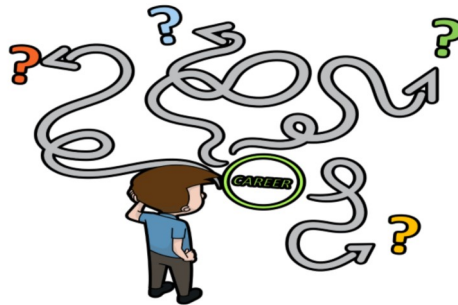


# Innovations in the Federal Hiring Process

## REMOVING OBSTACLES—SAVING TIME—MEETING REQUIREMENTS

The federal hiring process is a structured, regulated system, incorporating multiple guidelines devoted to encouraging merit-based hiring across all agencies while promoting diversity within each agency. The process itself can be overwhelming, and when unexpected external and environmental impacts are introduced, such as the COVID 19 pandemic, an organization can find that it is less and less effective. Who could predict the organizational and long-term impacts? These disruptions exaggerate changes in leadership, staffing turnover, reduced resources, increased demands, outdated technologies or productivity-crippling processes.



Additionally, necessary global technology advancements can sometimes be seen as moving “people” out in favor of automation. These make hiring new staff a daunting task; let alone achieving mission milestones.

Considering these factors, how does an agency ensure their hiring process is agile, OPM compliant, and quickly delivers the necessary and hard to find talent required to achieve the mission?

### MEETING OPM'S GUIDELINES

BMA acknowledges that federal Human Resources (HR) teams face challenges in both running their divisions and consistently enforcing OPM policies across the organization. Issues pertaining to retention (employee turnover), recruitment, and complicated hiring processes are an impediment to the Agency's ability to meet its recruitment and hiring objectives. This whitepaper provides solutions to enable improved metrics, increased accountability and compliance within the federal hiring process.

### CHALLENGES

Advanced planning, the effective use of technology, and clear and continuous communication are keys to an effective HR Hiring process. Based on our experience, BMA has determined that many federal agencies encounter bottlenecks in their hiring process, and not meeting the 80 hiring requirements (such as the 14 day announcement window) as mandated by OPM. Additionally, BMA knows that

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the HR process is incumbered by a general lack of understanding of the organization and its structure by the HR Team. Often, there are too many systems and too many steps in the HR hiring process.

In our work, we have seen as many as three Human Resource Information Systems (HRIS) that may not be fully integrated and require manual data input. One system may have a lesser controlled, external interface where the data is prepopulated by the candidate. The issues evolve as bottlenecks occur as these three systems migrate data from application to onboarding to employee management, for example. Our observations have ascertained that these bottlenecks are due to a lack of training, communication, oversight (holding people accountable to the process) and too many steps in the process.

The conundrum is to build a workforce with these challenges and maintain candidates through the lengthy federal security process?

**Transforming an organization is never easy, but it is achievable.**

## SOLUTIONS

### Uncovering Wasteful Processes

The BMA approach starts with a root-cause based assessment across the dimensions of people, process, and technology. This assessment is deployed in an efficient and effective manner and the results capture what is occurring in the current state and why this is occurring. We interact with staff, supervisors, and leadership within HR as well as hiring managers and other key stakeholders to ensure that the Voice of the Customer is properly captured.

We start with a few of the highest impact customer-centric processes within the hiring activity—staffing, security, and onboarding, for example. We fully document the current state, including the steps, durations, owner/handoffs, customer touchpoints, technology used, and any performance quality/data.

We then evaluate the staffing model and organizational structure employed to conduct the hiring process. We evaluate whether the customer has senior staff performing junior-level work or whether merit promotions were provided due to “time in” job, but the individuals were not given the training necessary to perform the advanced functions.

Armed with the process details and people insights above, we leverage our years of Human Capital Management (HCM) and HR experience to conduct research around technology consolidation/replacement costs, propose process and duration changes, and review and recommend new HR/customer service level targets tied to the new enhanced

processes. Changes are prioritized based on cycle time reduction, customer improvements, and cost avoidance.

We perform audits, pilots, communications, and customer check-ins to build and implement a rollout and communication strategy for the new process changes.

The final step would be to review existing data and reporting mechanisms tied to the pilot processes as data is generally a challenge—from accuracy to transparency to leadership insights.

*As the modern workforce evolves, the Federal Government requires a more efficient approach to hiring.*

June 26, 2020  
Executive Order on Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates

## Implementation Methodology

BMA’s project design and implementation methodology includes project management services to coordinate activities and responsibilities to ensure milestones are met and expected outcomes are achieved. Our phased approach involves understanding how change/transformation is managed today (the client’s current state), defining what

a change capability will look like (the client’s future state), and developing a plan to embed change management and grow change management competencies (transition state). Having a clear understanding of where the business is now and how to create more value for the Agency, team members and the citizens served, will help build and sustain a solid foundation for the **Workforce of the Future**.

## Developing a Culture of Continuous Process Improvement

BMA’s goal is to deliver an executable plan and associated processes to help customers establish a culture of continuous improvement focused on operational efficiency with a continual drive toward solving problems.

## WHY BMA

BMA excels at helping clients develop a pragmatic, strategic vision of where they want to go and how to get there. Since process transformation impacts the entire organization, we work to obtain early and sustained buy-in from leadership, managers, staff members and those charged with making change happen. Our holistic approach encompasses processes, systems, technology and people to ensure the desired outcomes. With a forward-thinking, inventive team to lead you, sustainable transformation truly is possible.

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