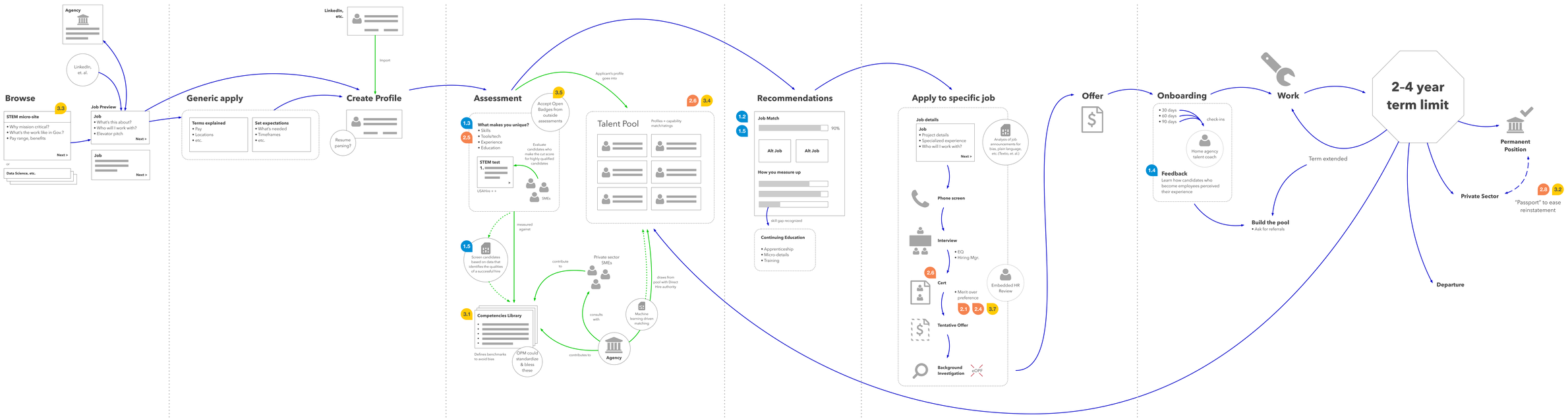
1.1 2.2 2.3 2.7 3.6

Mission Critical Hiring Paths

Mapping a Possible Future State

- **User flow**
- **Backstage information flow** (human-powered)
- **Backstage information flow** (algorithm / AI-powered)



Learning about the job
Potential applicant discovers mission-critical "job preview" via STEM micro-site, LinkedIn or similar, or Agency website.

Preliminary interest / action
Applicant takes first step of application process, applying to the Talent Pool and creating a profile

Analyzing skills
Applicant takes assessment; combined algorithm and SME evaluation, measuring against capabilities library maintained by Agency. Once passed, applicant enters STEM talent pool, within which Agency can view profiles and pick candidates via Direct Hire authority.

Matching to open jobs
Assessment results in specific job matches and measures in relation to pool. If skill level gap is detected, suggests developmental opportunities

Getting hired
Applicant applies to specific job. AI enhances creation of job announcement. Applicant is interviewed, Vet Preference is limited in determination of Cert, with HR oversight.

Getting to work
Applicant progresses through onboarding, recording feedback on process for future hires. At end of term, may extend or depart, with ability to transfer in/out of private sector with reinstatement.

Sources

We have annotated this diagram to show where our ideas dovetail with existing proposals and other analyses of government hiring. The numbered, colored dots above correspond with the excerpts to the right.

1. Technology's Role in the Evolution of Talent Acquisition

Institute for Corporate Productivity

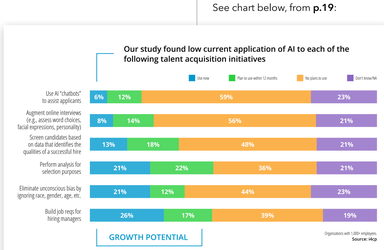
1.1
"Research conducted by the Institute for Corporate Productivity (i4cp), which includes analysis of the data from a global survey of 540 talent acquisition and HR professionals and a series of in-depth interviews with senior executives, found that high-performance organizations distinguish themselves in their use of technology by experimenting with emerging talent acquisition technology 3x more than low-performing organizations." **p.1**

1.2
"Hiring for specific skills (e.g. engineers, sales professionals, etc.) = 75% Positive correlation to Talent Acquisition effectiveness." **p.4**

1.3
Streamlining candidate intake process = 63% Positive correlation to Talent Acquisition effectiveness." **p.4**

1.4
"While lower-performing organizations are 40% more likely to focus on technology to automate talent acquisition tasks, high-performance organizations are 67% more likely to focus on learning how top candidates perceived their experience with the company's career site, thereby furthering their ability to both build relationships with (and learn how to improve the candidate experience from) top prospective talent." **p.5**

1.5
See chart below, from **p.19**:



2. Renewing America's Civil Service

Partnership for Public Service and The Volcker Alliance

2.1
"OPM and Congress should review existing hiring authorities (which number over 100) and work together to craft a limited set of new, rationalized government-wide hiring authorities that embody the best features of existing authorities should be grounded in the merit system principles and include preference for veterans but also should ensure that agencies are able to hire the best candidate for any given position." **p.2**

2.2
"The agencies themselves – who best know their workforce needs – should have latitude to use direct hire authority without prior OPM permission." **p.2**

2.3
"Agencies should also be able to target their recruiting efforts to pools of qualified candidates without having to advertise to the entire population, which can overwhelm agencies with applications from unqualified candidates." **p.3**

2.4
"Agencies and veterans alike bemoan the complexity of the veterans preference in federal hiring. OPM should work to educate human resource professionals and hiring managers on the proper application of the preference and should also work with the military services to find ways to match the talents of individuals exiting military service with skills needed in civilian agencies." **p.3**

2.5
"The government's continued struggle to address critical skills gaps is the fundamental reason that strategic human capital is on the Government Accountability Office's High-Risk list." **p.3**

2.6
"The Competitive Service Act (CSA) authorizes agencies to collectively build and utilize talent pools to fill critical skills gaps. Specifically, the CSA allows multiple agencies to hire individuals off the same "certificate of eligibles" (i.e., lists of the most qualified candidates) to fill a position in the same occupational series and the same grade level. While implementing regulations were issued in 2017, agencies have made little progress in using this authority. OPM should lead an aggressive push to help agencies use the CSA." **p.3**

2.7
"OPM should use its demonstration authority aggressively to pilot new pay and classification systems to improve recruitment and retention of top talent. This effort particularly should be targeted to the hardest-to-fill, mission-critical occupations in government. The statute granting OPM authority to conduct pilot programs is broad but has been bogged down over the years by OPM's own rules on how these projects are carried out. OPM needs to delayer these rules, make full use of the demonstration authority to test new personnel systems, and when pilots prove successful allow other agencies to use those authorities." **p.4**

2.8
"Congress should amend Chapter 33 of Title 5, United States Code to allow agencies to non-competitively rehire former federal employees at the level for which they qualify. Currently, former employees can be reinstated non-competitively only to a job at or below the grade level they last held, even if valuable experience outside the government has enhanced their credentials or qualifications." **p.6**

3. Building a Public Service for the 21st Century

Whitepaper by a panel of the National Academy of Public Administration

3.1
"Replace current detailed job specifications with a competency-based talent management model." **p.3**

3.2
"[The Civil Service system should transform] from 'she/he is my employee and I can't afford to lose her/him. It's too hard to find someone else' to 'this employee can contribute to this project and then have the opportunity to move on to support government's broader missions.'" **p.10**

3.3
"[The Civil Service system should transform] from 'a single position classification system' to 'a mission-based compensation system, with market-sensitive pay.'" **p.10**

3.4
"The focus for managing the workforce will shift from positions to activities." **p.15**

3.5
"Employees would be able to earn credentials or 'badges' as they master successive competency levels." **p.19**

3.6
"The government must develop more-flexible ways of recruiting and retaining scarce and specialized talent." **p.20**

3.7
"Increasingly, observers are suggesting that offering veterans an advantage in employment should be limited to entry into the civil service." **p.45**