



# Hiring Excellence for Tomorrow's Mission



CONNECTING with TOP TALENT

# Overview of People & Culture Cross-Agency Priority Goal

## Goal Statement

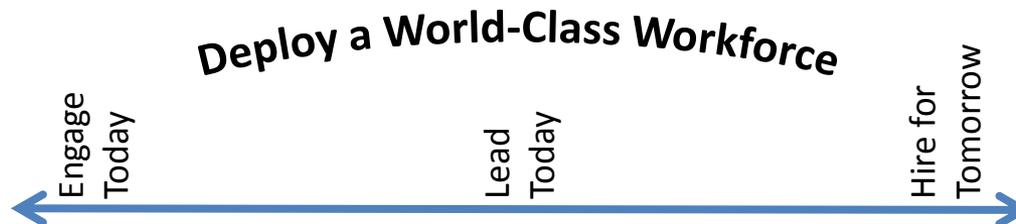
Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.

## Urgency

The Federal Government's workforce is the most critical ingredient to driving the success of its priority initiatives, including other initiatives under the President's Management Agenda.

## Vision

- In order to deploy a world-class workforce for the American people, we will:
  - Engage – Create a culture of excellence and engagement to enable higher performance
  - Lead – Build a world-class Federal management team starting with the Senior Executive Service
  - Hire – Enable agencies to hire the best talent drawn from all segments of society
- Each of the three sub-goals is distinct and requires different actions; however, together they represent a single continuum to deploy a world-class workforce.



# Purpose

The Government can attract ***applicants*** and hire highly qualified and diverse talent, achieved through ***engaged and empowered hiring managers***, and supported by ***highly skilled HR staff***.



# Objectives

1. **Encourage and promote the importance of a collaborative relationship** between the hiring manager and human resources staff.
  - **Equip hiring officials** with knowledge and tools to empower them to more fully engage in the hiring process.
  - **Bolster the skills and expertise of HR staff** so they can effectively advise and partner with hiring managers.
  - **Raise awareness of the full range of hiring authorities** available to meet hiring needs.
2. **Support agencies in leveraging the full range of assessment options.**
3. **Attract individuals from all segments of society.**
  - Enable data-driven decisions that inform outreach and recruitment.
  - Improve the applicant experience through an enhanced USAJOBS.



# Strategies

1. **Launch Hiring Excellence Campaign** for outreach and education to HR and Hiring managers, supported by robust tools and guidance.
  - **Identify occupations that are experiencing particular hiring challenges** and focus on content/solutions in those areas.
  - **Support effective applicant assessment** through improved policy, guidance, and tools/education.
  - **Expand use of to applicant flow data** and analytics about how to use data to inform outreach and recruitment decisions.
2. **Continue to enhance USAJOBS** to provide an improved user experience and new tools to search for talent (phases launched in July 2015 and will continue through FY17).



# Collaboration: The Key to Hiring Excellence

*“The act of working together to achieve a common purpose.”*

*—Oxford Dictionary*



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# Hiring Mythbuster

## MYTH:

Hiring managers should refrain from getting too involved in their hiring actions to avoid any appearance of impropriety in the hiring process.

## FACT:

There are many ways that hiring managers can and should be involved in the hiring process to help ensure a great outcome. This includes working closely with HR before the job opportunity announcement (JOA) is even posted to:

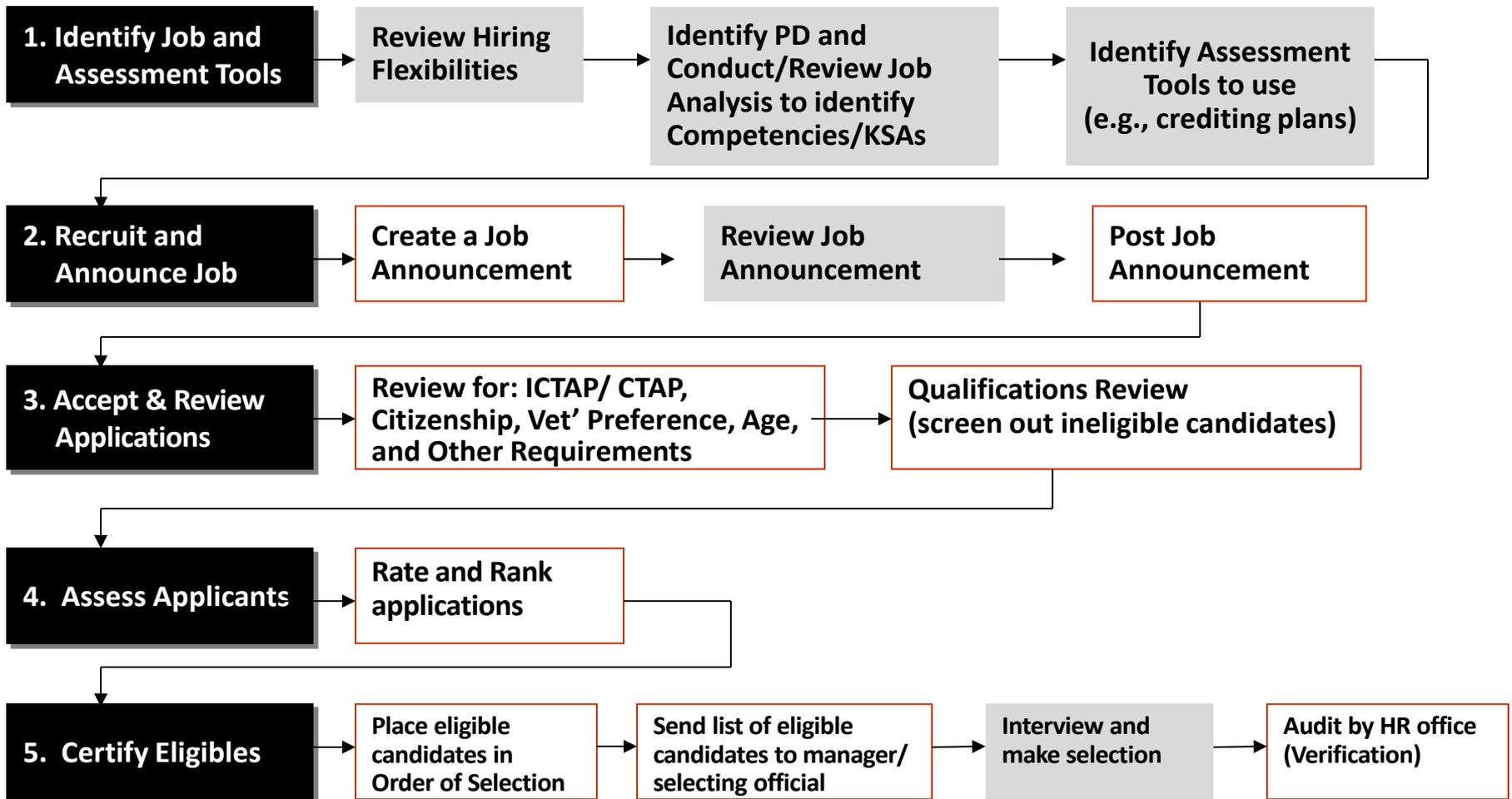
- ensure the position description is accurate and up-to-date;
- complete a [job analysis](#) to identify the critical competencies needed in the job;
- participate in identifying/developing the assessment tool that will be used to evaluate candidates;
- develop a recruiting strategy; and
- ensure that the JOA accurately describes the duties of the job and competencies and experience required in an easy-to-understand and appealing manner.

After the applicants are assessed and the referral list is issued, the hiring manager should actively engage in interviewing top candidates and making the selection.

# Federal Hiring Process

 Manager's Participation

## Key Steps



# Meet Carla

Carla is a hiring manager within the Department of Cyber Security. After several recent departures, Carla must fill multiple vacant positions. For example:



She needs a GS-13 Public Affairs specialist to manage the creation and dissemination of information on protecting against cyber attacks to a targeted, diverse bilingual community.

Carla also needs Information Technology Specialists to support the technical aspects of the agency's mission – preventing cyber attacks.

Throughout this session, Carla will collaborate with her HR Specialist to meet her hiring needs.

# Strategic Conversations

1. Setting the Context
2. Demonstrating Interest
3. Requesting Feedback for Clarification
4. Showing Appreciation
5. Extending Yourself

“The Five Keys to Strategic Conversation”

(Henry Barby, published by The New York Center for Coaching, Inc.)

# Set the Context

*Establish goals  
and agreement  
for an interaction*



# The Context of a Conversation Matters

## **The Hiring Manager Position:**

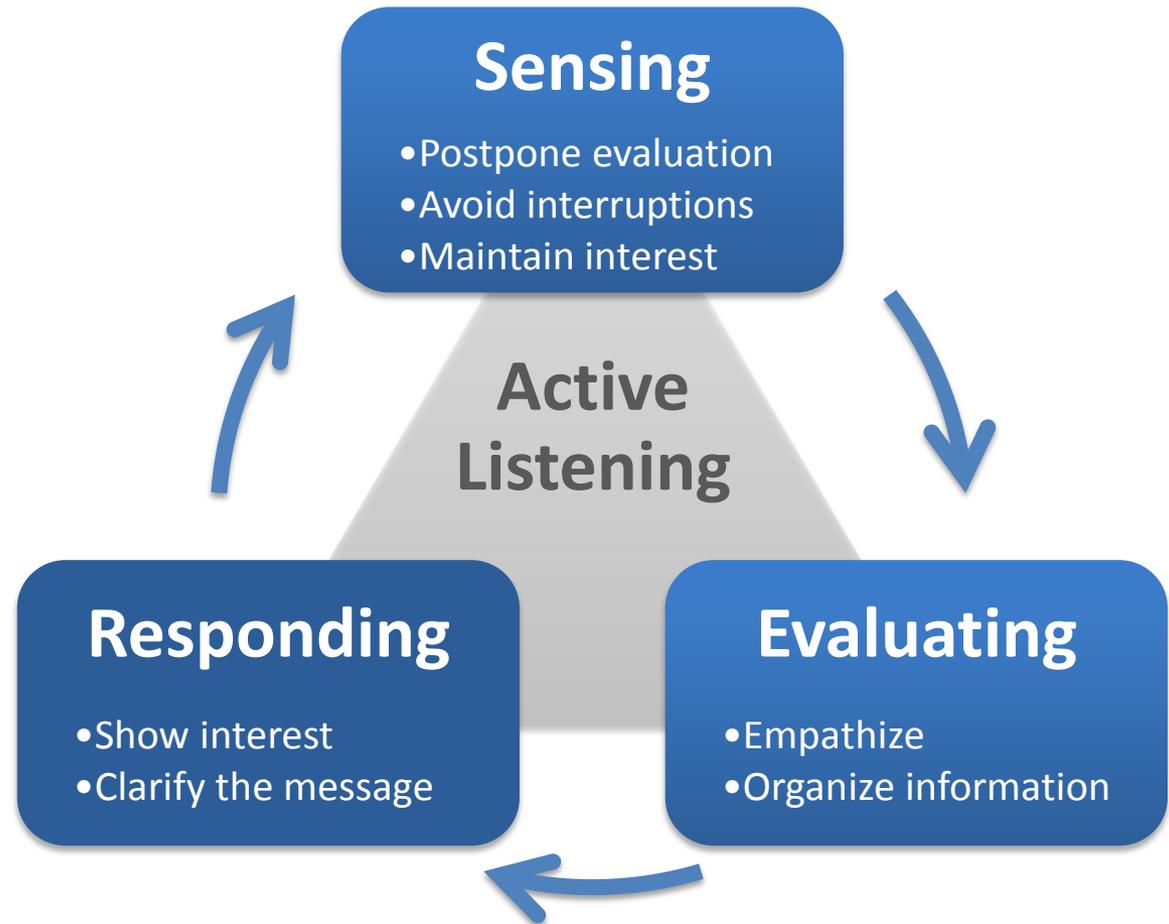
- I have a vacancy I want filled by someone who has the demonstrated experience and skills to do the job well.

## **Hiring Specialist Position:**

- I want to help you fill your vacancy with good candidates, while adhering to the law, and helping numerous others do the same.

# Demonstrate Interest

*Use good eye contact, welcoming body language and facial expressions, acknowledging gestures, and be present*



# Demonstrating Interest in a Strategic Hiring Conversation

## Hiring Manager

- Allocate sufficient time to devote to hiring
- Prepare for the conversation (describe your team/office, have past PDs, provide historical feedback from interviewers and/or applicants on the process, etc.)
- Be prepared to update and develop new hiring materials, especially if you haven't advertised this kind of position recently.

## Hiring Specialist

- Speak to a specialist who has worked with the Office before for tips
- Research the job series and similar recent internal or external postings
- Review relevant hiring data and industry trends
- Provide the manager with an overview of the process and timeframes – manage expectations.

# Feedback for Clarification

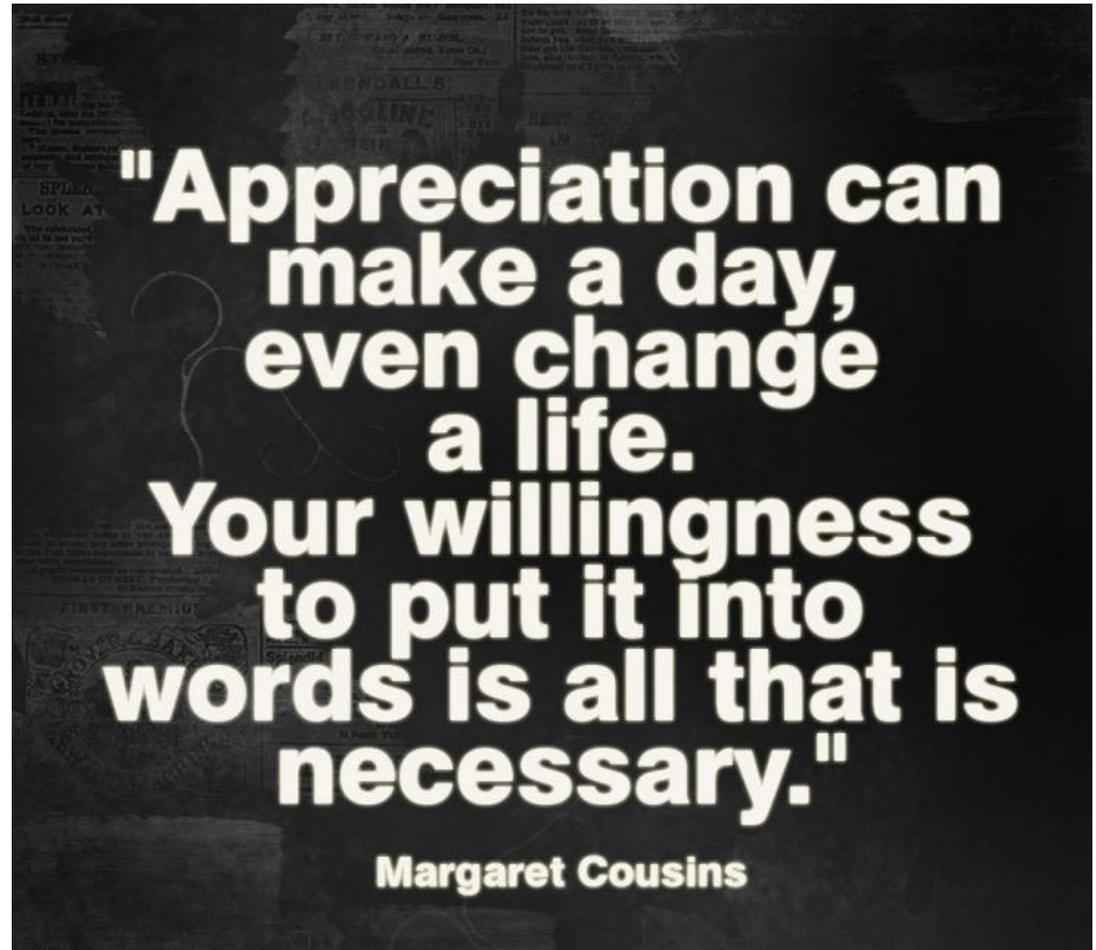
*Sharing your interpretation of the message for verification*



Types of Feedback

# Show Appreciation

*Use statements to demonstrate value and appreciation*



# Extend Yourself

*An invitation  
for further  
interactions of  
mutual benefit*



# How to Live the Collaboration Dream

## Hiring Managers

- Give feedback to the specialist
- If you learned something about the process you didn't know before share with peers.
- Update your hiring materials before you expect your next vacancy
- Develop a staffing plan during your strategic planning

## Hiring Specialists

- Be prepared to mentor/educate your managers on hiring and the process at your agency
- Use OPM resources to help make managers familiar with the process
- Show appreciation to managers who are engaged
- Share best practices with your peers



# Hiring Authorities and Flexibilities



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# Federal Civil Service

## Competitive Service

- Positions in the Executive Branch

## Excepted Service

- Positions not in the competitive service or SES
- Legislative and Judicial Branch

## Senior Executive Service (SES)

- Senior Managers and Leaders

# Types of Hiring Authorities

- Veterans Employment Authorities
- Non-competitive Appointment Authorities
  - Military Spouses
  - Former Peace Corps Volunteers
  - Former Peace Corps Employees
- Excepted Service Employment
  - Schedule A – Employment of Individuals with Disabilities
  - Schedule A – Fellowships, Scholarship, and Similar Programs
  - Schedule D – Pathways
- Other
  - Direct Hire
  - Experts and Consultants
  - Details Under the Intergovernmental Personnel Act

# Considerations When Choosing Hiring Authorities

- Agency policies
- Union Agreements
- Merit Promotion Plan
- Strategic Workforce Plans/Diversity and Inclusion Goals



# A Call to Action

Hiring Manager and HR Specialist **collaborate** to choose the appropriate hiring authority to fulfil the hiring need:



## **Hiring Manager** actions...

- Plan ahead! Work with your HR Specialist well in advance of your need to hire to help ensure success.
- Educate yourself on the hiring authorities and flexibilities.
- Have conversations with HR specialists on the advantages of using the various types of hiring authorities.

## **HR Specialist** actions...

- Research various hiring authorities to make recommendations appropriate for the position.
- Have conversations with hiring managers on the advantages of using the various types of hiring authorities.



# Assess for Success



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# Improve the Selection Process with Effective Assessments



## The Hiring Manager's Challenge

As any hiring official will attest, filling a vacant position is one of the most important parts of their job. However, determining who is best for the job can be challenging. There are several stages in the assessment process and strong collaboration between the Hiring Manager and the HR Specialist ensures the best hire.

Understanding the steps in the hiring process – as well as the opportunities to provide input on the strategies and tools used – is essential for ensuring that hiring managers are able to identify the best talent for their positions.

# Improve the Selection Process with Effective Assessments

## Key roles of the hiring manager

As a hiring manager, Carla has a number of roles to assume in the hiring process. Most of these steps are completed prior to posting the JOA.

Carla has been working closely with Amy to prepare to fill her position by updating the position description, completing a [job analysis](#), and identifying the critical competencies that need to be evaluated. She has reviewed the occupational questionnaire and helped prepare a writing assessment as well as a structured interview.

1. Develop the Plan & Certify the Position Description

2. Participate in the Job Analysis

3. Develop the Recruitment Plan

4. Participate in Assessment Development

5. Create a Structured Interview

6. Evaluate the Outcome

# Hiring Mythbuster

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After the applicants are assessed and the referral list is issued, the hiring manager should actively engage in interviewing top candidates and making the selection.

# Assessment Mythbuster

## **MYTH:**

**Rating and ranking applicants (applying an assessment) can only be done by qualified HR staff.**

## **FACT:**

It is entirely appropriate (and encouraged!) to use Subject Matter Experts outside of HR to rate and rank applicants and determine the most highly qualified candidates for a position. The use of SME's can be particularly helpful when evaluating candidates for highly technical or uncommon positions. A Subject Matter Expert often has experience, technical insights and understanding about a job that can help them more effectively assess an applicant's qualifications and experience. Note that hiring managers shouldn't serve as SME's to rate and rank candidates for jobs within their organization (to preserve objectivity in the process), the decision to use SMEs and how they will be used must be made before the announcement is opened, as part of the assessment development stage for the announcement, and SME reviews should be coordinated and overseen by the HR specialist to ensure that agency procedural and policy requirements are met.

# Assessment Background & Context

## Defining the Terms

- **Assessment:** a systematic approach to gathering information about individuals; this information is used to make employment or career-related decisions about applicants and employees
- **Assessment Tool:** any test or procedure (for example, ability test, structured interview, work sample) used to measure an individual's employment or career-related qualifications and interests
- **Assessment Strategy:** an established plan for designing and implementing one or more assessment tools for an organization, occupation, or a specific situation

U.S. Department of Labor, *Testing and Assessment: An Employer's Guide to Good Practices*, 2000

# Barriers to Effective Assessment

- Lack of clarity around certain policies and procedures
- Lack of collaboration among key players in the Federal hiring process
- Lack of assessment knowledge and expertise
- Lack of time and resources to invest in better assessments
- Lack of meaningful data to evaluate effectiveness of assessments

# The Importance of Effective Assessment

- Increases the likelihood of hiring employees who possess the right competencies and will contribute to agency success
- Results in hiring, placing, and promoting greater numbers of superior performers
- Results in reduced turnover

# The Importance of Effective Assessment

- Results in cost savings to the organization
  - A poor hire is estimated to cost 2-3 times their salary
  - A good hire results in lower training and performance management costs
- Decreases the likelihood of a bad hire and the associated consequences, such as:
  - Poor work quality
  - Dissatisfied customers
  - Lowered morale among fellow employees



# Leadership to a Smarter “We”

## Tools and Resources for Smarter Hiring and Recruiting



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# We Are Smarter Like This

An interactive,  
networked  
organization



A stable, robust,  
high-performance  
system

**A Positive-Sum Game**

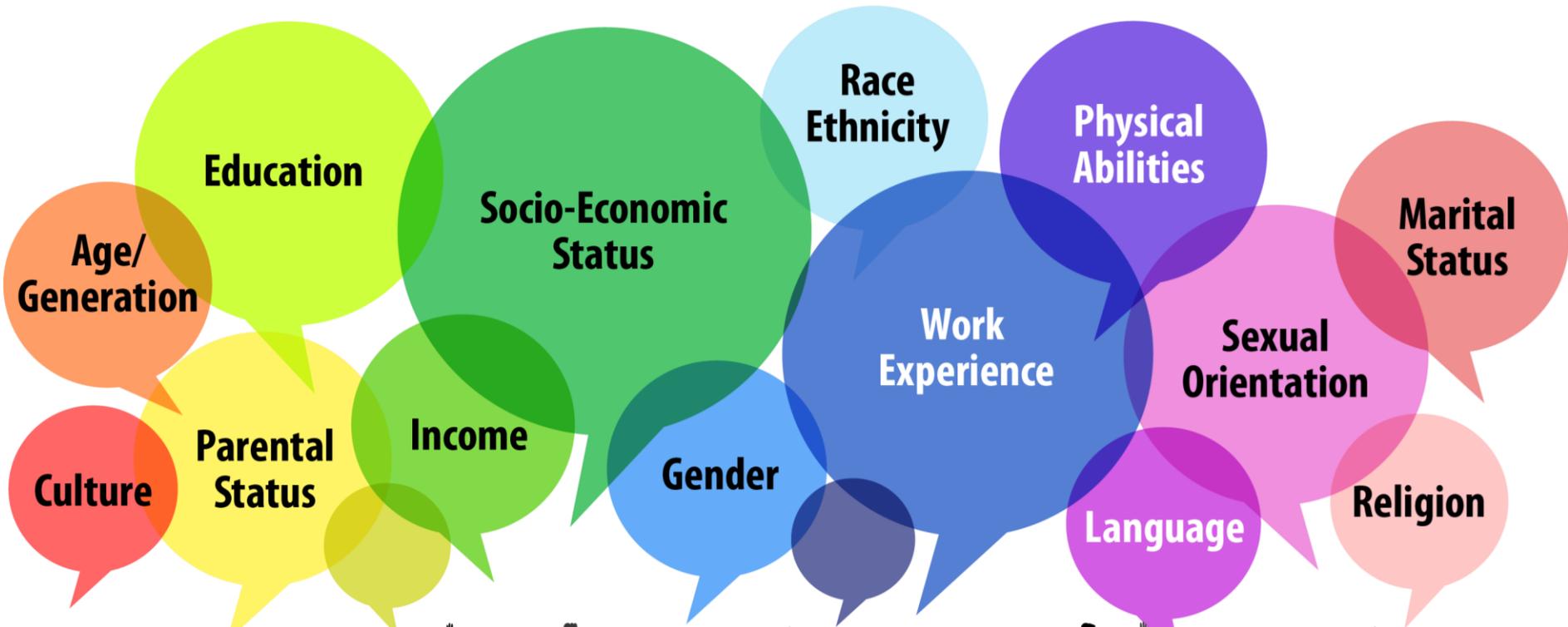
# Mission and Vision

To be the Nation's model employer  
by leveraging diversity and fostering inclusion  
to deliver the best public service.

# Workforce Diversity

- A collection of individual attributes that helps agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, family structures, education, language and geographic location.
- The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

# Dimensions of Diversity



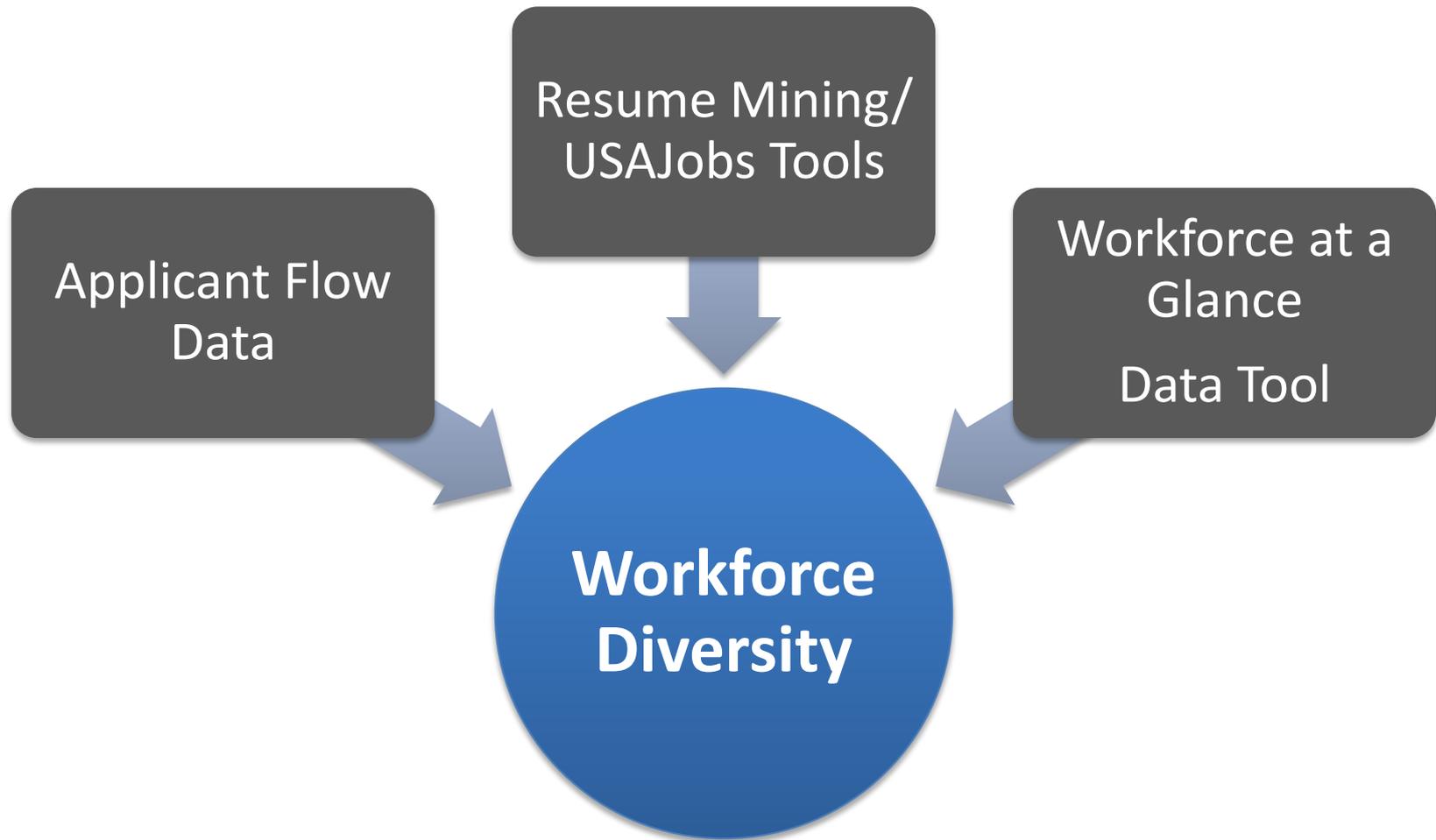
# Workplace Inclusion

A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

# A Smarter “**We**” Diversity and Inclusion

- When we draw on the wisdom of a workforce that reflects the population we serve, we are better able to understand and meet the needs of the American people.
- We strongly believe that a diverse workforce in an inclusive environment will improve individual and organizational performance and result in better value to customers, clients, taxpayers, and other stakeholders.

# Smarter Recruitment with Data-Driven Diversity



# Federal Workforce At-a-Glance Diversity Data

## Diversity & Inclusion

FEDERAL WORKFORCE AT-A-GLANCE

AGENCY:

CATEGORY:

### Government Wide Overview

Pursuant to Executive Order 13583 and to the Government-wide Strategic Plan, which was published on November 17, 2011, the OPM Office of Diversity and Inclusion (ODI) developed a D&I Dashboard for agency use in workforce planning and reporting, with information culled from the Federal Employee Viewpoint Survey and the Enterprise Human Resources Integration data sets.

The Diversity and Inclusion (D&I) Dashboard is a government specific tool created to provide agencies with demographic data about hiring, group attrition, employee inclusion perceptions, and overall accountability in regard to D&I efforts. One of the goals of the Diversity and Inclusion (D&I) Dashboard is to provide data that is formatted in such a way that anyone can view it, explore it and readily understand it.



Photo from National Aeronautics and Space Administration

| Diversity Categories               | 2010   | 2011   | 2012   | 2013   | 2014   |
|------------------------------------|--------|--------|--------|--------|--------|
| Native Hawaiian / Pacific Islander | N/A    | N/A    | N/A    | 0.4 %  | 0.4 %  |
| American Indian / Alaskan Native   | 1.8 %  | 1.7 %  | 1.7 %  | 1.7 %  | 1.7 %  |
| Asian                              | 5.6 %  | 5.6 %  | 5.8 %  | 5.5 %  | 5.6 %  |
| White                              | 66.2 % | 65.9 % | 65.4 % | 65.1 % | 64.7 % |
| Black                              | 17.7 % | 17.6 % | 17.9 % | 18.0 % | 18.1 % |
| Hispanic                           | 8.0 %  | 8.1 %  | 8.2 %  | 8.3 %  | 8.4 %  |
| Female                             | 43.9 % | 43.6 % | 43.5 % | 43.4 % | 43.2 % |
| Male                               | 56.1 % | 56.4 % | 56.5 % | 56.6 % | 56.8 % |
| LGBT (EVS Q 96)                    | N/A    | N/A    | 2.2 %  | 2.7 %  | 2.8 %  |

| Disability Categories                     | 2010    | 2011    | 2012    | 2013    | 2014    |
|-------------------------------------------|---------|---------|---------|---------|---------|
| All Disabilities                          | 7.07 %  | 7.41 %  | 8.00 %  | 8.62 %  | 8.99 %  |
| Targeted Disabilities                     | 0.95 %  | 0.96 %  | 0.99 %  | 1.02 %  | 1.07 %  |
| All Disabilities and 30% or More Veterans | 10.21 % | 10.97 % | 11.89 % | 12.80 % | 13.56 % |

<https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/>

# Federal Workforce At-a-Glance

## Inclusion Metrics

### Inclusion

Fostering inclusive work environments and realizing the full potential of our workforce's diversity requires agencies to employ effective management practices. To that end, the Office of Diversity and Inclusion has recently developed a set of change management tools to supplement the inclusion index. The index and tools, referred to jointly as the New Inclusion Quotient (The New IQ) will arm agencies with instruments and practices necessary to support diversity and inclusion more fully. In addition, OPM will continue to promote proven practices in using all workforce data to inform everyday support diversity and inclusion in the workplace.



The New IQ scores are calculated using a subset of 20 questions from the Employment Viewpoint Survey (EVS). This metric is separated into several factors or 5 Inclusive habits: Fair, Open, Cooperative, Supportive, Empowering. Research confirms that workplace inclusion is a contributing factor to employee engagement and organizational performance. One of the major issues facing organizations and the federal government in regard to inclusion is how to properly measure it and improve an inherently intangible aspect of group interaction, which the New IQ scores help accomplish.

| Inclusion Categories    | 2011 | 2012 | 2013 |
|-------------------------|------|------|------|
| Fair Environment        | 46%  | 44%  | 43%  |
| Open Environment        | 58%  | 56%  | 55%  |
| Cooperative Environment | 57%  | 55%  | 54%  |
| Supportive Environment  | 74%  | 74%  | 74%  |
| Empowering Environment  | 60%  | 59%  | 56%  |

# Federal Workforce At-a-Glance Agency Menu

## Diversity & Inclusion

FEDERAL WORKFORCE AT-A-GLANCE

AGENCY: Government Wide

CATEGORY: Government Wide

- Broadcasting Board Of Governors
- Commission On Civil Rights
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation For National And Community Service
- Court Services And Offender Supervision Agency For The District Of Columbia
- Department Of Agriculture
- Department Of Commerce
- Department Of Defense
- Department Of Education
- Department Of Energy
- Department Of Health And Human Services
- Department Of Homeland Security
- Department Of Housing And Urban Development
- Department Of Justice
- Department Of Labor
- Department Of State
- Department Of The Air Force
- Department Of The Army

**Government V**

Pursuant to Executive Order 12812, which was published in the Federal Register, Inclusion (ODI) developed a plan for and reporting, with the Enterprise I

The Diversity and Inclusion (ODI) provide agencies with a framework for inclusion perception and goals of the Diversity and Inclusion (ODI) formatted in such a



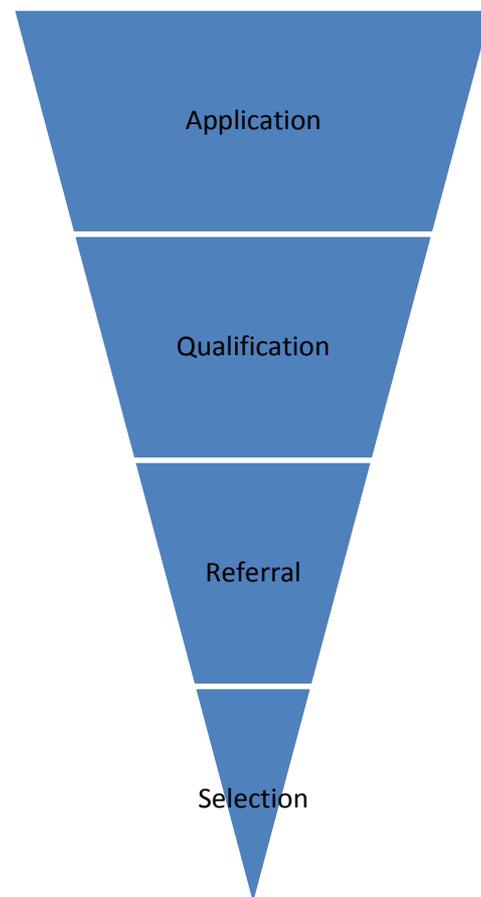
cs and Space Administration

# Workforce At-a-Glance

- Using Workforce At-a-Glance Data allows you to have a clear understanding of what your agency currently looks like.
- Diversity Data gives you a clear guide to know where the gaps currently exists.
- Visit [Opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance](https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance)

# Applicant Flow Data

- In 2011 Executive Order 13583: Establishing a Coordinated Government-Wide Initiative to Promote Diversity which established collecting and analyzing Applicant Flow Data to determine if applicant pools are reflective of the civilian labor force.
- USA Staffing **built an Applicant Flow Data (AFD) reporting capability** by combining **demographic data** collected at USAJOBS with data from each step in the hiring process.
  - USA Staffing is the largest Talent Acquisition Systems but there are many other systems.
- Applicant Flow Data is **available to agencies** through secure FTP site and Cognos.
- AFD allows agencies to **identify barriers and best practices at each stage in the hiring process**: *application, qualification, referral and selection*.
- USA Staffing and the Office of Diversity and Inclusion host an **interagency Applicant Flow Data Work Group** to share information and best practices.

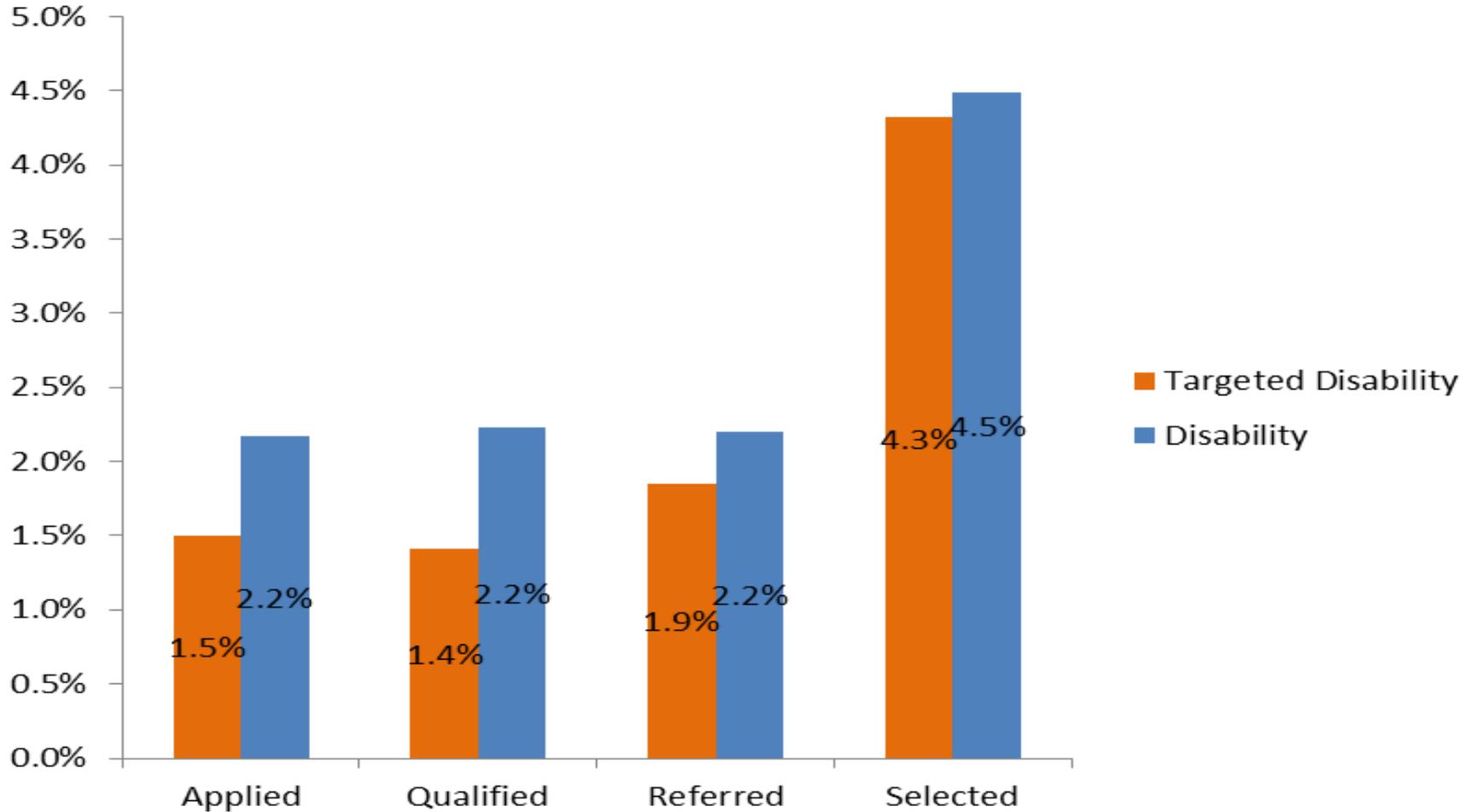


# Applicant Flow Data— Participating Agencies

- Broadcasting Board of Governors (BBG)
- Corp. for National and Community Service (CNCS)
- Department of State
- DHS - Citizenship and Immigration Services (CIS)
- DHS - Customs and Border Protection (CBP)
- DHS - ICE, Office of the Principal Legal Advisor (OPLA)
- DHS - Immigration and Customs Enforcement (ICE)
- DHS - National Protection & Program Directorate (NPPD)
- DHS - Office of the Chief Human Capital Officer (OCHCO)
- DHS - Office of the Inspector General (OIG)
- DoD - Air Force
- DoD - Army and Army NAF
- DoD - Defense Education Activity (DoDEA)
- DoD - Defense Finance and Accounting Service (DFAS)
- DoD - Defense Logistics Agency (DLA)
- DoD - Defense Office of Inspector General (OIG)
- DoD - National Guard
- DoD - Navy
- DOI - Bureau of Indian Affairs (BIA)
- DOI - Bureau of Land Management (BLM)
- DOI - Interior Business Center (IBC)
- DOI - National Park Service (NPS)
- DOI - U.S. Fish and Wildlife Service
- DOJ - Anti-Trust Division
- DOJ - Criminal Division
- DOJ - Drug Enforcement Administration (DEA)
- DOJ - Executive Office for US Attorneys (EOUSA)
- DOJ - HQ Divisions
- DOJ - Justice Management Division
- DOJ - US Marshals Service
- Equal Employment Opportunity Comm. (EEOC) Acq. Svcs. Div.
- Executive Office of the President (EOP)
- Export Import Bank of US (EXIM)
- Federal Labor Relations Authority (FLRA)
- General Services Administration (GSA)
- Government Printing Office (GPO)
- Health and Human Services (HHS)
- National Archives and Records Admin. (NARA)
- National Capital Planning Commission (NCPC)
- National Credit Union Administration (NCUA)
- National Endowment for the Humanities (NEH)
- National Labor Relations Board (NLRB)
- National Transportation Safety Board (NTSB)
- Office of Personnel Management (OPM) - Central HR/SA
- Railroad Retirement Board (RRB)
- Securities and Exchange Commission (SEC)
- Small Business Administration - Disaster Assistance
- Small Business Administration (SBA)
- Social Security Administration (SSA)
- U.S. Capitol Police
- U.S. International Trade Commission (USITC)
- U.S. Postal Service - Office of the Inspector General
- USDA - National Finance Center (NFC)
- Veterans Affairs (VA)

# Sample Agency Applicant Flow Data Analysis

## Applicant Flow by Disability





# A Smarter “We” Call to Action

Hiring Managers and HR Specialist collaborate to recruit and hire a diverse, high performing workforce that reflects the diversity of all segments of the American society.

**Priority:** Design and perform strategic outreach and recruitment plans that tap into communities that are underrepresented in your organization.

**Priority:** Use strategic hiring initiatives, and a collaborative data-driven strategy by reviewing Workforce At-a-Glance and Applicant Flow Data.



- Find out more about Government wide and Agency specific Strategic D&I Plans: <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/>
- Review Current Workforce at a Glance Diversity Data: <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/>
- Include New IQ Behaviors in your organization:
  - Fair
  - Open
  - Cooperative
  - Supportive
  - Empowering
- Reach out to your agencies Applicant Flow Data representative, [Loida.Tapia@opm.gov](mailto:Loida.Tapia@opm.gov) or [Caleb.Judy@opm.gov](mailto:Caleb.Judy@opm.gov)
  - Internal agency policies determine who has access to data but they also encourage the use, so reach out.
- Conduct recruitment to communities you’ve never reached before by using RH Recruitment Studio [https://hru.gov/Studio\\_Recruitment/Studio\\_Recruitment.aspx](https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx)
- Leverage your local affinity and employee resource groups.
- Collaborate by having internal diversity councils that can use diversity data; if these councils are in place incorporate data into the conversation.

# Hiring Excellence

## Thank You

For more information on the subjects covered by these Hiring Excellence sessions, please visit our website at [www.opm.gov/hiringexcellence](http://www.opm.gov/hiringexcellence)