

CIVIC DIGITAL FELLOWSHIP - OFFICE OF CUSTOMER EXPERIENCE

Week 1

Week 2

Week 3

Week 4

Week 5

Week 6

Week 7

Week 8

Week 9

Week 10

Intro to OCE

CX Cap Goal (Amplify, CX Cookbook)

GSA.gov

OCE Storytelling

OHRM Hiring Manager Engagement

Key

Shadow

Personal

Collaborative

Qualtrics Dashboard

 OHM Hiring Manager Engagement

The Problem

How might we improve the
end-to-end hiring process
for **hiring managers**
across GSA?

1. Project Scope

2. User Interviews

3. Synthesis

4. Report

THE PROCESS

Concept

OHRM came to OCE to better understand GSA hiring manager's pain points through the hiring process.

Purpose

OHRM came to OCE to better understand GSA hiring manager's pain points through the hiring process.

Action Items

1. OHRM project proposal

2. Outreach to hiring managers across GSA

3. Customer Interview Plan

Conducted 16 user interviews over the course of 2 weeks with a diverse group of hiring managers in seniority, experience, and office

Develop clear understanding of user needs

1. Mural Boarding Individual User Journey's

2. Coding interview quotes in AirTable

We pulled themes from the general codes in Airtable through a collaborative workshop with OHRM.

Action Items:

1. Collaborative Workshop with OHRM

2. Establish User Personas

3. User Journeys

A final report will be synthesized by Aaron and Dionne. In progress

Action Items:

1. Present findings to OHRM

2. Facilitate Workshop for next steps

Project Plan for OHRM

Purpose

OCE is partnering with OHRM to develop insights to understand Hiring Managers (HM) and improve their experience of the end-to-end hiring process. OCE will provide an independent, in-depth, customer-centered view on the process, tools, and factors involved.

Framing the Challenge

- OHRM helps HMs to hire new staff
- HMs have different needs, experience and expectations around this process
- HMs may perceive that pain points in the hiring process fall on OHRM, yet some things may fall beyond HR's role
- Surveys, qualitative data, and tacit understanding highlight the need to improve the HM experience
- OHRM has data; it may be incomplete or lacking in HM-specific details or in breadth to take action on
- Research and/or interventions have been done before without sufficient change; customers are aware of this

Scope of OCE's Engagement

- OCE's work will focus within the bounds of the outlined challenge frame
- A comprehensive review of current data, documents, and tools
- Qualitative research with various customers and stakeholders
- Synthesize findings

- Cull insights and define opportunities for actions and interventions.

Research Objectives

- Investigate the data and our hypotheses regarding the current state
- Gain a thorough understanding of the HM experience from their point of view
- In new research, aim for variety, breadth, and targeted inquiry
- Compare HM and HR perspectives and experiences of the hiring process; understand alignments and gaps
- Translate insights into opportunities to improve the hiring process
- Expand opportunities into action areas

OCE's Approach

- Collaborate with the OHRM team throughout the project. Key touchpoints: planning, synthesis, and ideation
- Conduct secondary research
 - Understand process steps, plus the function, and requirements
 - Review relevant data sources
- Conduct primary research
 - 1-1 open-ended interviews with customers and stakeholders
- Host collaborative workshops for synthesis and ideation
- Produce a final report to outline strategy

Deliverable

- Insights report

GSA Office of Customer Experience | 06.25.20

- Project recap and documentation
- HM hiring process map
- Customer quotes and insights
- Opportunities & recommendations
- Suggested actions

Timeline

- Total: June-August (~ 3 months)
- June: Project definition
- July: Secondary research, primary research, synthesis
- August: Ideation and action planning workshop, produce insights report

Stakeholders to Interview

- Primary: Hiring Managers
- Secondary: Supervisors (if not hiring managers), HR Specialists, Other SMEs
- Target: Wide rep. from GSA offices

Next Steps

OCE + OHRM

- Align expectations
- Mini brainstorm: what might success look like at the end of this?
- Identify & reach out to customers and stakeholders
- Gather more materials

OCE

- Conduct secondary analysis
- Develop an interview guide

The Process

Project Plan for OHRM

Purpose

OCE is partnering with OHRM to develop insights to understand Hiring Managers (HM) and improve their experience of the end-to-end hiring process. OCE will provide an independent, in-depth, customer-centered view on the process, tools, and factors involved.

Framing the Challenge

- OHRM helps HMs to hire new staff
- HMs have different needs, experience and expectations around this process
- OCE's approach will focus on the challenges in the hiring process faced on OHRM, yet some things may fall beyond HR's role
- Surveys, qualitative data, and tacit knowledge will be collected to inform the process; it may be incomplete or lacking in HM-specific details or in breadth to take action on
- Research and/or interventions have been done before without sufficient change, customers are aware of this

Scope of OCE's Engagement

- OCE's work will focus within the bounds of the cultural change frame
- Comprehensive review of current data, documents, and tools
- Qualitative research with various customers and stakeholders
- Synthesize findings

Project Plan

Scope out OHRM project roadmap

Research Objectives

- Cull insights and define opportunities for actions and interventions.

Research Objectives

- Investigate the data and our hypotheses regarding the customer's understanding of the HM experience from their point of view
- In new research, aim for variety, breadth, and targeted inquiry
- Conduct secondary research on processes and experience of the hiring process; understand alignments and gaps
- Translate insights into opportunities to improve the hiring process
- Expand opportunities into action areas

Timeline

- Total: June-August (~ 3 months)
- June: Project definition
- July: Secondary research, primary research, synthesis
- August: Ideation and action planning workshop, produce insights report

OCE's Approach

- Collaborate with the OHRM team throughout the project. Key touchpoints: Planning, synthesis, and ideation
- Conduct secondary research
 - Understand process steps, plus the function, and requirements
 - Review relevant data sources
- Conduct primary research
 - One-on-one guided interviews with customers and stakeholders
 - Host collaborative workshops for synthesis and ideation
 - Produce a final report to outline strategy

Deliverable

- Insights report

GSA Office of Customer Experience | 06.25.20

- Project recap and documentation
- HM hiring process map
- Customer quotes and insights
- Opportunities & recommendations
- Suggested actions

OHRM Customer Research Interview Guide

Interview Guide v.1.0

Welcome

- Thank you for joining us today for this conversation. We greatly appreciate the time.
- Are you able to see and/or hear me well?
- We are scheduled to go for 45-60 minutes. Does this plan still work for you?
- We'll start with introductions then I will share a brief context and details before we start the conversation.
- [Introductions - Lead interviewer, Notetaker]

A bit about the project and the purpose of the conversation with you today

- OCE is partnering with OHRM to develop insights to improve the Hiring Manager (HM) experience of onboarding new employees; potentially in tangential areas. OCE's role is to provide an independent, in-depth, customer-centered view on the process, tools, and factors involved
- The purpose of this project is to bring customer perspectives and insights to the table to inform how OHRM makes decisions about how to improve this area. This will be the primary subject of today's conversation.
- Of note: Hiring is hugely complex! Our intent is to look at one piece of it – the Hiring Manager Experience at GSA.
- The conversation is informal, exploratory information gathering.

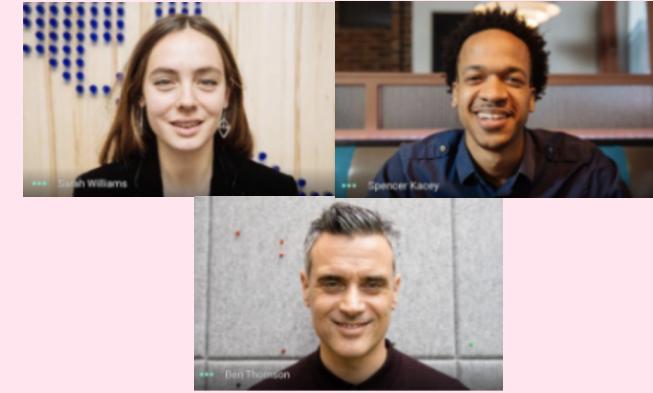
Purpose of speaking with you

We're here to learn from your understanding and perspective. It's not a survey or quiz; we're not exactly seeking answers asking you to come up with solutions. But it's ok if we go there! We may ask really basic questions and we ask for patience to help us learn about this topic. We urge you to be as candid as you feel comfortable being.

What we will do with this:

We're aiming to do ~20 interviews. We will take notes and anonymize the documents. Afterward, we'll synthesize what we learned across the conversations and share that anonymized information with OHRM. Our findings will only be provided to OHRM.

How it will work.



Project Plan

Scope out OHRM project roadmap

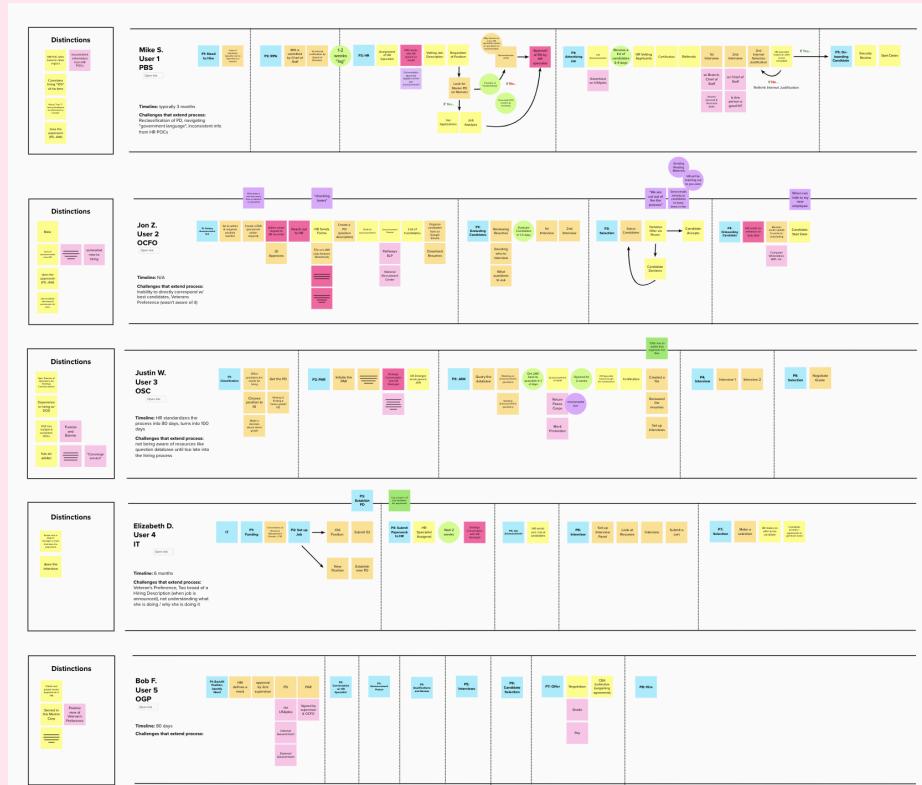
User Interview Guide

Compile a contact list of potential interviewees and construct a question guide for user interviews

User Interviews

16 user interviews with hiring managers in 10 different offices

The Process



Mural Board

Map out each user's understanding
of the hiring process

Learning HR Process

JAW

Complexity

Transparency

Communication

Resources

PD

Code User Interviews

Pull out key quotes from interviews.
Organize and categorize them.

 OHRM Hiring Manager Engagement

 **Customer and Stakeholder Research**

Project Scope

14 interviews

16 hiring assistants, managers, and supervisors

10 offices

250+ quotes

68 codes

6 themes

Frequency of terms



Themes

1

Lack of Updates and Status Reports

2

Clarification of the end-to-end hiring process

3

Wants to know about resources for completing paperwork

4

Looking for a strategic partner to connect with through the process

5

Training & standardization of process

6

Lack of transparency, specifically from the selection to the onboarding phases

Customer Viewpoint Theme #1

Lack of updates & status reports

Where am I in the process?

Room for Improvement:

- HM needs to know who to contact from HR outside of the HR specialist that is assigned to the specific office if they have questions outside of the HR specialist's expertise or / and bandwidth
- Frequency of updates depend on the role... some HR liaisons have bi-weekly meetings with HR, but typically HMs have to email HR for updates

Quotes

When one person is accountable, then I have to request, as a HM and a Chief of Staff, I have to keep the laundry list rather than them giving me a report. **If I don't ask, I don't get it.**

It's confusing to figure out which systems to work with; who in HR to work with and **it's sometimes difficult to get updates from HR.**

I wish there was a tracking sheet, **someday you could track where you are in the process.**

It often feels like we're feeling in the dark.

“I think one of the biggest improvements for me would be a timeline -some series of milestones so that from day one we are on the same page with the goal to get it done and when. Not only does it serve to make the process more transparent, it would help lay out who does what when and what that should look like.

“That’s the key-you don’t know where you are in the process or you’re stuck in one part of the process for a long time. It would be helpful to know where you are in the process or if there are things HR are doing during the process so that we can say the right things.

“There doesn’t seem to be a tool in place or HR person that gives anybody visibility of outstanding actions. We’re creating Google Sheets to track HR’s work for them. Nobody can manage the work if they don’t know what all they have going on.

“After the job announcement gets posted, HR doesn’t proactively provide updates. Then the hiring manager steps in and has weekly meetings and is requesting status updates, rather than HR providing those updates. Those statuses aren’t provided in a timely manner. That’s where things get backed up and timing and coordination get off track.

Theme 1: Lack of updates and status reports

Customer Viewpoint Theme #2

Clarification of the end-to-end hiring process

What happens at each step of hiring process?

Room for Improvement:

- Establish a standardized timeline on the tasks for the hiring manager and the HR specialist
- Create a tracking system of upcoming and outstanding actions

Quotes

Is it possible for the **roles and expectations** in the process to be established?

I haven't really been involved in that side of things [HR side]. **It wasn't until the last one that I asked what HR's process is.**

Everything has been different for the last 5 years. I would ask 'is it really like this?' and depending on who you talked to, you'd hear how **the process was changing and new.**

I had a good mentor going into becoming a supervisor & they showing me how to go through the hiring process and **what are some things I need to be aware of.**

There was no go-to person to give me the lay of the land. It was new ground for everybody. A lot of people got frustrated and left.

In addition to the consistency, I think simplicity [for what HR should address in improving their process]. A lot of the process with HR, the reclassification and the job analysis, all of it is really over done.

I would like to know more about what is the end-to-end process for the hiring manager and the candidate.

We need more facilitation and support over the process. Either my POC is overwhelmed or incapable, and then you have to develop the skills yourself. I'm just talking about getting the thing in place. I kind of expect them to help me with what I need to do to get into this.

I learned the hiring process by learning by experience. Working as a team. I've only been hiring for a couple of years now. I've learned from other hiring managers. We've consolidated the structure so that we can share with other hiring managers as they go through the process. We incorporate lessons learned. We've talked to other regions too.

I need clarification of the process - steps, POCs, roles, when I need to step in, etc. I have not asked them to do this as I suspect I will not get a positive response.

When you speak to someone in a different region, they do it differently.

Theme 2: Clarification of the end-to-end hiring process

Customer Viewpoint Theme #3

Wants to know about resources for completing paperwork

How do I properly fill out paperwork?

Room for Improvement:

- Showcase HR's resources from the get-go like the master templates and paperwork libraries in Monster

Quotes

They would send me a draft of the announcement, but it **wasn't clear**, based on how many forms I had to fill out, **what I needed to add or contribute**.

If I knew the way I needed to structure the announcements and if I knew the path I need to take to get there, **that would be helpful**...instead of taking a path that leads to nowhere.

The whole job analysis and the rating process and to-dos to this day-**I'm still clueless about it and all the other paperwork that you go through**.

HR has access to all the PDs and are **the key owners to all of the methods for hiring**.

Customer Viewpoint Theme #4

Looking for a strategic partner to connect with through the process

What are the best practices in finding the best candidates?

Room for Improvement:

- From the strategic conversation onward, give HM a list of the options that they can do when hiring and the differences between those options
- Based on HM needs, help them figure out if they should try nontraditional hiring authorities
- When HM articulate what their needs are, help them figure out how to work toward that direction
- Be less “mechanical” and policy-driven

Quotes

I see HR's role in as a guide. I'm looking to them for reliable and accurate policy and guidance. **The staffing specialist should explain, 'Here is the process flow. This is what you should do and what I'll do for you'.**

I think **their staff needs to be more facilitating or almost like a project manager instead of being like a technician and taking the paperwork.**

I don't want somebody who is just doing the process, **I need somebody to help me with the process.**

I think HR's role is to **facilitate the hiring manager through the process**. Set it up for me as much as possible. I don't expect them to know the skill sets that I need. I do expect them to be able to get me through this process in a timely manner.

“My office has an appetite for HR to be more strategic. We aren't looking for a policy to be sent to us. We kinda want to say 'Hey, we already know the policy, but we would like some help with the strategy'.

“I don't believe that HR is effectively providing a strategic consultant's role in the hiring process. I'd like the interactions to be more about strategy and less about process.

“HR's role is to deal with the process, the nitty gritty. How do you work through USAjobs? How do you write an announcement? The hope is that they're a strategic partner.

“I echo the statement that I do not find HR to be either a partner or particularly strategic in this process. I need both of those to be successful. I don't expect HR to do the whole lift—that's not realistic. But I do expect them to support me with information - preferably in a proactive way.

“We are the program managers. We should say, "Ok, Here are the requirements of the job...here's what we're looking for". They [the HM] should be able to be strategic.

Theme 3: Looking for a strategic partner to connect with through the process

Customer Viewpoint Theme #5

Training & standardization of process

What is the process? How can I better understand the process?

Room for Improvement:

- Advertise Monster and paperwork (PD, JAW) training and how and where HM can access these trainings
- Standardize the hiring process across central and noncentral offices

Quotes

There's no training. A hiring manager doesn't even know where to start. There's no user guide or SOP.

There doesn't seem to be standard guidance on how to proceed. Every case feels like a new

No one really walked me through that process. I had to ask and learn how onboarding really worked. Both candidates came on during COVID so it's a little odd when I have to figure out the process on my own..

“The perception is that hiring is highly regulated. However, when you actually work the process, you find that **every case is a “snowflake;” it has its own process**. Nothing is really standardized. The cases are all nuanced.

“I think if HR could provide status reports and **provide formalized PAR and Monster training**. Off the bat, you need training. If you use it for a while, it probably becomes intuitive. I've asked for these things but never provided formal feedback regarding it.

“The first time we brought in a direct hire, it was a disaster. **We kept getting conflicting information**. It was truly a disaster. It was steering us down the wrong path and it took us 9-10 months for the direct hire. It would be a green light but it literally took him 10 months to get here.

“It was a lot of **trial by fire** or error. Someone in my division, who'd been with GSA for a while, allowed me to lean on her. Would reach out to the Budget front office for help.

Theme 5: Training & standardization of process

Customer Viewpoint Theme #6

Lack of transparency, specifically from the selection to the onboarding phases

When is HR making the tentative and final offers? How do I start onboarding my new employee?

Room for Improvement:

- Provide updates (via email, Monster, etc.) about each step (tentative offer, negotiation, final offer)
- Be transparent about how HR facilitates the offer
- Help HM understand the tasks they need to do on their end during the onboarding process

Quotes

Making the offer and the clearance processes are a 3 month process for HR. I have no idea what goes on behind the scenes. GSA HR is a black box for 18F.

I've done all of this work to make the selection, and then it can take a month and a half to hear from HR with updates.

We have limited access to the HR specialist so there's not a deep dive into the system. We take it through the selection phase and then they take back over.

It's a black box, I can't tell what HR is doing in terms of timeline or extending a selection. We make a selection and we kind of get cut off.

“ I made the offer mid-May to three new employees and one of my new employees started the first week of July. I still don't have the 2 other people. There were issues in paperwork and communication. I'm disappointed how long it took and how long it actually took to get people on board.

“ I don't understand what happens after the tentative offer.

“ My major pain point: we rush to select candidates, set up interviews, have informal communication with them and then, there's no more communication between us and the candidates. So I have no idea what HR says to them after I've communicated with them. I believe that HR may have contributed to one of the employees declining.

“ The only other thing I would say... to make it be more delineated when it comes to the offer. From a long term data standpoint, it would be helpful to see if the candidate stopped at the initial phone call offer, etc. It would be a great thing to see those specific stats instead of "selected" versus "not selected" in Monster.

“ It's just a big grey space with the tentative offer, the final offer, and when they start. Whatever it is. We have to constantly be talking to HR. We have to keep asking, "Do we have a final offer?"

“ I think the ambiguity after you make a selection and then being able to respond to the candidate's decision. It's something I've learned through the process, not to "fall in love" with the two candidates and then not have a backup.

Theme 6: Lack of transparency

 OHRM Hiring Manager Engagement

 Customer and Stakeholder Research

 **Visualizing Patterns & Concepts**

Hiring Manager Role

- Establish internal need & submit request
- Fill out paperwork - write language specific to that job request
- Recruiting potential candidates - let them know about job announcements
- Expertise about specific roles - articulate needs of the role to HR
- Review each of the applicant's qualifications
- Facilitate interview process and create interview guides and ranking guides
- Reach out to HR with questions

Hiring Specialist Role

- Provide HM with resources
- Training HM in how the process is run
- Guidance on paperwork (job announcements, JAW)
- Act as a reliable source of information
- Be knowledgeable about different kinds of hiring practices & educate HM on them (ie. Veteran's Preference, Peace Corp, Merit Promotion)
- Provide updates and status reports, specifically at key points in the process like the offer and onboarding
- Be a strategic consultant
- Standardize the process between hiring specialists in different regions

Hiring Manager Role

"We have an internal meeting to prioritize hires for the year"

"It's up to us how to find those people. Our Chief of Staff out here in the region has some ideas but it's up to us to figure out how to recruit."

"When I was a hiring manager, I customized the PD and Job Announcement"

"We are the program managers. We should say, 'Ok, Here are the requirements of the job...here's what we're looking for'."

"For us, we understand what we want and who's a right candidate."

"My role is to review the applicant's qualifications in detail. The success of the candidate depends on their technical ability. My role and the decision making is up to me and my division director. "

"We conduct interviews. We created the interview guides. We schedule interviews via in person or over the phone. "

Hiring Specialist Role

"I'd like HR to help me know what flexibilities and resources I have to inform how we approach our hiring needs."

"There is a lack of consistency and accuracy that is provided. The further you escalate it... what you were told wasn't possible, and now it is possible."

"I need have guidance on the first piece. For example, job announcements or the JAW. We say, 'Here's what we've done in the past' and they just take it. It would be helpful to have a discerning eye and expertise in that"

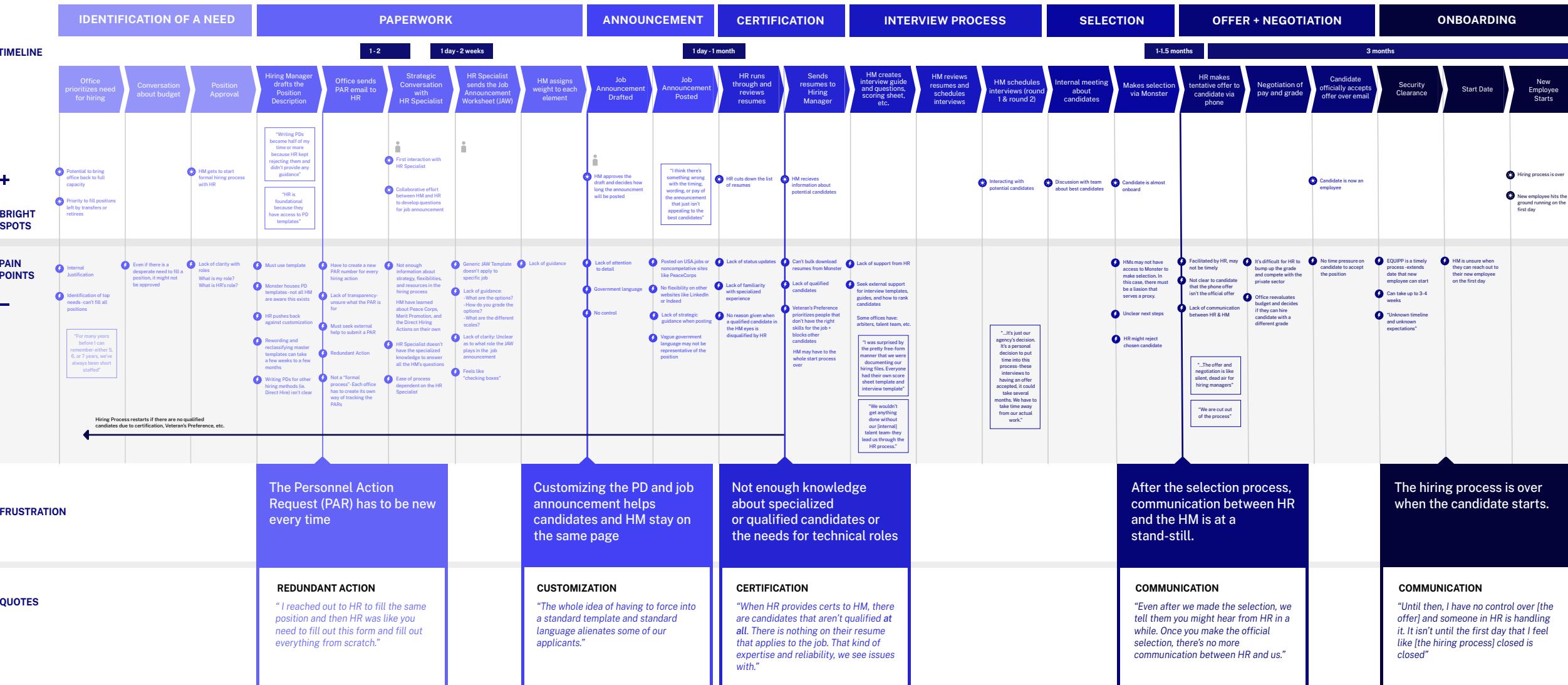
"I think HR's role is to facilitate the hiring manager through the process. Set it up for me as much as possible. I don't expect them to know the skill sets that I need. I do expect them to be able to get me through this process in a timely manner. "

"HR's role is to deal with the process, the nitty gritty. How do you work through USAjobs? How do you write an announcement? The hope is that they're a strategic partner."

"The hiring process looks different depending on who you're working with."



HIRING MANAGER JOURNEY MAP



OHRM Hiring Manager Engagement

-  Customer and Stakeholder Research
-  Visualizing Patterns & Concepts
-  **Next Steps**

OHRM Synthesis Workshop

2-3 Interviews with HR specialists

Producing Insights Report

Q OHRM Hiring Manager Engagement

- Q Customer and Stakeholder Research
- Q Visualizing Patterns & Concepts
- Q Next Steps
- Q **Takeaways**

Every system should be built on human-centered design.

There are 2 sides to every story.

Practice active listening

Thank You
Thank You
Thank You
Thank You

Coding It Forward

Rachel Dodell
Chris Kuang
Ariana Soto

CDF Mentor

Clarice Chan

OCE

Aaron Stienstra
Ana Monroe Fitzner
Angela McPherson
Camille Tucker
Dionne Cochran
Patricia Cheng
Ron Bronson
Sheev Dave

THE SENIOR HIRING MANAGER

Ryan Saunders

Associate CIO

30 years at GSA

Oversees 300 contractors

You don't know where you are in the process or you're stuck in one part of the process for a long time. It would be helpful to know where you are in the process or if there are things HR are doing during the process so that we can say the right things.

Biography

As a Associate CIO, Ryan oversees and is responsible for hiring actions but primarily allocates the manual hiring processes to her colleagues. Ryan has been familiar with the hiring cycle for the past three years and has compiled a list of resources and templates that he has learned by trial and error. Because Ryan is responsible for hiring actions, he would like a more in-depth look into where each of his hiring managers are in the process and how they can help move the process along at a steady rate.

Needs / Goals

Transparency with the resume certification process

Constant communication about hiring progress

Frustrations

Needs specific skillsets for higher grade positions - finds that the PDs and job announcements attract candidates that don't have the necessary experience

Finds that HR POC is "overwhelmed" and unable to support through process

Hiring takes longer than expected

THE HIRING LIASION

Kai Nyugen
Hiring Specialist and Liason
24 years
Oversees 12 Hiring Managers

“It often feels like [we’re] in the dark... I’ve had to create a master “bible” sheet for my hiring managers.

“**The perception is that hiring is highly regulated.** However, when you actually work the process, you find that every case is a “snowflake;” it has its own process.

Biography

Kai handles all of the hiring actions for his branch and manages a dozen hiring managers. He serves as the liaison between his staff and HR when it comes to hiring actions. When a role is vacant, he assigns the task to one of his hiring managers to fill. He has to hold their hands through the process by making a tracker, providing updates, and showing each of his staff members how and when to complete the necessary paperwork and protocols. After years of experience, Kai still doesn’t understand HR processes and yet is responsible for making resources available for his staff.

Needs / Goals

Comprehensive training
(HR paperwork, IT, overall process)

Given reports / updates on a regular and written basis

Frustrations

No guidance on the hiring process

Lack of understanding of qualifications of resumes

THE HIRING MANAGER

Erin Rosser
52 years old
Senior Enginner
10 years at GSA
Hiring takes up 25%
of her time-given
support with TTS
Talent Team

This process would be impossible without the guidance of the TTS Talent Team. I wouldn't know who to ask or reach out to get answers about the process.

Biography

Erin is a senior engineer and manages 35 people. With two soon-to-be retirees in senior positions and three transfers, Erin needs to make sure her team is back at capacity as soon as possible. Erin wears many hats in her job: engineer, product manager, and hiring manager. Her day starts at 8 am and hopes to end at 6 pm, filled with meetings, sprints, and checking in with her team. Erin is trying to allocate the work as best as possible without overflowing her team but she finds that most days they are all working overtime.

Needs / Goals

- Guidance through the hiring process
- Consistent information from HR
- Explanation for HR certification
- Access to IT Management Systems

Frustrations

- Has to file a new PD for the same position each time
- PAR and JAW takes time to understand
- HR doesn't understand qualifications of enginners
- No access to IT management (ie. Monster, USAjobs)