



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

IMPLEMENTATION REVIEW OF CORRECTIVE ACTION PLAN

**Audit of GSA's Hiring Practices**

**Report Number A110082/O/F/F11009**

**September 30, 2011**

*Assignment Number A130117*

*September 30, 2013*



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

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DATE: September 30, 2013  
TO: Anthony E. Costa  
Chief People Officer (C)  
FROM: William Salamon *WS*  
Audit Manager, Finance and Information Technology Audit Office  
SUBJECT: Implementation Review of Corrective Action Plan  
Audit of GSA's Hiring Practices  
Report Number A110082/O/F/F11009, September 30, 2011  
Assignment Number A130117

This report presents the results of our implementation review of the *Audit of GSA's Hiring Practices*.

We have completed an implementation review of the management actions taken in response to the recommendations contained in the subject audit report (See **Appendix A**). The objective of our review was to determine whether the Office of the Chief People Officer (OCPO) has taken the corrective actions as outlined in the Action Plan for *Audit of GSA's Hiring Practices*. To accomplish our objective we:

- Examined documentation submitted by the OCPO supporting accomplishment of the action plan steps;
- Performed limited testing of the implementation of actions outlined in the action plan, dated December 2, 2011; and
- Corresponded with OCPO personnel.

Our implementation review found that OCPO addressed the audit recommendations in the corrective action plan, dated December 2, 2011.

If you have any questions regarding this report, please contact me or any member of the audit team at the following:

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Rhiannon Mastrocola	Auditor-In-Charge	<a href="mailto:Rhiannon.Mastrocola@gsaig.gov">Rhiannon.Mastrocola@gsaig.gov</a>	(202) 273-7322

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

## Background

On September 30, 2011, we issued an audit entitled *Audit of GSA's Hiring Practices* to the OCPO. The OCPO manages GSA's programs, policies, and operations for the agency's 12,000 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.

Our audit found:

- Hiring data used to calculate and report GSA's time-to-hire metrics to OPM is unreliable.
- Deficiencies identified during Delegated Examining Unit (DEU) Self-Audits were not addressed timely by the OCPO and regional Human Resource (HR) offices.
- GSA's efforts to fully comply with the President's Memorandum on *"Improving the Federal Recruitment and Hiring Process"* should be improved.

To address the issues identified in the report, we recommended that the Chief People Officer (CPO):

- Develop a standardized methodology for collecting, documenting, and reporting hiring data across GSA. Also, implement procedures to verify and ensure that hiring metrics reported to OPM are accurate.
- 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.
- 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, implement its newly developed tools and resources as quickly as possible.

The CPO generally agreed with our recommendations.

## Results

The results of our implementation review indicate that the OCPO has taken appropriate corrective actions to address our recommendations. We determined that no further action is necessary to address our recommendations.

## Appendix A – Action Plan for Report Number A110082

Designated Responding Official: [REDACTED]  
 Contact Person: [REDACTED]  
 Telephone Numbers: [REDACTED]  
 [REDACTED]  
 [REDACTED]  
 [REDACTED]  
 [REDACTED]  
 [REDACTED]

Date: December 2, 2011

Audit Report Number/Title	Recommendation Number	Proposed Recommendation Completion Date
<b>A110082/O/F/F11009</b> <b>Audit of GSA's Hiring Practices</b>  <b>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.</b>	<b>Recommendation #1</b>	<b>See Dates Below</b>
<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be Sent to BCBB</u>	<u>Documentation will be Sent Last Day of</u>
1. Complete implementation of new Recruitment Workload Tracking Tool (RWTT)	Implementation of RWTT	Completed (Attachment A)
2. Give all GSA Managers access to RWTT allowing them to see status of their actions	Memorandum from Tony Costa notifying managers of RWTT tool	Completed – (Attachment A)
3. Remind all staffing specialists the importance of capturing data on a timely and accurate basis	Memo to all staffing specialists reminding them of the importance of capturing data on a timely and accurate basis using uniform definitions	Completed – See attached memo dated 12/1/11 (Attachment B)

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**Recommendation #2**

**See Dates Below**

**Improve the DEU audit report 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 timeframes.**

<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be Sent to BCBB</u>	<u>Documentation will be Sent Last Day of</u>
1. Establish procedure for monitoring status of audit	Prepare new procedure for monitoring status	January 12, 2012
2. Revise DEU audit report template adding consequences for failure to meet established timeframes	Establishment of new template	March 1, 2012

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**Recommendation #3**

**See Dates Below**

**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.**

<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be Sent to BCBB</u>	<u>Documentation will be Sent Last Day of</u>
1. Seek Clarification from OPM on the use of essay questions using the hurdle approach during the first phase of the recruitment process	Letter to OPM requesting clarification of use of the hurdle approach.	Completed – see letter dated November 29, 2011 (Attachment C)

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| 2. Implementation of recruitment processes identified in the Lean Hiring Initiative | Issue memo to All Supervisors outlining the recruitment processes now available for their use  | Completed –See e-mail message dated 9/28/11 (Attachment D)   |
| 3. Provide training to hiring managers  | Prepare Draft Presentations<br>Final comments due<br>Prepare final presentations<br>e-mail notification to managers<br>e-mail notification to BEI<br>Begin presentations | October 28, 2011 - Completed<br>November 9, 2011 - Completed<br>January 5, 2012<br>January 31, 2012<br>January 31, 2012<br>March 1, 2012 |

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## ***Appendix B – Report Distribution***

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Chief People Officer (C)

Audit Liaison, Office of the Chief People Officer (CD)

Director, Management and Oversight Division (H1C)

Assistant Inspector General for Auditing (JA)

Deputy Assistant IG for Investigations (JID)

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