



---

# **Accelerated Hiring Process**

## **(AHP)**

Presented by:  
Client Services Center  
June 2010



# Agenda

---

History/ Background

Hiring Process Improvements Initiatives

Baseline Hiring Components

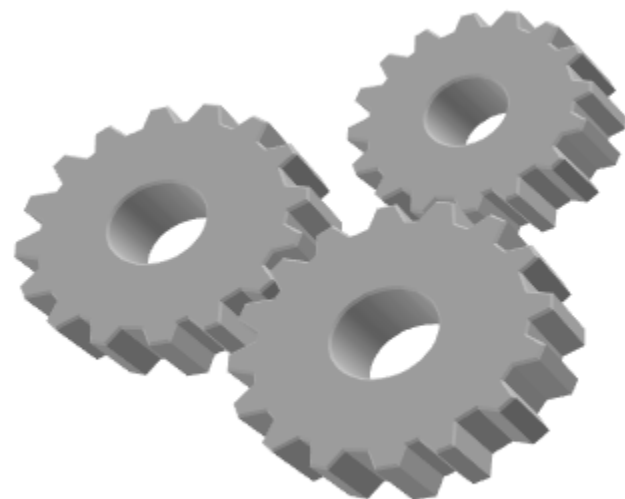
Success Factors

**Overview: Hiring Process Flow**

Roles and Responsibilities

Way Ahead

Q and As





# History/Background



# Old Hiring Process

**In FY08 inefficient and fragmented processes resulted in 160 work day hiring average**





# Project Background

**Purpose:** Streamline the hiring process from 160 work days on average (FY08 data) to targeted 60 work days

- November 08-February 09: Applied Lean Six Sigma methodology, developed a more efficient process
- March 09-July 09: Piloted the new process with several CDC organizations
- August 09: Surveyed all participants and evaluated results  
**(Note: Survey sent to 104 participants)**
- October 09: Implemented CDC-wide



# Hiring Reform Memo Issued

---

May 12, 2010: President Obama orders federal agencies to improve the hiring process

Key Components:

- Federal managers to be “more fully involved”, and be held accountable ✓
- Improve the quality and speed of agency hiring ✓
- Measure the quality and speed of the hiring process ✓
- Notifying applicants of their status throughout the process ✓
- Establish a Gov-wide review and improvement process for hiring reform ✓
- Allow applicants to submit resumes and cover letters (November ‘10) ✓



# Hiring Process Improvement Initiatives

---

- Mandatory Pre-Recruitment Consultation and Complete Packages
- Enforcement of Usage of Standard PDs
- 30 Day Certificate Memo (*Tab 1*)
- 2 Day Announcement Review
- Revised SME Policy



# Client Services “Back to Basics” Atlanta Model

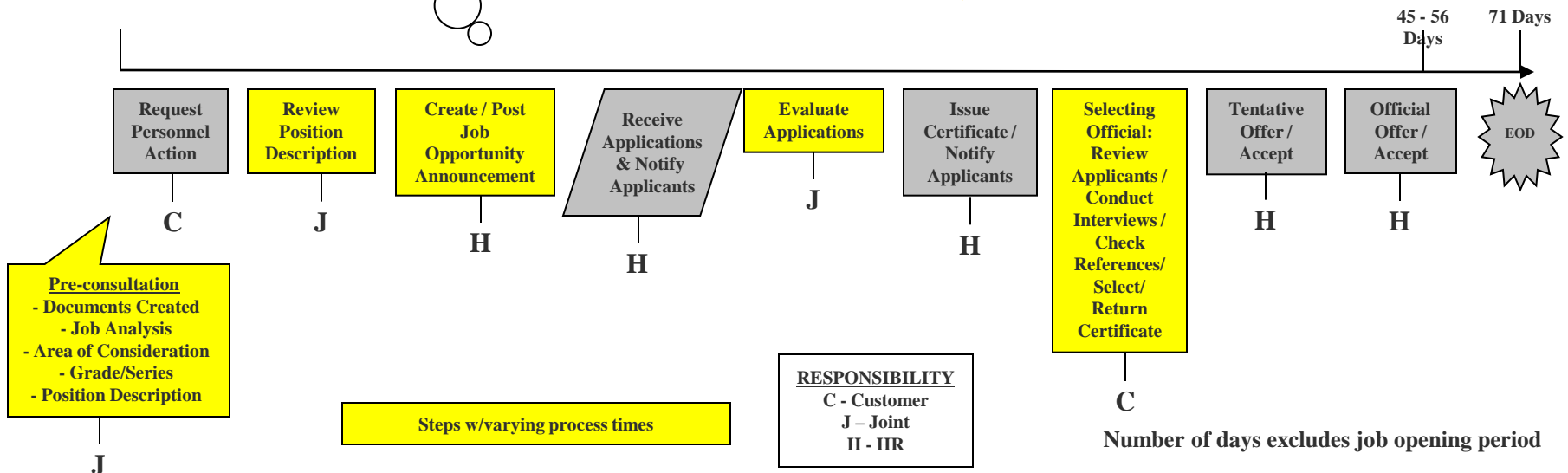
Based on OPM  
End-to-End Hiring Initiative



FY08 Hiring Average = 160 days

FY09 Hiring Average = 66 days

FY10 YTD Hiring Average = 36 days







# Enterprise Hiring Model

## (New: Scheduled / Planned Hiring Strategy)

### • Before Vacancies Occur

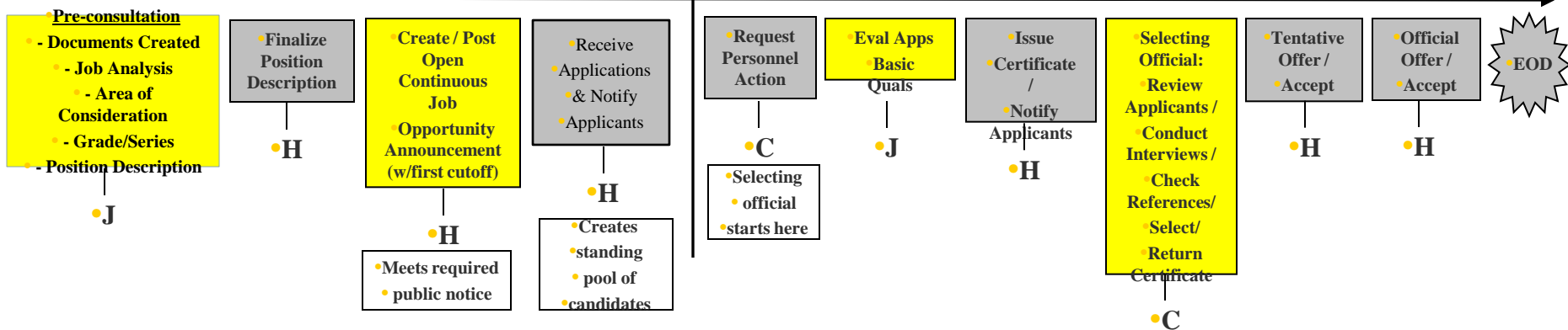
### • As Vacancies Occur

← Initial Setup →

• (once per occupation)

← Requests For Candidates →

• (approx. 10-25 workdays)



• Steps w/varying process times

**• RESPONSIBILITY**

- C - Customer
- J - Joint
- H - HR



# AHP 57-73 Day Hiring Targets

*The accelerated hiring targets are possible through:*

- » *Program and HR Center joint responsibility for a consistent process*
- » *Pre-recruitment consultations (approx. 14 days)*
- » *Accurate tracking and reporting mechanisms*

# of days based on HR Center KPIs

	Std PD / Single Gr/ Loc/Series/AOC	Std PD / Multiple Gr/ Loc/Series/AOC	Non-Std PD / Single Gr/ Loc/Series/AOC	Non-Std PD / Multi Gr/ Loc/Series/AOC
<b>Classification</b>	4	4	15	15
<b>Develop and Post Announcement</b>	10	10	10	10
<i>(announcement posting time not counted)</i>				
<b>Rank and Issue Certificate</b>	10	15	10	15
<b>Program Interview/Selection*</b>	30	30	30	30
<b>Initial Job Offer</b>	3	3	3	3
<b>Total Days</b>	<b>57</b>	<b>62</b>	<b>68</b>	<b>73</b>
<i>*Selection Time %</i>	53%	48%	44%	41%

\*Variable time

\* Program has the option of not interviewing; may reduce to 10 days



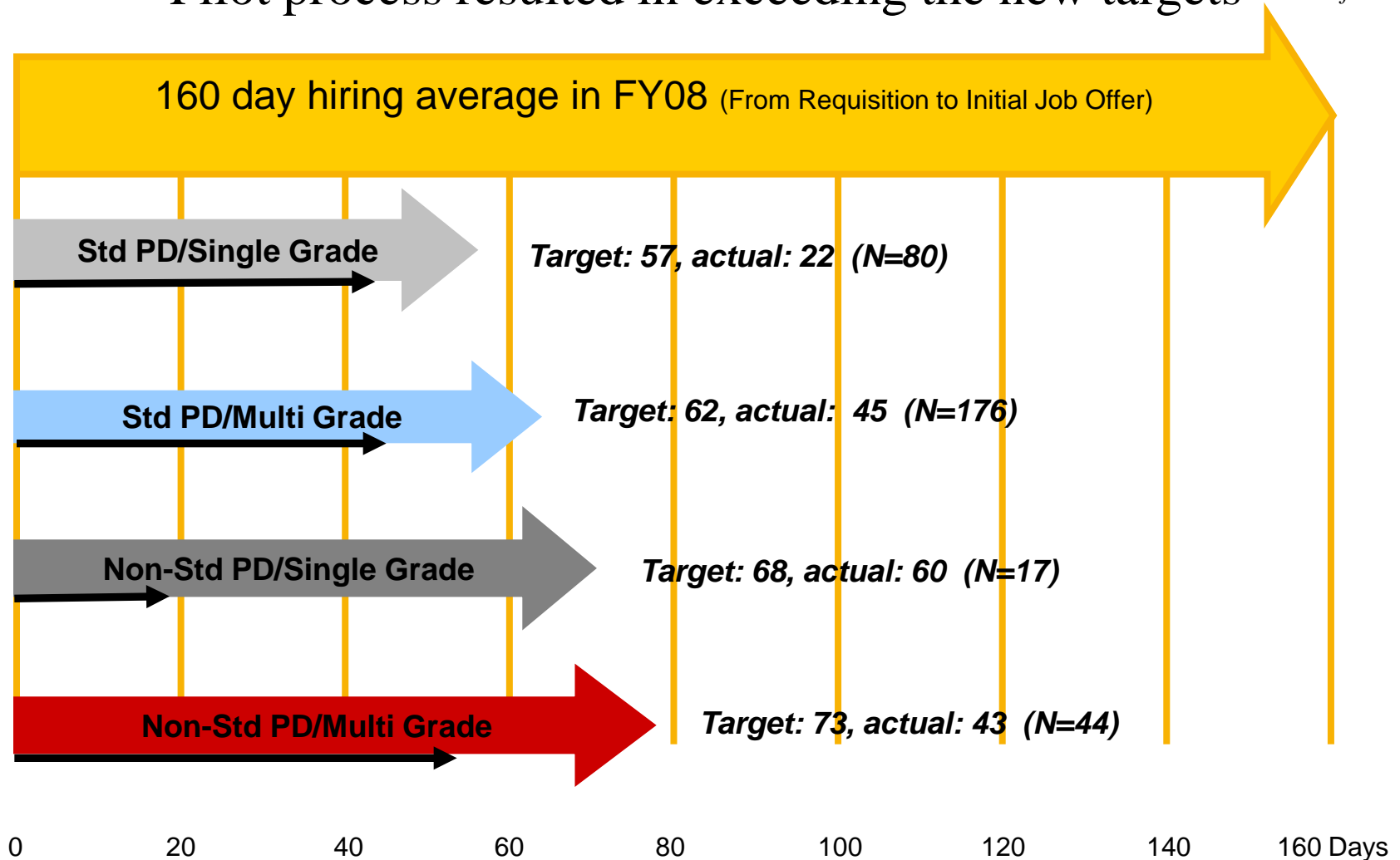
# FY09/10 KPI PROGRESS

KPI	Goal	Target	FY09				FY10	
			1Q	2Q	3Q	4Q	1Q	
1	OPM SES Hiring	45 Days	80%	NA	NA	NA	NA	NA
2	OPM Non-SES Hiring	45 Days	80%	79%	82%	84%	86%	92%
3	OPM Notification	45 Days	80%	66%	78%	86%	87%	83%
4	Classification-Routine	4 Days	90%	92%	99%	94%	95%	98%
5	Classification-Non-Routine	15 Days	90%	94%	94%	94%	99%	100%
6	Vacancy Announcements	10 Days	90%	8%	53%	91%	96%	95%
7	Certificate - Single	10 Days	90%	37%	79%	98%	99%	100%
8	Certificate - Multiple	15 Days	90%	40%	83%	100%	100%	98%
9	Job Offer - Initial	3 Days	90%	83%	93%	93%	99%	95%
13	Benefits - Retirement Processing Peak	15 Days	90%	100%	100%	92%	66%	100%
15	Processing - Actions Processed	Eff Date	90%	88%	87%	99%	95%	99%
16a	Processing - Corrections Required	No Error	<2%	1%	2%	1%	1%	1%
16a2	Customer Satisfaction	75 Days	90%	80%	NA	100%	NA	NA
	% Time Job Req to Initial Officer	75 Days	90%	39%	63%	81%	95%	100%
	% Time Fob Req to EOD	90 Days	90%	50%	74%	91%	99%	98%
	Speed to Offer # Days			110	82	59	55	33



# New Hiring Process

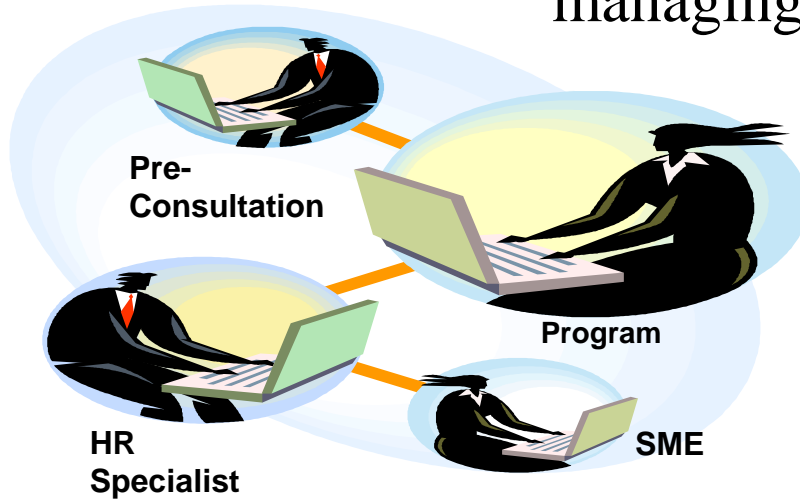
Pilot process resulted in exceeding the new targets *As of 3/15/10*





# Success Factors

Results better than targets due to joint accountability and managing expectations through:



## ✓ Collaboration

Pre-consultation to ensure a complete hiring package and eliminate rework (*Note: Avg timeframe for pre-consult was 5-10 days*)



## ✓ Hiring Timeline Agreement

Establish due dates for all steps in the process (*Note: Avg timeframe for Program Selection is 18-24 days*)



# Benefits

---

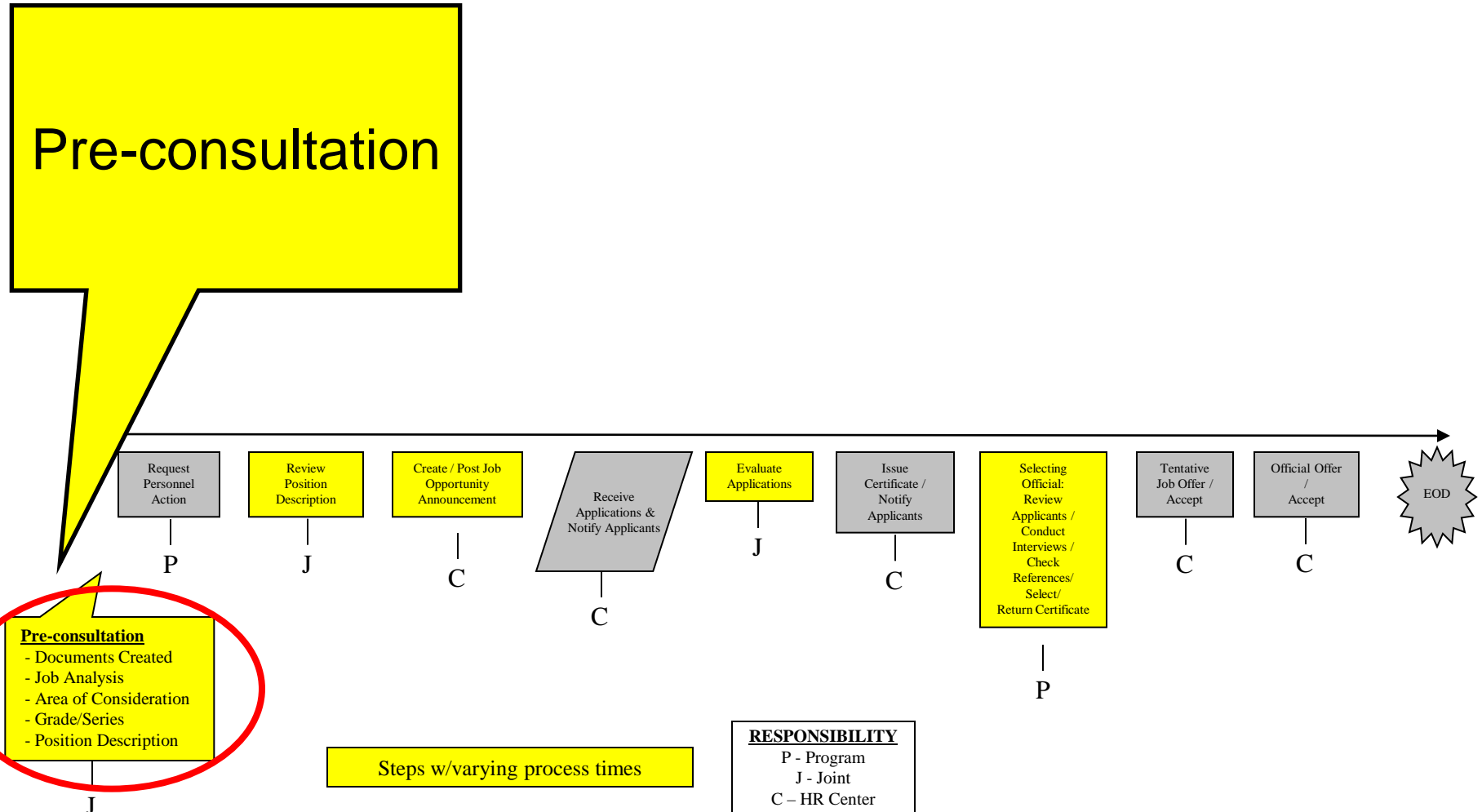
- Well-defined, transparent process through strategic partnership
- Increased productivity in accomplishing program mission
- Reduction in rework
- Reduction in hiring time
- Enhanced quality of candidates- SME usage, better Quickhire questions



# Hiring Process Flow



# AHP Baseline Hiring Process







# Pre-recruitment Consultation Phase

---

- Joint meetings with the Program and HR are mandatory
- Provide up front advice regarding recruitment efforts before the personnel action is submitted to HR
- Eliminates re-work/cancellation and late actions



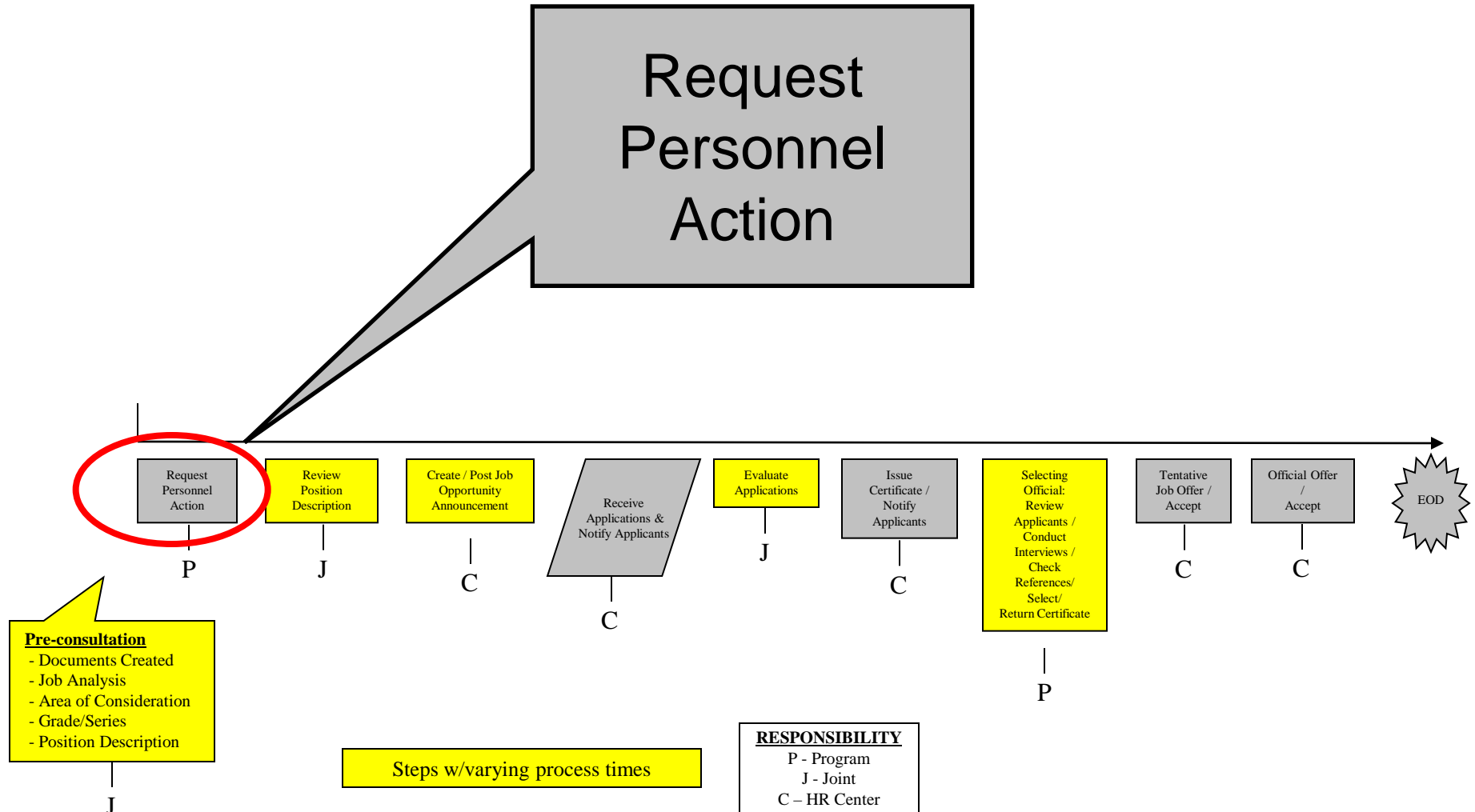
# What is required during the Pre-recruitment Consultation?

---

- Program identifies a need and submits the pre-recruitment consultation checklist to HR (*Tab 2*)
- HR acknowledges receipt and Staffer contacts Program (*Tab 3*)
- Program/HR refers to decision table and schedules pre-recruitment consultation, as applicable (*Tab 4*)
- Discussion held with Program concerning the position to be recruited/filled and required documentation



# AHP Baseline Hiring Process





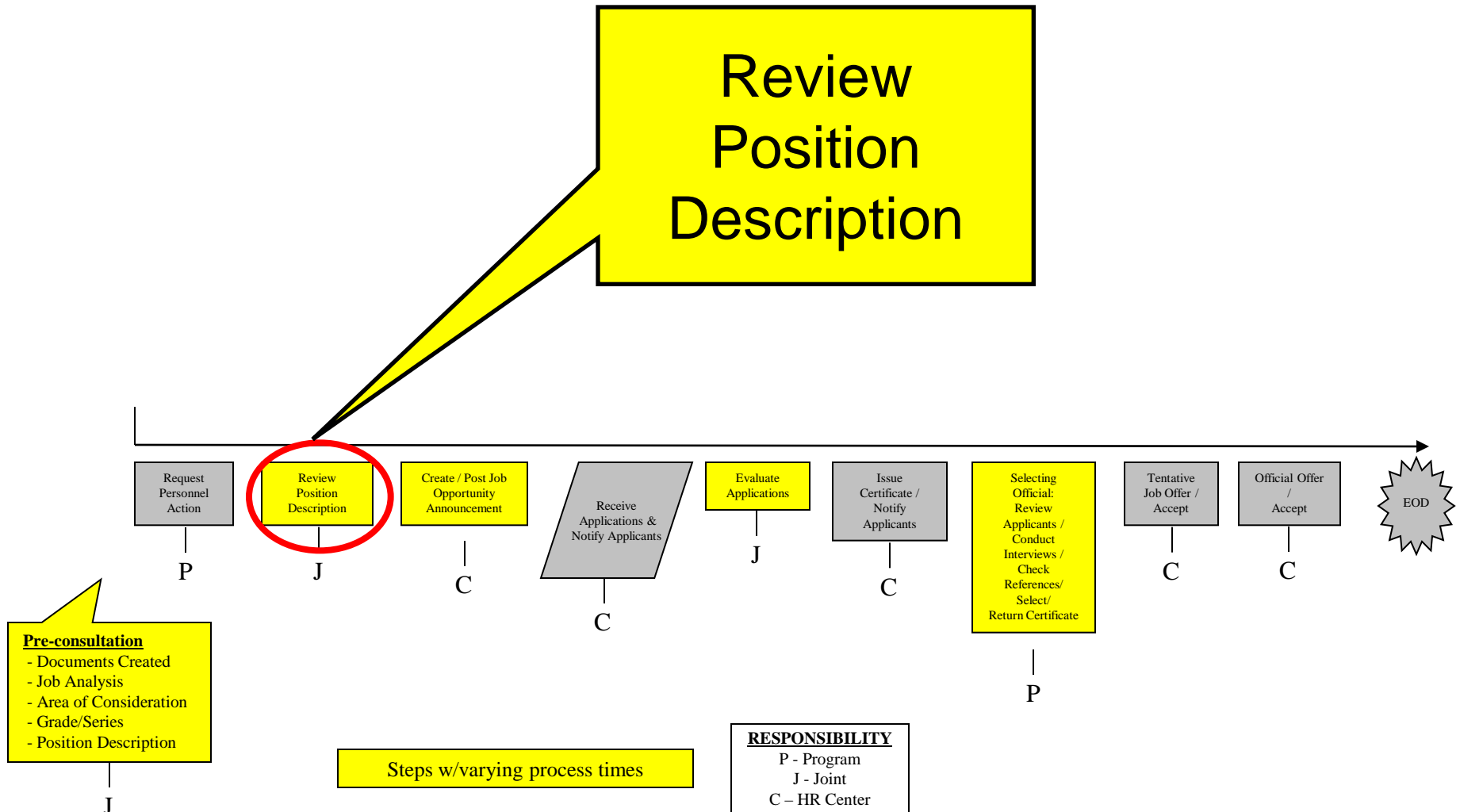
# Request for Personnel Action

---

- HR Staffer authorizes Program to release requisition (*Tab 5*)
- Program submits supporting documentation (Position Description/Job Analysis/Quick Hire Questions) to HR mailboxes
- HR Specialist creates and disseminates Hiring Timeline Agreement (*Tab 6*)



# AHP Baseline Hiring Process





# **Mandatory Use of Standard PDs (SPDs)**



# Usage of Standard PDs

---

- Mandatory (if available) – SPD may **not** be modified
- Standard PDs are generic and can be used across the agency – addendums are not required
- Program specific information should be captured in Quick Hire Questions, Specialized Experience and Performance Plans
- Program Managers and HR Professionals are responsible for ensuring that the SPD accurately describes the position under review



## • Usage of Standard PDs (cont.)

---

- Sound Position Management is key - the position must fit within the organizational structure
- A new position should not be established that has been identified as a mandatory SPD
- If management is reluctant to utilize SPDs, the actions will be returned until resolution can be reached
- HR no longer requires addendums





# Why are SPDs important?

---

- Saves managers time in writing PDs
- Facilitates classification consistency
- Allows flexibility and meets the requirements of changing needs in the program area
- Expedites the recruitment process



# Types of Position Descriptions

- Established/Vice (4 Work Days)
  - Are typically to the same series and grade of the position vacated
  - Identify prior incumbent's name, if applicable
  - If the PD is less than 5 years old, a new OF-8 is not required
- Standard (4 Work Days)
  - A description of major duties and responsibilities known to be representative of a considerable number of position
  - Addendums are not required
- New (15 Work Days)
  - Justification explaining the reason for the new position (mission changes, new mandate, etc.)
  - OF-8 required, signed by the immediate **official** supervisor
  - Position Description in *Word* format
  - If developmental position, PD draft for all grades required



# Managerial Responsibilities





# Managers/Supervisors Responsibilities

---

- Use PD Library
- Exercise authority consistent with OPM and HHS policies and regulations
- Sign OF-8 certifying the duties are accurate
- Consult with HR Specialist for interpretation and application of classification standards or guides
- Consult with HR Specialist for position management advice



# Accountability

- Assignment of a grade outside the normal alignment for the organization could be a target for classification appeal/consistency review
- Erroneous decisions could set precedents which, historically, have caused agency directed mass corrections
- Could result in grade controls being imposed





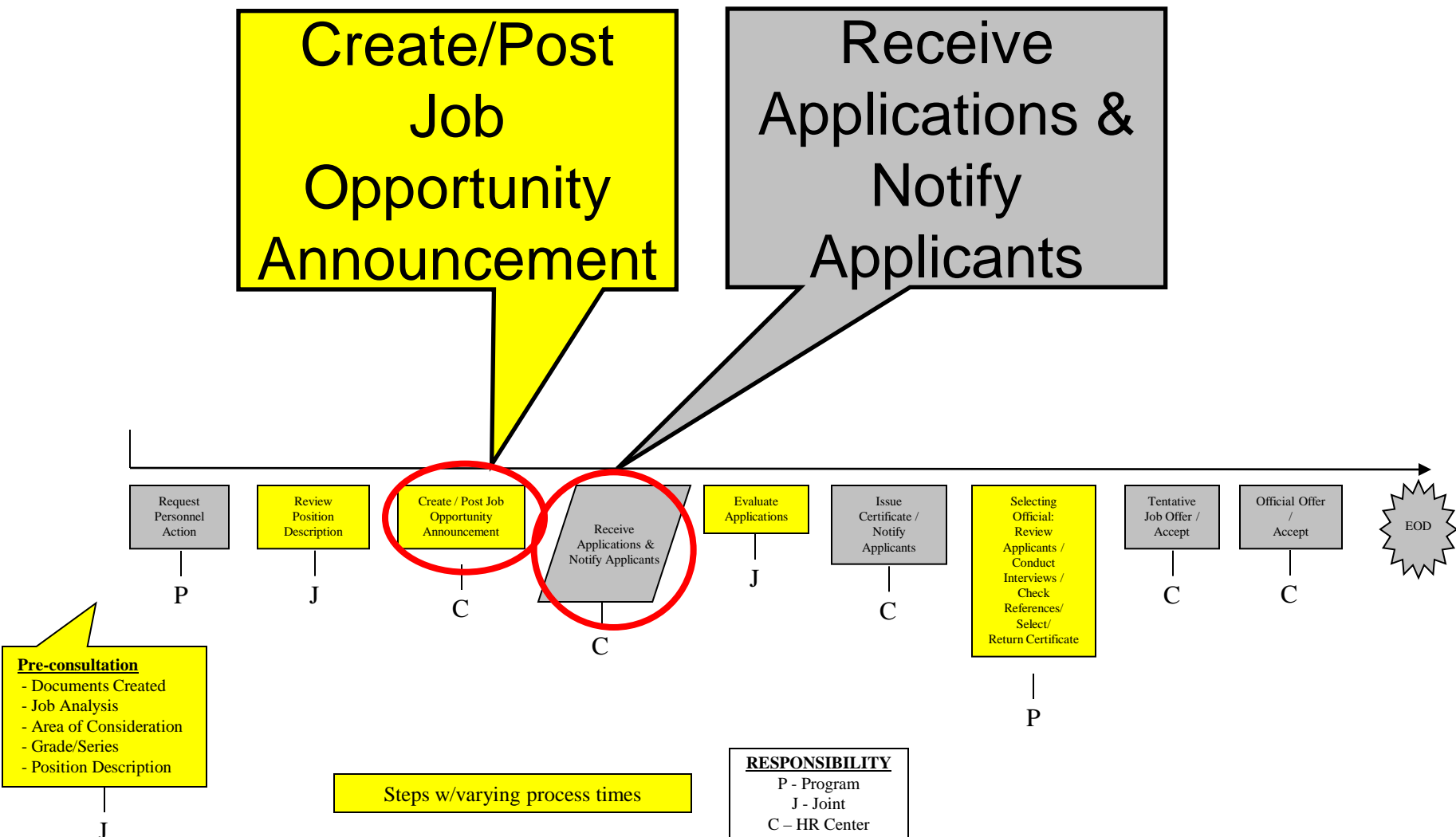
# Supervisory Certification

---

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.



# AHP Baseline Hiring Process





# Recruitment Phase

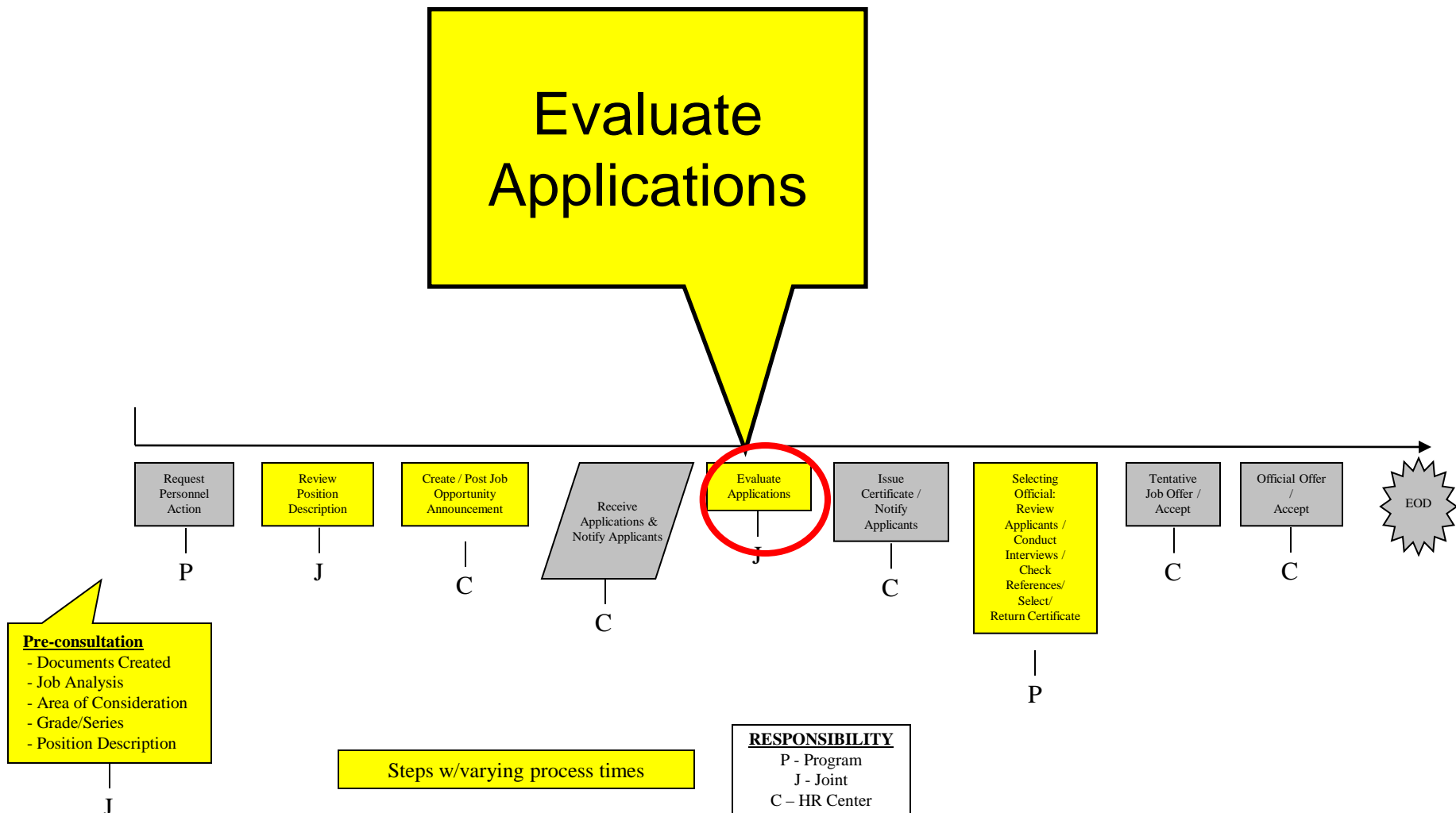
---

- Draft vacancy announcement for Program review (based on pre-recruitment consultation)
  - Specialized experience
  - Job analysis
  - QuickHire questions
- 2-Day Program Review (*Tab 8*)
- Post vacancy announcement and notify Program of open/close dates (*Tab 9*)





# AHP Baseline Hiring Process





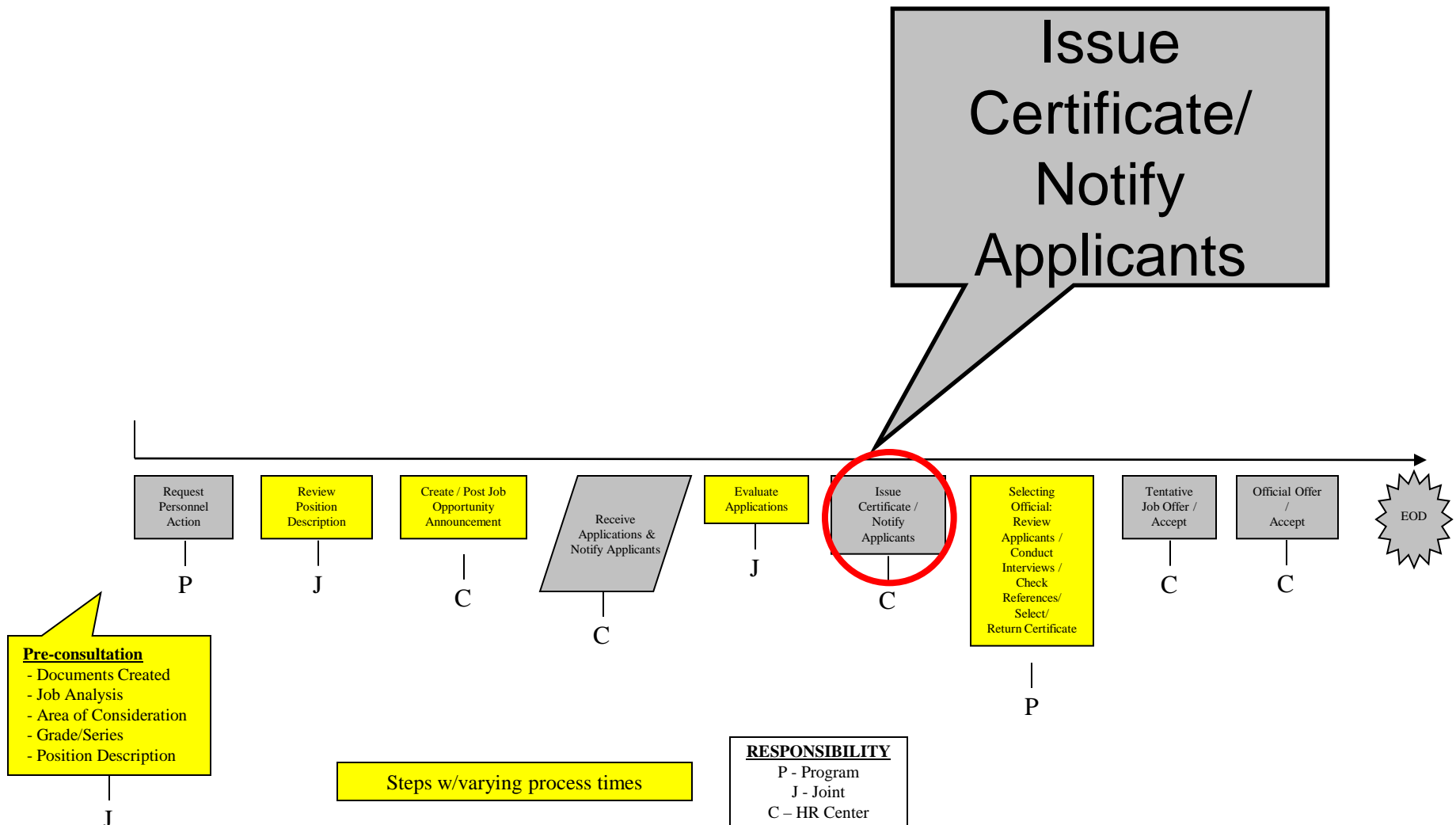
# Evaluation Phase

---

- HR Staffer conducts initial screening for minimum qualifications
- Confirms with SME on the tentative review of applications, if applicable
  - HR Specialist issues a preliminary referral list (**for SME review only**)
  - SME has two days to review the list
  - Please see the HHS SME Policy for more details



# AHP Baseline Hiring Process





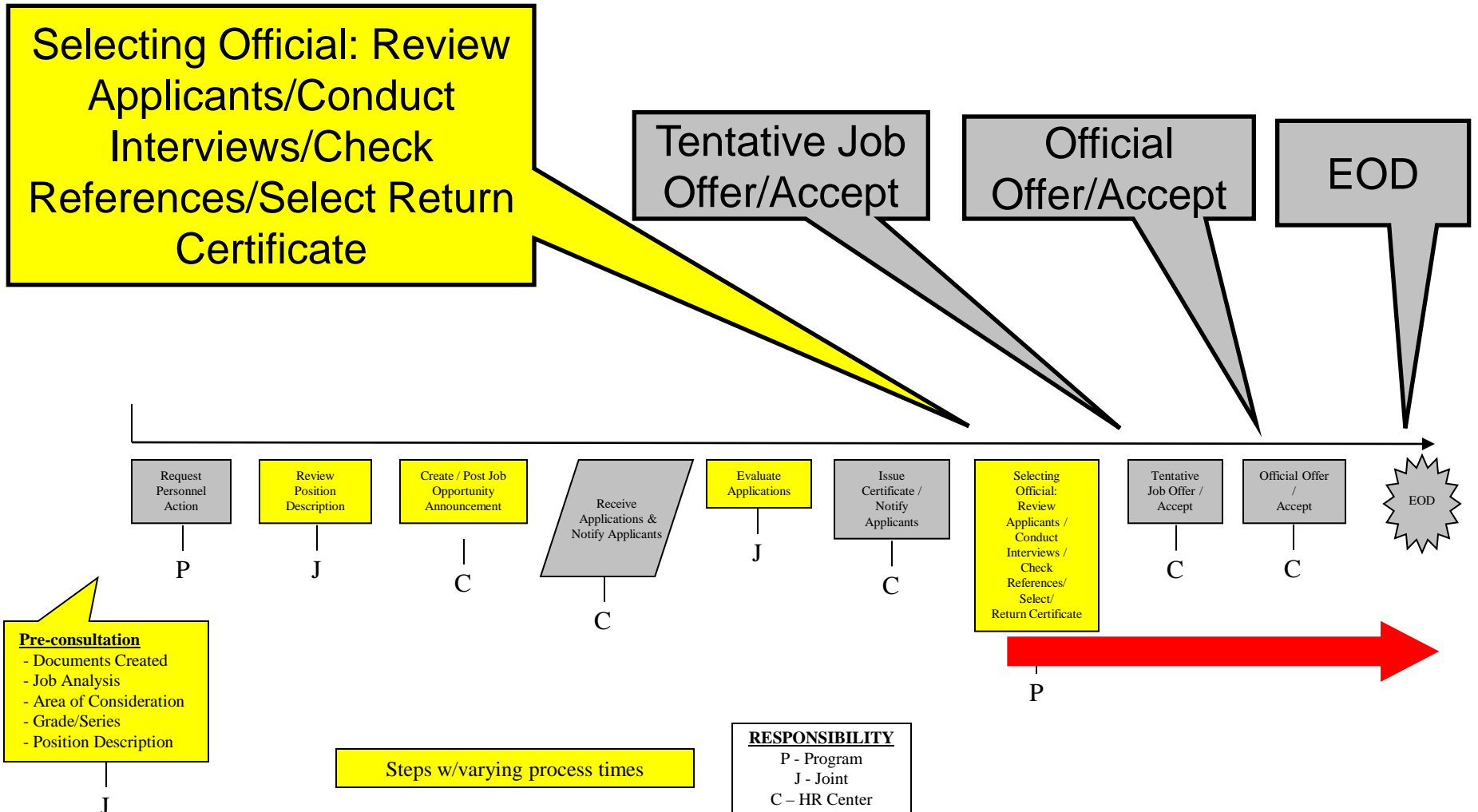
# Certificate Issuance Phase

---

- After qualifications determination, HR Staffer issues certificate and notifies Program (*Tab 10*)
- See HHS 30-day Certificate Policy for more details
- Update status codes to notify applicants



# AHP Baseline Hiring Process





# Initial Job Offer

---

- Certificate is returned with selection
  - Hard copy annotated certificate
  - Must be signed by selecting official
- HR Staffer reviews selection for validity
- HR Staffer completes the Approval to Commit



# Initial Job Offer (cont.)

---

- HR Staffer makes tentative job offer
- HR Staffer updates HREPS to reflect date tentative offer made
- Offer accepted
- HR Staffer updates HREPS to reflect the EOD
- HR Staffer prepares the appropriate documentation for final processing



# Hiring Process Flow





# Hiring Official Responsibilities

---

- Continue to follow Pre-consultation Policy:
  - Guiding Principles
  - Decision Table
  - Pre-Recruitment Consultation Worksheet
  
- Complete Pre-recruitment Consultation Worksheet
  
- Submit completed recruitment packages electronically to HR mailboxes



# Hiring Official Responsibilities (cont.)

---

- Submit all pertinent documents related to request
- Approve job requisition (after package is approved by HR)
- Review the Hiring Timeline Agreement and manage time accordingly
- Proceed through interviewing process, making selection(s) within 30 days
- Annotate and submit signed certificate to HR



# HR Specialist Responsibilities

---

- Pre-consultation regarding recruitment need (long and short term goals)
- Assist in identifying appropriate standard PD
- Assist in identifying additional program specific questions, if necessary
- Assist with the completion of the job analyses, if necessary
- Confirm that recruitment packages are complete



# HR Specialist Responsibilities (Cont.)

---

- Classify and announce vacancy within standard, notifying program of opening and closing dates
- Issue certificate(s) to selecting official and notify program via email
- Complete Approval to Commit Form and make offer(s)
- Update status codes accordingly



# Human Resources Employment Processing System

---

## Key Components of HREPS:

- Tracking system for all recruitment actions
- Tracks and measures the quality and speed at each step of the recruitment process
- Allows hiring managers and/or program officials to check status of actions within the organization



# HREPS (Coming Soon)

[Open in Excel](#)

Active Job Requisitions															
NCBDDD, DBDDD															
CIO / Division	Job Req.	Title	Series	Grade	Job Req. Date	Class. Date	AOC	Mgr's Ann. Approval Start - End	Ann. Open - Close	Ann. Number (HHS-cdc-)	Cert Issue Date	Cert Expire Date	Cert ID	Cert Return Date	Job Offer Date
NCBDDD DBDDD	<a href="#">100134</a>	Administrative Support Specialist (HR contact: KAMEDA WILLIAMS)	0301	07, 09	2/24/10	2/26/10	MP	3/3 - 3/4/10	3/5 - 3/11/10	<a href="#">t2-2010-0239</a>	3/25/10 3/25/10	5/6/10 5/6/10	0239-mp1, 0239-mp2		
NCBDDD DBDDD	<a href="#">100834</a>	Management and Program Analyst (HR contact: Stephanie Ayton)	0343	07, 09	3/10/10	3/12/10	MP	3/19 - 3/22/10	3/25 - 4/1/10	<a href="#">t2-2010-0258</a>	4/13/10 4/13/10 4/13/10 4/13/10	5/25/10 5/25/10 5/25/10 5/25/10	0258-mp-1, 0258-mp-2, 0258-nc-1, 0258-nc-2		
NCBDDD DBDDD	<a href="#">100631</a>	Research Biologist (HR contact: ANTHONY JENKINS)	0401	11, 12	2/25/10	3/2/10	MP DE	3/9 - 3/12/10 3/9 - 1/12/10	3/16 - 3/26/10 3/16 - 3/26/10	<a href="#">t2-2010-0244</a> <a href="#">d2-2010-0138</a>	4/12/10 4/12/10 4/12/10	5/21/10 5/21/10 5/21/10	0244-nc1, 0138-deu1, 0138-deu2		
NCBDDD DBDDD	<a href="#">100546</a>	Public Health Analyst (HR contact: LYNNA BELL)	0685	12, 13	3/9/10	3/12/10	MP DE	3/22 - 3/23/10	3/23 - 4/6/10	<a href="#">t2-2010-0266</a>	4/23/10 4/23/10 4/23/10 4/23/10 4/23/10 4/23/10	6/4/10 6/4/10 6/4/10 6/4/10 6/4/10 6/4/10	0266-mp1, 0266-nc1, 0266-nc13, 0154-de1, 0154-de13, 0154-de2		
NCBDDD DBDDD	<a href="#">101752</a>	Public Health Analyst (HR contact: JENNIFER DEAL)	0685	13	3/25/10	3/26/10		3/30 - 4/9/10	4/12 - 4/19/10	<a href="#">t2-2010-0289</a>	4/21/10 4/21/10	6/3/10 6/3/10	0289-mp1, 0289-nc1		
NCBDDD DBDDD	<a href="#">098753</a>	Public Health Analyst Public Health Advisor (Policy) (HR contact: LYNNA BELL)	0685	14	1/15/10	1/26/10	MP DE	1/27 - 1/28/10 1/27 - 1/28/10	2/1 - 2/15/10 2/1 - 2/15/10	<a href="#">t2-2010-0197</a> <a href="#">d2-2010-0110</a>	3/8/10 3/30/10 3/8/10 3/8/10 3/12/10 3/8/10 3/12/10	4/16/10 4/16/10 4/16/10 4/16/10 4/16/10 4/16/10 4/16/10	0197-cc1, 0197-mp (amended), 0197-mp1, 0197-nc1, 0197-nc2, 0110-de1, 0110-de2		
NCBDDD DBDDD	<a href="#">097770</a>	Mathematical Statistician (HR contact: Debra Oliver)	1529	14	1/20/10	1/21/10	MP DE	1/29 - 2/3/10 1/29 - 2/3/10	2/4 - 2/17/10 2/4 - 2/17/10	<a href="#">t2-2010-0192</a> <a href="#">d2-2010-0114</a>	3/5/10 3/5/10 3/8/10 3/11/10 3/4/10 3/8/10 3/11/10 3/4/10	4/16/10 4/16/10 4/19/10 4/22/10 3/8/10 4/19/10 4/22/10 3/8/10	0192-mp-atl-01, 0192-nc-atl-02, 0192-nc-atl-03, 0192-nc-atl-04 (amendment), 0192-qr-mp-atl-14-01, 0114-de-atl-01, 0114-de-atl-02 (amendment), 0114-qr-de-atl-14-01		
NCBDDD DBDDD	<a href="#">088661</a>	IT Specialist (HR contact: Kelly Mathis)	2210	13	5/28/09	6/3/09	DE	6/10 - 6/15/09 6/10 - 6/15/09	6/16 - 6/23/09 6/16 - 6/23/09	<a href="#">t2-2009-0623</a> <a href="#">d2-2009-0268</a>	7/12/09 7/12/09	8/21/09 8/21/09	0623-mp1, 0268-de1		

**Total Active Requisitions: 8**

**Number Job Reqs - Classification Not Finalized:**

**Number Job Reqs - Classification Finalized - Certificate Not yet issued: 0**

**Number Job Reqs - Certificates issued: 8**



# Way Ahead

---

April 2010 – Internal training for Client Services Center staff

June 2010 – Baltimore and Rockville will train clients on AHP

July 2010 – Roll out and implementation of AHP across the enterprise



# Field Office POC's

(\*Should be Center Specific)

---

## DELEGATED EXAMINING

Director: (insert name)

(insert #)

## CLIENT SERVICES SECTION

Director: (insert name)

(insert #)

Deputy Director: (insert name)

(insert #)

Classification Chief: (insert name)

(insert #)





# Questions

---





# Mailbox Procedures

---

- Subject Line should include:
  - Requesting Org Unit
  - Job Req Number
  - Type of Recruitment Request
  - Title/Series/Grade (if appropriate)
  
- Body of the email should include:
  - Admin Code
  - CAN #
  - Supv Empl ID and Supv User ID
  - Scanned Supporting Documents



# Lean Six Sigma-Streamline & Standardize

CDC will use the Lean process (5S Philosophy) to streamline and standardize its hiring process.

- **Sort:** remove non-value added steps
- **Straighten:** logically organize value-added steps
- **Shine:** establish written reference checklists, procedures
- **Standardize:** Pilot test, empower agency through training, consultations, regular partnership meetings
- **Sustain:** monitor/manage performance through balanced scorecard, KPIs

Define

Dec 2008

Measure

Analyze

Streamline/Standardize

March- June 2009

