Accelerated Hiring Process (AHP)

Presented by:
Client Services Center
June 2010
Agenda

History/ Background
Hiring Process Improvements Initiatives
Baseline Hiring Components
Success Factors
Overview: Hiring Process Flow
Roles and Responsibilities
Way Ahead
Q and As
History/Background
Old Hiring Process

In FY08 inefficient and fragmented processes resulted in 160 work day hiring average
Purpose: Streamline the hiring process from 160 work days on average (FY08 data) to targeted 60 work days

- November 08-February 09: Applied Lean Six Sigma methodology, developed a more efficient process
- March 09-July 09: Piloted the new process with several CDC organizations
- August 09: Surveyed all participants and evaluated results *(Note: Survey sent to 104 participants)*
- October 09: Implemented CDC-wide
Hiring Reform Memo Issued

May 12, 2010: President Obama orders federal agencies to improve the hiring process

Key Components:

• Federal managers to be “more fully involved”, and be held accountable ✓
• Improve the quality and speed of agency hiring ✓
• Measure the quality and speed of the hiring process ✓
• Notifying applicants of their status throughout the process ✓
• Establish a Gov-wide review and improvement process for hiring reform ✓
• Allow applicants to submit resumes and cover letters (November ‘10) ✓
Hiring Process Improvement Initiatives

• Mandatory Pre-Recruitment Consultation and Complete Packages

• Enforcement of Usage of Standard PDs

• 30 Day Certificate Memo (Tab 1)

• 2 Day Announcement Review

• Revised SME Policy
Client Services “Back to Basics”
Atlanta Model

Based on OPM End-to-End Hiring Initiative

- Pre-consultation
  - Documents Created
  - Job Analysis
  - Area of Consideration
  - Grade/Series
  - Position Description

**Steps w/varying process times**

- Request Personnel Action (C)
- Review Position Description (J)
- Create / Post Job Opportunity Announcement (H)
- Receive Applications & Notify Applicants (H)
- Evaluate Applications (J)
- Issue Certificate / Notify Applicants (H)
- Selecting Official: Review Applicants / Conduct Interviews / Check References / Select / Return Certificate (C)
- Tentative Offer / Accept (H)
- Official Offer / Accept (H)

**RESPONSIBILITY**
- C - Customer
- J – Joint
- H - HR

FY08 Hiring Average = 160 days
FY09 Hiring Average = 66 days
FY10 YTD Hiring Average = 36 days

Number of days excludes job opening period

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Enterprise Hiring Model
(New: Scheduled / Planned Hiring Strategy)

• Before Vacancies Occur
  • Initial Setup
    • (once per occupation)

• As Vacancies Occur
  • Requests For Candidates
    • (approx. 10-25 workdays)

- Pre-consultation
  - Documents Created
    - Job Analysis
    - Area of Consideration
    - Grade/Series
    - Position Description
  • J

- Finalize Position Description
  • H

- Create / Post Open Continuous Job
  - Opportunity Announcement (w/first cutoff)
  • J
  • H

- Receive Applications & Notify Applicants
  • H

- Request Personnel Action
  • C

- Eval Apps Basic Quals
  • J

- Issue Certificate / Notify Applicants
  • H

- Selecting Official:
  - Review Applicants
  - Conduct Interviews
  - Check References
  - Select
  - Return Certificate
  • C

- Official Offer / Accept
  • H

- Tentative Offer / Accept
  • H

- Meets required standing pool of candidates

- Tentative Offer / Accept
  • H

- Create / Post Open Continuous Job
  - Opportunity Announcement (w/first cutoff)
  • J
  • H

- Receive Applications & Notify Applicants
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- Request Personnel Action
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- Selecting Official:
  - Review Applicants
  - Conduct Interviews
  - Check References
  - Select
  - Return Certificate
  • C

- Official Offer / Accept
  • H

- Tentative Offer / Accept
  • H

- Meets required standing pool of candidates

Steps w/varying process times

• RESPONSIBILITY
  - C - Customer
  - J – Joint
  - H - HR
AHP 57-73 Day Hiring Targets

**The accelerated hiring targets are possible through:**

- Program and HR Center joint responsibility for a consistent process
- Pre-recruitment consultations (approx. 14 days)
- Accurate tracking and reporting mechanisms

<table>
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<tr>
<th>Classification</th>
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(announcement posting time not counted)

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<th>Classification</th>
<th>Std PD / Single Gr/ Loc/Series/AOC</th>
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<td><strong>62</strong></td>
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*Selection Time %

53%  48%  44%  41%

* Program has the option of not interviewing; may reduce to 10 days
# FY09/10 KPI PROGRESS

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New Hiring Process

Pilot process resulted in exceeding the new targets

160 day hiring average in FY08 (From Requisition to Initial Job Offer)

- **Std PD/Single Grade**
  - Target: 57, actual: 22 (N=80)

- **Std PD/Multi Grade**
  - Target: 62, actual: 45 (N=176)

- **Non-Std PD/Single Grade**
  - Target: 68, actual: 60 (N=17)

- **Non-Std PD/Multi Grade**
  - Target: 73, actual: 43 (N=44)

As of 3/15/10
Success Factors

Results better than targets due to joint accountability and managing expectations through:

✓ **Collaboration**
  Pre-consultation to ensure a complete hiring package and eliminate rework *(Note: Avg timeframe for pre-consult was 5-10 days)*

✓ **Hiring Timeline Agreement**
  Establish due dates for all steps in the process *(Note: Avg timeframe for Program Selection is 18-24 days)*
Benefits

- Well-defined, transparent process through strategic partnership
- Increased productivity in accomplishing program mission
- Reduction in rework
- Reduction in hiring time
- Enhanced quality of candidates- SME usage, better Quickhire questions
Hiring Process Flow
AHP Baseline Hiring Process

Pre-consultation

Steps w/ varying process times

Responsibility:
P - Program
J - Joint
C - HR Center

Pre-consultation
- Documents Created
- Job Analysis
- Area of Consideration
- Grade/Series
- Position Description
Pre-recruitment Consultation Phase

• Joint meetings with the Program and HR are mandatory

• Provide up front advice regarding recruitment efforts before the personnel action is submitted to HR

• Eliminates re-work/cancellation and late actions
What is required during the Pre-recruitment Consultation?

- Program identifies a need and submits the pre-recruitment consultation checklist to HR (Tab 2)

- HR acknowledges receipt and Staffer contacts Program (Tab 3)

- Program/HR refers to decision table and schedules pre-recruitment consultation, as applicable (Tab 4)

- Discussion held with Program concerning the position to be recruited/filled and required documentation
AHP Baseline Hiring Process

Request Personnel Action

Steps w/varying process times

Responsibility
P - Program
J - Joint
C – HR Center

Pre-consultation
- Documents Created
- Job Analysis
- Area of Consideration
- Grade/Series
- Position Description

Request Personnel Action
Review Position Description
Create / Post Job Opportunity Announcement
Receive Applications & Notify Applicants
Evaluate Applications
Issue Certificate / Notify Applicants
Selecting Official: Review Applicants / Conduct Interviews / Check References / Select / Return Certificate
Tentative Job Offer / Accept
Official Offer / Accept

EOD
Request for Personnel Action

- HR Staffer authorizes Program to release requisition (*Tab 5*)

- Program submits supporting documentation (Position Description/Job Analysis/Quick Hire Questions) to HR mailboxes

- HR Specialist creates and disseminates Hiring Timeline Agreement (*Tab 6*)
AHP Baseline Hiring Process

**Steps w/varing process times**

1. **Pre-consultation**
   - Documents Created
   - Job Analysis
   - Area of Consideration
   - Grade/Series
   - Position Description

2. **Review Position Description**

3. **Create / Post Job Opportunity Announcement**

4. **Receive Applications & Notify Applicants**

5. **Evaluate Applications**

6. **Selecting Official: Review Applicants / Conduct Interviews / Check References / Select / Return Certificate**

7. **Official Offer / Accept**

8. **Tentative Job Offer / Accept**

9. **Issue Certificate / Notify Applicants**

10. **Receive Applications & Notify Applicants**

**RESPONSIBILITY**

- **P** - Program
- **J** - Joint
- **C** – HR Center
Mandatory Use of Standard PDs (SPDs)
Usage of Standard PDs

• Mandatory (if available) – SPD may not be modified

• Standard PDs are generic and can be used across the agency – addendums are not required

• Program specific information should be captured in Quick Hire Questions, Specialized Experience and Performance Plans

• Program Managers and HR Professionals are responsible for ensuring that the SPD accurately describes the position under review
• Usage of Standard PDs (cont.)

• Sound Position Management is key - the position must fit within the organizational structure

• A new position should not be established that has been identified as a mandatory SPD

• If management is reluctant to utilize SPDs, the actions will be returned until resolution can be reached

• HR no longer requires addendums
Why are SPDs important?

- Saves managers time in writing PDs
- Facilitates classification consistency
- Allows flexibility and meets the requirements of changing needs in the program area
- Expedites the recruitment process
Types of Position Descriptions

• Established/Vice (4 Work Days)
  – Are typically to the same series and grade of the position vacated
  – Identify prior incumbent’s name, if applicable
  – If the PD is less than 5 years old, a new OF-8 is not required

• Standard (4 Work Days)
  – A description of major duties and responsibilities known to be representative of a considerable number of position
  – Addendums are not required

• New (15 Work Days)
  – Justification explaining the reason for the new position (mission changes, new mandate, etc.)
  – OF-8 required, signed by the immediate official supervisor
  – Position Description in Word format
  – If developmental position, PD draft for all grades required
Managerial Responsibilities
Managers/Supervisors Responsibilities

- Use PD Library
- Exercise authority consistent with OPM and HHS policies and regulations
- Sign OF-8 certifying the duties are accurate
- Consult with HR Specialist for interpretation and application of classification standards or guides
- Consult with HR Specialist for position management advice
Accountability

• Assignment of a grade outside the normal alignment for the organization could be a target for classification appeal/consistency review

• Erroneous decisions could set precedents which, historically, have caused agency directed mass corrections

• Could result in grade controls being imposed
Supervisory Certification

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.
AHP Baseline Hiring Process

Create/Post Job Opportunity Announcement

Receive Applications & Notify Applicants

Responsibility
P - Program
J - Joint
C – HR Center

Steps w/ varying process times

Pre-consultation
- Documents Created
- Job Analysis
- Area of Consideration
- Grade/Series
- Position Description

Request Personnel Action
P

Review Position Description
J

Create/Post Job Opportunity Announcement
C

Receive Applications & Notify Applicants
C

Evaluate Applications
J

Issue Certificate / Notify Applicants
C

Selecting Official:
Review Applicants / Conduct Interviews / Check References / Select / Return Certificate
C

Tentative Job Offer / Accept
C

Official Offer / Accept
C

EOD
Recruitment Phase

- Draft vacancy announcement for Program review (based on pre-recruitment consultation)
  - Specialized experience
  - Job analysis
  - QuickHire questions
- 2-Day Program Review *(Tab 8)*
- Post vacancy announcement and notify Program of open/close dates *(Tab 9)*
AHP Baseline Hiring Process

Evaluate Applications

Steps w/varying process times

RESPONSIBILITY
- P - Program
- J - Joint
- C – HR Center

Pre-consultation
- Documents Created
- Job Analysis
- Area of Consideration
- Grade/Series
- Position Description

EOD
Evaluation Phase

• HR Staffer conducts initial screening for minimum qualifications

• Confirms with SME on the tentative review of applications, if applicable

• HR Specialist issues a preliminary referral list (for SME review only)
  • SME has two days to review the list
  • Please see the HHS SME Policy for more details
AHP Baseline Hiring Process

Responsibility:
P - Program
J - Joint
C - HR Center

Steps with varying process times:
- Pre-consultation:
  - Documents Created
  - Job Analysis
  - Area of Consideration
  - Grade/Series
  - Position Description

Steps:
1. Request Personnel Action
2. Review Position Description
3. Create/Post Job Opportunity Announcement
4. Receive Applications & Notify Applicants
5. Evaluate Applications
6. Issue Certificate/Notify Applicants
7. Selecting Official:
   - Review Applicants
   - Conduct Interviews
   - Check References
   - Select
   - Return Certificate
8. Official Offer/Accept
9. Tentative Job Offer/Accept
10. Issue Certificate/Notify Applicants

EOD

34
Certificate Issuance Phase

• After qualifications determination, HR Staffer issues certificate and notifies Program (Tab 10)

• See HHS 30-day Certificate Policy for more details

• Update status codes to notify applicants
AHP Baseline Hiring Process

Selecting Official: Review Applicants/Conduct Interviews/Check References/Select Return Certificate

Tentative Job Offer/Accept

Official Offer/Accept

EOD

P - Program

J - Joint

C – HR Center

Pre-consultation
- Documents Created
- Job Analysis
- Area of Consideration
- Grade/Series
- Position Description

Steps w/varying process times

RESPONSIBILITY

P - Program
J - Joint
C – HR Center
Initial Job Offer

- Certificate is returned with selection
  - Hard copy annotated certificate
  - Must be signed by selecting official

- HR Staffer reviews selection for validity

- HR Staffer completes the Approval to Commit
Initial Job Offer (cont.)

- HR Staffer makes tentative job offer
- HR Staffer updates HREPS to reflect date tentative offer made
- Offer accepted
- HR Staffer updates HREPS to reflect the EOD
- HR Staffer prepares the appropriate documentation for final processing
Hiring Process Flow
Hiring Official Responsibilities

• Continue to follow Pre-consultation Policy:
  ➢ Guiding Principles
  ➢ Decision Table
  ➢ Pre-Recruitment Consultation Worksheet

• Complete Pre-recruitment Consultation Worksheet

• Submit completed recruitment packages electronically to HR mailboxes
Hiring Official Responsibilities (cont.)

- Submit all pertinent documents related to request
- Approve job requisition (after package is approved by HR)
- Review the Hiring Timeline Agreement and manage time accordingly
- Proceed through interviewing process, making selection(s) within 30 days
- Annotate and submit signed certificate to HR
HR Specialist Responsibilities

- Pre-consultation regarding recruitment need (long and short term goals)

- Assist in identifying appropriate standard PD

- Assist in identifying additional program specific questions, if necessary

- Assist with the completion of the job analyses, if necessary

- Confirm that recruitment packages are complete
• Classify and announce vacancy within standard, notifying program of opening and closing dates

• Issue certificate(s) to selecting official and notify program via email

• Complete Approval to Commit Form and make offer(s)

• Update status codes accordingly
Human Resources Employment Processing System

Key Components of HREPS:

• Tracking system for all recruitment actions
• Tracks and measures the quality and speed at each step of the recruitment process
• Allows hiring managers and/or program officials to check status of actions within the organization
### Active Job Requisitions

**NCBDDD, DDDD**

<table>
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<tr>
<th>CIO/Division</th>
<th>Job Req.</th>
<th>Title</th>
<th>Service</th>
<th>Grade</th>
<th>Job Req. Date</th>
<th>Class. Date</th>
<th>AOC</th>
<th>Mgr’s Ann. Approval Start Date</th>
<th>Mgr’s Ann. Approval End Date</th>
<th>Ann. Open - Close</th>
<th>Ann. Number (HR-L-DOC)</th>
<th>Cert Issue Date</th>
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**Total Active Requisitions:** 8

**Number Job Reqs - Classification Not Finalized:**
- Number Job Reqs - Classification Finalized - Certificate Not yet Issued: 0
- Number Job Reqs - Certificates issued: 8
Way Ahead

April 2010 – Internal training for Client Services Center staff

June 2010 – Baltimore and Rockville will train clients on AHP

July 2010 – Roll out and implementation of AHP across the enterprise
Field Office POC’s
(*Should be Center Specific)

DELEGATED EXAMINING
Director: (insert name)     (insert #)

CLIENT SERVICES SECTION
Director: (insert name)     (insert #)
Deputy Director: (insert name)     (insert #)
Classification Chief: (insert name)     (insert #)
Questions
Mailbox Procedures

- Subject Line should include:
  - Requesting Org Unit
  - Job Req Number
  - Type of Recruitment Request
  - Title/Series/Grade (if appropriate)

- Body of the email should include:
  - Admin Code
  - CAN #
  - Supv Empl ID and Supv User ID
  - Scanned Supporting Documents
Lean Six Sigma-Streamline & Standardize

CDC will use the Lean process (5S Philosophy) to streamline and standardize its hiring process.

- **Sort**: remove non-value added steps
- **Straighten**: logically organize value-added steps
- **Shine**: establish written reference checklists, procedures
- **Standardize**: Pilot test, empower agency through training, consultations, regular partnership meetings
- **Sustain**: monitor/manage performance through balanced scorecard, KPIs

<table>
<thead>
<tr>
<th>Define</th>
<th>Measure</th>
<th>Analyze</th>
<th>Streamline/Standardize</th>
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<tbody>
<tr>
<td>Dec 2008</td>
<td></td>
<td></td>
<td>March- June 2009</td>
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