

United States of America



Working for America

OPM'S HIRING MAKEOVER PROCESS: SOUP TO NUTS

This document describes the activities involved in conducting a full hiring process makeover – that is, assessing and improving the hiring process from beginning to end, or from “soup to nuts.” It outlines the phases of a makeover and breaks the phases into manageable parts.

Each phase description contains the following components:

- Phase overview
- Objective
- Intended outcome
- Recommended timeframe
- Necessary participants
- Helpful resources
- Tasks involved
- Useful tips



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Overview of Hiring Makeover Process Phases

1.	Establish the Vision and Project Plan	Develop an action plan to guide all participants' roles and responsibilities throughout the makeover effort.
2.	Gather Information	Gather a variety of perspectives to create a true snapshot of your current hiring process.
3.	Analyze Information	Extract the basic themes and pinpoint the aspects of your hiring process that need improvement.
4.	Develop Improvement Plan	Match a strategy to each aspect of your hiring process that you have identified for improvement.
5.	Implement Improvement Plan	Activate the strategies your project team has selected to improve your hiring process.
6.	Measure Success	Revisit your hiring process regularly to identify any needed "touch-ups" after you've activated improvement strategies.

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Phase 1: Establish the Vision and Project Plan		<input checked="" type="checkbox"/>
Overview:	Develop an action plan to guide all participants' roles and responsibilities throughout the makeover effort.	<input type="checkbox"/>
Objective:	Identify project team (must include both HR and hiring managers)	<input type="checkbox"/>
	Set the vision and scope of the effort	<input type="checkbox"/>
	Gain leadership commitment/sponsorship	<input type="checkbox"/>
	Establish mechanism to obtain leadership's approval during each phase	<input type="checkbox"/>
	Determine data needs	<input type="checkbox"/>
	Define success	<input type="checkbox"/>
	Identify means to measure success	<input type="checkbox"/>
	Establish evaluation plan	<input type="checkbox"/>
	Identify and engage stakeholder groups and brief them on the purpose of the project	<input type="checkbox"/>
	Outline project plan and approach, establishing rough timelines and goals	<input type="checkbox"/>
Assign roles and responsibilities	<input type="checkbox"/>	
Outcome:	Hiring Makeover Project Plan	<input type="checkbox"/>
Timeframe:	1 month, depending on approval process	<input type="checkbox"/>
Participants:	Project Team	<input type="checkbox"/>
	CHCO	<input type="checkbox"/>
	HR staff	<input type="checkbox"/>
	Representative stakeholders, including HR, hiring officials, managers, and new hires	<input type="checkbox"/>
Resources:	Commitment of budget and staff	<input type="checkbox"/>
	OPM HCO	<input type="checkbox"/>
Tasks:	• Assemble the project team to discuss goals and approach	<input type="checkbox"/>
	• Draft a project plan	<input type="checkbox"/>
	• Circulate for comment	<input type="checkbox"/>
	• Revise and get approval	<input type="checkbox"/>
Tip:	Enlist a data analyst/specialist as part of the Project Team.	<input type="checkbox"/>

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Phase 2: Gather Information		<input checked="" type="checkbox"/>
Overview:	Gather a variety of perspectives to create a true snapshot of your current hiring process.	<input type="checkbox"/>
Objective:	Document the current hiring process: timeliness, quality of candidates, costs, efficiency, roadblocks.	<input type="checkbox"/>
Outcome:	Data:	<input type="checkbox"/>
	Hiring process maps, metrics, results of interviews, and applicant and management feedback	<input type="checkbox"/>
Timeframe:	1-3 months	<input type="checkbox"/>
Participants:	Project Team	<input type="checkbox"/>
	Focus group facilitator	<input type="checkbox"/>
	Interviewers	<input type="checkbox"/>
	Stakeholders, including CHCO, agency executives, HR, hiring officials, managers, and new hires	<input type="checkbox"/>
	Organizational psychologist	<input type="checkbox"/>
Resources:	Case files/hiring records	<input type="checkbox"/>
	HC plan/workforce plan	<input type="checkbox"/>
	Hiring process model	<input type="checkbox"/>
	Agency policies	<input type="checkbox"/>
	Internal staffing policies	<input type="checkbox"/>
	Labor agreements	<input type="checkbox"/>
	Special authorities	<input type="checkbox"/>
	Focus group protocols	<input type="checkbox"/>
	Case file template	<input type="checkbox"/>
	Chief Human Capital Officers (CHCO) Council Satisfaction Survey Results	<input type="checkbox"/>
Tasks:	• Review historical records (policies and hiring files)	<input type="checkbox"/>
	• Analyze hiring/staffing process, SOPs and roles	<input type="checkbox"/>
	• Conduct interviews and focus groups comprised of the following:	<input type="checkbox"/>
	- HR professionals	
	- Hiring managers	
	- Applicants	
	- New hires	
• To assist with interviews and focus groups, engage an organizational psychologist or other expert in the field	<input type="checkbox"/>	
• Suggested interview and focus group topics:	<input type="checkbox"/>	
- Technology used		
- Internal barriers		
- Employee orientation		
- Internal/external communication		
- Personal experiences		
Tip:	Case files are the foundation for documenting hiring timeframes and processes.	<input type="checkbox"/>

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Phase 3: Analyze Information		<input checked="" type="checkbox"/>
Overview:	Extract the basic themes and pinpoint the aspects of your hiring process that need improvement.	<input type="checkbox"/>
Objective:	Document the hiring issues as supported by the data	<input type="checkbox"/>
Outcome:	Findings Report (no recommendations yet), including description of analysis methods used	<input type="checkbox"/>
Timeframe:	1-4 months depending on approval process	<input type="checkbox"/>
Participants:	Project Team	<input type="checkbox"/>
	Data analyst/specialist	<input type="checkbox"/>
	Organizational psychologist	<input type="checkbox"/>
Resources:	Data	<input type="checkbox"/>
Tasks:	• Organize data into qualitative/quantitative and sources	<input type="checkbox"/>
	• Initiate data analysis	<input type="checkbox"/>
	• To assist with quantitative analysis, engage a data analyst/specialist or other expert	<input type="checkbox"/>
	• To assist with qualitative analysis, engage an organizational psychologist or other expert	<input type="checkbox"/>
	• Identify common themes and outliers	<input type="checkbox"/>
	• Write up draft findings	<input type="checkbox"/>
	• Circulate for comment (HR director, OPM, HCO)	<input type="checkbox"/>
	• Revise and get approval	<input type="checkbox"/>
Tip:	A data analyst/specialist may be the most valuable team member during this phase.	<input type="checkbox"/>

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Phase 4: Develop Improvement Plan		<input checked="" type="checkbox"/>
Overview:	Match a strategy to each aspect of your hiring process that you have identified for improvement.	<input type="checkbox"/>
Objective:	Select improvement strategies	<input type="checkbox"/>
Outcome:	Improvement Plan	<input type="checkbox"/>
Timeframe:	Ongoing	<input type="checkbox"/>
Participants:	Project Team, HCO	<input type="checkbox"/>
	CHCO for suggestions and approvals	<input type="checkbox"/>
	Representative stakeholders, including HR, hiring officials, managers, and new hires	<input type="checkbox"/>
Resources:	Benchmarking/best practices	<input type="checkbox"/>
	Internal/external Subject Matter Expert	<input type="checkbox"/>
	Prioritization criteria	<input type="checkbox"/>
Tasks:	• Research best practices (based on hiring toolkit website)	<input type="checkbox"/>
	• Establish strategic priorities for hiring issues	<input type="checkbox"/>
	• Define criteria for recommendations	<input type="checkbox"/>
	• Brainstorm recommendations (include SME and benchmark data)	<input type="checkbox"/>
	• Select strategies/solutions	<input type="checkbox"/>
	• Develop Implementation Plan for each strategy	<input type="checkbox"/>
	- Audience and objective	
	- Timeline	
	- Resource requirements	
	- Roles	
- Measures of success		
- Steps		
• Brief key agency stakeholders	<input type="checkbox"/>	
• Circulate Improvement Plan for review/approval	<input type="checkbox"/>	
Tip:	Brainstorm before setting criteria for selecting strategies. Assign a team member to research and bring data to brainstorming. Include data collection instruments in the Improvement Plan. May need to work with unions to resolve particular issues.	<input type="checkbox"/>

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Phase 5: Implement Improvement Plan		<input checked="" type="checkbox"/>
Overview:	Activate the strategies your project team has selected to improve your hiring process.	<input type="checkbox"/>
Objective:	Improve identified problem areas	<input type="checkbox"/>
Outcome:	Achieve the goals of the Improvement Plan and increase awareness of the need for improvement.	<input type="checkbox"/>
Timeframe:	Ongoing	<input type="checkbox"/>
Participants:	Project Team	<input type="checkbox"/>
	Implementation Team	<input type="checkbox"/>
	Representative stakeholders, including HR, hiring officials, managers, and new hires	<input type="checkbox"/>
Resources:	As identified in Hiring Process Improvement Plan	<input type="checkbox"/>
Tasks:	• Mobilize resources	<input type="checkbox"/>
	• Implement selected strategies	<input type="checkbox"/>
	• Brief stakeholders	<input type="checkbox"/>
	• Manage agency expectations	<input type="checkbox"/>
	• Gather evaluation data	<input type="checkbox"/>
Tip:	Determine who to keep informed on progress.	<input type="checkbox"/>

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Phase 6: Measure Success		<input checked="" type="checkbox"/>
Overview:	Revisit your hiring process regularly to identify any needed "touch-ups" after you've activated improvement strategies.	<input type="checkbox"/>
Objective:	<ul style="list-style-type: none"> • Document results • Identify areas for additional improvement • Develop a continuous Improvement Plan 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Outcome:	Evaluation Report, i.e., findings, recommendations for continuous improvement, and a revised Improvement Plan	<input type="checkbox"/>
Timeframe:	Ongoing	<input type="checkbox"/>
Participants:	<ul style="list-style-type: none"> Project Team Program Analyst or other expert in program evaluation Implementation Team Representative stakeholders, including HR, hiring officials, managers, and new hires 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Resources:	Data and Project Plan	<input type="checkbox"/>
Tasks:	<ul style="list-style-type: none"> • Interview stakeholders • Organize data • Analyze data • Develop recommendations • Draft a report for leadership review that outlines findings and recommendations • Communicate results • Revise/update Improvement Plan • Feed results into the human capital accountability system 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Tip:	Determine who to keep informed on progress.	<input type="checkbox"/>



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