



Hiring
Excellence

CONNECTING **with** TOP TALENT

Overview of People & Culture Cross-Agency Priority Goal

Goal Statement

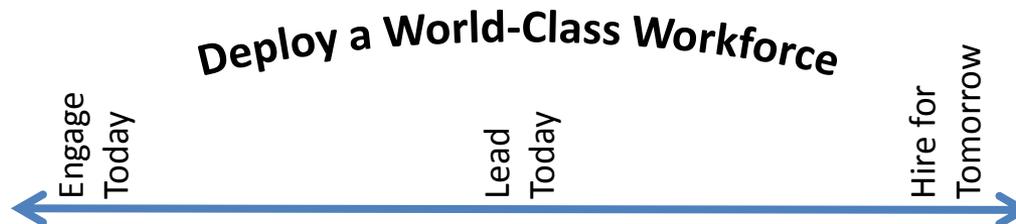
Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.

Urgency

The Federal Government's workforce is the most critical ingredient to driving the success of its priority initiatives, including other initiatives under the President's Management Agenda.

Vision

- In order to deploy a world-class workforce for the American people, we will:
 - Engage – Create a culture of excellence and engagement to enable higher performance
 - Lead – Build a world-class Federal management team starting with the Senior Executive Service
 - Hire – Enable agencies to hire the best talent drawn from all segments of society
- Each of the three sub-goals is distinct and requires different actions; however, together they represent a single continuum to deploy a world-class workforce.



Purpose

The Government can attract ***applicants*** and hire highly qualified and diverse talent, achieved through ***engaged and empowered hiring managers***, and supported by ***highly skilled HR staff***.

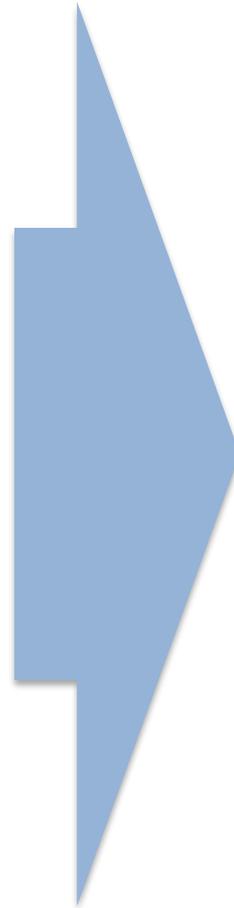


Objectives

1. **Encourage and promote the importance of a collaborative relationship** between the hiring manager and human resources staff.
 - **Equip hiring officials** with knowledge and tools to empower them to more fully engage in the hiring process.
 - **Bolster the skills and expertise of HR staff** so they can effectively advise and partner with hiring managers.
 - **Raise awareness of the full range of hiring authorities** available to meet hiring needs.
2. **Support agencies in leveraging the full range of assessment options.**
3. **Attract individuals from all segments of society.**
 - Enable data-driven decisions that inform outreach and recruitment.
 - Improve the applicant experience through an enhanced USAJOBS.

Strategies

1. **Launch Hiring Excellence Campaign** for outreach and education to HR and Hiring managers, supported by robust tools and guidance.
 - **Identify occupations that are experiencing particular hiring challenges** and focus on content/solutions in those areas.
 - **Support effective applicant assessment** through improved policy, guidance, and tools/education.
 - **Expand use of to applicant flow data** and analytics about how to use data to inform outreach and recruitment decisions.
2. **Continue to enhance USAJOBS** to provide an improved user experience and new tools to search for talent (phases launched in July 2015 and will continue through FY17).



Workshop Overview

- Collaboration
- Hiring Authorities
- Assessments
- USAHire
- Strategic Recruiting
- Diversity and Inclusion

“Excellence is an art
won by training
and habituation.

We are what we
repeatedly do.

Excellence is then not
an art, but a habit.”

—Aristotle



Collaboration: The Key to Hiring Excellence

“The act of working together to achieve a common purpose.”

—Oxford Dictionary



CONNECTING  TOP TALENT

Objectives

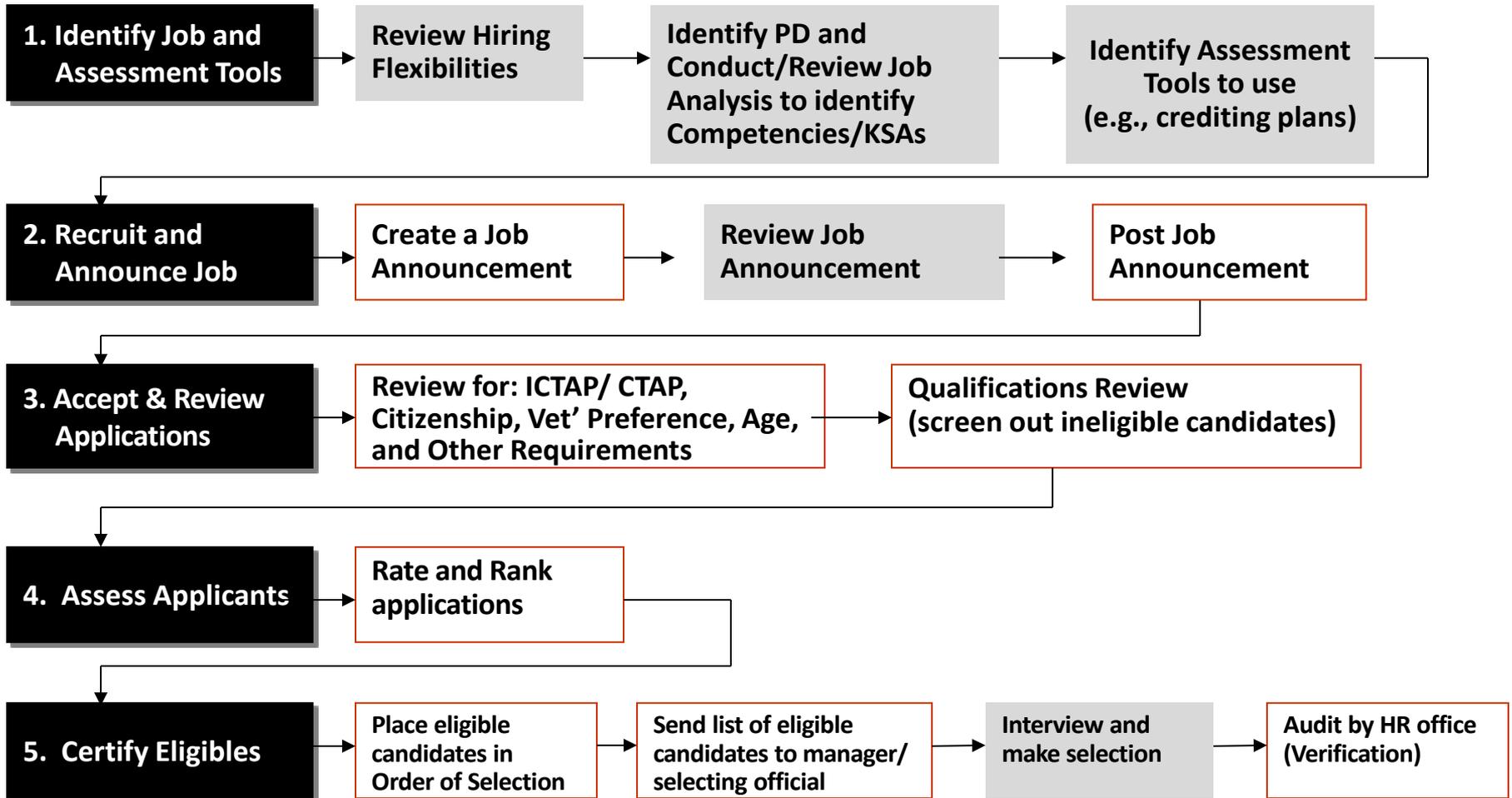
- Understand the role of the hiring manager and human resources in the hiring process
- Examine appropriate opportunities for hiring managers to become more involved in the hiring process
- Practice collaborative techniques for advancing hiring excellence



Federal Hiring Process

 Manager's Participation

Key Steps



Meet Carla

Carla is a hiring manager within the Department of Cyber Security. After several recent departures, Carla must fill multiple vacant positions. For example:



She needs a GS-13 Public Affairs specialist to manage the creation and dissemination of information on protecting against cyber attacks to a targeted, diverse bilingual community.

Carla also needs Information Technology Specialists to support the technical aspects of the agency's mission – preventing cyber attacks.

Throughout this session, Carla will collaborate with her HR Specialist to meet her hiring needs.

Practice Exercise

#1 = Carla

#2 = Carla's Hiring Specialist

- *What 3 questions do you have for your partner in your first conversation about filling the vacancy for a Public Affairs Specialist and why?*

Initiate this conversation with your partner.

Strategic Conversations

1. Setting the Context
2. Demonstrating Interest
3. Requesting Feedback for Clarification
4. Showing Appreciation
5. Extending Yourself

“The Five Keys to Strategic Conversation”

(Henry Barby, published by The New York Center for Coaching, Inc.)

Set the Context

*Establish goals
and agreement
for an interaction*



The Context of a Conversation Matters

The Hiring Manager Position:

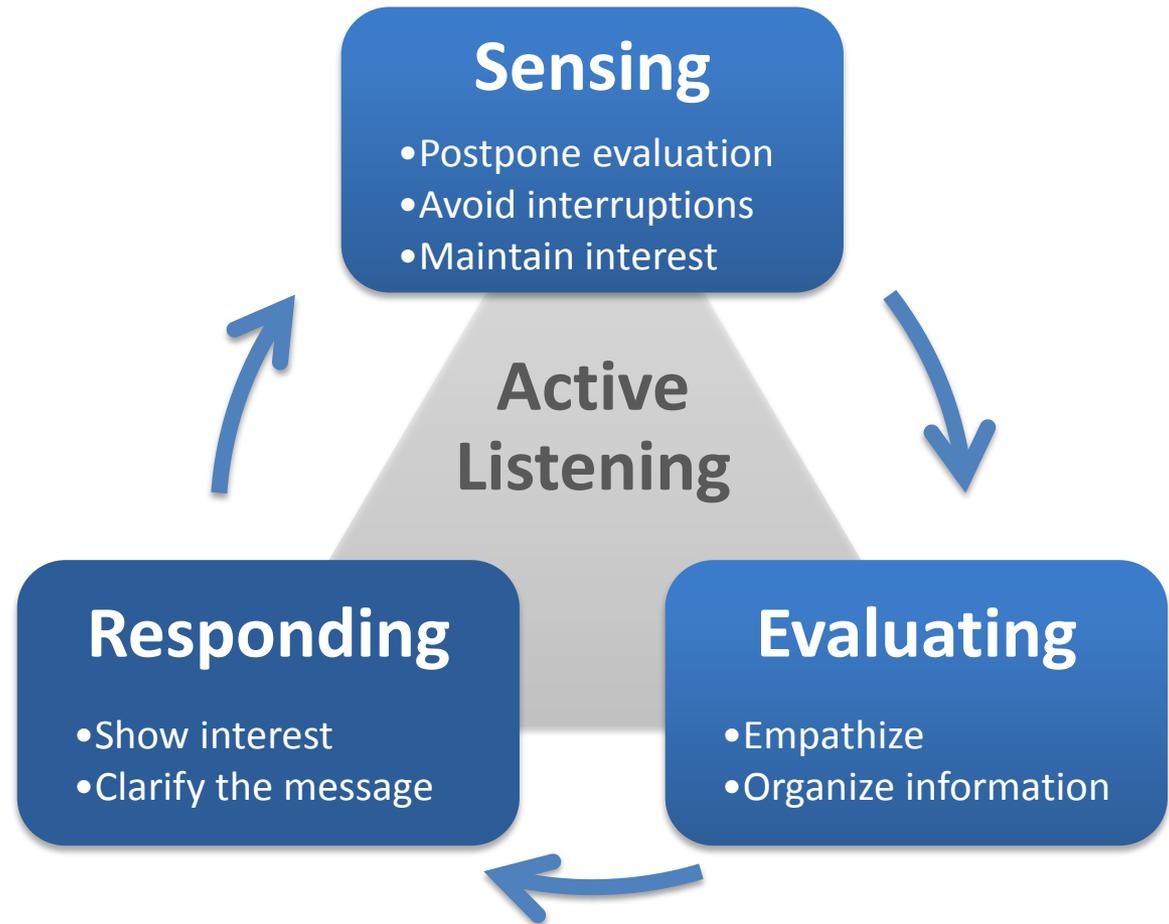
- I have a vacancy I want filled by someone who has the demonstrated experience and skills to do the job well.

Hiring Specialist Position:

- I want to help you fill your vacancy with good candidates, while adhering to the law, and helping numerous others do the same.

Demonstrate Interest

Use good eye contact, welcoming body language and facial expressions, acknowledging gestures, and be present



Demonstrating Interest in a Strategic Hiring Conversation

Hiring Manager

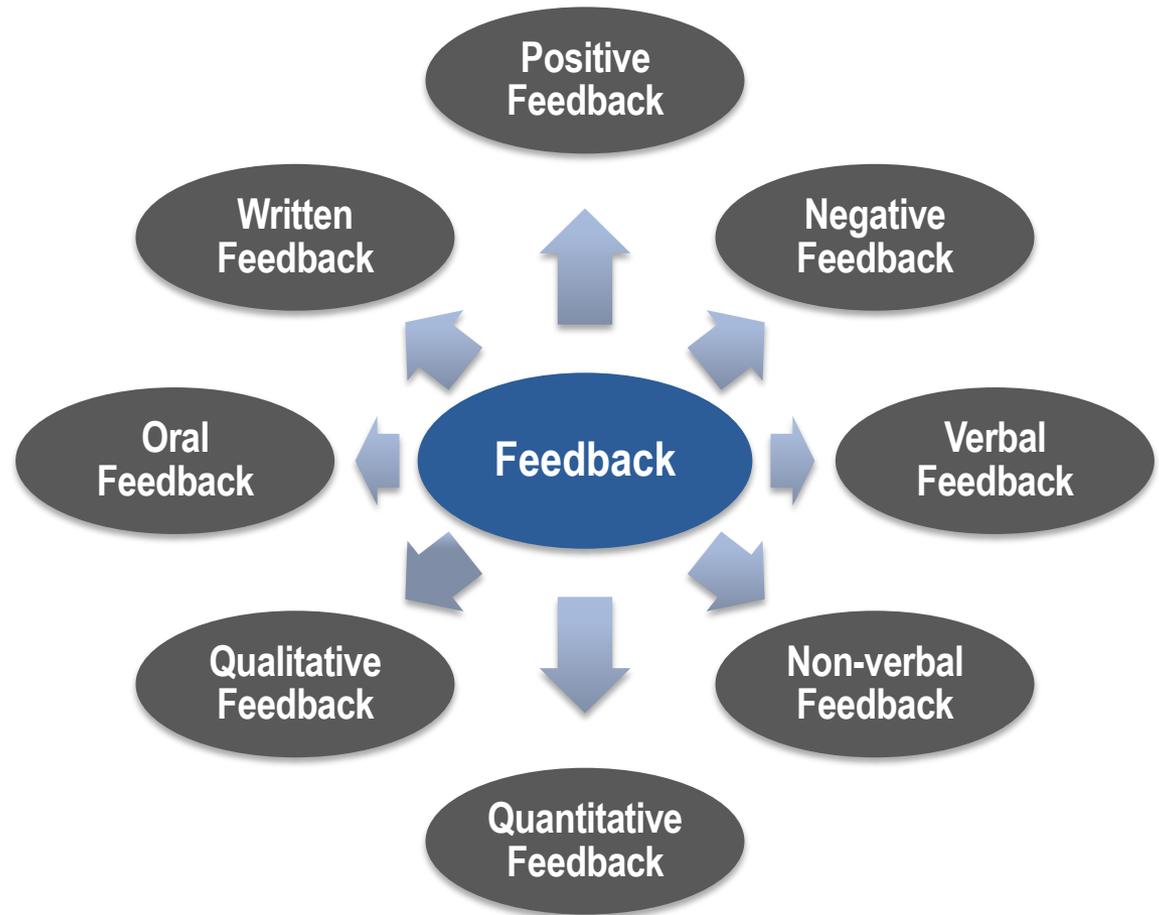
- Allocate sufficient time to devote to hiring
- Prepare for the conversation (describe your team/office, have past PDs, provide historical feedback from interviewers and/or applicants on the process, etc.)
- Be prepared to update and develop new hiring materials, especially if you haven't advertised this kind of position recently.

Hiring Specialist

- Speak to a specialist who has worked with the Office before for tips
- Research the job series and similar recent internal or external postings
- Review relevant hiring data and industry trends
- Provide the manager with an overview of the process and timeframes – manage expectations.

Feedback for Clarification

Sharing your interpretation of the message for verification



Types of Feedback

Show Appreciation

Use statements to demonstrate value and appreciation

"Appreciation can make a day, even change a life. Your willingness to put it into words is all that is necessary."

Margaret Cousins

Extend Yourself

*An invitation
for further
interactions of
mutual benefit*



How to Live the Collaboration Dream

Hiring Managers

- Give feedback to the specialist
- If you learned something about the process you didn't know before share with peers.
- Update your hiring materials before you expect your next vacancy
- Develop a staffing plan during your strategic planning

Hiring Specialists

- Be prepared to mentor/educate your managers on hiring and the process at your agency
- Use OPM resources to help make managers familiar with the process
- Show appreciation to managers who are engaged
- Share best practices with your peers

Merit System Principles

- Recruitment and Fair and Open Competition
- Employees and Applicants Receive Fair and Equitable Treatment
- Equal Pay for Work of Equal Value
- High Standards – Integrity, Conduct, and Public Concern
- Efficiency & Effectiveness
- Performance Management
- Education and Training
- Protection from Partisan Politics & using authority or influence for the purpose of interfering with an election
- Whistleblower Protection

Prohibited Personnel Practices

- Discrimination
- Employment Based on Political Recommendations
- Coercing Political Activity
- Obstruction of Competition
- Influence Anyone to Withdraw from Competition
- Unauthorized Advantage to improve or adversely impact employment prospects
- Employing Relatives (Nepotism)
- Whistleblower Retaliation
- Complaint/Grievance/ Appeal Retaliation
- Non-Job-Related Conduct Discrimination
- Violation of Veteran's Preference
- Violation of Merit System Principles
- Implement or enforce any non-disclosure policy w/o the corresponding notice of rights