



*A New Day for the Civil Service*



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## Hiring Reform Accountability

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## Webcast Leader

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## Agenda

- Review the hiring reform requirements for supervisor/manager and Human Resource accountability
- Discussion of the types of standards that agencies can insert into hiring officials' performance plans regarding the hiring reform accountability requirements



## Purpose

The purpose of today's discussion is to review the hiring reform accountability requirements and to understand how agencies can hold hiring officials and Human Resources staff accountable for the recruitment, hiring, and successful transition of employees into Federal service

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## Poll

What is your role in hiring reform accountability?

- HR Manager
- Performance Appraisal Program Manager
- Supervisor/Hiring Official
- One or more of the above
- None of the above

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# Presidential Memorandum

Hiring Reform memorandum located at <http://www.whitehouse.gov/the-press-office/presidential-memorandum-improving-federal-recruitment-and-hiring-process>

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## Presidential Memorandum

Agency heads shall require that managers and supervisors with responsibility for hiring are accountable for recruiting and hiring highly qualified employees and supporting their successful transition into Federal service, beginning with the first performance review cycle starting after November 1, 2010



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## Complying with Presidential Memo

- To hold supervisors and managers accountable, agencies should use their performance appraisal programs
- To recognize exemplary supervisory performance, agencies could use their awards programs

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## OPM Guidance

- Guidance located at <http://www.opm.gov/hiringreform/>
- A fact sheet for example elements and standards at <http://www.opm.gov/HiringReform//HiringReformRequirements/ManagerAccountability/HiringAccount FactSheet.pdf>

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## OPM Guidance

- Email requesting agencies report elements and standards they will use in performance plans went out on August 20 with a November 1 deadline (similar email sent to Executive Resources listserv)

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## Example Standards

- Competency-based
- Results-based
- Focused on
  - Recruitment
  - Hiring
  - Effective performance management

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## Competency-Based Examples

- Selects and manages subordinates based on organizational goals, budget considerations, and staffing needs
- Appropriately recruits, selects, appraises, and rewards employees; takes action to address performance problems
- Manages a multi-sector workforce and a variety of work situations

(Based on the Executive Core Qualifications)

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## Results-Focused Examples

- The Human Resources office confirms the supervisor (when hiring) participated in all steps of the recruiting and hiring process
- A survey of new employees indicates that at least 50-85 percent of the employees would recommend their new agency to others as a good place to work

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## Recruitment Activity Example

When hiring, the supervisor participates in at least 2-4 agency recruitment fairs during the appraisal period, or the supervisor provides to the Human Resources staff new contacts for diverse locations or other organizations for recruiting purposes

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## Hiring Activity Examples

- At least 90-95 percent of the time, the supervisor meets all timeframes and deadlines established for supervisors in the Agency's recruitment and hiring plan
- When filling a position, the supervisor personally interviews all candidates he/she considers best qualified





## Performance Management Activity Example

The supervisor establishes subordinate employee performance plans within established timeframes that align with Agency and Departmental goals and objectives and employees understand how their work supports the Agency's mission. Employee performance plans contain clear, measurable standards and the supervisor provides accurate and timely feedback to determine progress and success in meeting expectations.



## Performance Management Activity Example

The supervisor completes performance plans, progress reviews, and appraisals of subordinate employees by the due dates and at least one critical element for each employee is clearly traceable to the agency's goals and objectives.

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## Recognition and Awards Programs

- Establishing an awards program specifically recognizing exemplary supervisors signals to employees that good supervisory practices are valued by the agency
- A variety of cash, time-off, or non-monetary awards are possible

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## Human Resources Professionals

- Also need accountability standards
- Part of normal performance planning for these positions
- OPM has not provided suggested language
- Agencies need to develop according to their particular needs, addressing results and competencies, or both

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## Poll

- How many of you are satisfied that your agency will have added the hiring reform standard to your hiring official's performance plans by the beginning of the next appraisal period?

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## Poll

- In addition to the fact sheet provided on OPM's web site, what other assistance or guidance do you need from OPM to meet the accountability requirement?



Questions?