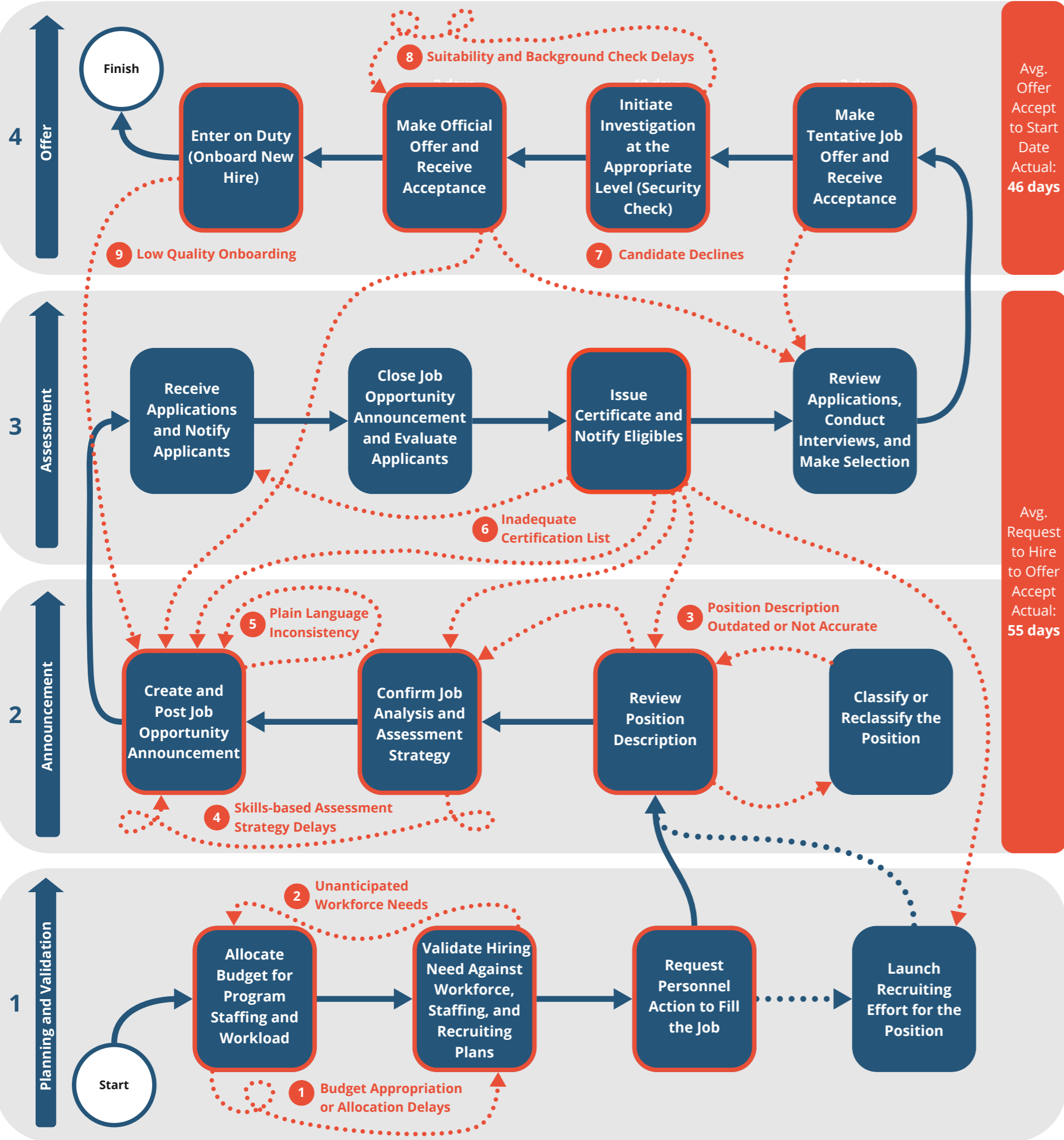


# Chutes and Ladders: Federal Government Hiring Ed.

Office of Personnel Management's End-to-end Hiring Standard: 80 days

Average Time to Hire: 101 days



- 9 Low Quality Onboarding**

Too often, onboarding becomes an administrative process comprised of required trainings and forms. This can discourage new hires, especially those in remote or hybrid roles.

In FY23, [33,802 civil servants quit their job](#) in the federal government after less than 1 year of service
- 8 Suitability and Background Check Delays**

The suitability process can be confusing and take more time than needed due to lack of communication and engagement with the candidate, who may not understand the timeline, what is required, or how to fill out the forms.

In FY24 Q2, the average timeliness for processing the fastest 90% of security cases was 87 days for an initial secret and 174 for an initial top secret.
- 7 Candidate Declines**

Candidates turn down job offers for multiple reasons: the process may have been too long; they may receive a better offer; or they may not be able to relocate for the role given the cost of living. The time lost is a sunk cost, and the hiring manager has to select a different candidate.

There is no publicly available data on the rate of candidate declines, nor the average hiring delays resulting from candidates declining their offers.
- 6 Inadequate Certification List**

Due to inadequate recruiting, a poor assessment strategy, an outdated or inaccurate position description, and/or a poor job opportunity announcement (JOA), the certification list does not reflect candidates with the skills needed.

In FY24, 88% of Hiring Managers reported making a selection from the certificate of eligible candidates. Of those reporting to not select a candidate from the certificate list, 39% said they were not satisfied with any candidates on the list.
- 5 Plain Language Inconsistency**

Some agencies insist on exact Occupational Series job titles and language adherence to Position Description language. This limits access to external candidates. Easily-understood job titles and announcements increase candidate quality.

In FY24, Hiring Managers reported being satisfied with the Job Opportunity Announcement (8.3 out of 10 quarterly average).
- 4 Skills-based Assessment Strategy Delays**

Resource and implementation challenges have delayed the adoption of skills-based assessments. As a result, hiring managers rely on self-assessments, which increase the risk of low-quality candidates and certification lists.

90% of competitive, open-to-the-public job announcements relied solely on an applicant's answers to a self-assessment questionnaire and an HR resume review
- 3 Position Description Outdated or Not Accurate**

Due to changes in job duties and program needs, Position Descriptions become outdated and do not reflect current needs. Revisions can range from minor edits to a full job analysis delaying the hiring process by weeks or months.

There is no publicly available data on the frequency of Position Description updates nor the average duration for classification or reclassification.
- 2 Unanticipated Workforce Needs**

Unexpected workload demands force agencies to quickly assess how to hire for new and existing roles, identify a plan for placement within existing management structures, and determine the type of position based on funding

In FY24, 26% of Hiring Managers did not know about the various hiring flexibilities available to them, and 25% did not know about the different incentive strategies available to them.
- 1 Budget Appropriation or Allocation Delays**

Delays result from budgets not being passed in Congress and the resulting continuing resolutions; the exchange of funds between Congress and OMB; or restrictions on the funding leading to agency hesitation in hiring.

The GAO reported that Congress and the President enacted 47 continuing resolutions (CRs) from FY10-22 ranging from 1 to 176 days, and they found that three agencies and programs reported limited management options in hiring during CRs.