringReform](http://www.cpms.osd.mil/HiringReform)

[www.chra.army.mil/hrpd/prod/Production%20books.htm](http://www.chra.army.mil/hrpd/prod/Production%20books.htm)

[www.public.navy.mil/donhr/Employment/HiringReform/](http://www.public.navy.mil/donhr/Employment/HiringReform/)

<https://gum-crm.csd.disa.mil/app/home>

QUESTIONS?

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