

## Federal Hiring Process Models: Improving Speed in Federal Hiring

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### INTRODUCTION

To make the Federal Government competitive for the best talent America has to offer, the hiring process needs to be lean, fast, and effective. To be ready to hire swiftly, agencies must do their “strategic homework” by conducting workforce planning, an important part of strategic human capital management.

Through workforce planning, agencies are able to:

- Identify the work activities and related competencies required to carry out the mission.
- Develop model organizations that allow the mission-critical work to be done efficiently and effectively. (Model organizations specify the types and numbers of employees needed.)

Agencies then determine recruitment strategies to support and fulfill the needs of the model organizations. As agencies execute these strategies, they fill individual jobs or groups of jobs using the Competitive Examining Process or other flexible authorities available to them. (See the Federal Hiring Flexibilities Resource Center at [http://www.opm.gov/Strategic\\_Management\\_of\\_Human\\_Capital/fhfrc/default.asp](http://www.opm.gov/Strategic_Management_of_Human_Capital/fhfrc/default.asp)).

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### USING THE COMPETITIVE EXAMINING PROCESS

The Office of Personnel Management’s (OPM’s) comprehensive Delegated Examining Operations Handbook provides a flow chart for the Competitive Examining Process. The Handbook explains each step in the process in detail. The flow chart is presented on page 139.



Web site for the Handbook section on the Competitive Examining Process:

[http://www.opm.gov/deu/Handbook\\_2003/Introduction.asp](http://www.opm.gov/deu/Handbook_2003/Introduction.asp)

## Federal Hiring Process Models: Improving Speed in Federal Hiring (continued)

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### USING THE 45-DAY MODEL TO HIRE EMPLOYEES SWIFTLY

OPM has also developed a 45-day hiring model that covers the steps of the hiring process most visible to applicants. OPM has used this model successfully internally and is looking to agencies across Government to adopt it. (See Memorandum for Heads of Departments and Agencies from OPM Director, May 6, 2004 – The 45-Day Hiring Model.)

Page 140 presents a graphic overlay of the 45-day model on the Competitive Examining Process. Note that the 45-day period begins when HR screens the applicants at the close of a vacancy announcement and ends when a job offer is extended. The 45-day period includes time used by both the HR staff and selecting officials.



Web site related to 45-day hiring model:

<http://www.opm.gov/viewDocument.aspx?q=526>

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### USING THE 30-DAY MODEL TO HIRE EXECUTIVES SWIFTLY

OPM based its 45-day model on the previously developed 30-day model for hiring into the Senior Executive Service (SES). The SES staffing process and the Competitive Examining Process have virtually the same major steps; however, these steps are carried out differently. Page 141 shows a graphic presentation of the 30-day SES staffing model as it relates to the general hiring process that applies to filling jobs in the Federal service. Note that, similar to the 45-day model, the 30-day period begins when the vacancy closes and HR makes preliminary qualifications determinations and ends when OPM's Qualifications Review Board takes action to place the selectee in the SES. Consequently, the 30-day period includes time used by all parties up to an SES final selection.

Improving the Federal hiring process continues to be OPM's first priority.

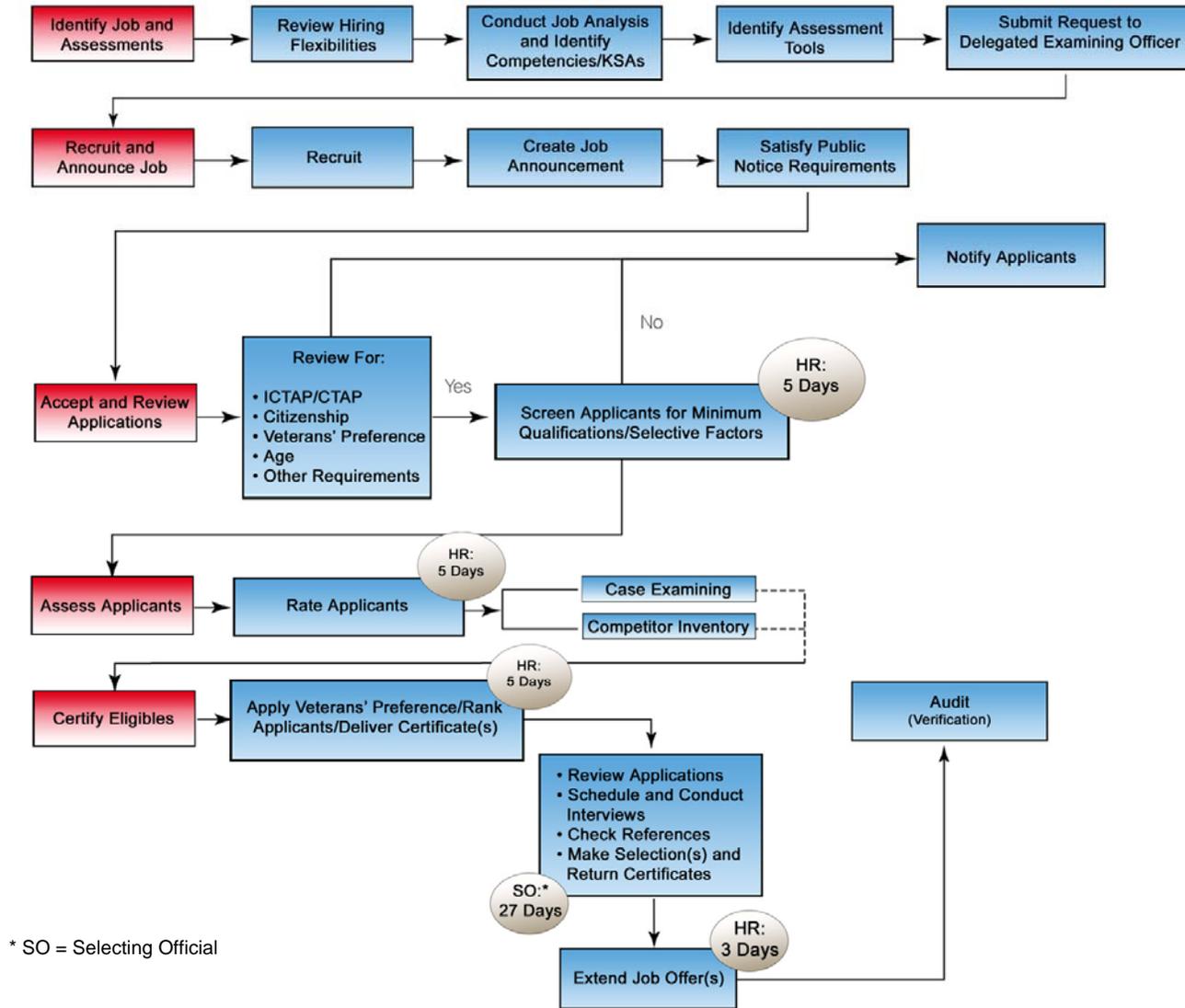


Web site related to 30-day hiring model:

<http://www.opm.gov/ses/memo04-17-02.asp>



## Competitive Examining Process (With 45-Day Hiring Model Superimposed)



## SES Merit Staffing Process (30-Day Model)

### Major Steps

### Substeps

