



Office of Audits
Office of Inspector General
U.S. General Services Administration

Audit of GSA's Hiring Practices

*Report Number A110082/O/F/F11009
September 30, 2011*



Office of Audits
Office of Inspector General
U.S. General Services Administration

REPORT ABSTRACT

PURPOSE

The GSA Office of Inspector General included this audit in its FY 2011 Audit Plan to address management's concerns about the Office of the Chief People Officer's (OCPO) ability to attract and to hire quality employees in a timely manner.

OBJECTIVES

The objectives of the audit were to assess:

- (1) the OCPO's compliance with requirements established by the Office of Personnel Management (OPM) and the Presidential Memorandum on "Improving the Federal Recruitment and Hiring Process;" and
- (2) the efficiency and timeliness of GSA's hiring process.

**Finance and Information
Technology Audit Office
(JA-F)**
1275 First Street, NE
Suite 227
Washington, DC 20417
(202) 357-3620

Audit of GSA's Hiring Practices

Report Number A110082/O/F/F11009

September 30, 2011

WHAT WE FOUND

Finding 1 – Hiring data used to calculate and report GSA's time-to-hire metrics to OPM is unreliable.

Finding 2 – Deficiencies identified during Delegated Examining Unit (DEU) Self-Audits were not addressed timely by the OCPO and regional Human Resource (HR) offices.

Finding 3 – GSA's efforts to fully comply with the President's Memorandum on "Improving the Federal Recruitment and Hiring Process" should be improved.

WHAT WE RECOMMEND

The Chief People Officer (CPO) should:

1. Develop a standardized methodology for collecting, documenting, and reporting hiring data across GSA. The CPO should also implement procedures to verify and ensure that hiring metrics reported to OPM are accurate.
2. Improve the system currently in place. Specifically, the CPO should enforce the Human Resources Management Accountability System (HRMAS) policy to ensure that the regional HR offices respond to the results of the DEU audits within 30 days; and to ensure that corrective actions are reviewed and approved by the Office of Human Capital Management within the required timeframe.
3. Seek clarification (and/or an exception) directly from the Office of Personnel Management, in consultation with the Office of Management and Budget, to ensure that GSA's use of the hurdle method in this manner is in support of the Presidential Memorandum. Additionally, the CPO should implement its newly developed tools and resources as quickly as possible.

MANAGEMENT'S COMMENTS

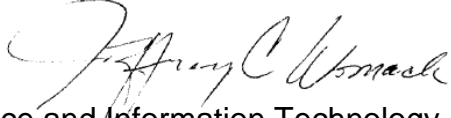
Management generally agreed with our findings and recommendations. See the CPO's written response to our draft report in Appendix D.



**Office of Audits
Office of Inspector General
U.S. General Services Administration**

DATE: September 30, 2011

TO: Anthony E. Costa
Chief People Officer (C)

FROM: Jeffrey C. Womack 
Program Director, Finance and Information Technology Audit Office (JA-F)

SUBJECT: Audit of GSA's Hiring Practices
Report Number A110082/O/F/F11009

This report presents the results of our audit of GSA's hiring practices. Our findings and recommendations are summarized in the Report Abstract. Instructions regarding the audit resolution process can be found in the email, which transmitted this report.

Your written comments to the draft report are included in Appendix D of this report.

If you have any questions regarding this report, please contact me at (202) 357-3620 or Jeffrey.Womack@gsaig.gov.

On behalf of the audit team, I would like to thank you and your staff for your assistance during this audit.

Table of Contents

Introduction	1
<i>Objectives</i>	<i>2</i>
Results	
<i>Finding 1 – Hiring data used to calculate and report GSA’s time-to-hire metrics to OPM is unreliable.</i>	<i>3</i>
Recommendation 1	4
<i>Finding 2 – Deficiencies identified during Delegated Examining Unit (DEU) Self-Audits were not addressed timely by the OCPO and regional HR offices.</i>	<i>4</i>
Recommendation 2	5
<i>Finding 3 – GSA’s efforts to fully comply with the President’s Memorandum on “Improving the Federal Recruitment and Hiring Process” should be improved.</i>	<i>5</i>
Recommendation 3	7
<i>Internal Controls.....</i>	<i>7</i>
Conclusion.....	8
Appendixes	
Appendix A – Scope and Methodology	A-1
Appendix B – GSA Office of the Chief People Officer Organization Chart	B-1
Appendix C – OPM End-to-End 80-Day Hiring Model.....	C-1
Appendix D – Management’s Comments	D-1
Appendix E – Report Distribution	E-1

Introduction

The Office of the Chief People Officer (OCPO) manages the General Services Administration's (GSA) programs, policies, and operations for the agency's (approximately) 12,500 employees, excluding the Office of Inspector General. The OCPO organization includes the Office of Human Resources Services, the Office of Human Capital Management, the Office of Information Management, the Office of Executive Resources, and the Office of Program Performance. In September 2009, GSA Directive ADM 5440.622: *Changes in Organization (GM&A)*¹ transferred the reporting of GSA's human resource (HR) functions from Regional Administrators to the Chief People Officer (see Appendix B – *OCPO Organization Chart*). While managed centrally by the OCPO, the regional HR offices perform the day-to-day HR functions.

The GSA OCPO's mission is: *"To contribute to GSA's business success by providing human capital management strategies, policies, advice, information, services and solutions that are consistent with merit system principles."* In an effort to achieve its goals and stated mission, the OCPO began a Lean Hiring Reform Initiative (LHRI) in February 2009. This initial effort led to the formation of hiring reform SWAT teams² in June 2009, and led to the establishment of a more comprehensive LHRI team in January 2010. LHRI project teams were formed to address barriers and gaps in the agency's hiring processes, and to improve GSA's time-to-hire metrics.³ At the time of our audit, 11 project teams,⁴ each of which anticipated achieving its goals before the start of fiscal year (FY) 2012, led the OCPO's LHRI efforts.

One goal of the OCPO's LHRI included efforts to address the President's May 11, 2010 Memorandum on hiring reform. This memorandum, titled *"Improving the Federal Recruitment and Hiring Process"* stresses that an agency's ability to perform its mission effectively and efficiently depends on a talented and engaged workforce. To meet the President's implementation deadline of November 1, 2010, the OCPO gave priority to achieving the goals of the LHRI teams that were aligned with the requirements of the Presidential Memorandum.

Another major initiative of the OCPO is to improve GSA's time-to-hire by aiming to achieve the Office of Personnel Management's (OPM) 80-day hiring model (see Appendix C). The OCPO relies on hiring information maintained in its GSAjobs⁵ system

¹ GM&A: General Management and Administration

² The SWAT teams were formed to undertake hiring reform challenges addressed by OPM and the Office of Management and Budget in June 2009.

³ OPM unveiled the End-to-End 80-day hiring model in September 2008 as guidance for agencies to measure its total time-to-hire for posted job vacancies.

⁴ In January 2011, LHRI project teams were reviewed and re-scoped by the new Project Manager, resulting in a reduction from 20 LHRI project goals and teams to 11.

⁵ GSAjobs is the primary information system used in GSA's hiring process. Although the system is owned and managed by Monster Government Solutions, GSA maintains the database that captures and stores data associated with its job announcements. GSAjobs interfaces with USAJOBS, an OPM-approved Federal web-based employment search portal. As a result, job announcements created in GSAjobs are posted to and visible on USAJOBS.

to track and report hiring data to OPM; to calculate the agency's time-to-hire metrics; and to help identify bottlenecks and areas for improvement in the hiring process. The data maintained and used by an organization is an important factor in managing performance. The principle of "data quality" entails a state of completeness, consistency, timeliness, and accuracy, all of which contribute to the validity of data maintained for a specific use.

Objectives

The objectives of the audit were to assess: (1) the OCPO's compliance with requirements established by OPM and the Presidential Memorandum on *"Improving the Federal Recruitment and Hiring Process;"* and (2) the efficiency and timeliness of GSA's hiring process (in particular, as it relates to the OPM End-to-End hiring model).

Results

Finding 1 – Hiring data used to calculate and report GSA’s time-to-hire metrics to OPM is unreliable.

The OCPO does not have a reliable process to obtain and report its hiring data. Currently, data used to report time-to-hire metrics is obtained from the GSAjobs system. However, the data extracted from GSAjobs is not always accurate or complete. As a result, the OCPO relies on the regional HR offices to review and amend the data extracted from GSAjobs prior to calculating and reporting its time-to-hire metrics to OPM. The data is unreliable because the OCPO does not have standardized and systematic processes across the regional HR offices to accumulate data in GSAjobs and to retrieve it for reporting purposes.

We identified the following issues:

- 1) Hiring data in GSAjobs is inaccurate and incomplete. Key dates, which are used to calculate the total time-to-hire, are not entered by the regional HR offices in a timely manner. This forces the OCPO to develop manual processes to supplement the missing data in GSAjobs. Also, the data in GSAjobs does not always agree with supporting documentation in the hiring case files. Without a process in place to ensure timely and accurate data entry, there is no assurance that time-to-hire metrics provided to OPM are correct.
- 2) The OCPO does not provide authoritative guidance to the regional HR offices on what types of source documents should be used to track and calculate time-to-hire metrics. Consequently, regional HR offices did not always use the same source document to track the first step in the hiring process. Using different source documents results in the use of different starting dates, which can affect the agency’s time-to-hire metrics. For example, we identified instances in which the Standard Form (SF)-52: *Request for Personnel Action* was not used to track the first step in the hiring process. In some instances, other source documents like email correspondence, HR checklists, or other hiring documents were used.
- 3) The OCPO does not provide adequate guidance on what types of hires should be included in the time-to-hire metrics. As a result, there was no consistency in the types of hires reported by regional HR specialists in the hiring data. The focus of OPM’s 80-day hiring model is on Delegated Examining (DE) hire types. The OCPO acknowledged that at different times, various combinations of DE, Merit Promotion (MP), permanent and temporary hires were used in its time-to-hire calculations.

The absence of reliable data and the failure to implement standardized processes for regional HR offices to collect, document, and report hiring information increases the risk of inconsistencies in time-to-hire metrics reporting. Consequently, performance metrics maintained by the agency and reported to OPM and the public may not be reliable. As a

result, we were unable to assess the timeliness of GSA's hiring process because we could not rely on the accuracy of the hiring data maintained by the OCPO.

Recommendation 1

We recommend that the CPO develop a standardized methodology for collecting, documenting, and reporting hiring data across GSA. We further recommend that the CPO implement procedures to verify and ensure that hiring metrics reported to OPM are accurate.

Finding 2 – Deficiencies identified during Delegated Examining Unit (DEU) Self-Audits were not addressed timely by the OCPO and the regional HR offices.

In accordance with the OPM Delegated Examining Operations Handbook, annual DEU self-audits are to be conducted for each of the 11 GSA regions. The Office of Human Capital Management is responsible for performing the audits, certifying its completion to OPM, evaluating proposed corrective action(s), and preparing closeout memos, which signify the end of the DEU audit process.⁶ The purpose of the self-audits is to ensure compliance with federal law and merit system principles, as well as to improve the efficiency and effectiveness of GSA's OCPO HR offices.

We were able to confirm that the audits were performed for FY 2010 and that their completion had been reported to OPM. However, during our review of the FY 2010 DEU self-audit process, we identified two concerns:

- 1) *Certain regional HR offices did not provide corrective actions to address deficiencies identified during the audits within 30 days.* The regions were required to respond to the report recommendations within 30 days of report issuance. Of the 11 GSA regional HR offices, 9 were required to submit a response with proposed corrective actions, and 6 of these submitted their response up to 102 days past the 30-day due date (Figure 1). In one other region that was granted additional time, it took as long as six months to respond to the audit findings.⁷
- 2) *Nine regions responded to audit findings; however, only two had closeout memos completed as of our review.* According to the OCPO's Human Resources Management Accountability System (HRMAS) guide, the DEU audit review team will assess the corrective actions taken by the regional HR office. It further states that if issues have not been satisfactorily resolved within 60 days of the HR office's response, a report will be submitted to the OCPO. The closeout memos provide essential feedback to the regions regarding the self-audits and plans for

⁶ The audits are to be performed by GSA OCPO staff not involved in the delegated examining (DE) activities of the office being audited and who have received DE training.

⁷ The remaining two GSA regions were not required to submit corrective actions as their audits did not result in any findings.

corrective action. The closeout memos also mark the end of the DEU self-audit process for the fiscal year.

Figure 1: Summary of Timeliness of FY 2010 DEU Self-Audits

Regional HR Division	Timely Response? <i>(i.e., Received within 30 days? If "no," number of days past due.)</i>		Closeout Memo Prepared? <i>(within 60 days of HR Division response)</i>
National Capital Division	No	102 days past due	No
Region 2	No	94 days past due	No
Region 1	No	23 days past due	No
Region 6	No	10 days past due	Yes
Region 3	No	8 days past due	No
Region 5	No	2 days past due	No
Region 8*	Yes*	0	No
Regions 9 & 10	Yes	0	Yes
Talent Center	Yes	0	No
Region 4	No Audit Findings		Not Required
Region 7	No Audit Findings		Not Required

*Region 8's response was deemed to be timely as it was granted extensions by the Office of Human Capital Management, which the region met. However, it took 6 months (179 days) for the Region to respond to the results of the audit.

The DEU self-audits are tools to help the OCPO improve efficiency in the agency's hiring process and to identify areas for improvement. If the self-audit process is untimely, most particularly with respect to developing and implementing corrective actions, the audits lose value and effectiveness. In addition, the potential risk for repeated noncompliance and/or unresolved audit findings is increased.

Recommendation 2

To add additional value to the audit process, we recommend that the CPO improve the system currently in place. Specifically, the CPO should enforce the HRMAS policy to ensure that the regional HR offices respond to the results of the DEU audits within 30 days; and to ensure that corrective actions are reviewed and approved by the Office of Human Capital Management within the required timeframe.

Finding 3 – GSA's efforts to fully comply with the President's Memorandum on "Improving the Federal Recruitment and Hiring Process" should be improved.

The OCPO did not comply with two requirements of the May 11, 2010 Presidential Memorandum (Memorandum) "Improving the Federal Recruitment and Hiring Process." GSA did not eliminate essay-style questions in its application process, and should

improve its efforts to require managers' involvement in the hiring process.

Eliminate Essay-Style Questions

GSA has not eliminated essay-style questions from its initial application process. The continued use of essay-style questions prolongs the current "complexity" of the hiring process. According to Section 1(a) (1) of the Memorandum, agencies shall "eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job." Continued use of essay-style questions during the initial application process may deter qualified and desirable applicants from applying.

GSA uses an automated hurdle assessment process to collect application materials for its vacancy announcements. During the process, the applicants answer questions to determine basic eligibility and qualifications, and receive an acknowledgement as to whether or not they meet them. If deemed eligible, the applicants subsequently move on to the next phase, which may include completing essay-style questions. According to GSA's vacancy announcements, applicants must respond to the essay-style questions to receive full credit for the next phase. If the applicants do not respond to the essay-style questions, their application could be deemed incomplete.

According to an OPM representative, agencies can incorporate essay-style questions into the hiring process, but only after submission of the initial application. The initial application process should be used to obtain basic information (i.e., resume, transcripts, etc.) to determine if the applicant is qualified for additional consideration. Afterwards, agencies may use essay-style questions to further evaluate qualified applicants. GSA's position is that it has removed essay-style questions from the initial application process. However, we noted that applicants are still required to answer essay-style questions prior to submitting their completed packages to the HR office.

Hiring Managers' Involvement

Section 1(b) (1) of the Memorandum states that by November 1, 2010, agencies shall "require that managers and supervisors with responsibility for hiring are more fully involved in the hiring process..." The OCPO is developing tools and resources such as the Strategic Conversation for Hiring Managers and the Recruitment Workload Tracking Tool (RWTT) to facilitate compliance with this requirement. However, at the time of our audit, these tools were not yet complete.

The Strategic Conversation for Hiring Managers seeks to facilitate the discussion between the human resource specialist and the hiring manager regarding recruiting and hiring highly qualified individuals. The OCPO introduced this tool in a pilot test, but it is currently under further review. The RWTT is a web-based tool designed to provide OCPO staff with the ability to track vacancies from the time a hiring request is made until bringing new employees on-board. The tool will allow hiring managers to view open vacancies to determine the status of the hiring process and to remind managers to

perform activities in a timely manner. The tool is expected to be ready for use in all regions by early September 2011.

Recommendation 3

We recommend that the CPO seek clarification (and/or an exception) directly from the Office of Personnel Management, in consultation with the Office of Management and Budget, to ensure that GSA's use of the hurdle method in this manner is in support of the Presidential Memorandum. Additionally, the CPO should implement its newly developed tools and resources as quickly as possible.

Internal Controls

We limited our assessment of internal controls to those related to the hiring practices performed throughout the OCPO and its regional HR offices. We reviewed GSA's and the OCPO's hiring policies and procedures, performed audit procedures to assess the effectiveness of the controls, and made recommendations to strengthen and improve the controls discussed in the Results section of this report.

Conclusion

The OCPO can improve the management of its hiring practices and procedures; its ability to hire quality employees in a timely manner; and its compliance with Federal hiring mandates.

Currently, the OCPO does not have a reliable and standardized process for collecting, documenting, and reporting hiring data. Consequently, management cannot rely on this data to make decisions necessary to improve the agency's hiring practices.

Additionally, DEU self-audits were not addressed and closed out within the required timeframes by regional HR offices and the Office of Human Capital Management. Delays in addressing the corrective actions and closeout memos increase the risk for repeat audit findings and noncompliance with Federal merit system principles. If the audit process is untimely, the audits lose value, and the agency loses the opportunity to improve the efficiency and effectiveness of its hiring process.

Furthermore, the OCPO is not in full compliance with the May 11, 2010 Presidential Memorandum *"Improving the Federal Recruitment and Hiring Process."* By not meeting all the mandated requirements, the agency negates the President's objectives to improve the hiring process. Continued use of essay-style questions makes the application process more complex and the hiring process is less effective and efficient when hiring managers are not fully involved. Although the OCPO is developing resources and tools to engage hiring managers, at the time of our audit they were under review and not yet complete. Full compliance with the Presidential Memorandum's mandates will aid in improving the agency's hiring process.

Appendix A – Scope and Methodology

To accomplish our objectives, we:

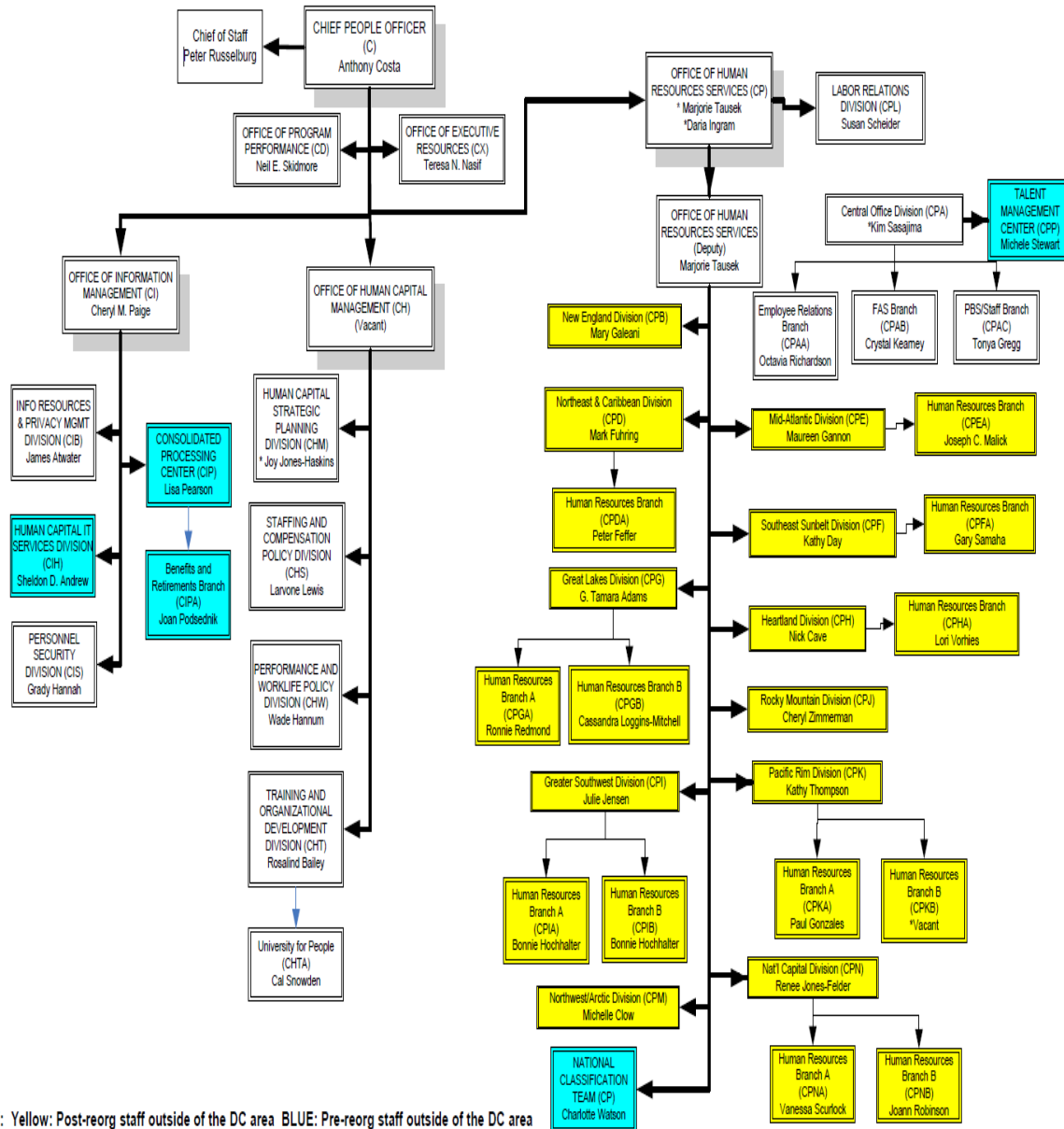
- Reviewed GSA’s directives, internal policies and procedures pertaining to the hiring process;
- Conducted meetings and interviews with OCPO staff members and regional employees;
- Reviewed and assessed the progress of the OCPO’s Lean Hiring Reform Initiative since its 2009 inception;
- Reviewed guidance on hiring provided by OPM and other federal agencies;
- Reviewed audit reports from GSA OIG and other agencies associated with hiring practices;
- Reviewed GSA OCPO regional DEU self-audits and corrective action plans for FY 2010;
- Reviewed the President’s Memorandum – *“Improving the Federal Recruitment and Hiring Process”* (issued May 2010);
- Performed walkthroughs of the hiring process with regional HR offices;
- Reviewed customer satisfaction surveys provided by GSA hiring managers;
- Selected and examined a sample of DE and MP hiring files, and related vacancy announcements posted in GSAjobs and USAJOBS.

We conducted the audit between January 2011 and May 2011 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix B – OCPO Organization Chart

*ACTING

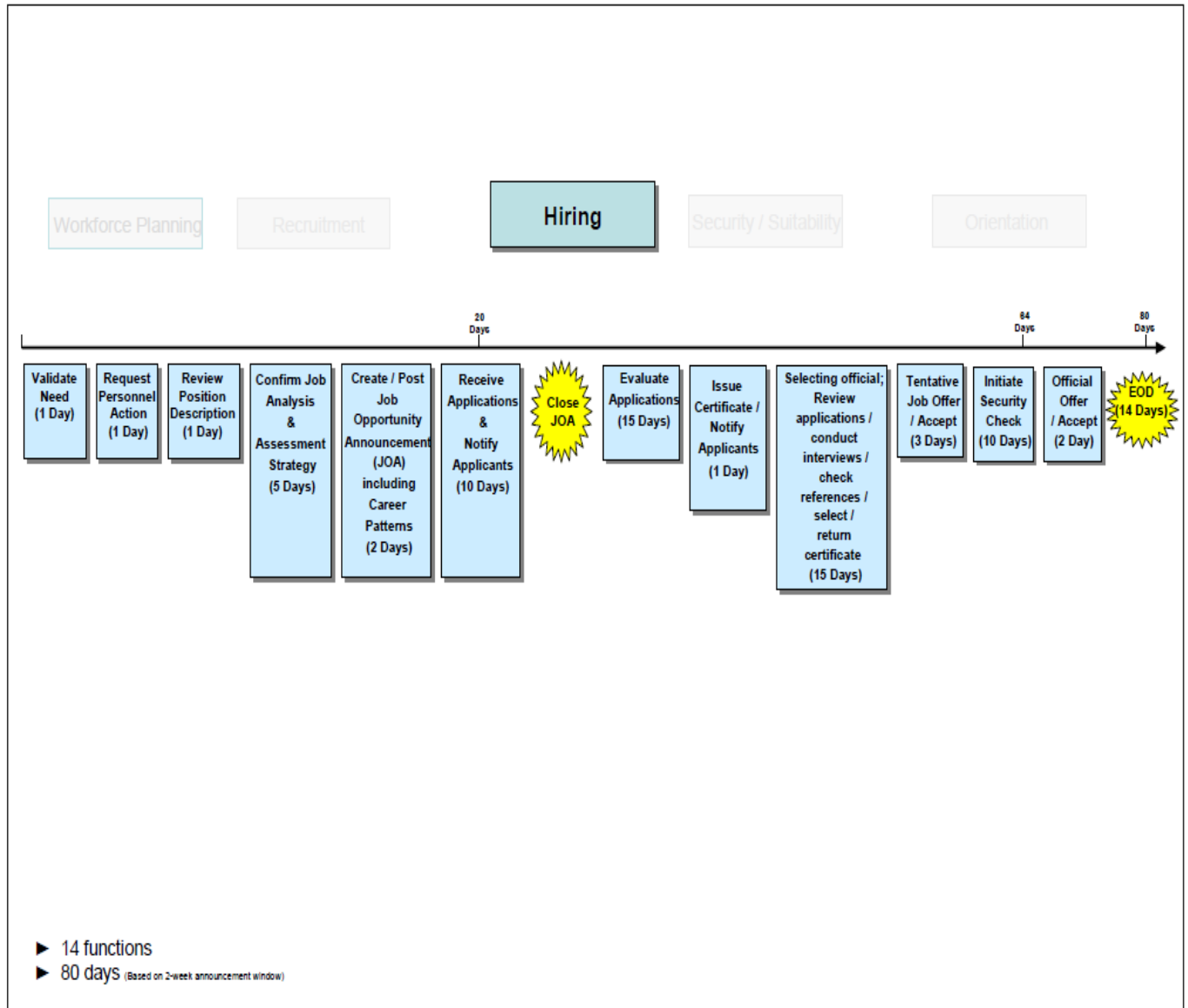
Office of the Chief People Officer



Source: Office of the Chief People Officer (As of July 2011)

Appendix C – OPM End-to-End 80-Day Hiring Model

HIRING PROCESS ROADMAP



Source: Office of Personnel Management's End-to-End Hiring Initiative

The OCPO's "Critical Path" merges OPM's 14 steps into 6 time-measurable steps:

- **Critical Path 1:** Date received in HR to Date vacancy opened (OPM E2E Steps 1-4);
- **Critical Path 2:** Date vacancy opened to Date vacancy closed (OPM E2E Steps 5-7);
- **Critical Path 3:** Date vacancy closed to Date referred to manager (OPM E2E Steps 8-9);
- **Critical Path 4:** Date referred to manager to Date returned to HR (Selection) (OPM E2E Step 10);
- **Critical Path 5:** Date returned to HR to Date position offered (OPM E2E Step 11); and
- **Critical Path 6:** Date position offered to enter on duty (EOD) date (OPM E2E Steps 12-14)

Appendix D – Management’s Comments

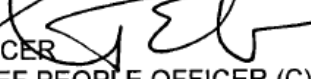


GSA Office of the Chief People Officer

SEP 26 2011

MEMORANDUM FOR CAROLYN PRESLEY-DOSS
DEPUTY ASSISTANT INSPECTOR GENERAL FOR AUDITS
FINANCE AND INFORMATION TECHNOLOGY AUDIT OFFICE
(JA-F)

JEFFREY WOMACK
PROGRAM DIRECTOR
FINANCE AND INFORMATION TECHNOLOGY AUDIT OFFICE
(JA-F)

FROM: ANTHONY E. COSTA 
CHIEF PEOPLE OFFICER
OFFICE OF THE CHIEF PEOPLE OFFICER (C)

SUBJECT: Response to draft report of the Audit of GSA’s Hiring Practices

Thank you for your message of July 29, 2011, transmitting the draft report of the Audit of GSA’s Hiring Practices. We appreciate your efforts, your willingness to discuss and consider our initial views shared when we met on July 21, 2011, and this opportunity to respond to your team’s recommendations.

Recommendation 1

We recommend that the CPO develop a standardized methodology for collecting, documenting, and reporting hiring data across GSA. We further recommend that the CPO implement procedures to verify and ensure that hiring metrics reported to OPM are accurate.

We agree that the hiring data collected across GSA needs to be more accurate and collected in a consistent manner. Therefore in February 2011, the CPO established a project team to develop a reporting tool to improve the collection of GSA hiring data. The tool, the Recruitment Workload Tracking (RWTT), utilizes web-enabled software (SharePoint) that receives daily, automated updates of hiring data elements from the GSAJobs hiring system and the Comprehensive Human Resources Integrated System (CHRIS).

The features of the tool include:

- Establishment of a consistent date on which to start the measurement of the process. This date is the receipt of the Request for Personnel Action (RPA) and is easily documented in the staffing case file.

U.S. General Services Administration
1275 First Street, NE
Washington, DC 20417
www.gsa.gov

- Daily feeds of data elements from the GSAJobs system that are auto populated (i.e. dates announcement opened/closed, date referral issued and date referral returned)
- Daily feeds of security process data from the CHRIS system
- Ability to identify type of recruit action being tracked (i.e. Merit Promotion, Delegated Examining, and Special Hiring authorities). This enables the CPO to convey to OPM only the data on hiring actions required for the Time to Hire report.

Additionally, guides have been developed for the Human Resource Specialists regarding their responsibilities for data elements and all were briefed on the requirements as the tool was launched in their location.

As of September 8, 2011, the RWTT has been deployed in all operating divisions.

Recommendation 2

Improve the system currently in place. Specifically, the CPO should enforce its HRMAS policy to ensure that the regional HR offices respond to the results of the DEU audits within 30 days; and to ensure that corrective actions are reviewed and approved by the Office of Human Capital Management within the required timeframe.

We agree that certain regional HR divisions did not respond in a timely manner to DEU audit findings. However, some of the reports included findings whose associated remedial action required further research, extensive and continuing action to regularize appointments, and coordination with OPM to determine whether variations to employment regulations were necessary. One action to regularize the appointment of an employee was finalized in May 2011, thus resolving the audit findings. That audit was closed out in the same month. The responses to two divisions' reports were delayed due to vacant Human Resources Officer positions and the time needed to recruit and fill the positions. Time was allotted to the newly-appointed HR Officers to gain familiarity with GSA in general and the audit findings and to develop appropriate remedial actions. Generally, as required by extenuating circumstances, extensions will be granted to HR offices, upon request, to formulate a plan to implement and/or complete corrective actions.

We appreciate your suggestions to improve accountability in our DE program, and we recognize that our approach can be more vigorous. GSA does have formal policy, found in the HRMAS that includes timeframes for reporting and responding to audit findings. To that end, we will ensure that all parties adhere to established timeframes, and future reports will identify the consequences identified in GSA's HRMAS (e.g., "retraining, reassignments, transfer of work, loss of hiring or other personnel authority and removal of staff") for failure to meet established time frames, and the consequences will be fully enforced.

We agree that nine regions had responded to audit findings, but only two had close-out memos completed at the time of your review. As noted above, implementation and completion of corrective action in some cases required longer timeframes, thus causing

delay in closing out the audits. However, all audits were completed and required responses were submitted within the fiscal year, which enabled us to close out all FY2010 audits by July 2011, prior to the fiscal year 2011 audit for each division. We recognize the importance of adhering to these timeframes, and appreciate your recommendations to add value to the audit process and improve our program.

Recommendation 3

We recommend that the CPO seek clarification (and/or exception) directly from the Office of Personnel Management, in consultation with the Office of Management and Budget, to ensure that GSA's use of the hurdle method in this manner is in support of the Presidential Memorandum. Additionally, the CPO should implement its newly developed tools and resources as quickly as possible.

Essay-style questions – Although, the CPO is following guidance posted in a Q & A on the Office of Management and Budget's (OMB) MAX site, we agree to seek clarification from the Office of Personnel Management, in consultation with OMB regarding the manner in which we use the hurdle method and how it relates to the implementation of the Presidential Memorandum, *"Improving the Federal Recruitment and Hiring Process"*, dated May 11, 2010.

Tools and Resources Implementation –With regards to the recommendation that CPO implement its newly developed tools, we have completed the following sessions with the Staffing Specialist community to brief them on the use of the various tools and resources developed under the Lean Hiring Initiative. We did this through a series of weekly presentations utilizing collaboration and teleconferencing capabilities.

6/22/11	Introduction of Lean Hiring Projects and Structure
6/29/11	OF-306 and Reference Checks
7/13/11	Job Analysis
7/20/11	Recruitment Conversation
7/27/11	Interview Guidance
8/3/11	Candidate Selection Guidance

The HR Specialists are using these tools and sharing the resources with hiring managers as they collaborate with them on individual actions. Additionally, we have placed the tools and resources on the CPO webpage for both the HR Specialists and Hiring Managers. Lastly, we have engaged in a communications campaign with the hiring manager community to heighten awareness about these resources.

The following Initiatives are still in the implementation phase. The projected completion dates are:

Recruitment Workload Tracking Tool (September 8, 2011)

Onboarding and Orientation (September 30, 2011)

Security and Suitability (October 2011)

Staffing Specialist Development (involves procurement - projected start of December 2011)

If you need additional information, please contact me at (202) 501-0398 or Audrey Peel at (215) 446-4953.

Appendix E – Report Distribution

Chief People Officer (C)

Director, GAO and IG Audit Response Branch (BCBB)

Assistant Inspector General for Auditing (JA)

Deputy Assistant IG for Investigations (JID)

Director, Audit Planning, Policy, and Operations Staff (JAO)