

Improve the Hiring Process

Goal Leader: Kim Holden, Deputy Associate Director, Employee Services
Deputy Goal Leaders: Ana Mazzi, Deputy Associate Director, Merit System
Accountability & Compliance and Dianna Saxman, Deputy Associate
Director, Human Resources Solutions

Theme: General Government / Management

Overview

Goal Statement

- Strengthen the capabilities of Federal HR professionals by relaunching a delegated examining (DE) certification program that creates a level standard for all HR delegated examiners. By September 30, 2019, at least 43 percent of delegated examiners will complete the updated certification program.

Challenge

- The Human Resources Specialist (0201) occupation was identified as a Government-wide mission critical occupation (MCO) in 2011 and re-validated in 2015 as one of six high-risk MCOs. Although various strategies have been implemented to address skills gaps for Federal HR specialists, the gaps continue to exist. (<https://www.gao.gov/assets/670/668202.pdf>)
- The identified root causes leading to HR's designation as a High Risk include:
 1. Training/Development: HR Specialists (GS-11 to GS-14) have inconsistent access to the appropriate training/education they need to meet customer expectations and drive customer satisfaction.
 2. Grade Structure: Opportunity for accelerated promotion/career progression leads to high transfer rates and journey specialists with limited technical depth.
 3. Workload: Demanding workload and ineffective customer relationships and expectations leads to dissatisfaction and higher transfer rates.
 4. Engagement: HR specialists transfer to other agencies or retire from Federal service at a higher rate when they do not feel valued in their current work environment.
- An effective hiring process must be supported by expert Human Resources (HR) professionals who are knowledgeable about all aspects of talent acquisition, from recruiting, to job posting, to developing effective assessment tools, and use of special hiring and compensation flexibilities.

Overview

Opportunity

- The Human Resources (HR) Capabilities Program will cultivate continuous development of Federal HR professionals to acquire expertise and collaborate with managers and employees to recruit and retain individuals with the knowledge, skills, and abilities to achieve Federal agency missions.
 1. As OPM pursues improvements and modernization of the hiring process, the agency's policy, service delivery, and oversight functions will coordinate efforts to strengthen the knowledge and consultative ability of agency HR professionals to ensure they are skilled and equipped to support an efficient and effective hiring process.
 2. The HR Fellows Policy Rotation Program enables HR Professionals to develop highly needed policy skills, broaden organizational experience, and build Government-wide networks to improve participants' abilities to assume Human Capital leadership roles.

Goal Structure & Strategies

Federal HR Capabilities Program:

OPM will employ a holistic approach to build HR professionals' core knowledge and capability for each HR technical area Government-wide, while addressing the priority root causes identified by the Federal Action Skills Team (FAST) team in October 2016.

OPM will pursue the following strategies for each HR technical area*:

- Develop curriculum
 1. Develop and validate technical competency models.
 2. Develop, implement, and maintain a HR “core” curriculum.
 3. Develop certification programs, as applicable (starting with DE certification).
- Develop and implement the OPM HR Policy Fellows Program.

**HR technical areas: Staffing, Classification, Employee Relations, Labor Relations, Performance Management, Benefits, Compensation, HR Development, and HR Systems*

Summary of Progress – FY18 Q1

Strategies	Progress (FY18, Q1)
1) Curriculum Development	
<ul style="list-style-type: none">• Technical Competency Models	<ul style="list-style-type: none">• Created HR technical competency models for the following specialty areas: Staffing, Classification, and Employee Relations/Labor Relations• Convened two focus groups to validate technical competencies for the next specialty area, Performance Management• Added job tasks to enrich the technical competency models
<ul style="list-style-type: none">• HR “Core” Curriculum Development	<ul style="list-style-type: none">• Marketed and launched nine staffing specialist courses, bringing total to 17 courses in that specialty
<ul style="list-style-type: none">• Certification, as applicable (starting with Delegated Examining (DE) Certification)	DE Certification Program <ul style="list-style-type: none">• Secured funding for development of DE assessment tool and comprehensive tracking system• Obtained agreement to pilot and launch timelines
2) OPM HR Policy Fellows Program	<ul style="list-style-type: none">• Developed and presented four options for a Government-wide HR Policy Fellows Rotation Program to agency CHCOs and representatives

Key Milestones

Strategy: Develop curriculum.

- Develop and validate technical competency models
- Develop, implement, and maintain a HR “core” curriculum
- Develop certification programs, as applicable (starting with DE certification)

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Owner	Comments
Develop assessment for new DE certification program.	Q2 FY 18	On Track	Human Resources Solutions	
Develop tracking system for new DE certification program.	Q2 FY 18	On Track	Human Resources Solutions	
Deploy communications strategy.	Q3 FY 18	On Track	Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	
Write guidance on how to use DE certification as a condition of employment.	Q3 FY18	On Track	Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	
Launch new DE certification program.	Q4 FY 18	On Track	Human Resources Solutions and Merit Systems Accountability & Compliance	On track pending completion of other milestones.
Add annual knowledge checks for any new regulations and legislation that pertains to the work of Federal HR specialists.	Q4 FY 18	Not Started	Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	
Evaluate the DE certification program to determine if legislation should exist to mandate certification for all Federal HR professionals, within all HR technical areas would be appropriate.	Q3 FY 19	Not Started	Employee Services, Human Resources Solutions, and Merit Systems Accountability & Compliance	

Key Milestones

Strategy: Develop and implement the OPM HR Policy Fellows Program.

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Owner	Comments
Decide which program format to pilot.	Q2 FY 18	On Track	Employee Services	
Develop pilot implementation plan (for example, select pilot agencies and participants, and develop capstone exercise and manager assessment).	Q3 FY 18	On Track	Employee Services	
Pilot OPM HR Policy Fellows Program.	Q3 FY 18	Not Started	Employee Services	
Monitor and evaluate pilot program.	Q4 FY 19	Not Started	Employee Services	

Ongoing Risks and Challenges

Resources (Human/Financial)

- For curriculum development and utilization:
 1. Identifying and/or hiring instructional system designers
 2. Identifying resources related to subject matter experts for HR curriculum development review
 3. Finding/reimbursing knowledgeable instructors/trainers
 4. Agencies ability to pay for new curriculum, as a result of workforce reshaping and budget constraints
- Funding for hiring assessment tool
- Efficacy of the OPM HR Policy Fellows Program

Key Indicators

	FY 18 Year End Target	FY 19 Year End Target
Percent of Federal HR professionals who perform delegated examining (DE) work completing DE certification	-	43%
Percent of staffing specialist course participants who demonstrate knowledge improvement	85%	90%
Percent of managers of HR Fellow participants in the HR Policy Fellows Program who report an increase in their fellows' knowledge/expertise	-	85%
Number of HR Fellow participants in the HR Policy Fellows Program.	15	18

Note: Historical data for these measures is unavailable.

Data Accuracy and Reliability

Percent of Federal HR professionals who perform delegated examining (DE) work completing DE certification

Definition of Measure The number of Federal HR professionals who perform DE work that completed DE certification divided by the number of HR professionals who perform DE work.
Data Source Federal HR Institute (FHRI) database information exported to a spreadsheet for verification and validation. (Note: Data for FY 18 Q1 & Q2 is from the USALearning Portal, which is automatically updated once an employees has successfully completed the training. This is the most reliable source for FY 18 Q1 and Q2. Data for FY 18 Q3 and beyond will come from a new tracking system.
Data Verification and Validation FHRI program lead and DE program manager will validate and review DE data for accuracy.
Data Limitations The data will be limited to the HR professionals who are enrolled in the DE certification program. There can be inconsistencies in the number of HR professionals who conduct DE work due to attrition and agency consolidations of DE Units (which could change the number of operating DEUs).

Percent of staffing specialist course participants who demonstrate knowledge improvement

Definition of Measure The number of staffing specialist course participants who demonstrate knowledge improvement by the number of staffing specialist enrolled in the courses.
Data Source FHRI LMS database. FHRI will use scored pre and post course knowledge checks.
Data Verification and Validation FHRI program lead will validate and verify the accuracy of the staffing specialists students who demonstrate knowledge improvement.
Data Limitations The data will be limited to enrollments in the FHRI Staffing Specialist curriculum. FHRI sets target grades for each course, but does not limit participation to this target group, and higher or lower graded employees may enroll.

Data Accuracy and Reliability

Percent of managers of HR Fellow participants in the HR Policy Fellows Program who report an increase in their fellows' knowledge/expertise

Definition of Measure The number of managers of HR Fellows who report an increase in their knowledge/expertise divided by the overall number of managers of HR Fellow participants.
Data Source Survey to managers of HR Policy Fellows. Data will be compiled using a spreadsheet for verification and validation.
Data Verification and Validation The project manager for the HR Fellows Policy Rotation Program will review survey data for accuracy and completeness, and validate any survey data collected and utilized.
Data Limitations There are no significant data limitations.

Number of HR Fellow participants in the HR Policy Fellows Program

Definition of Measure The number of HR Fellow participants in the HR Policy Fellows Program.
Data Source Registration data source for the HR Policy Fellows Program.
Data Verification and Validation The project manager for the HR Fellows Policy Rotation Program will review data for accuracy and completeness, and validate any data collected and utilized.
Data Limitations There are no significant data limitations.

Additional Information

Contributing Programs

Organizations:

- DE Certification Program: OPM Employee Services (Policy); OPM Merit Systems Accountability & Compliance (Program Management); OPM Human Resources Solutions (Training and Delivery)
- OPM HR Policy Fellows Program: OPM Employee Services
- Federal HR Institute's Staffing Specialist Curriculum: HRS Center for Leadership Development

Policies:

- OPM Employee Services and OPM Merit Systems Accountability and Compliance

Other Federal Activities:

- Federal HR Professionals to participate in the DE Certification Program and the HR Policy Fellows Program

Stakeholder / Congressional Consultations

OPM engaged its internal and external stakeholders in the development of its 2018-2022 Strategic Plan, to which this APG is aligned. The agency interviewed more than 50 external stakeholders, which included customers of OPM, Federal agencies, executive councils, advisory groups, affinity groups, and consultants, and solicited their feedback on the prior strategic plan as well as OPM's strengths and challenges. The agency also conducted 16 interviews with executives within OPM.