



The President's Hiring Reform Initiative



Results to Date

SWAT Team Results

- Hiring process baseline established—130 days to hire
- More than 650 job announcements were streamlined
 - 84% of agencies met requirement of 5 pages or fewer
- #1 barrier to timely hiring: managers not conducting timely interviews and selections
 - On average it takes 37 days
 - End-to-End Hiring Roadmap - no more than 15 days
- Corrective action plans were submitted by all agencies
- 73% Departments/Agencies provide notification to applicants at the four points in the application process



Elements of Hiring Reform

President's Memo

Departments/Agencies will by November 1, 2010...

- Eliminate written essay-style questions (KSAs)
- Allow individuals to apply with resume and cover letters
- Use Category Rating
- Ensure manager responsibility and accountability for hiring
- Improve quality and speed of hiring
- Notify applicants about their status
- Conduct action planning

“Senior Official Leading the Effort”

President's Memo

OPM, will in 90 days...

- Propose plan for promoting diversity in the Federal workforce
- Make recommendations concerning FCIP and pathways for students and recent grads
- Evaluate Shared Registers
- Establish Governmentwide performance review and improvement process
- Provide guidance and/or proposed regulations
- Increase USAJOBS capacity
 - ✓ USAJOBS Recruit
 - ✓ USAJOBS Assess

Shared Registers

Occupational Name	Series/Grade
Accountant	GS 510-7
Budget Analyst	GS 560-11/12
Contract Rep	GS 962-5
Contract Spec	GS 1102 11/12 DOD
Contract Spec	GS 1102 11/12 non-DOD
Financial Mgt Spec	GS 0501-11/12
HR Assistant	GS 203-5
HR Spec (Class)	GS 201-11/12/13
HR Spec (Recruit & Place)	GS 201-11/12/13
Info Tech Spec	GS 2210-11/12
Mgt / Pgm Analyst	GS 343-7
Misc Clerk	GS 303 5
Security Spec	GS 0080-11/12
Secretary (OA)	GS 0318-5

USAJOBSRecruit.gov



USAJOBSRecruit.gov
Always Connecting. Always Recruiting.

Your one-stop resource for proactive and effective Federal recruitment in today's digital employment marketplace.

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> Help | > FAQs | > Log Out

Go To **USAJOBS**

Search USAJOBSRecruit.gov

[About](#) | [Planning](#) | [Employer Branding](#) | [Recruiting Strategies](#) | [Marketing and Outreach](#) | [Recruitment Effectiveness](#)

What's My Buzz?

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This sample type is to show how the type will look once

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Employment Statistics



Nov 08 Jan 09 Mar 09 May 09 Jul 09 Sep 09

Top Pages for HR Specialists | **Top Pages for Hiring Managers**

Feb 5, 2010
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Feb 1, 2010
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Jan 30, 2010
This sample type is to show how the type will look once in place at the true size

WELCOME

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc cursus feugiat aliquam. Nunc tristique vestibulum portitor. Pellentesque lacinia consequat nibh in ultrices. Mauris sagittis pharetra tellus, non faucibus diam convallis ac. Aenean malesuada molestie condimentum. Praesent in nibh at sem semper convallis eu eget sem. Nullam dapibus ullamcorper eros quis fermentum.

New to this site?

Forums

MEET WITH COLLEAGUES TO GAIN AND SHARE RECRUITING KNOWLEDGE

Choose Topic:

Recent Comments:

How do I prepare for a Job Fair?
Comment from Jane Smith, Jun 12, 2010, 3:14pm:
I have found in the past that it takes 6 – 8 weeks to prepare for a job fair...
[Read More Comments](#)

College Campus Information Sessions
Comment from Suzie Moore, Jun 12, 2010, 2:43pm:
Getting to know individual professors in the Engineering schools has really helped to develop relationships...
[Read More Comments](#)

What's New

Feb 5, 2010
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Feb 1, 2010
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Blog Posts | **Events**

Forums & Blogs

Share lessons learned and best practices, ask questions and see what your peers are talking about.

Welcome to USAJOBSRECRUIT.gov

USAJOBSRecruit is a tool for Federal employees involved in the recruiting process. It is an online community for exchanging, collaborating, knowledge sharing and more. The information and tools on this website are available for anyone interested in helping to improve their agency's recruiting efforts, but most of the tools have been developed to help Recruiters and Hiring Managers. You need to have a job or an email address to log in and use the full functionality.

Are you a job seeker looking for employment opportunities with the Federal Government?

Already Registered? Log In Here.

Not a Member Yet?

USAJOBSRecruit.gov
Always Connecting. Always Recruiting.

Home | About | **Planning** | [Employer Branding](#) | [Recruiting Strategies](#) | [Marketing and Outreach](#) | [Recruitment Effectiveness](#)

Planning

What is Recruitment?
Workforce Planning to Recruit
Policy
The Legal Environment

Related Content

- Learn how to create a recruitment plan that meets your agency's needs.
- Learn how to create a recruitment plan that meets your agency's needs.
- Learn how to create a recruitment plan that meets your agency's needs.
- Learn how to create a recruitment plan that meets your agency's needs.
- Learn how to create a recruitment plan that meets your agency's needs.
- Learn how to create a recruitment plan that meets your agency's needs.

Learning Modules

- Collaborating to Create Success
- How to Use Social Media
- Creating a Strategic Marketing Plan

Tools

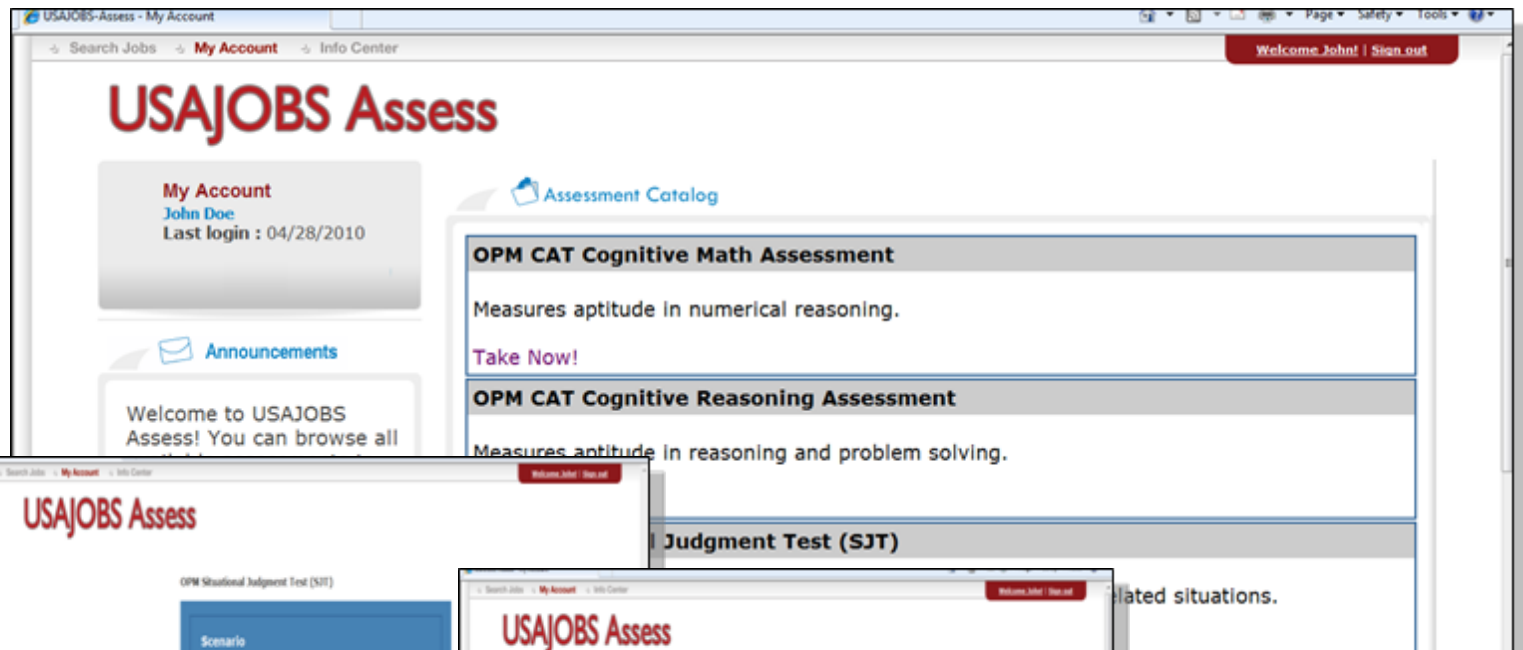
- What is Your Recruiting Plan?
- Recruiting Checklist
- Recruiting Checklist
- Recruiting Checklist

Additional Resources

- OPM Job-to-Job (J2J) Hiring Initiative
- Merit System Principles
- EEO Hiring Initiative
- EEO Hiring Initiative

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USAJOBS Assess



USAJOBS Assess - My Account

Search Jobs My Account Info Center

Welcome John! | Sign out

USAJOBS Assess

My Account
 John Doe
 Last login : 04/28/2010

Announcements

Welcome to USAJOBS Assess! You can browse all

Assessment Catalog

- OPM CAT Cognitive Math Assessment**
 Measures aptitude in numerical reasoning.
[Take Now!](#)
- OPM CAT Cognitive Reasoning Assessment**
 Measures aptitude in reasoning and problem solving.
- Judgment Test (SJT)**
 Related situations.



USAJOBS Assess

OPM Situational Judgment Test (SJT)

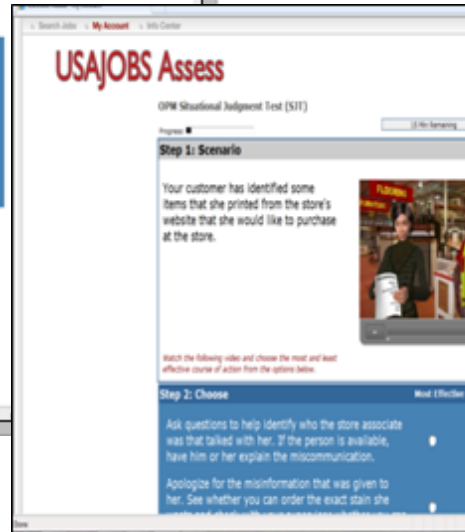
Scenario

Your customer has identified some items that she printed from the store's website that she would like to purchase at the store.

Next >

OPM Situational Judgment Test (SJT), Question 1 of 3

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USAJOBS Assess

OPM Situational Judgment Test (SJT)

Progress

Step 1: Scenario

Your customer has identified some items that she printed from the store's website that she would like to purchase at the store.

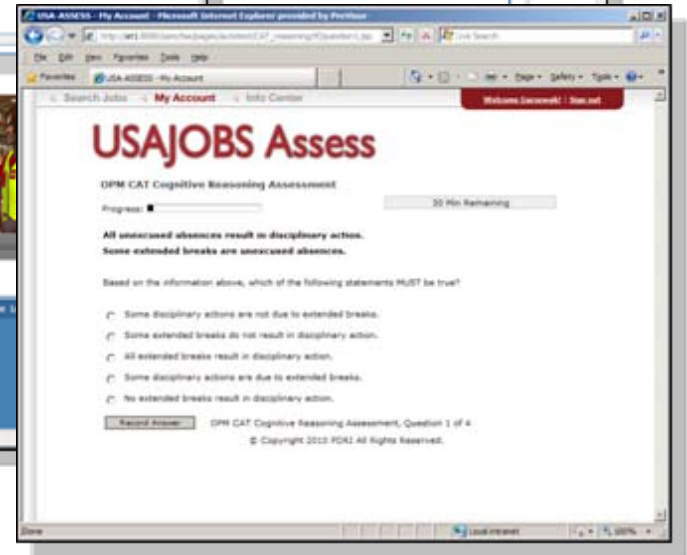
Read the following video and choose the most and best effective course of action from the options below.

Step 2: Choose

Ask questions to help identify who the store associate was that talked with her. If the person is available, have him or her explain the miscommunication.

Apologize for the misinformation that was given to her. See whether you can order the exact stain she

Next >



USAJOBS Assess - My Account

Search Jobs My Account Info Center

Welcome John! | Sign out

USAJOBS Assess

OPM CAT Cognitive Reasoning Assessment

Progress: 00 Min Remaining

All unexcused absences result in disciplinary action. Some extended breaks are unexcused absences.

Based on the information above, which of the following statements **MUST** be true?

- Some disciplinary actions are not due to extended breaks.
- Some extended breaks do not result in disciplinary action.
- All extended breaks result in disciplinary action.
- Some disciplinary actions are due to extended breaks.
- No extended breaks result in disciplinary action.

Next >

OPM CAT Cognitive Reasoning Assessment, Question 1 of 4

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USAJOBS 3.0



The screenshot shows the USAJOBS 3.0 website interface within a Microsoft Internet Explorer browser window. The browser's address bar displays <http://www.usajobs.gov/>. The website features a navigation menu with links for [Search Jobs](#), [My Account](#), and [Info Center](#), along with a prominent [SIGN IN OR CREATE AN ACCOUNT](#) button. The main content area is dominated by the USAJOBS logo, which includes the tagline "WORKING FOR AMERICA". Below the logo, there are two search input fields: "What: (keywords)" and "Where: (city, state or zip code)", followed by a blue "Search Jobs" button. Additional links include [Browse Jobs >](#) and [Advanced/International Search >](#). A horizontal bar lists categories: [First Time Visitors](#), [Why Work for America?](#), and [Special Hiring Events](#). Below this, a grey bar highlights specific groups: [Individuals with Disabilities](#), [Veterans](#), [Students](#), and [Senior Executives](#). At the bottom, there are links for [Site Map](#), [Contact Us](#), [Help/FAQs](#), [Employers](#), and [Privacy Act and Public Burden Information](#). A footer message states: "This is a United States Office of Personnel Management website. USAJOBS is the Federal Government's official one-stop source for Federal jobs and employment information." The browser's status bar at the bottom shows an "Error on page." message and the system tray with the time 4:50 PM.



OPM's Assistance and Roll-out Strategy

Hiring Reform Web Page



OPM.gov Home | Subject Index | Important Links | Contact Us | Help

U.S. OFFICE OF PERSONNEL MANAGEMENT
Recruiting, Retaining and Honoring a World-Class Workforce to Serve the American People

Advanced Search


Hiring Reform

[Main](#) | [About Us](#) | [Media](#) | [News](#) | [HR to HR](#) | [Hiring Reform Requirements](#) | [Mobile Assistance Teams](#)



OPM and OMB
Unveil a New Federal Hiring Process

Welcome to the Hiring Reform website, your source for Federal hiring reform information, news, and resources. It is intended for Federal HR professionals and hiring managers. If you are a job seeker, you can find more information in the [USAJOBS website](#).

President's Requirements

- Elimination of Written Essays (KSAs)
- Resume & Cover Letter
- Category Rating
- Manager Accountability and Involvement
- Quality and Speed of Hiring

News

11 May **President Obama's Memo:** Improving the Federal Recruitment and Hiring Process. [Full Story](#)

10 May **OPM Memo:** OPM and OMB to Unveil a New Federal Hiring Process. [Full Story](#)

HR to HR



“The Department of Veterans Affairs along with other Federal agencies worked jointly with OPM to reform the Federal recruitment and hiring systems. [more](#)”

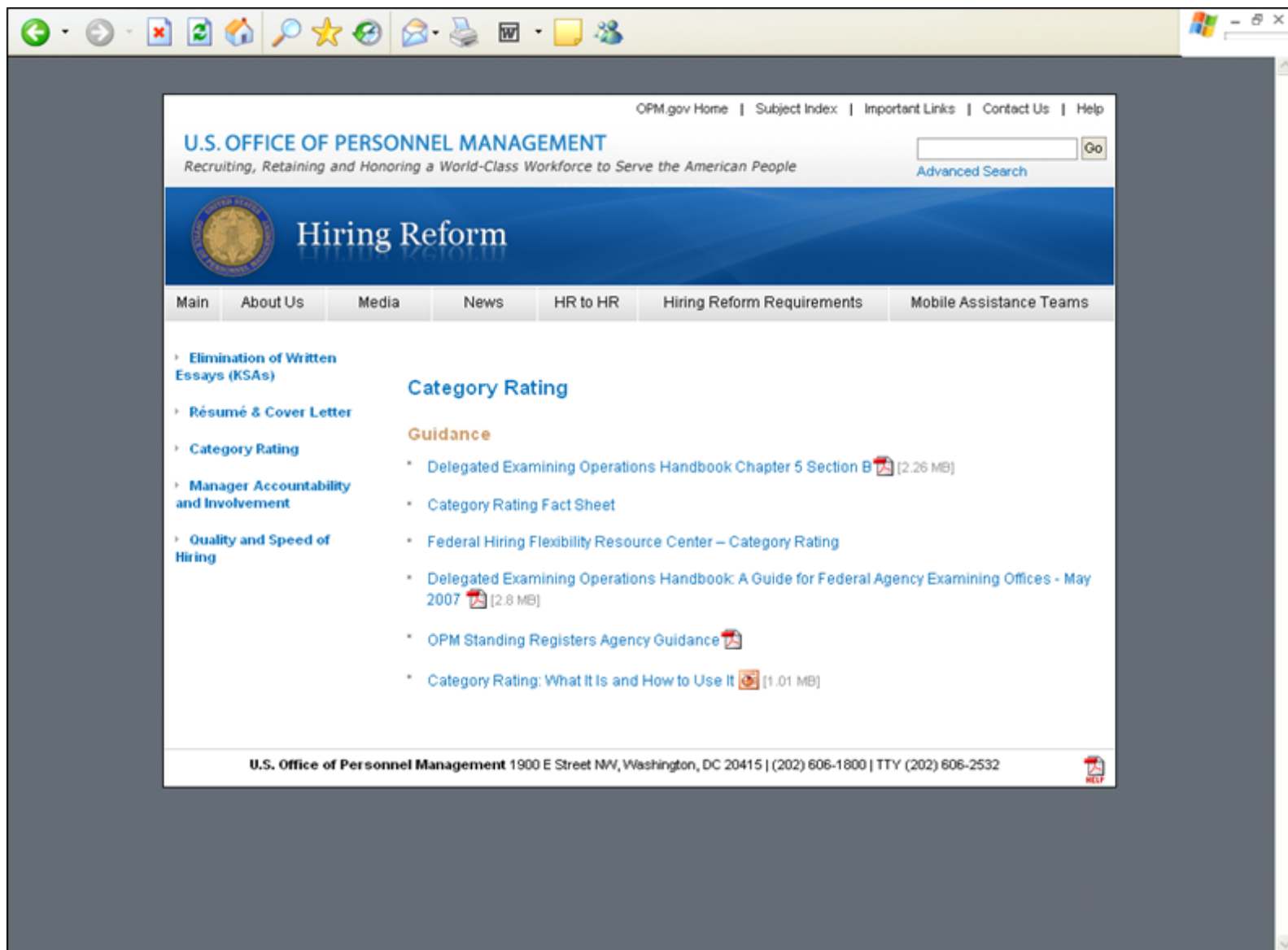
Stay Connected

 **May 11 9:25 AM**
 Hiring Reform is live on Facebook! [Follow us](#)

 **Join the Hiring Reform Fan page** on Facebook


Error on page. Internet

Category Rating



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- ▶ [Elimination of Written Essays \(KSAs\)](#)
- ▶ [Résumé & Cover Letter](#)
- ▶ [Category Rating](#)
- ▶ [Manager Accountability and Involvement](#)
- ▶ [Quality and Speed of Hiring](#)

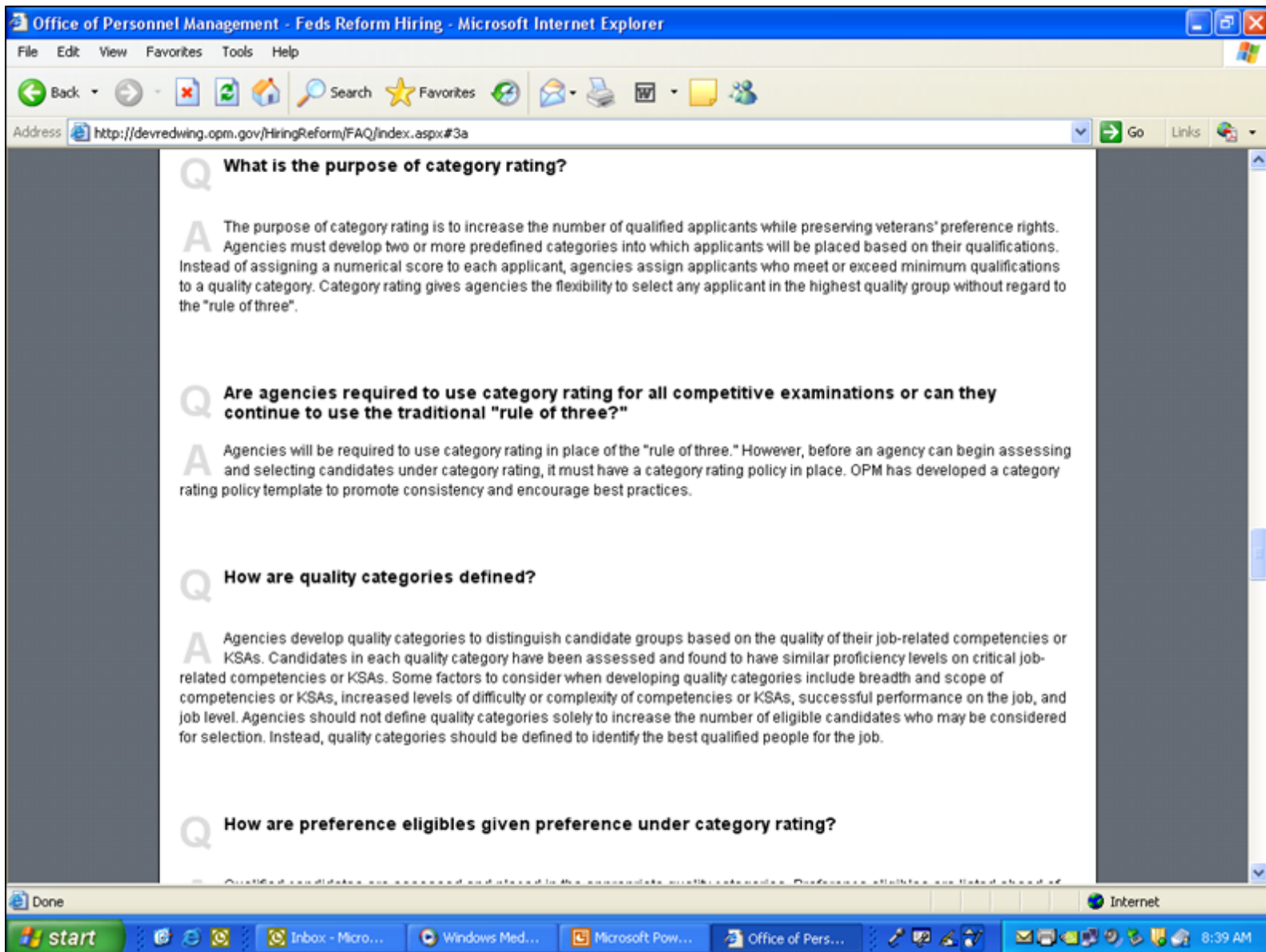
Category Rating

Guidance

- [Delegated Examining Operations Handbook Chapter 5 Section B](#)  [2.26 MB]
- [Category Rating Fact Sheet](#)
- [Federal Hiring Flexibility Resource Center – Category Rating](#)
- [Delegated Examining Operations Handbook: A Guide for Federal Agency Examining Offices - May 2007](#)  [2.8 MB]
- [OPM Standing Registers Agency Guidance](#) 
- [Category Rating: What It Is and How to Use It](#)  [1.01 MB]

U.S. Office of Personnel Management 1900 E Street NW, Washington, DC 20415 | (202) 606-1800 | TTY (202) 606-2532

Category Rating



Office of Personnel Management - Feds Reform Hiring - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Refresh Mail Print Word Pad Help

Address <http://devredwing.opm.gov/hiringReform/FAQ/index.aspx#3a> Go Links

Q What is the purpose of category rating?

A The purpose of category rating is to increase the number of qualified applicants while preserving veterans' preference rights. Agencies must develop two or more predefined categories into which applicants will be placed based on their qualifications. Instead of assigning a numerical score to each applicant, agencies assign applicants who meet or exceed minimum qualifications to a quality category. Category rating gives agencies the flexibility to select any applicant in the highest quality group without regard to the "rule of three".

Q Are agencies required to use category rating for all competitive examinations or can they continue to use the traditional "rule of three"?

A Agencies will be required to use category rating in place of the "rule of three." However, before an agency can begin assessing and selecting candidates under category rating, it must have a category rating policy in place. OPM has developed a category rating policy template to promote consistency and encourage best practices.

Q How are quality categories defined?

A Agencies develop quality categories to distinguish candidate groups based on the quality of their job-related competencies or KSAs. Candidates in each quality category have been assessed and found to have similar proficiency levels on critical job-related competencies or KSAs. Some factors to consider when developing quality categories include breadth and scope of competencies or KSAs, increased levels of difficulty or complexity of competencies or KSAs, successful performance on the job, and job level. Agencies should not define quality categories solely to increase the number of eligible candidates who may be considered for selection. Instead, quality categories should be defined to identify the best qualified people for the job.

Q How are preference eligibles given preference under category rating?

A Qualified candidates are assessed and placed in the appropriate quality categories. Preference eligibles are listed ahead of

Done Internet

start | Inboxes - Micro... | Windows Med... | Microsoft Pow... | Office of Pers... | 8:39 AM

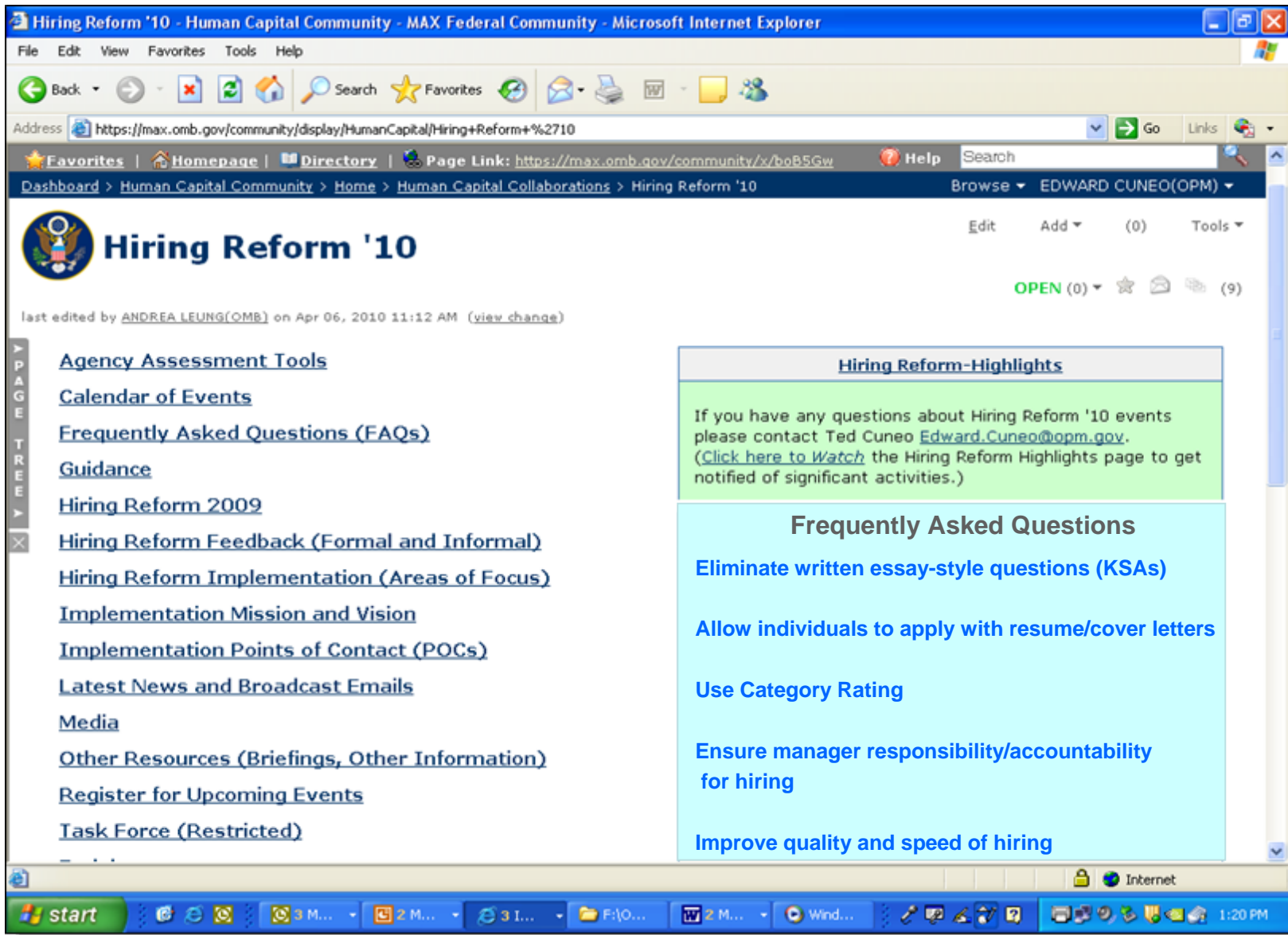
Assessments

The screenshot shows a Microsoft Internet Explorer browser window. The address bar displays the URL: <http://apps.opm.gov/ADT/Content.aspx?page=TOC>. The page title is "Assessment Decision Guide - Microsoft Internet Explorer". The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The toolbar contains icons for Back, Forward, Stop, Refresh, Home, Search, Favorites, and other utility icons. The main content area of the browser shows the "Personnel Assessment and Selection Resource Center" header with the tagline "Recruiting, Retaining and Honoring a World-Class Workforce to Serve the American People". Below the header is a navigation menu with the following items: Main, Assessment Decision Guide (highlighted), Assessment Decision Tool, Related Documents, Assessment Resources, User Feedback, and Technical Support. The main content area is titled "Assessment Decision Guide: Table of Contents" and lists the following sections:

- Introduction
- Section I: Introduction to Assessment
 - What is personnel assessment?
 - What are personnel assessment tools?
 - Why is effective personnel assessment important?
 - What is a competency and what is competency-based assessment?
 - How do I determine which competencies are needed for the position?
- Section II: Evaluating and Implementing Assessment Tools
 - Reliability
 - Validity
 - Technology
 - Legal Context of Assessment
 - Face Validity/Applicant Reactions
 - Designing a Selection Process
 - Ensuring an Effective Assessment Process
- Section III: Overview of Assessment Methods
 - Accomplishment Records
 - Assessment Centers
 - Biographical Data (Biodata) Tests
 - Cognitive Ability Tests
 - Emotional Intelligence Tests

The Windows taskbar at the bottom shows the Start button, several open applications (Microsoft Office Word, Windows Media Center, Assessment D..., Microsoft PowerPoint), and the system tray with the date and time: 5:07 PM on 5/12/2010.

MAX Hiring Reform '10



Hiring Reform '10 - Human Capital Community - MAX Federal Community - Microsoft Internet Explorer
 File Edit View Favorites Tools Help
 Address <https://max.omb.gov/community/display/HumanCapital/Hiring+Reform+%2710>
 Favorites | Homepage | Directory | Page Link: <https://max.omb.gov/community/x/boB5Gw> Help Search
 Dashboard > Human Capital Community > Home > Human Capital Collaborations > Hiring Reform '10
 Browse EDWARD CUNEO(OPM) Edit Add (0) Tools
Hiring Reform '10 OPEN (0) (9)
 last edited by [ANDREA LEUNG\(OMB\)](#) on Apr 06, 2010 11:12 AM (view change)

Agency Assessment Tools
Calendar of Events
Frequently Asked Questions (FAQs)
Guidance
Hiring Reform 2009
Hiring Reform Feedback (Formal and Informal)
Hiring Reform Implementation (Areas of Focus)
Implementation Mission and Vision
Implementation Points of Contact (POCs)
Latest News and Broadcast Emails
Media
Other Resources (Briefings, Other Information)
Register for Upcoming Events
Task Force (Restricted)

Hiring Reform-Highlights
 If you have any questions about Hiring Reform '10 events please contact Ted Cuneo Edward.Cuneo@opm.gov. (Click here to Watch the Hiring Reform Highlights page to get notified of significant activities.)

Frequently Asked Questions
 Eliminate written essay-style questions (KSAs)
 Allow individuals to apply with resume/cover letters
 Use Category Rating
 Ensure manager responsibility/accountability for hiring
 Improve quality and speed of hiring

start | 3 M... | 2 M... | 3 I... | F:\O... | 2 M... | Wind... | 1:20 PM



Twitter



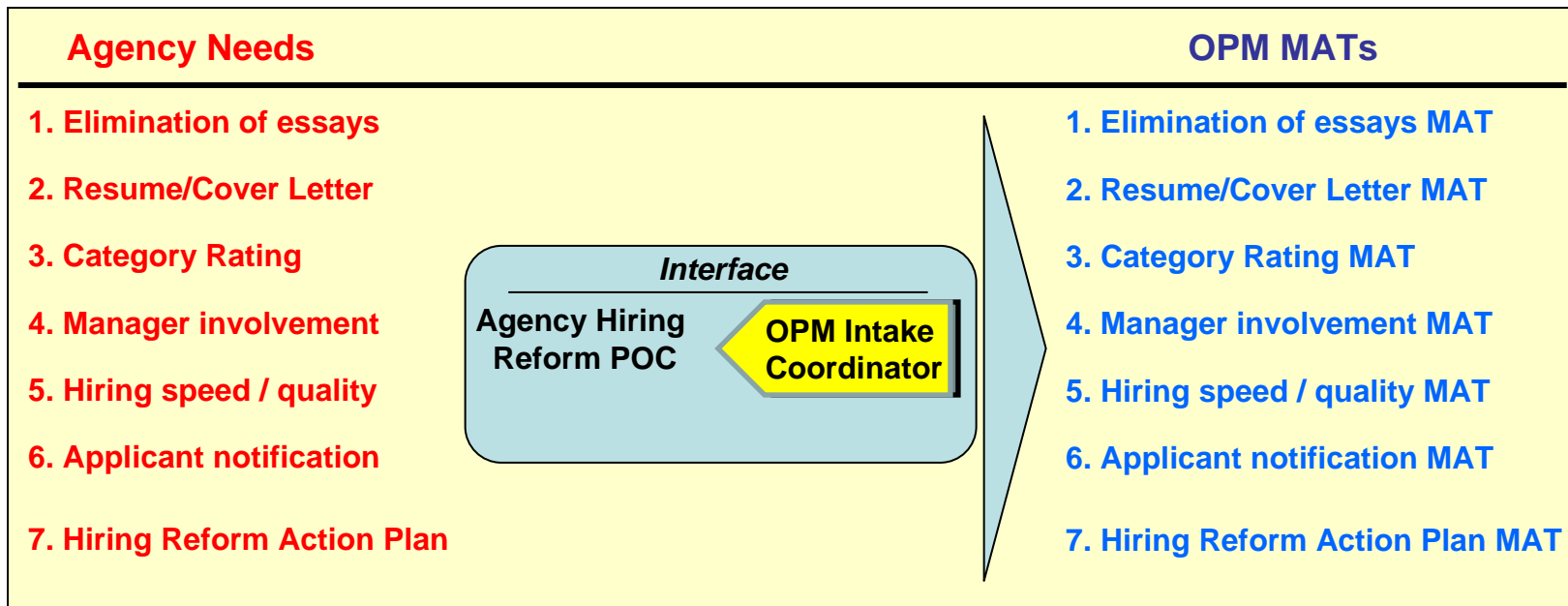
Bite-size Awareness Training



The screenshot shows a Microsoft Internet Explorer browser window displaying a training page. The browser's address bar shows the URL http://www.powertrain.com/opm_applicant/hpd.htm. The page features the United States Office of Personnel Management logo and the text "Training for... Applicants". Below this, there is a line drawing of a bus stop with a sign that says "BUS STOP". A bus is shown on the left, and several people are depicted at the stop: a man in a suit talking to a woman, a woman sitting on a bench, and another woman standing. At the bottom of the page, there are navigation controls (play, stop, back, forward, refresh) and a text box that reads: "HM: The buses that come through here do go to Bank Street." The Windows taskbar at the bottom shows the start button, several open applications, and the system clock displaying 9:10 AM.

Mobile Assistance Teams (MATs)

1. Agencies determine scope and level of support needed
2. Intake coordinator will contact Agency Hiring Reform POC
3. Intake coordinator and agency POC reconcile assistance requirements
4. Intake coordinator engages appropriate MAT leads to coordinate assistance
5. MATs deliver assistance
6. Feedback/Follow-up – Agency POC + OPM Intake Coordinator + MAT Lead



MATS

OPM Intake Coordinators:

- Michelle Jackson (Dept/Agencies), Michelle.Jackson@opm.gov
- Joanne Plasky (Dept/Agencies), Joanne.Plasky@opm.gov
- Anita Spinner (Small Agencies), Anita.Spinner@opm.gov
- Patty Guzman-Evans (Small Agencies), Ana.Guzman-Evans@OPM.gov

Mobile Assistance Team Leads

1. KSA MAT	Andrea Bright
2. Resume/Cover Letter MAT	Andrea Bright
3. Category Rating MAT	Mike Mahoney
4. Manager involvement MAT	Carmen Andujar / Jason Barke
5. Hiring speed / quality MAT	Shelley Thomas
6. Applicant notification MAT	Dale Anglin/Alesia Booth
7. Hiring Reform Action Plan MAT	Shelley Thomas



Improvement and Tracking Progress

Planning for Improvement

- Utilize process improvement methods
 - Identify problems/barriers
 - Analyze causes
- Develop/update action plans that outline strategies and drive improvement
 - Establish metrics and timeline
- Ensure progress and results are measured
 - Performance
 - Accountability

Tracking/Reporting

- OPM and OMB will review agency action plans, provide targeted assistance, manage data from agency/existing sources, and track progress
- Key Indicators of Success (HR Dashboard)
 - Increased Applicant Satisfaction
 - Increased Manager Satisfaction with Quality of Candidates/Hires
 - Improvements in Time to Hire
- Report results in annual Human Capital Management Report – an agency report that outlines the results of key agency and Administration HRM initiatives



Oversight

Oversight

- Hiring reform oversight integrated into existing OPM oversight and compliance activities
 - Delegated Examining Unit evaluations
 - OPM-led HR evaluations
 - Agency-led HR evaluations
- Aim to minimize burden on agencies and help OPM gather information effectively and efficiently

Oversight

Key Oversight Questions

- Are agencies complying with merit system principles and related civil service requirements and meeting hiring reform goals?
- Is the hiring process easier to understand and use?
- Is hiring reform helping agencies identify and hire the talent they need?
- Are applicants and managers satisfied with hiring reforms?



Way Ahead




Key Deliverables - Agency

- May 21 Identify senior official accountable for leading implementation
- May 21 Identify Agency Hiring Reform POC
- Jun 4 Submit Agency Assistance Request
- Aug 1 Submit revised Agency Hiring Reform Action Plan
- Sep 1-30 Agencies meet with OPM/OMB – review Action Plan to collaborate on ability to meet hiring reform objectives
- Oct 1 Complete Agency Implementation Checklist - post to MAX community site at <https://max.omb.gov/community/x/boB5Gw>,
- Nov 1 Implement requirements per President Obama's Memo
- Dec 1-30 Each CHCO agency will meet with OPM/OMB twice yearly – participate in a collaborative in-progress review assessing the status/progress of hiring reform as related to the President's Hiring Reform Memo



Key Deliverables - OPM

- 
- May 12 MATs available to provide Agency-specific assistance
 - May 12–26 OPM Senior Leader Team on-site awareness support
 - May 15 Define measures to monitor success
 - May 24 Comprehensive list of FAQs
 - May 31 CPI and Action Planning Training Courses available
 - Jun 7 “Bite-size” hiring reform awareness training modules
 - Jun 14 Agency Implementation Checklist
 - Oct 1 HR Dashboard (v2) released to agencies



Q & A