

Research Question: How can the Federal Agencies streamline the process by which HCM managers and hiring managers screen and assess candidates?

Thesis: OMB Director Peter Orzag's memorandum of June 11, 2009, tasks Agencies with four requirements related to Hiring Reform. This question speaks to an underlying issue behind the problems that Mr. Orzag's requirements seek to address. The Agencies need a simple and transparent application process for candidates. Applications need to flow into an efficient, effective, and accountable assessment process by hiring managers, appropriately supported by HC managers.

With the downturn in the economy, even the private sector is experiencing a surge in applications. What technology tools are being used in the private sector for efficient application processing? Could these be adapted for use in the Agencies, incorporating such rules as Veteran Preference and specific qualification standards for various job series? Could standard resumes be effectively used in place of the candidate's knowledge, skill, and ability (KSA) write-ups?

In addition, Agencies trying to do more with less have cutback, staffing, leading to some tension around the question of hiring manager/HCM roles in work may have been traditionally handled by HC managers, such as job descriptions, recruitment outreach, KSA development, etc. The problem may not be so much that the hiring managers are not involved, but that the quality of the communication and collaboration between HCM and the hiring manager is not what it could be. Some hiring managers may feel ill-trained to develop documentation in the technical formats that Agencies currently use.

This white paper will seek best practices in HCM/hiring manager collaboration, particularly with regard to candidate assessment.

Scope:

- Search the existing literature for cost statistics on the hiring process. Where should Agencies devote their limited resources to get the "best bang for the taxpayer buck" in term of hiring quality candidates? What would be the cost of a line manager reviewing every application, and would it be worth the investment? What's the return on investment in continuing updates to candidates during the assessment process?
- Compare roles and responsibilities for hiring managers and HCM in the private sector, in particular with regard to candidate assessment.
- Look at standardization, best practices, and technology tools for efficient execution of these tasks.

Methodology: Literature search supplemented by interviews with managers in the public and private sector that have developed effective processes for candidate assessment and as well as for communication and collaboration among candidates, hiring managers and HCM during the hiring process. Highlight best practices and technology capabilities that could be replicated.

Product: A white paper to be published by IAC on Hiring Reform, with a focus on the assessment process as it involves candidates, hiring managers, and HC managers. Target is to have this white paper available to inform the discussion at the "training academies" for managers as outlined in OPM Director John Berry's memo of June 18, 2009.