

Department of the Treasury's Action Plan to Improve the Hiring Process 8-1-2010

Overview

The Department of the Treasury is committed to improving the Federal hiring process, in conjunction with the initiatives launched in June 2009 and the President's Memorandum of May 11, 2010. The Department's vision for improving the hiring process in Treasury is one that takes into account the perspective of the applicants, the hiring managers, and human resources (HR) staff -- as well as the agency's business needs. We believe that reducing the timeframes for hiring new employees is critical. We also believe that another critical issue is quality; i.e., Treasury's goal is not merely to hire people as quickly as possible, but to recruit and hire a diverse group of top-quality candidates with the skills for Treasury's mission needs, today and in the future.

The Department, with over 120,000 employees, is comprised of Headquarters and 12 separate bureaus of widely-varying size. In the decentralized Treasury environment, each bureau has its own human capital offices (HR and EEO), responsible for all human capital (HC) activities in the bureau, including recruitment and hiring. The bureaus have different organizational cultures, different HC practices, and different collective bargaining unit agreements with a variety of unions. Most importantly, the bureaus have different missions, and therefore different kinds of positions to fill -- which results in different recruitment and hiring goals, processes, and challenges. For example, the Bureau of Engraving and Printing and the U.S. Mint both operate manufacturing plants (highly unusual in the Federal sector), and fill specialized wage-grade positions. The Internal Revenue Service (IRS) has different challenges: for example, it requires a very large seasonal workforce (including clerical positions, tax technicians, and contact representatives) to carry out its mission during the peak tax season. Treasury positions range from unique jobs producing U.S. paper currency and coins, to bank examiners overseeing the highly complex national banking sector, to tax analysts, tax and trade investigators, and high-level economists in a variety of specialized fields -- as well as the usual array of management-function jobs found in most Federal agencies.

Key Points Related to Treasury's Hiring Reform Initiative:

Reducing Time-to-Hire: As part of the "Hiring Reform '09" initiative launched last June by the Directors of the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB), agencies were asked to focus on, and work toward, the 80-day End-to-End (E2E) roadmap. As we noted in our December 2009 Action Plan, we believe that there are some weaknesses in the current E2E model, and that some of the barriers to meeting the 80-day timeline are due to legitimate agency business needs that may not have been factored into the model, as noted in our Barriers Analysis document (Attachment C). We understand from senior OPM staff that when the 80-day metric was established, it was not based on research associated with successful Federal agencies' actual hiring timelines; rather, selected as a target to drive change. Treasury strongly supports the goal of reducing hiring timeframes, and is committed to

working toward the 80-day model through business process re-engineering and improvement of agency practices, where appropriate, while meeting the agency's business needs, including the ability to reach the right talent for Treasury's positions.

In 2009, the Treasury bureaus mapped their hiring process vis-à-vis the E2E map, and identified barriers to meeting the 80-day target. Over half of the bureaus use the Bureau of the Public Debt's Administrative Resources Center (ARC) as a shared-service provider, so there is some commonality of process once the request reaches the HR office. Each bureau also undertook an additional analysis of the barriers, and developed plans to address them. A number of bureau HR offices reported that, in developing their action plans, they met or coordinated with hiring managers and bureau high-level executives.

Since OPM and OMB recommended that each agency develop realistic agency-wide plans by selecting a small number of barriers to focus on, Treasury's December Action Plan targeted several barriers that are common across the Department, and where action can be taken that should substantively improve timeliness of hires. In Treasury, the IRS has significantly different hiring processes from the other bureaus, because of the huge volume of people it hires each year (18,000 in FY 09), and other IRS-specific needs, e.g., hiring in "waves" to coincide with specialized training classes (such as those for Internal Revenue Agents and for Treasury Enforcement Agents). Therefore, Treasury developed two Action Plans in December to reduce time-to-hire: (1) the Treasury-wide Action Plan, excluding the IRS, and (2) the IRS Action Plan.

Comprehensive Hiring Reform: The Department of the Treasury is also actively engaged in supporting the Administration's broader initiatives for hiring reform, including all the new requirements outlined in the Presidential Memorandum of May 11, 2010. All of the specific initiatives identified in that Memorandum, as well as a communication plan, are addressed in Attachment A.

Alignment with Treasury's Strategic Plans: The initiatives of this Action Plan align with several goals and strategies in Treasury's Human Capital Strategic Plan; for example: (a) creating effective recruitment strategies to ensure that the Department fulfills its mission requirements (in support of Goal 1, Broaden and Diversify the Talent Pool); (b) strategic workforce assessment and planning (in support of Goal 2, Develop and Retain Workforce); and (c) implement workforce plans and ensure accountability for human capital management (to support Goal 3, Effectively Manage and Utilize Human Capital). These all align, as well, with Treasury's Strategic Plan, which recognizes the Department's workforce as critical to achieving the Department's goals.

Planning, Resources, Budget, and Responsibility: Treasury's Hiring Reform SWAT team, with representatives from all the bureaus, continues to meet and discuss how to address implementation in Treasury. When the many new requirements were unveiled in mid-May, with a very short timeframe for implementation, a new, smaller "Action Team" was also formed.

This Action Team is tasked with investigating and working through the many technical staffing issues associated with all the new requirements, so that each bureau does not have to separately

"re-invent the wheel." This Team is led by the Department's policy office, and is comprised of very experienced staffing specialists, representing the three major perspectives in Treasury HR: (1) IRS, (2) the ARC-serviced bureaus, and (3) bureaus that are neither IRS nor ARC-serviced. Team members are senior staffing specialists from the Department's Office of Human Capital Strategic Management and the following bureaus: IRS, Bureau of Public Debt/ARC; Office of the Comptroller of the Currency, and IRS Office of Chief Counsel. The group is investigating the issues not only from a policy perspective, but also the operational point of view, and with an eye to identifying short-term "work-arounds" and longer-term solutions, including needed changes to our automated recruitment system. Where changes are needed in the corporate automated system, the Departmental Offices (IT, with HR) are responsible for working with the system's vendor.

The Action Team is currently working on researching a variety of staffing issues vis-a-vis the new requirements, with the goal of making recommendations to the broader SWAT team for implementation.

Additionally, the Department's Human Capital Advisory Council (heads of all the bureaus' HR offices, EEO offices, and training offices) has scheduled its annual two-day off-site (August 4 and 5) to focus on Hiring Reform. The agenda specifically focuses on how to implement Hiring reform in Treasury in a way that promotes diversity and incorporates the veterans' employment initiative, and the new Executive Order on hiring individuals with disabilities. The Department's Assistant Secretary for Management and Chief Financial Officer will attend and provide the Department's senior management perspective.

Treasury's senior executives have discussed the Hiring Reform initiative (e.g., in meetings of the Department's Human Capital Board, consisting of Treasury's Bureau Heads), and the steps that Treasury is taking. The Department's senior leadership supports Treasury's engagement in improving the hiring process.

Ultimately, bureaus are responsible for implementation of Hiring Reform in the bureaus. The bureau HR Officers are responsible for implementing the many HR changes. However, bureau management involvement will be necessary to fully implement the President's vision, and this will require senior leadership in each bureau to hold subordinate managers accountable for their involvement in the hiring process.

We note that significant resources are required to plan and implement these myriad requirements throughout the Department. In addition to staff salary costs in all the bureaus, the Action Team meetings have involved not only the salary costs of the senior staff comprising the team, but some travel costs as well for several all-day meetings. Since, throughout the Department, the same HR staff members responsible for Hiring Reform activities are also responsible for ongoing policy and operational work, there is a trade-off in what can be accomplished in a given period of time with static resources.

FY '10 Action Plan Discussion:

Action Plan: This Action Plan addresses all of the requirements of the May Presidential Memorandum, plus outlines a communications plan. Since the new requirements also incorporate the earlier-identified goals (e.g., reducing time to hire, increasing manager involvement), this Action Plan addresses all of the new requirements, and therefore serves as the update to the December plan. Since IRS had a separate plan in 2009 to address reducing time-to-hire, an updated version of that IRS plan is also provided.

This over-arching Treasury Action Plan is, of necessity, a high-level plan. Each bureau is responsible for tailoring these concepts to the particular bureau, by designing and carrying out specific actions to improve hiring by addressing the new requirements, in accordance with the bureau's current processes, business needs, and organizational culture. The Treasury Action Plan identifies: the Hiring Reform initiatives (goals); the barriers to implementing the goals and the root causes of those barriers; the desired outcomes; actions to be taken; and anticipated key deliverables (output).

Barrier Analysis: The attached pages document barriers to implementing the various new requirements, and root causes of those barriers. Bureaus identify their barriers and root causes through a variety of methods, including Lean Six Sigma, and the Action Team did some collective analysis using the "5 Why's" method. However, we note that the time period between the announcement of the new requirements (mid-May), the date of the OPM training on continuous process improvement (June 25), and the deadline to submit this plan (beginning of August) is, realistically, too short to do comprehensive root cause analysis on so many issues, particularly in a Department the size of Treasury and which has decentralized and bureau-specific processes. At this point, we have identified a range of barriers, from unexamined habits and inefficiencies in bureau processes, to previously-negotiated procedures contained in bargaining unit agreements, to the lack of necessary guidance from OPM.

Ongoing Process: We anticipate that the Action Plan will be a "living document," with revisions and additions over time. We have asked for periodic updates from each bureau on their progress in implementing last December's plan, and anticipate similar periodic updates on a quarterly basis during the early implementation phase.

Risks or Variables Likely to Impact our Action Plan and Implementation Dates:

We note that the new requirements announced in mid-May of this year are far-reaching in impact, and affect not only delegated examining, but excepted service announcements and merit promotion, as well. Changes in merit promotion processes and procedures are subject to bargaining in most of the Treasury bureaus; in fact, some bureaus have multiple bargaining units represented by different unions.

To implement the new requirements will require development of new or revised language and/or assessment processes for virtually all job announcements. Changes will be required in all the

"templates" -- announcement language and crediting plans developed and used in Treasury's automated recruitment and hiring system, CareerConnector.

In particular, there is a very high volume of such "templates" in IRS, and IRS does not anticipate being able to change them all by the target date of November 1. In fact, the IRS psychologists, subject-matter experts, HR and automation staffs are all currently working to develop "templates" for merit promotion announcements, as negotiated in their last contract negotiations - which were completed **before** the new requirements were unveiled in May. To fulfill its labor relations responsibilities based on its negotiated agreement, IRS has an aggressive schedule, with a target date for completion early Calendar Year 2011. Accordingly, the IRS HR staff is now doing a comprehensive analysis of what additional changes will be needed for IRS to implement the new Hiring Reform requirements announced in May, coupled with their existing contract commitments, and anticipates this analysis should be done by the end of August. At that point, IRS will identify those areas where it will not be able to meet the November 1 target date, and will develop a plan and timeline for moving forward to complete implementation.

Throughout the Department, full implementation of all facets of the Hiring Reform initiative by the target date of November 1 will be extremely challenging. We recognize the positive impact Hiring Reform will have for Treasury; however, the complexities and uncertainties of implementation will require a phased-in approach, due to funding and staff limitations, as well as needed guidance and training from OPM. We look forward to focused assistance from OPM in those areas we identified in our June 4 "agency self-assessment."

Attachments: Attached are the following documents:

- Treasury Action Plan addressing all of the initiatives identified in the Presidential Memorandum (*Attachment A*)
- IRS Updated Action Plan to Improve Timeframes for Hiring (*Attachment B*)
- December Barriers Analysis (Barriers to Meeting the End-to-End Hiring Roadmap (E2E) Timeframes) (*Attachment C*)

**Treasury Action Plan to
Implement the Hiring Reform Initiatives of 2010
August 1, 2010**

Hiring Reform Initiative #1

To eliminate requirements for essay style responses as part of the initial application process.

Barrier to effectively implement this initiative:

For many Treasury job announcements the traditional KSA essays are not required. However, some job announcements use automated questionnaires that contain a narrative follow-up asking applicants to provide examples of their experience to validate their responses to specific questions. For those announcements, and for the small number of announcements that do request essay narratives, below are barriers to implementing this requirement:

- Limits the ability to evaluate/validate applicant's qualifications during the initial application intake process.
- If additional information needed, adds an additional step to the hiring process for both the applicant and hiring office and will be an obstacle to reducing the speed of hiring (e.g. additional steps)
- Will require the creation of new/revised assessment tools to collect information previously gathered through essay responses
- In most if not all cases, will require reengineering of business processes and education/communication of change to key stake holders (i.e. employee population, bargaining unit, hiring managers) and training of HR staff. Mandatory changes require additional resources.

Root Cause:

Based on experience and relevant literature, self-certification systems yield some inflation regarding both qualifications and scores, yet agencies are held accountable for certifying and hiring individuals who fully meet all OPM requirements and are properly assessed and placed in the correct quality categories. Implementation of this initiative requires the development of new processes, and assessment tools to gather information to measure and validate the applicant's knowledge, skills and abilities by November 1, 2010. Smaller bureaus who have limited experience developing questionnaires may lack the capability and confidence to develop questionnaires by the implementation date. On the other hand, larger bureaus with experience in developing questionnaires may not have sufficient time to develop questionnaires for all of their positions and grade levels. Consequently, some bureaus will need to develop short-term work-arounds. Training of HR staff and selecting officials in the new processes and the objectives of the initiative will be required. Additional root causes include:

- System limitations to solicit additional information after the announcement is closed
- Lack of resources/knowledge to develop effective and defensible alternative assessments
- Lack of understanding by the applicants and hiring managers on Hiring Reform initiatives requirements and impact

Define Success or the desired outcome:

Elimination of requirements for applicants to provide essay-style responses when submitting

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

initial application materials for jobs with Treasury, while still making qualifications determinations and distinguishing high-quality candidates in a timely manner. Development and facilitation of new methods for assessing candidates and fully trained HR staff and selecting managers on new methods.

Increased applicant satisfaction rate by Q3 FY 2011

Actions to be Taken:

- Incorporate the “hurdle process” for responses to questions in the automated process
- Explore options for making qualification determinations and assessing applicants

Specific action step(s) will be determined and taken by each bureau, depending on its current processes and needs. Some examples:

- Identify and arrange needed training from OPM (e.g. structured interviews, occupational questionnaires)
- Assess/revise current bureau requirements, policy, guidance, procedures, etc. for Merit Promotion
- Assess/revise current bureau requirements, policy, guidance, procedures, etc. for Merit Promotion and DEU
- Determine impact of current negotiated agreements
- Identify impact to current CareerConnector templates/announcements and actions needed
- Develop bureau plan to address implementation of the initiative
- Identify bureau training needs to support the initiative (e.g. HR Specialist, Managerial training, etc.)
- Develop Communications and training plans

Key Deliverables/Output:

Specific deliverables will depend on the actions taken by each bureau. Some examples of deliverables are:

- Recommendations on, and later, implementation of, ways to facilitate the assessment process e.g., very short questions regarding when and where the applicant gained minimum qualifications and verifying supervisor
- Implement communication plan; training requirements rolled in master training plan
- Assessment of current functionality and identification of enhancements to automated systems and work-arounds pending system modification
- Training delivered by OPM as requested, resulting in more knowledgeable and versatile HR staff
- Validation/ revision of bureau merit promotion policy, guidance, etc.
- Validation/ revision of bureau DEU policy, guidance, etc.
- Identify restrictions in current collective bargaining agreements and proposed changes sought in future negotiations
- Validation and/or /revision of bureau CareerConnector templates/announcements – will be accomplished in phases due to magnitude of work as determined by each bureau
- Implementation plans completed by each bureau

**Treasury Action Plan to
Implement the Hiring Reform Initiatives of 2010
August 1, 2010**

Start Date/End Date:

Bureau individual actions start and end dates will vary depending on the actions taken by the bureau. Bureau actions are already underway and some have been completed while others are still in progress. The Department's assessment of bureau planned actions through weekly and monthly updates indicates all bureau action plans are coming along as planned and implementation of this reform initiative is targeted for completion by November 1, 2010.

Ongoing monitoring:

The Treasury Department holds weekly meetings with Action Team members to monitor and guide the progress of Department-wide planned actions. SWAT Team members will meet with the Department bi-monthly to address bureau specific actions and progress.

Reform Initiative #2

To implement hiring procedures that allow individuals to apply for Federal employment by submitting resumes and cover letters in style and format of their choosing, and assess applicants with valid, reliable tools.

Barrier to effectively implement this initiative:

Currently the application process whether automated or manual calls for applicants to provide specific information for the qualifications evaluation/validation process mandated in the OPM Qualifications Standard Handbook. The "Federal" style resume replaced the now defunct SF 171 in providing qualifications information unique to the Federal government allowing agencies to make minimum qualifications determinations quickly. Resumes that are not organized for the Federal perspective or not developed in the USAJOBS Resume Builder generally provide limited to minimal information. "Private sector-style" resumes are often quite short, and lack the detailed information necessary to determine whether or not the individual meets all Federal qualifications, eligibility requirements (e.g. U.S. Citizenship), and the information necessary for the complex Federal assessment process. Moreover, even if resumes are sufficiently detailed, the lack of a consistent format (e.g., is education listed at the beginning or end?) among the hundreds or thousands of resumes received for one job announcement will extend the time period for qualifications evaluation, assessment processes, review by subject-matter experts (SME's and hiring managers).

Root Cause:

- The good news is that Treasury's automated system already can accept any resume and cover letter. However, for resumes not developed in the USAJOBS Resume Builder, the automated system requires the HR staff member to take four additional steps to view each resume. This will add time (and inconvenience) to an already lengthy process. We have checked and been advised that this requires a major change to the automated system and cannot be addressed until mid to late 2011.
- Agencies are held accountable for ensuring individuals hired in the Federal government meet the minimum requirements for the positions as outlined in the Office of Personnel

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Management's Qualification Standards. Since qualifications standards have not changed to accommodate this hiring reform initiative, without the "Federal format," most resumes are not likely to contain sufficiently-detailed information for agencies to make accurate minimum qualifications determination. Errors are likely to result, and this will result in complaints and loss of credibility in the competence of the Federal HR community.

- Development of new processes and training of HR Staff must take place in short timeline because of the November 1, 2010 target date.

Define Success or the Desired Outcome:

- Uploaded resumes, regardless of the source, are legible and can be viewed by HR staff and management without additional processing.
- Adopt/develop tools to gather supplemental information and restructure the application intake process ensuring that Treasury bureaus receive sufficient information to make accurate qualifications determinations without requiring a specific resume format.
- Increased applicant satisfaction rate by Q3 FY2011.

Actions to be Taken:

- Implement system enhancements to accept and view all resumes and cover letters as submitted without additional HR user processing. This is projected for mid to late 2011 at the earliest
- Review Treasury model vacancy announcement templates for any needed changes (e.g. instructions for applicants)
- Develop applicant tips that allows the applicant put his/her "best foot forward;" provide via link in Treasury announcements
- Identify issues requiring Treasury-wide resolution
- Review system existing functionality to eliminate any unnecessary features or create any enhancements as needed

Other specific action step(s) will be determined and taken by each bureau, depending on its current processes and needs. Some examples:

- Develop recommendations on ways to use automated questionnaires more effectively to compensate for the decline in information provided by the "private sector" resume
- Identify positions for which an occupational questionnaire needs to be developed
- Design a simple application and or questionnaire for positions requiring limited experience/education (i.e. clerical)
- Work with managers/supervisor to develop screen-out questions for positions in highly specialized fields to measure applicants' experience and obtain applicant information to make qualifications determinations
- Assess merit promotion processes and systems
- Assess DEU processes and systems for all bureaus
- Identify actions needed to address any implementation issues
- Develop guidance/training for HR Specialists about how to utilize resumes and cover letters in the qualification process

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

- Develop plan to communicate and educate workforce
- Identify and resolve problems/obstacles to using valid assessment tools
- Identify bureau training needs to support the initiative (e.g. HR Specialist, Managerial training, etc.) for example, use of cover letters

Key Deliverables/Output:

- Resume and cover letter enhancement implemented (mid to late 2011 at the earliest)
- Treasury model vacancy template updated to reflect new instructions to applicants
- Link to applicant tips established for use in Treasury model vacancy template.
- Analysis of system existing functionality for system revisions/enhancements completed.

Specific deliverables will depend on the actions taken by each bureau. Some examples of deliverables are:

- Changes made to merit promotion processes and systems as a result of assessment
- Changes made to the DEU processes and systems as a result of assessment
- Implementation issues identified as a result of assessment solved/work-arounds established
- List of occupations requiring development of occupational questionnaires developed
- Library of occupational questionnaires/applications for positions requiring limited experience/education (i.e. clerical) established
- Execute workforce communications/education plan
- Library of screen out questionnaires established for use in distinguishing between qualified and non-qualified candidates
- Training needs for HR staff and hiring officials to support this initiative identified and rolled into master training plan

Start Date/End Date:

Already started; target date of November 1; see notes below.

Some automated system enhancements have been completed while others cannot be effected before mid to late 2011. Ongoing: analysis of system functionality for revisions/enhancements.

The "Tips for Applicants" has been drafted, and will be reviewed and finalized; then posted on the Treasury public web page by November 1, 2010

Other revisions of the Treasury model templates have been identified as a lower priority than other action steps needed for Hiring Reform; therefore, end date will be established later.

Bureau individual actions start and end dates will vary depending on the actions taken by the bureau. Bureau actions are underway and some have been completed while others are still in progress. The Department's assessment of bureau planned actions through weekly and monthly updates indicates all bureau action plans are progressing as planned and implementation of this reform initiative is targeted for completion by November 1, 2010. (Note the discussion in the "Overview" section, particularly regarding the IRS.)

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Hiring Reform Initiative #3

Provide for selection from among a larger number of qualified applicants by using category rating approach, rather than "rule of 3" for competitive examining.

Barrier to effectively implement this initiative:

- Enormous workload (both for HR staff and hiring managers/SME's) associated with implementation of category rating by November 1, 2010 which is insufficient time to develop a valid, defensible system for use in automated systems based on numerical scores, and revision of virtually all assessment instruments and announcements.
- Lack of any clear, written guidance from OPM on how to translate numeric scores to a valid, reliable category rating approach in an automated environment
- Lack of technical resources (I/O psychologists) on staff to develop assessments
- Need to develop "work-arounds" for short-term, to address Presidential Memorandum requirements
- Some changes will be needed in Treasury's automated recruitment system
- Significant technical training is needed for all HR specialists, Department-wide, involved in hiring; plus high-level training in category rating required for all hiring managers
- Managers will likely have a choice of more candidates, but it may add to manager burden by increasing number of applicants on certificates to be considered.
- Larger certificates may lead to extended timelines for interview and selection process times, contrary to requirements to shorten the overall hiring timelines.
- Significantly more time will be needed on each announcement for HR specialists to review and validate that qualification requirements are met for those referred on the certificate, since the number referred will be significantly higher than with "rule of 3." (We have already seen top categories containing as many as one hundred applicants).
- Significantly more time will be needed on each announcement for subject-matter specialist to do "quality control review" before certificate is issued, since the number referred will be significantly higher than with "rule of 3." (We have already seen top categories containing as many as one hundred applicants).
- Mandatory 100% use of Category Rating is a "one size fits all" approach that eliminates flexibility (eliminates the "rule of 3" as a selection tool option). One Treasury bureau with a large workforce population has used both approaches, and found the "rule of three" to be a more effective and efficient hiring tool than Category Rating when filling large numbers of lower-level positions with limited experience/education requirements.

Root Cause:

- Enormous workload expected because almost all existing assessment instruments will need revision and/or revalidation.
- Limited experience/education in the use of Category Rating (formerly an alternative method not mandatory use)
- Despite the fact that category rating has been an option for many years, implementation in Treasury has been very limited outside the IRS, due to concern over how to develop valid assessment instruments in an automated environment. This is due to the lack of any clear, written guidance from OPM on how to translate numeric scores to a valid, reliable category rating approach
- Lack of resources needed, particularly the expertise of I/O psychologists.

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Define Success or the Desired Outcome:

Treasury already has a policy in place for Category Rating. Some bureaus currently use Category Rating under government-wide or special statutory authorities (e.g., RRA '98 for IRS, codified at 5 U.S.C. Chapter 95). There is a wide variety of experience with category rating in Treasury: although some bureaus have experience with it on a small scale in a non-automated manner, others have never used this method and still others have extensive experience in an automated environment. The overall desired outcome is to utilize Category Rating throughout the Department in a valid, defensible manner, via our automated recruitment system.

Actions to be Taken:

Experience levels of Treasury bureaus with Category Ratings range from expert to no experience. Additionally some bureaus use Treasury's automated staffing solution system for Category Rating, while others use a manual process, and still others have no experience at all with Category Rating. Bureaus with experience must retool their processes to meet the Category Rating mandate; others must develop a Category Rating knowledge base before making key decisions such as how to differentiate between categories, and how to determine cut scores in an automated environment. Listed below are proposed actions that the Department and/or bureaus can take to meet the goal of the Category Rating initiative.

- Get training and guidance for Treasury's Action Team from I/O Psychologists on how to develop valid method(s) of using existing automated system to operate under Category Rating approach in a legally defensible manner.
- Determine how other HR staffs will be trained Department-wide.
- Revisit job analyses with SME's and develop position questionnaires
- Assess actions needed to ensure full use of Category Rating within each bureau
- Review and revise existing Departmental Category Rating policy to ensure consistency with Hiring Reform initiatives.
- Review and revise the existing Departmental "Quick Reference Guide" (brief, high-level description) on Category Rating
- Identify and develop/revise any needed assessment tools to support Category Ratings
- Develop guidance for hiring managers when referring all highest category candidates - in particular, related to veterans' preference.
- Review bureau policies related to interview requirements allowing flexibility in situations of large numbers of referred candidates
- Develop plans to ensure compliance with requirements within each bureau
- Develop "phase-in" schedule for each bureau not currently using Category Rating
- Develop and implement comprehensive training plan for implementation and use of category ratings (e.g. HR specialist, managerial, etc.): OPM regulations; Treasury policy, and "hands-on" implementation directions for use with CareerConnector
- Assess whether the bureau would like, long-term, to also change its merit promotion plan to a "category rating-like" approach, to minimize confusion for applicants when the same position is announced both through competitive examining and through merit promotion. Determine impact of any negotiated agreements.

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Key Deliverables/Outputs:

- Issue revised Departmental policy on Category Rating (to be consistent with new requirements (e.g., is no longer optional).
- Issue revised Departmental "Quick Reference Guide"
- Develop "phase-in" schedule for implementation
- OPM provides Category Rating training for HR staff Department-wide; in Parkersburg, WV; in Washington, D.C.; and perhaps other cities with large Treasury HR populations – targeted for September and October, 2010
- Briefing by OPM Psychologist for Action Team; completed in July 2010
- Briefing from IRS Psychologists on Category Rating – first session completed in July 2010; second session being scheduled for August or early September 2010
- Development by CareerConnector vendor (Monster Government Solutions) of a Treasury-tailored half-day class; will be piloted to Action Team, and then deployed Department-wide.
- Q3 FY11 data from OPM's Hiring Manager Satisfaction Survey show an increase in manager satisfaction with the quality and number of applicants referred

Start Date/End Date:

Actions for this initiative began in June and some actions were completed in July, others have projected completion dates of August, September, and beyond. Additionally some actions are in the planning stages, some are in progress. For example some bureaus have completed training managers on Category Rating while others are establishing internal guidance on Category Rating. We expect on-going progress on this initiative well pass the November 1, 2010 target date. (Note the discussion in the "Overview" section, particularly regarding the IRS.)

Ongoing Monitoring:

The Treasury Department holds weekly meetings with Action Team members to monitor and guide the progress of Department-wide planned actions. SWAT Team members will meet with the Department bi-monthly to address bureau specific actions and progress.

Hiring Reform Initiative #4

Managers and supervisors with responsibility for hiring are (a) more fully involved in the hiring process, including planning current and future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and, when applicable, the interviewing process; and (b) accountable for recruiting and hiring highly qualified employees and supporting their successful transition into service with the Treasury Department.

Barrier to effectively implement this initiative:

Managers' lack of involvement in most stages of the process, as well as managers lacking a sense of responsibility for the results of the hiring process, coupled with managers'

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

dissatisfaction with the quality of the candidates referred. This is a major change management challenge requiring significant investment in time and resources, which are currently under funded.

Root Cause:

- Managers see the hiring process as an HR function (culture, past practice)
- Communication on Hiring Reform is addressed to Heads of Agencies, but directed through HR channels
- Managers do not understand their role in shaping and directly impacting the outcome of the hiring process
- Managers have not been held accountable in the past for their role in the hiring outcome
- Staffing levels in most offices mean that managers are typically extremely busy with other functions/responsibilities of their jobs, and do not "make time" for the hiring function
- Lack of knowledge and training on the part of managers about how their full involvement in the job analysis, development of recruitment strategies and crediting plans, as well as their active recruiting, can shape the process: i.e., the effectiveness of assessment instrument, and the quality of the applicant pools
- Lack of knowledge and training on how to effectively perform their role in the full range of the hiring process

Define Success or the Desired Outcome:

Managers/supervisors and HR jointly participate in the full range of hiring activities (including the transitioning of new employees), resulting in recruitment, hiring, and retention of a diverse group of highly qualified individuals.

Managers/supervisors see this as a key function of their job, and set priorities for it accordingly.

Actions to be Taken:

- Discuss and address communication mechanisms for implementation of managerial accountability (e.g. HCAC, etc.) and collect input from key stakeholders (HCAC) to develop Treasury-wide approach
- Explore inclusion of managerial accountability for the hiring process in the SES performance plans, to ensure managerial involvement at all levels for this process
- Discuss and address the communication channels to ensure managerial accountability at all levels

Specific action step(s) will be determined and taken by each bureau, depending on its current processes and needs. Some examples:

- Review and revise bureau processes for merit promotion to include involvement of hiring managers
 - Improving and measuring the on-boarding process to ensure new employee job satisfaction (e.g. EODS system under development/pilot)
 - Explore options for establishing and monitoring managerial accountability in the hiring process
 - Assess training needs and identify methods to develop and deliver needed training
- Take steps to increase managerial participation in the OPM Customer Satisfaction Survey to

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

get managers' feedback and active engagement to improve the hiring process. For example, we are already working with our automated system vendor to make the link to the survey more prominent on the certificate of candidates, and to provide for an automated follow-up email to the hiring manager

Key Deliverables/Output:

- Inclusion of managerial accountability in the hiring process covered in SES performance standards
- Share OPM's recommendations for monitoring managerial accountability to the HCAC for discussion in that venue
- See communications plan for additional Treasury-wide deliverables.
- Increased management participation in the survey and increased number of managers satisfied with the process
- CHCO Hiring Manager Satisfaction Survey shows an increase in manager participation in the survey.
- An overall increase of at least 3 points on the Hiring Manager Satisfaction Survey results by Q3 FY 2011.

Other deliverables will depend on the actions taken by each bureau. Some examples of deliverables are:

- Revised DEU guidance and merit promotion plans and processes to be clear that managers are to be involved at all stages –workforce planning, development of position descriptions and performance standards, job analysis, designing recruitment strategies, creation and review of the job announcements
- Implementation of EODS, method to collect satisfaction data from new hires
- Training and communications plans developed

Start Date/End Date:

Recent language to address manager accountability for the hiring process was incorporated into one of the standards for Treasury SES performance plans. Some bureaus have begun actions to change their supervisory management system to include accountability for making hiring decisions. Still others, as a result of the 2009 hiring reform initiative, have revised the managers' performance plan including accountability for hiring as part of the critical element for supervision.

Bureau individual actions start and end dates will vary depending on the action taken by the bureau. All bureau actions are underway and as stated above some actions have been completed while others are still in progress. The Department's assessment of bureau progress through weekly and monthly updates indicates bureau implementation plans are advancing as planned and implementation of this reform initiative is targeted for October 30, 2010. (Note the discussion in the "Overview" section, particularly regarding the IRS.)

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Ongoing Monitoring:

The Treasury Department holds weekly meetings with Action Team members to monitor and guide the progress of Department-wide planned actions. SWAT Team members will meet with the Department bi-monthly to address bureau specific actions and progress.

Hiring Reform Initiative # 5

To improve the quality and speed of agency hiring

Barrier to effectively implement this initiative:

The Federal hiring process is complex and can be very labor intensive absent a carefully planned mix of human analysis and qualifications validation coupled with automation assessment tools. The additional steps added to the application intake and assessment process due to work-arounds/reengineering of processes to meet the November 1, 2010 implementation date will initially increase the timeframes for hiring. Additional barriers include:

- Several bureaus still utilize manual procedures in some or all of the hiring processes and conversion to an automated process is necessary to achieve additional efficiencies
- No corporate solution to measuring speed of hiring that accommodates automated as well as manual processes
- Although bureaus are communicating with managers on the speed of hiring timelines, additional work is needed to imbue managers with a true sense of accountability for various timelines in the hiring process.

Root Cause:

While the 2010 Hiring Reform initiatives are an extremely important undertaking, the aggressive implementation timelines leave bureaus little to no room to evaluate changes to processes, procedures, and work-arounds that must occur in order to address hiring reform requirements. Although the Treasury bureaus have reported progress in meeting the speed of hiring targets in the 80 day end to end (E2E) model, we fully expect that with the acceptance of resumes and use of category rating, an overall increase in the amount of time required to hire will occur. To meet the aggressive implementation date many bureaus must implement certain procedures that add additional steps to the qualifications evaluation and assessment processes. The aggressive implementation timelines severely hamper our ability to test, analyze, and readjust hiring processes in order to ensure achievement of efficiencies, improve the applicant's experience, and most importantly hire qualified candidates.

Treasury strongly supports the goal of reducing hiring timeframe notwithstanding these constraints. It is our intent to balance the streamlining of hiring processes with efforts aimed at ensuring Treasury provides applicants with positive hiring experiences, and the rendering of accurate qualification decisions supports the need of hiring managers, and ultimately the Department's goal of attracting and acquiring the right talent for mission success.

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Define Success or the desired Outcome:

Improve the quality and speed of hiring by reducing the time it takes to hire mission-critical and commonly filled positions; measure the quality and speed of the hiring process; and analyze the causes of agency hiring problems and actions that will be taken to reduce them.

Increased applicant satisfaction rate by Q3 FY 2011

Increase the Hiring Manager Satisfaction Survey results by Q3 FY 2011.

Actions to be Taken:

- Develop a standard Treasury-wide system to measure the speed of hiring, which includes both automated as well as manual processes
- Develop a plan to fully use the Hiring Manager Satisfaction Survey within Treasury
- Identify appropriate tools to measure quality and speed of hiring.

Specific action step(s) will be determined and taken by each bureau, depending on its current processes and needs. Some examples:

- Assess current merit promotion hiring timeframes
- Assess current DEU hiring timeframes
- Identify actions needed to address barriers
- Prioritize occupations within respective bureau
- Explore/expand the use of OPM's shared registers and assessments and other available options
- Analyze and recommend method for measuring improvement in timeliness
- Develop "phase-in" schedule to meet hiring timeliness
- Identify the impact of negotiated agreements on hiring timelines
- EODS
- Identify training needs (e.g. HR Specialist, managerial, etc.) for inclusion in the master training plan.

Key Deliverables/Output:

- Present to the SWAT team a standard Treasury wide system that measures the speed of hiring for automated and manual processes
- Present to the SWAT team a Treasury wide plan that fully uses the Customer Satisfaction Survey
- Present to the SWAT team appropriate tools to measure quality and speed of hiring

Specific deliverables will depend on the actions taken by each bureau. Some examples of deliverables are:

- Measure/monitor merit promotion timeframes hiring
- Measure/monitor current DEU timeframes
- Implement actions identified to address barriers
- Prioritize list of occupations established
- Implement parameters for/expand use of OPM's shared registers and assessments and other available options

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

- Recommended method for measuring improvement in timeliness submitted/implemented
- “Phase-in” schedule within respective bureau to meet timeliness completed
- Assessment of impact of negotiated agreements completed
- EODS implemented
- Identify training needs for HR Specialist and managers for inclusion in the master training plan.

Start Date/End Date:

Since December 2009, bureaus have taken steps to improve their hiring timelines. For example, in one bureau 27% of positions were filled within 80 calendar days from January 1, 2010 to June 30, 2010. Another bureau established incremental targets of achieving E2E in 95 days by FY 2011, yet another bureau reduced the number of days required to complete the first five steps of the E2E model from 25 days to 10 days during the first five months of 2010. These examples of improvements in hiring timelines are the result of bureaus utilizing a number of process improvement actions including implementing time saving steps, identifying and rectifying causes of hiring problems, and developing systems to accurately track hiring timeframes. Some of the advances made in achieving the 80 day E2E timelines will disappear until other factors are introduced such as additional and/or more refined assessment tools, and meaningful hiring manager involvement

Individual bureaus start and end dates will vary depending upon the actions taken by the bureau. The Department’s assessment of bureau planned actions through weekly and monthly updates indicates all bureau action plans are progressing as planned and implementation of this reform initiative is targeted for completion by FY 2011. (Note the discussion in the "Overview" section, particularly regarding the IRS. Additionally we fully expect to see an increase in hiring timelines due to the impact of the aggressive implementation timelines for 2010 Hiring Reform)

Ongoing Monitoring:

The Treasury Department holds weekly meetings with Action Team members to monitor and guide the progress of Department-wide planned actions. SWAT Team members will meet with the Department bi-monthly to address bureau specific actions and progress.

Hiring Reform Initiative #6

Provide hiring managers training on effective, efficient, and timely ways to recruit and hire well qualified individuals.

Barrier to effectively implement this initiative:

Decentralization of the Treasury bureaus results in bureaus with different funding levels for training, different organizational cultures, and different management travel schedules (in some bureaus, program staff is generally on the road). Additionally, there have been varying degrees of managerial interest in training managers in the various stages of the recruitment, evaluation and assessment phases of the hiring process, as these processes are viewed as a function of the HR Office

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Root Cause:

- Recruitment and hiring is viewed by management as an HR function and not a line function, thus HR training sessions for managers are poorly attended. This is clearly a result of past culture and a lack of understanding of line management's role in attracting quality candidates.
- Decentralization of the Treasury bureaus requires unique approach to establishing training opportunities and generating sufficient interest and motivation on the part of managers to make participation in training a priority.
- Generally the Federal staffing process is more complex than that of private industry, and hiring manager training should avoid over-simplification of hiring processes.
- Whereas in the private sector, a manager who takes the time to actively recruit can generally hire one of the individuals he/she has recruited; this is often not the case in the Federal sector, due to the laws and regulations governing the Federal hiring process; as a result, Federal managers often see recruiting efforts as a waste of time.

Define Success or Desired outcome:

Hiring managers and supervisors are informed and understand their role and the positive impact they can have on the recruitment of a diverse group of high-quality candidates with the skills to do their jobs. Further, all managers and supervisors seek out opportunities to make HR strategic partners, are fully trained on the hiring reform initiatives (including category rating), as well as effective, efficient and timely ways to recruit and hire well-qualified individuals.

Actions to be Taken:

- Develop a marketing/education plan to raise the awareness of the benefits to management when recruitment and hiring is effective and efficient
- Leverage bureaus' actions and ideas and develop Departmental website to house training resources and recommended ideas or "best practices" for HR Specialists
- Leverage bureaus' actions and ideas and develop Departmental website depository for training materials and tools for hiring managers on recruitment and hiring
- Continue to pursue OPM training/briefings support including videotaping
- Develop a plan to expand current "Quick Reference Guides" developed by the Departmental policy office
- Explore leveraging available resources to address bureau training efforts, and resources

Key Deliverables/Output:

- Present the Hiring Manager marketing/education plan to the Action/SWAT Teams
- Present training options available through OPM to bureaus
- Roll out Treasury websites – "Tools for Hiring Managers and HR Specialists"
- The CHCO Hiring Manager Satisfaction Survey shows an increase in manager involvement in the hiring process and an increase in manager satisfaction with the hiring process.

Start Date/End Date:

Work on the training/information websites for hiring managers and HR specialists began in July and the rollout of the websites is expected to take place by mid-September, 2010.

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Hiring manager marketing/education plan will be presented to the Action/SWAT teams by August 30, 2010.

Training options available through OPM have been discussed and requests were submitted to OPM and we are waiting for a response from OPM on our requests.

Bureaus have initiated action depending on their specific needs. For example one bureau has begun training hiring managers on job analysis and established a plan to include the function of job analysis in new manager/supervisor orientation. Other bureaus have taken such actions as: developing an internal communication plan to include an "open house" for managers and employees, publication of articles in an internal newsletter, email "blasts" to employee population and development of a Manager's Tool Kit.

Implementation of this reform initiative will be completed in three phases with phase one completed no later than September 30, 2010.

Ongoing monitoring:

The Treasury Department holds weekly meetings with Action Team members to monitor and guide the progress of Department-wide planned actions. SWAT Team members will meet with the Department bi-monthly to address bureau specific actions and progress

Reform Initiative #7

To notify individuals applying for Federal employment through USAJOBS, an OPM-approved Federal employment search portal, about the status of their application at key stages of the application process.

Barriers to effectively implement this initiative:

N/A.

Root Cause:

N/A

Define Success or the Desired Outcome:

Initiative requirements met; Treasury's automated system is fully integrated with USAJOBS. OPM had earlier reported that Treasury was one of the agencies in full compliance.

In fact, in many cases, bureaus are providing more information than required at the "touch points."

Even if applicants do not apply using USAJOBS (e.g., excepted service), in most cases, applicants are still being notified by Treasury bureaus at key steps in the process.

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

In addition to posting on USAJOBS, bureaus often provide applicants information via the automated system for other items.

Actions to be Taken:

- Identify and share recommendations with OPM for improvement in USAJOBS language to be more clear to applicants
- Initiate changes to CareerConnector to provide more space, allowing for better (more complete) explanations of status to applicants
- Continue to monitor compliance within the Department

Key Deliverables:

- Specific recommendations to OPM about USAJOBS language/code description
- System modification to increase number of characters allowed, to provide clear explanations; this will be deployed in upcoming system release

Start Date/End Date:

Some actions already started and are ongoing.

Some automated system enhancements have been completed while others (2nd bullet under "deliverables") are scheduled for completion in October.

Ongoing Monitoring:

Periodic meetings of policy and system staff will continue to monitor use and identify need for any additional modifications

Hiring Reform Initiative: Communication Plan

This initiative is to target the development of readily-available communication in the form of websites, promotional material, and visible support from leadership for hiring reform initiatives. These actions will result in a better understanding of Treasury's initiatives related to hiring reform, changes being implemented to comply with the Presidential Memorandum, and will result in increased skills and awareness with regard to hiring reform and how it will help in furthering Treasury's mission.

Accomplishing this objective will support hiring reform from the perspective of the hiring manager, Treasury employees, and HR personnel. This goal aligns with several other key areas of hiring reform including: 1) manager involvement 2) strategic workforce planning and management 3) implementing workforce plans.

Describe the barrier:

**Treasury Action Plan to
Implement the Hiring Reform Initiatives of 2010
August 1, 2010**

Confusion over the goals of hiring reform, actions currently being taken, and gaps in training or available resources for additional information has resulted in mixed information, a reduction in transparency, and a lack of highly-visible support in parts of Treasury with regards to Hiring Reform.

Communication, including managing expectations, is key to the success of hiring reform, especially to dispel misconceptions due to media reports over simplifying the new hiring processes and over selling the impact of hiring reform. It will be critical to correct these misconceptions to ensure applicant and hiring manager's satisfaction and foster hiring manager engagement.

Root cause:

A current lack of readily-available communication in the form of websites, promotional material, and visible support of upper management. Additional training, measures, and communicative support is necessary to solve these barriers and issues.

The root cause for this is lack of resources (time and personnel) to develop and deploy the communication plan. Without supplemental staff to implement Hiring Reform, on-board staff members are focusing on the required elements laid out in the May Presidential Memorandum, as well as ongoing operational staffing work. However, without deployment of an effective communication plan, other Hiring Reform activities cannot be fully effective.

Define Success or the Desired Outcome:

The three main measures of success will be:

- Communicate the changes of the application process while addressing issues such as misconceptions, fears, and knowledge-gaps.
- Promote awareness and information transparency on hiring reform initiatives to senior leadership, Human Resource personnel, hiring managers, and Treasury employees at large.
- Increase hiring manager involvement in the hiring process and increasing manager accountability

Treasury Action Plan to Implement the Hiring Reform Initiatives of 2010 August 1, 2010

Actions to be Taken

The Communications Action Planning team and the Hiring Reform SWAT team are responsible for determining specific actions to be taken, and developing some communication tools and resources. The goal is to engage managers, leadership, and HR Specialists through communication strategies such as memos, emails, website pages, and top bureau endorsements. Bureau HR Officers are responsible for the bureau's action steps: determining the specific action steps to be taken in the bureau, who in the bureau will be involved, how to engage managers, and how the changes will be communicated to managers, as well as timeframes. Expected actions:

- Development of online resources for Treasury employees
- Gain senior leadership support and promotion of manager accountability and responsibility/involvement
- Support HR Specialists through skill development and resource management
- Promote and assess reporting tools provided by OPM

Key Deliverables/Output

- Development of a website on Treasnet for hiring reform announcements, initiatives, and updates. Utilization of resources available online for Treasury employees to maintain updates, seek new information, and increased transparency of Treasury actions.
- Memos and emails from Treasury senior leadership endorsing hiring reform and addressing key issues in need of top management support; also discussion in appropriate venues and meetings.
- Creation of an HR Toolkit to aid in training and enhancing HR Specialist skills with regards to consulting and resource management. May include Q&A's, best-practices, and resource guides/walk-throughs.
- Publication and announcement of survey reports and marketing survey involvement, with visible Treasury support.

Start/End Date

Initial development of plan is underway. All deliverables will have been started before the November 1st, 2010 implementation date identified in the Presidential Memorandum. Some alterations, additions, or additional material may be developed and deployed past the November 1st deadline and extend into the FY2011 year.

Ongoing Monitoring:

Monitoring of progress in the communication plan will involve reviews by the Director, Office of Human Capital Strategic Management. Additionally, there are periodic meetings of the Hiring Reform Action Team and SWAT Team, and progress may be monitored through those vehicles, as well.

Internal Revenue Service

Attachment B

DECEMBER 2009 ACTION PLAN End to End EXTERNAL Hiring Process

Goal - 80 calendar days

Responsible Official- IRS Human Capital Officer/Director, Employment, Talent and Security

7/13/2010

The IRS Action Plan to improve hiring is an aggressive Plan, designed to improve timeliness of hires for both external hires and internal (merit promotion). The Plan, documented in the chart below, addresses a large number of barriers to meeting OPM's End-to-End model (E2E).

IRS has already embarked on carrying out this Plan, and, in fact, a number of the items identified at "short-term actions" have already been completed. Additionally, IRS Action Plan identifies mid-term and long-term actions; with specific target dates established for each.

The IRS objectives are to reduce the time for a large number of steps in the hiring process; the chart below identifies specific objectives (reference the columns for "Barrier," "OPM's E2E Step," and "High-Level Action." The IRS action steps and the staff responsible for them are explained in the columns labeled "Action Plan," "Status Update," and "Owner," and the timeframes for accomplishment are identified in the "Projected Completion Date" column.

This Action Plan is a high-level plan, and all items are monitored at least monthly, and usually more often. For major items in the Plan, there are also more-detailed action plans or project plans, which are also monitored by top IRS HR management on a frequent basis. These plans include more detail on who is responsible for the actions, who will be involved, who will be impacted by the implementation, and the outcome measures.

Barrier	OPM'S E2E Step	Owner	High level Action	Action Plan	Status Update	Projected Completion Date
Issues that prevent a 80 day cycle time		Name	Roadmap to 80 days cycle time	Future actions needed to complete Milestone	Current status of project - Actions taken to complete Milestone	Projected Completion Date
Short - Term Actions to Improve Hiring Process and Cycle Time						
Fingerprint process takes a long time and current system does not use the most available systems	Step 12 Security	LC	Implement four applicant fingerprint options (USAccess, Livescan, Vendor, and Non-Custodial) for the agency.		98% of external IRS applicants fingerprinted at USAccess stations (except campus and call site hires). * We continue to evaluate practices/methods to sustainment HCO program office. Evaluating benefits and impact of implementing USAccess to campus/call site hiring process	Fully Implemented

Impact on cycle time may not be always apparent	All	HT	Share monthly cycle times by announcement with Employment Offices to focus on areas to reduce days		Issued monthly cycle time reports by BODs and by Employment Office. Analysis conducted to determine trends and gain efficiencies. Conducted monthly meeting/training with Employment Offices to reinforce established practices. Incorporated cycle time results in Sr. Leaders Operational Reviews to highlight and address Service wide hiring cycle trends.	Fully Implemented
Impact on cycle time may not be always apparent	Step 10- Mgr Interview, Ref, Check, Select and Return Certificate	HT	Share monthly cycle times with Hiring Managers/Business Operating Divisions (BODs) to focus on reducing days from receipt of certificate to selection		Shared monthly cycle time charts and data with BODs with discussions focusing on business activities and impact on overall hiring process. Increased customer outreach at all levels of the organization to address cycle time and trends. Partnered with BODs to identify ways to reduce days from cert to selection such as increased support, advanced planning and training of ranking official, advance planning of interview questions etc. Reshaped Quarterly Performance Measures and Business Performance Reviews at IRS Deputy Commissioner level to better address hiring trends. Newly developed business Object reports targeting ranking and selection standards.	Fully Implemented
IRS needs to use social networking to reach applicants (e.g. monitor blogs on Revenue Agent hiring + provide information- hope to see reduction in individual inquiries	Steps 5-14	MF	Implement system to educate Employment Offices on benefits of social networking and develop procedures to communicate to applicants using social networks.		*Conducted demo on social networking media to EO leadership. *In partnership with IRS Recruitment Office (IRO) issued guidance to Employment Offices on benefits, use and procedures on using and posting to social networking such as Facebook, Second Life, Twitter, Fed Soup communications.	Fully Implemented

Communications to applicants are not consistent and contain IRS jargon	Steps 6-14	MF	Revamp all communications (Ensure clarity," plain language," etc)	Reshaped and streamlined core communications (letters/notices) to applicants and hiring managers *Developed formal quality review process with BODs and communication experts - Leg Affairs and Office of Taxpayer Burden Reduction. *Created new touch point for corporate Revenue Agent hires. *Communication includes USAJobs website, encourage use of system generated status of applications feature. "Communication transmitting Cert to hiring manager provides OPM's Hiring Survey website.	Fully Implemented
Use manual process to manage intern applicants for various BODs and Employment Offices	Steps 5-10	MA	Automate and centralize Student and New Grad Hiring Program	Implemented Standalone version of CC Database specifically designed to interact more directly with potential candidates using hiring flexibilities (FCIP, STEP, SCEP, Special Veterans and Disability Authority). System designed to provide a ready pool of candidates and may be used for other hiring flexibilities in the future.	Fully Implemented
					12/31/2009
Mid Term Actions Improve Hiring Process and Cycle Time					

Security and suitability process is manual and time consuming	Steps 13+14- Initiate Security Checks, Job Offer, Acceptance, & EOD (Enter-On-Duty)	MW	Implement USAccess, e-QIP and eDelivery - automated systems . Reduce the number of days for the security and suitability process (initiating the security/suitability checks, and any other steps required before a candidate is cleared to EOD)		<p>*98% of external IRS applicants fingerprinted at USAccess stations (except campus and call site hires).*</p> <p>Implemented Electronic Questionnaires for Investigations Processing (e-QIP). *</p> <p>Well over 10,574 e-QIP submissions were transmitted to OPM. *</p> <p>Implemented eDelivery. Well over 26,825 Reports of Investigation, including Lockbox and other Fingerprint results, RSI's, etc. have been imported and electronically processed in ABIS. Effective May 28th, OPM announced electronic transmission enhancements which will allow eDelivery and PIPS Electronic Closing 7 days a week. These enhancements will lead toward improved processing times.</p> <p>*Established agency measures and monitor monthly and report to Deputy Commissioner quarterly</p>	Fully Implemented
Lacks standard, automated system to on board new hires (e.g. mailing forms to selectees)	Steps 13+14- Job Offer, Acceptance, & EOD (Enter-On-Duty)	WD	Implement Treasury's EODS (Enter-On-Duty System) - Release 1	Partner with Treasury to implement EODS to new hires	*Continuing to partner with Treasury to develop and implement automated features in Release 2	TBD
Lack formal system to manage inventory and redirect recruitment efforts	Many	JC,JH	Continuous flow of candidates in inventory pool by creating a communication mechanism with Centralized Recruiting. Build and manage a candidate inventory pool		*Analyzed candidate inventory pools for a number of positions. Partnered with both the BODs and IRO to proactively identify potential applicant pool and established open period accordingly. Established continuous communication with IRO on applicant pool numbers to ensure adequate recruitment efforts (not too much/not too little). Based on applicant pool analysis, advise BODs to use various inventory pool strategies - limit days of announcement, use early cut off dates, close announcement sooner than closing date if numbers are beyond adequate numbers.	Fully Implemented

<p>Inconsistent practices among 11 Employment Offices</p>	<p>All</p>	<p>RW</p>	<p>Standardize practices amongst Employment Offices</p>	<p>*Fully implement e-Fax in all EO for both applicants' packages and e-QIP processing. Additional improvements will be identified as part of ETS' Reengineering effort</p>	<p>Established standard job offer letters. * Implemented standard hiring practices for enforcement hires. *Issued standard Commissioner's welcome letters to new hires. * Implemented standard practice on use of USAccess. *standard use of e-Fax which reduces admin burden on employment and hiring managers. *Participating on various hiring (disabilities, Vets, Schedule A, FCIP, SCEP, STEP etc) teams to streamline and improve overall hiring process *Ceased manual copies of COL, with exception of Business Center having their copy. * Implemented USAccess, e-QIP and eDelivery. *Developed of job aids and improved HR professional websites. *Monthly training and meetings amongst HR professions. *Established quarterly meeting amongst Sr. Leadership in Employment. *Held all Employment managers meetings with another one underway to discuss opportunities to standardize processes. *Held Town hall meetings to incorporate employees suggestions.</p>	<p>Fully Implemented</p>
<p>Current system does not allow all managers to be actively involved in the design phase of the assessment process</p>	<p>Steps 1-8</p>	<p>TC</p>	<p>Leverage technology to improve assessment process</p>		<p>*Developed and maintaining seven (7) Online, Simulation, and Interviews Assessments- eliminating requirement for essay type questions. *Implemented 180 External Automated Ranking templates. *Developing additional competency models. *Developing and monitor valid selection systems that differentiate applicants based on competencies that are critical for success on the job. *Maximize the effectiveness of the efficiency of competency based employment decisions.</p>	<p>Fully Implemented</p>

For internal selections: Effective date practices are inconsistent	Steps 13-14- Job Offer, Acceptance, and EOD	RW	Standardize the effective date of promotion within ETS community - impacts only internal selections	*Socialize guidance with managers and stakeholders and issue.	*Developed guidance memorandum in accordance of National Agreement & IRM, currently being vetted by Leadership for approval.	7/30/10
Bureau's 5 step process needs to be converted to OPM's 14 step process(E2E)	All	RW	Adopt and implement 14 step hiring process		*Standardized hiring practices for enforcement hires. *Rosters announcements used for initiative hires to improve inventory and candidate flow. *Use of one application for multiple locations/business units.* Consolidated ranking and interviews across Business Units for certain occupations. *Ceased manual copies of COL *Approved new Quality Review Program.*Implemented Golden Tickets.* Developed/ revised and marketed 16+ IRMs and Policies. *Enhanced USAccess/ OL5081 provisional e-mail account process. *Use of USAccess *HR Training Curriculum approved. *Posts external and internal announcements concurrently. *Revised instructions to ranking official on reviewing and managing certificate via automated system. *Standardizing Guidance to Selecting Official including tips to expedite the process - simplified ranking, relevant guidance on ranking, interview, and selection process.* Implemented a number of contract changes.* Developed automated database to better monitor special programs.	Fully Implemented
Difficulty to monitor and track E2E steps	All	HT	Track and measure hiring process. Improve tracking and monitoring mechanism for the 80 days E2E model, establish and/or adapt automated systems		*Automated tracking system in place to track core E2E hiring steps. *Dedicated staff to monitor and staff steps. * Monthly and Quarterly reporting on measures. *CC system is able to track steps 1-4 and 13. *Agency continues to improve monitoring systems and have developed a team to reassess measures	Fully Implemented

<p>BODs initiate recruit requests during the pre-discussion phase. BODs may not be ready to announce yet.</p>	<p>Steps 1-5</p>	<p>RW</p>	<p>Ensure managers initiate recruit requests only when confirmed ready to hire. Reduce the number of days from when the manager initiates a Recruit Action to the day the announcement is posted.</p>	<p>Post Managers guide on internal managers resource website, imanage</p>	<p>Increased Customer Outreach efforts at all levels discussing pre announcement activities. *Ongoing Agency-wide efforts to support development of Staffing/Hiring plans. IRS Chief, HCO issued guidance to Executives emphasizing the IRS commitment to improving the hiring process by entering and tracking all corporate hiring through the Corporate Hiring Data Mart/IRS PeopleTrak system. Systems benefits - better planning, ability to welcome new employees, and better data capturing. *Established internal Hiring Cycle team to educate managers. Reshaping managers actions for Steps 1-5 into managers checklist. *Continuous Servicewide review of all position descriptions *Using Managers/Employees as SME in developing CC templates. * Continues to evaluating key competencies. *ETS Director issued a Hiring Process Cycle Time Memo 6/7/2010 to BODs addressing hiring process/cycle time from date of power recruit received until effective date of selection, excluding mass hiring.</p>	<p>7/30/10</p>
---	------------------	-----------	---	---	---	----------------

Managers selects PD from service-wide inventory without validating currency of duties prior to initiative recruit requests.	Steps 1-5	PM	Ensure position descriptions accurately reflect duties designated by management. Project has two phases	Complete final review	Conducted Phase 1 of Service wide Review of all Standard Position Description. Review of 4,385 PDs is to ensure document is ready to be used when managers are ready to initiate recruit actions. Review includes currency of duties, 9-factor format and accuracy of position elements (sup code, FLSA status, CLC, BU status etc. Issued IRM (formal guidance) to BODs on the designation and use of Mission Critical Occupations and Confidential Positions. Nearing completion of the Standard Position Description (SPD) clean-up project which will ensure they contain correct information and accurately reflect current duties for use in recruitment process	Phase 1 - Fully Implemented Phase 2 - 8/30/10
Continuing resolution/budget uncertainty	Steps 2-10	JH	Seek authority from OPM to use Direct Hire authority at colleges, universities for graduating seniors for up to 25% of MCO	Fill vacancies per BOD requirements	Pursuing direct hire authority for Affordable Care Act. *Request authority as needed.	8/30/10
						8/30/10
Long - Term Actions to Impact Hiring Process						
Overall structure, processes, automation need to be revamped	All	LC	Reengineering Employment Operations	Implement short, mid and long term improvement strategies	*Implemented Golden Tickets. *Finalizing analysis to finalize repot on mid to long term strategies.	Phase 1 - 06/01/09 Phase 2 - 9/30/10 Phase 3 - 06/30/11

Lack of knowledge of hiring process.	All	LC	Educate and train managers, employment offices, and applicants	*Additionally Improvement opportunities will be identified as part of ETS' Reengineering effort	*Established Employment training curriculum for HR professionals. Training designed to improve technical knowledge and skills, build strong business consultants, influence and negotiate deadlines against standard timelines which impact overall cycle time. * Conducted training to Employee Resource Centers professionals to better address applicants/new hire inquiries. * Conduct ongoing ad hoc training to BODs, Embedded HCO staff, and Hiring Teams. *Established monthly conference calls with Customers and Employment. *Issued "Cycle Time Tips" to Employment on importance of updating hiring systems on a daily basis, pulling and evaluating working inventory reports, and proactively monitoring status of announcements and contacting BODs as necessary to meet timeframes. *Refreshed Guidance to Selecting Officials* Issued CC Manager's Guide which explains how IRS Manager can use CC IRS admin features to preview VA, Access Open Certs, and Enter Selection in priority order and disposition.	Phase 1 - 12/30/09 Phase 2 - 9/30/10
Managers selects PD from service-wide inventory without validating currency of duties prior to initiating recruit requests.	Steps 1-5	PM	Anticipate customers needs. Ensure position descriptions accurately reflect duties designated by management - Phase 2		Established Position Review Program which partners with management to review and support them in their initiated reviews. *Issued new guidance via Internal Revenue Manuals (IRM). & Continuous marketing of HR services. * Currently consulting with two BODs at their request.	Fully implemented
Lack of updated hiring checklist for hiring managers	All	DK	Establish a hiring checklist/guide	Conduct pilot and post to internal managers website, imanage	Reshaped content from the managers perspective.	8/30/10

Too many resources are directed to processes that can be automated.	Steps 13-14- Job Offer, Acceptance, and EOD	FF	Implement Treasury's EODS (Enter On-Duty-System) - Future Releases	*Ensure Release 2 design includes automated (not manual) features and Agency specific forms, Single sign on feature, Mgr Functionality and, separate work streams,. *Ensure design has agency has return feature to address incorrect/incomplete new hire paperwork. *Confirm content for private and public sites. * Conduct training for staff. * Establish communication plan. * Implement Future Releases	Continues to partner with Treasury to incorporate IRS requirements to system	TBD
Career Connector - C-comp lacks ability to communicate with all employment offices. Currently stand alone systems	All	NP	Make web-based career connector (C-comp) companion	Phase 1: Work with EO Reengineering Team, MITS OL 5081 staff, and CADS to develop a means to upload current Ccomp data from 11 stand alone access dbases to a secure server in MITS domain in support of "provisional processing" and PIV badging. Phase 2: Finalize unified work request. Secure primary supplier from MITS. Work with primary supplier to develop a timeline for completing the conversion from Access to SQL Dbase. Work with HCO Business Systems Planning Office and MITS to develop required security documentation to identify and mitigate risks to PII data. Implement web-based database. Note: timeline will be identified for Phase 2 after consultation with MITS on approved UWR.	Update August 12, 2010: Phase 1 complete June 2010: Develop means to save Ccomp data to MITS server - completed 01/29/2010. Begin testing of data upload to provisional server - 03/2010. MITS identify/ready final server location - 04/2010 Completed . Test upload and implement production May 2010 - Delayed - projected completion June 2010 . Phase 2: Update August 12, 2010: Review C-comp and PTRak architecture - determine integration feasibility - completed 07/2010. Conduct initial integration planning & data mapping session with OPERA - completed 08/10/2010. Develop high level project plan, identify actions/proposed completion dates - 09/17/2010. No further actions involving MITS - UWR withdrawn August 2010.	12/30/10

CareerConnector not fully implemented	Steps 4-11	JC	Fully implement Career Connector (CC). Improve and leverage technology capabilities to reduce employment office burden by shortening response time, removing unnecessary attachments. Reduce the number of days from the manager to review application, interview candidates, conduct reference checks, make selections and return certificate	*Continue implementing and rolling out automated ranking feature	20+ SME panels convened to develop content. *Content covers 14 different occupational series, and development of 75+ templates.*Deployed 17 templates for DHA - Affordable Care Act. *Internal implementation underway with LMSB, MITS and CI. *Initial results -average 69 days from Receipt of Par to Effective date. *SBSE and W&I scheduled for August. *Employees using Business Centers to access USAJobs/CareerConnector.*MITS exploring options to support the 5081 process, streamline initiation/approval process. *Discussions underway with ERC to transition Help Desk.*Transition Help Desk to ERC by summer 2011. *SME panels scheduled through 09/11. Updated deployment plan and schedule issued monthly. Outreach continues (face to face, lunch and learn, Centra and CPEs) to managers and employees on the CC and application process. Fully Implemented: *e-fax technology implemented. * ETS has begun transitioning some of the Helpdesk calls to the ERC. * Business Centers fully operational on September 28, 09.	1/30/11
Lack of an automated way to track cycle time. Career Connector is cumbersome to extract data, lacks edits checks on some fields, free form/unstructured fields can't search	All	GR	Treasury Re-compete of Hiring Systems	Implement new end user report capability	Status 7/13/2010: Requirements development process complete June 2010 with Bureau reviews ongoing. IRS has 6 reps on the review team. Initial revisions identified, shared with Bureau reps March 26, 2010. Internal reviews underway. Next requirements discussion set for April 6-10, 2010. Work with Contractors and require end user report capability	12/30/12
Projected New Cycle Time - External 80 days						1/10/11

Key:

ETS= Employment, Talent and Security

AWSS= Agency-Wide Shared Services

BODs= Business Operating Divisions

IRO= IRS Recruitment Office

HCO= Human Capital Office

**Barriers to Meeting the End-to--End Hiring Roadmap (E2E) Timeframes
Department of the Treasury - Revised Analysis
12/1/2009**

As part of the "Hiring reform '09" initiatives launched in June 2009 by the Directors of OPM and OMB, the Department of the Treasury bureaus have mapped their hiring process vis-à-vis the E2E map. In the decentralized Treasury environment, each bureau has its own human resources (HR) office and HR practices, so inevitably there are some differences. However, since many of the bureaus use the Bureau of the Public Debt's Administrative Resources Center as their shared-service provider, there is also some commonality of process - once the request reaches the HR office.

The baseline mapping for Treasury shows considerably more days than the 80-day model. Analysis of the data has identified a number of barriers to meeting the 80-day timeline; some have been identified as Treasury subjects for business process re-engineering. However, we note that some of the barriers to meeting the 80-day timeline are due to legitimate business needs that may not have been factored into the 80-day model. Additionally, it appears there may be a flaw in the E2E model in segmenting the global hiring process into a number of discrete segments or phases that are, realistically, intertwined.

Some of the barriers identified, in Treasury's analysis, with regard to meeting the timeframes of E2E are:

- The approval process for recruiting and filling the position – even before the request gets to the HR office. Depending on the organization, this may involve myriad approval levels to get the “go-ahead” to proceed.
- The 80-day model assumes that workforce planning has been done in advance, including writing and classifying the position description (PD), performing the job analysis with the appropriate subject-matter expert, and developing the assessment tool(s). This often is not the case. In particular, if a new position is being created, if a position has changed, or if a need to create or improve the assessment process is identified, this can add considerable time.
- It often takes managers far more than the designated 15 days to review applications, schedule and conduct interviews, conduct reference checks, make a selection, and annotate and return the certificate to the HR office. This is particularly true for organizations that bring in the leading candidates for second interviews. In some organizations, there is a practice of extending the “lifetime” of the certificate several times, to provide the manager more time.
- Involvement of the hiring manager in the process, which is critically important, depends on the manager's availability. Travel, leave, other pressing agency business, the manager not seeing this as a priority task -- all may cause delays.

- Managers sometimes begin a recruitment action, only to put it “on hold,” or have it put “on hold” by others, for a variety of reasons. When there is budget uncertainty or constraints (e.g., during funding by “continuing resolution”), managers often prefer to recruit and advertise, so that they will have an available group of candidates to consider as soon as they get the approval to hire; this lengthens the timeframes.
- For some positions, the time from when the security/suitability check is initiated to the time the selectee is cleared to enter-on-duty is extensive. As discussed in the Treasury Action Plan, the E2E 80-day map for hiring appears flawed here, as it allows 10 days to “initiate security check” in Step 12, but then ignores the other related requirements of the security component between Step 12 and Step 14 (EOD). Depending on the position's sensitivity designation, the selectee may not be able to enter-on-duty until an investigation is initiated, completed, reviewed, and a determination made. We note that Treasury is doing quite well in these security-related metrics in OPM's E2E Measures Chart. However, because the 80-day model ignores these steps in an over-simplified map, Treasury timelines from Step 12 to 14 exceed (on average) the 80-day goal, and this is an area we will investigate for possible improvement.
- Some positions are still announced, or evaluated, through a manual process, rather than through Treasury’s automated recruitment system.
- The use of administrative liaisons in some organizations can create extra step(s) and slow down the process, since the administrative staffer is not the subject-matter expert, nor the hiring manager.
- Although “what gets measured and tracked, gets changed,” Treasury's automated systems cannot currently provide data to calculate the timeframes of the E2E 80-day model -- and even when the data is available, manual calculation is required. (Treasury had earlier developed automated reporting capability for OPM’s former 45-day Hiring Model.)

Following are some barriers identified, which may be based on legitimate business needs:

- Recruiting for more than the 10 calendar days outlined in E2E. Treasury bureaus often post announcements for longer than the 10 calendar days for a variety of reasons; for example: past experience has shown it is a hard-to-fill job, the organization wants to do more extensive recruiting to ensure diversity, concern that less than two full weeks sends a signal that management already has a candidate in mind.
- The E2E model is based on 80 **calendar** days. Almost all of the model’s steps require that agency employees are actually taking action of some kind (e.g., developing the job announcement, interviewing applicants). We do not require employees to work weekends and holidays, and believe that such a calendar-day-based model must accommodate the Administration’s concurrent initiatives on health/wellness and employee satisfaction. Given the number of non-workdays that occur in an 80-calendar-day period, the metric should be modified to reflect a longer time period.

- In some Treasury bureaus, the staff (for example, investigators, bank and thrift examiners) travel extensively; when they are the hiring officials, this can extend the timeframes for interviewing candidates.
- Using some of the available hiring flexibilities can add more time: for example:
 - In Category Rating, the manager may have quite a few more applicants to consider than in the traditional “Rule of 3.” For example, the new OPM standing registers certify very large numbers of applicants for each position. This can add time to the managers’ review of the applications, interviews, etc.
 - With requests for “superior qualifications appointments” (higher initial starting salary), and/or requests for crediting prior service for higher annual leave category, time is needed for steps such as: (a) the hiring manager to determine if the special flexibility is really needed, and to get approval from his/her management chain to proceed; (b) getting the required documentation from the candidate; (c) review of the documentation vis-à-vis the regulations and the organization’s policy by the HR office.
- Provisions of collective bargaining unit agreements, e.g., “first consideration” for internal candidates, a longer time period for posting announcements than shown in the E2E.
- The E2E map assumes entrance-on-duty by the selectee within 14 days of accepting the job offer. More time is often needed; for example: (a) candidate wants to provide the losing organization the courtesy of more than 14-days notice; (b) the 14 days in the E2E map does not coincide with the beginning of a pay period, which is an optimal starting date for many reasons; (c) the candidate needs to relocate.
- In hiring new college graduates, the job offer (contingent on degree completion) is often made months before the student completes the degree and can start work.

Clearly, "one size does not fit all," with regard to hiring in the Federal government; agencies have a diversity of missions, positions, special authorities, and collective bargaining units. Treasury certainly supports the goal of improving the Federal hiring process, and is taking steps to improve timeliness of hiring in the Department. However, we hope that OPM will have further discussions with agencies about how to fine-tune the E2E model, as we move forward to improve the Federal government’s hiring process to address the applicants’ perspectives, managers’ engagement, and the agencies’ business needs.