



THE DEPUTY SECRETARY OF THE INTERIOR
WASHINGTON

OCT 13 2020

Memorandum

To: Bureau Directors

From: Deputy Secretary *Katharine Sinclair MacGregor*

Subject: Expediting the Hiring Process and Enriching the Applicant Pool

The Department of the Interior (Department) is at its strongest and most efficient state when we can work across our different mission areas and Bureaus to accomplish our goals and priorities. We have made great strides in improving inter-Bureau coordination since the Secretary appointed Field Special Assistants in August 2019. This has been most apparent in their effective coordination among all Bureaus and mission areas in response to the COVID-19 pandemic.

One area where there is substantial, yet unrealized opportunity for even greater inter-Bureau coordination at the regional level, is in expediting the hiring process. The pace of hiring across the Federal Government has long been a concern. Yet efficient hiring of personnel is critical to fulfilling our statutory obligations and our ability to be nimble and effective in our emergency response, whether it is our response to the COVID-19 pandemic or our response to wildfires.

Shared Certificates

We must take significant steps to simplify and expedite the hiring process across the Department. By systematically posting shared certificate vacancy announcements, applicants may apply once for similar positions available in more than one Bureau in a geographic area. This allows multiple Bureaus to hire from a shared certificate of eligible candidates while only posting the position once. For example, six of our Bureaus hire maintenance mechanics; four hire forestry technicians; all hire human resources specialists; and four will be directly involved in hiring a variety of positions to implement the Great American Outdoors Act. By sharing certificates of qualified applicants with hiring officials across multiple Bureaus, we can potentially hire several qualified individuals to work in multiple Bureaus off the same certificate. This efficiency will save time and effort for both our human capital teams and our hiring managers eager to onboard qualified employees.

It is now time to apply this principle broadly, both for merit promotions and delegated examining hiring. Where multiple Bureaus need to hire in a given occupation series, please direct your Bureau human capital officers that going forward all Servicing Human Resource Offices (SHRO) should structure and tag the vacancy announcements and subsequent certificates so that applicants may be eligible for and selected for positions in any Bureau or Office of the Department within the geographic area of consideration. Certificates resulting from those vacancy announcements should be shared with interested hiring managers of all Bureaus or

Offices within the geographic area of consideration. The Office of Human Capital has already distributed a PB 20-14 Shared Certificate Policy on this topic for announcements under merit promotion procedures and will publish another for hires using delegated examining procedures by October 30, 2020.

In the meantime, I am directing Mr. Scott Cameron, the Acting Assistant Secretary for Policy, Management and Budget, and Mr. John Tahsuda, Counselor to the Secretary, to work with the Field Special Assistants and their regional executive teams to identify a few upcoming vacancy announcements in each Interior Region to pilot shared certificates, with the expectation that at least one announcement reflecting this efficient hiring strategy will be advertised in each region by November 16, 2020. The most appropriate Bureau SHRO in that region would manage the process for this announcement for all interested Bureaus in that region.

cc: Assistant Secretaries
Chief Human Capital Officers
John Tahsuda, Counselor to the Secretary
Field Special Assistants