



UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

OCT 22 2010

PERSONNEL AND  
READINESS

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Department of Defense (DoD) Hiring Reform: A Call to Action

True hiring reform encompasses the full lifecycle of recruitment, hiring, retention, and development.


The Office of Personnel Management (OPM) has an ongoing initiative based on the President's Executive Order to focus on the front end of the hiring process with the goal of reducing the time it takes to get talent on board.

The Department is implementing a comprehensive, multi-pronged approach to hiring reform, that includes the entire end-to-end process. The hiring process has been mapped, and business improvements and technology are being introduced to reach an optimum, streamlined process. Training on roles, responsibilities, and the new processes and tools is ongoing for managers, employees and human resources professionals. In collaboration with union partners, new hiring authorities are being explored. Through these and the attached strategies, the Department should strive to improve upon current ambitious hiring benchmarks. By October 1, 2011, most applicants should arrive for their first day on the job no more than 80 days after applying.

Request that you implement the strategies outlined in the attached documents, to the extent that your labor obligations permit. In addition, request that you submit a report on implementation to Kathleen Ott, Acting Deputy Under Secretary of Defense (Civilian Personnel Policy), kathleen.ott@osd.mil, by November 14, 2010 and quarterly thereafter. Further request that the Acting Deputy Under Secretary of Defense (Civilian Personnel Policy) report Component progress in implementing these strategies, as well as overall improvements in the hiring process, to the Under Secretary of Defense (Personnel and Readiness) by November 30, 2010 and quarterly thereafter.

Component report cards on hiring timeliness will be issued quarterly to track the Department's progress in meeting the 80 day hiring goal.

Winning the competition for talent will take the commitment of all involved in the hiring process. Thank you for your assistance in meeting this most critical goal.

  
Clifford L. Stanley

Attachments:  
As stated

## \*ENTERPRISE/COMPONENT STRATEGIES

**Interim Automated Staffing Tool.** The Department secured an interim staffing tool to improve the quality of candidate referrals and decrease the time it takes to issue a candidate referral list. Deployment of the tool began late September 2010. Concurrent with the deployment of the interim tool, work will continue on building an acquisition strategy for an automated end-to-end hiring solution (end-to-end encompasses the time from the request to fill the vacancy to the employee's entrance on duty).

**Common Competency Approach.** Common competencies for like positions across the Components will aid in successful execution of joint endeavors and support interoperability. Defining common competencies, especially in light of emergent mission requirements, will also facilitate the referral of candidates with the right skill sets. The Department is working to define common competencies for an initial set of mission critical occupations and cross-cutting skills. Work on this initiative also began in late September 2010.

**Enterprise Competency Locator.** Once validated, competencies will be housed in the Department's Enterprise self-serve tool, MyBiz. When at full operational capability, managers will be able to assess and determine competency gaps for mission critical occupations, and implement strategies to ensure the gaps are closed so mission requirements are not jeopardized. A pilot of the tool, using the validated leadership competencies, is scheduled for later this fiscal year.

**Priority Placement Program (PPP).** In addition to improvements in the PPP candidate "matching" process, which were implemented in May 2010, the Department is also developing a new automated pre-requisitioning process, which is scheduled to launch later this calendar year. This enhancement should allow for greater program flexibility and, thus, improved PPP requisition and matching timeframes.

**Automated Entrance on Duty (EOD) Program.** The Department of Army has developed an automated EOD program, which was piloted in September 2010. This, along with other EOD programs, will be evaluated as part of the Department's overall end-to-end hiring solution. In addition to improving timeliness, the automated EOD program will also enhance the applicant experience by allowing one-time input of data for completion of all EOD forms.

**Suitability/Security Transformation.** The Department is developing plans to automate the suitability and security processes. These initiatives will improve timeliness by facilitating access to reciprocity information for both suitability and security determinations, which will decrease processing times. A pilot of the suitability reciprocity tool was launched in mid-August 2010, and will run through December 2010, at which point it will be assessed for possible DoD-wide use.

**New Hiring Authorities.** In consultation with those labor unions with National Consultation Rights, the Department will be pursuing the implementation of new personnel authorities, designed to further enhance civilian talent management flexibilities.

**Civilian Human Capital Officer (CHCO) Manager Satisfaction Survey.** The Department is developing a plan to investigate methods to standardize the dissemination and marketing of the

OPM CHCO Manager Satisfaction Survey and set targets to increase the number of survey respondents. The information from these surveys will enable the Department to determine if hiring reform efforts are meeting desired outcomes.

**Manager Training.** Training on hiring reform initiatives is being offered to hiring managers to provide skills to more efficiently manage the hiring process.

\*Design and implementation of the stated flexibilities is contingent upon meeting labor obligations.

## FIELD INSTALLATION PRACTICES

**Planning** – Advanced recruitment planning results in a more effective hiring timeline and referral of better candidates. It also enables hiring managers to look holistically across their departments to ensure their organizations are structured efficiently and appropriately to meet current and future mission requirements. Every effort should be made to identify the numbers and types of positions for which recruitments might be initiated in the coming year, and ensuring that the needed information is readily available for the recruitment action, e.g., a classified position description, valid assessment criteria and streamlined job opportunity announcements.

**Impact** – Advanced planning obviates the need to compile recruitment information when an organization may be in a crisis mode, needing to get the job filled quickly, and enables more deliberate thought regarding the type of candidates needed to best meet organizational needs. It will also shave days off the recruitment timeline.

**Process Assessment** – Many organizations have cumbersome processes in place for review and authorization of recruitment actions before the action ever reaches the Human Resources (HR) office. These processes add to recruitment timelines and unnecessarily delay the recruitment action. Cases have been cited where the recruitment action has taken 21 to 30 days solely for internal processing. Analyses of the internal routing of recruitment actions should be conducted and, where unnecessary steps or lengthy delays are uncovered, efforts taken to address them.

**Impact** – The Department's goal is to have candidates on-board within 80 days of the initiation of the recruitment action. That goal cannot be reached if it is taking 30 days to get the action to the HR office. A streamlined, internal routing process that is no more than 5 business days would eliminate, in some cases, 25 days from the hiring process.

**Classification** – Supervisors and managers should only request a new position description (PD) and classification action when absolutely necessary. Existing classified PDs from within the parent command or those available from the Air Force and/or Army PD Library should first be explored before a new PD is requested. To the extent feasible, PDs for like positions within and across organizations should be standardized.

**Impact** – On average, it takes 30 days to develop and classify a new position description. Use of existing PDs will reduce this time to approximately seven (7) days, saving twenty-three (23) days in the recruitment cycle.

**Assessment Skills** – Hiring managers should work directly with the HR professional responsible for their recruitment actions. Working together, they can quickly identify the assessment criteria that will produce the best qualified candidates.

**Impact** – Direct contact reduces the time and inefficiencies that accompany the layered communications currently in place in many organizations.

**Hiring Sources** – There are a number of expedited and noncompetitive hiring authorities available to hiring managers, including Office of Personnel Management shared registers. Hiring managers should discuss these authorities with the HR professional responsible for conducting the recruitment action to ascertain which authorities would produce the best set of candidates for selection consideration. The Priority Placement program is also a good source of noncompetitive candidates.

**Impact** – Use of noncompetitive hiring authorities that don't require an announcement or candidate ranking, such as those for severely disabled, certain military spouses, 30% or more disabled veterans, and students, reduces time to fill and provides a more diverse candidate pool. Use of a direct or noncompetitive authority reduces the hiring cycle, on average, by at least seven (7) days by eliminating the time it takes to rate and rank candidates.

**Job Opportunity Announcements** – The Department has established standard job opportunity announcements (JOAs) for twenty five of its mission critical occupations. These JOAs are streamlined, user-friendly and designed to attract the right applicants. Research also shows, on average, a candidate applies for a position within eight days of its first being posted. Unless it's a unique, hard to fill position, or subject to a bargaining agreement, JOAs should be closed within ten days of posting.

**Impact** – Using an already created JOA can reduce, on average, up to five days in the recruitment process. Limiting job postings to no more than ten days can also improve hiring timeframes.

**Interview Schedules** – Interviewing and selecting the best person for a vacancy is a key management responsibility. To ensure the best candidate doesn't get away, managers should plan and schedule, in advance, the time for resume review, interview and selection. Making selection decisions must be a top management priority.

**Impact** – On average it is taking managers 23 days to make selections. Advanced planning could reduce this time to approximately 15 days, reducing the end-to-end recruitment cycle time by eight days.

**Tentative Job Offers** – Model employers don't let high quality candidates languish. Once a selection is made, the deal should be sealed by immediately making the tentative job offer. In some cases, it is taking fourteen to sixteen days to extend the tentative job offer (average throughout the Department is eight days). Not only does that increase the time to fill the job, but it expands the possibility of a competing employer stealing the selectee.

**Impact** – Making the tentative job offer within three business days of selection will reduce end-to-end timeframes by five days, and will ensure potential selectees, in whom much time has been invested, are not lost to other employers.

**Tracking** – Report cards that track progress against stated hiring timeliness goals are issued by the DUSD CPP on a quarterly basis. Command leadership, HR Directors, Service Secretaries and Defense Agency Heads should monitor timeliness goal progress and take actions, as necessary to meet stated goals.

**Impact** – Monitoring progress will show senior level commitment to hiring reform goals and will ensure success.

**Accountability** – Managers, HR professionals and security personnel involved with hiring are responsible and accountable for improving the quality and timeliness of the hiring process. With the start of the new performance cycle, every hiring official and HR professional must have a performance objective that holds them accountable for the timely processing of recruitment actions. What gets measured gets done!

**Impact** – The Department's success in hiring reform depends on the active involvement of all stakeholders. Establishment of, and assessment against, a hiring performance objective will ensure the commitment of stakeholders in achieving this Departmental goal.

**Feedback** – Hiring managers must complete the Chief Human Capital Officer Hiring Manager Satisfaction Survey, upon making a decision on a selection certificate. Every effort must be made to ensure the survey is completed for each selection/non-selection decision.

**Impact** – Feedback obtained from the Chief Human Capital Officer Hiring Manager Satisfaction Survey provides valuable information to the HR community regarding the quality of candidates referred on selection certificates and the extent to which hiring reforms are making a difference.

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