

2010 Hiring Reform Action Plan

<p>Hiring Reform Initiative:</p> <p><u><i>Elimination of Written Essays (KSAs)</i></u> Eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job.</p>	<p>Date:</p> <p>08/01/10</p>
<p>Describe the barrier, problem, or deficiency being addressed:</p> <p>Applicants view the essay-style questions as governmental “red tape” and a deterrent to applying for federal jobs. Subsequently, “best qualified” candidates may not apply OR be hired for Federal positions.</p>	
<p>Describe what is causing the barrier/problem (i.e., What is the root cause?):</p> <p>In an effort to apply a fair and equitable selection process, HR examiners implemented a standard method to rate resumes and KSA responses against dated qualification standards as a basis for employment decisions.</p>	
<p>Define success or the desired outcome upon completion of applied tasks:</p> <ul style="list-style-type: none"> • Implementation of new process within required timeframe; • Reduction in the time for applicants to apply for Federal positions; • Increased numbers of applicants applying for Federal positions; • An increased number of “best-qualified” candidates may apply and be hired for Federal positions. 	
<p>Primary Action Planning Team</p> <p>Lead: Vicki Barber, Human Resources Director Members: Robin Davis, Human Resources Specialist Brenda Gilbert, Human Resources Specialist</p>	

Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<i>Elimination of Written Essays (KSAs)</i>				
Develop an action plan for completing a phased transition from KSA reliance for positions in the competitive service (to what)?		08/10 – 10/10	HRD	
Notify hiring officials of hiring reform activities and engage them early in the job analysis process.	Information to help hiring officials understand the basics of hiring reform and its impact on the hiring process	08/10 and on-going	HRD and hiring managers	
Develop vacancy announcement templates to address new method of evaluating applicants in lieu of KSA method.	Plain-language vacancy announcements that informs job seekers of the evaluation process	08/10-12/10	HRD	
Provide overview sessions to hiring officials on new methods, allowing for a question/answer session.		09/10	HRD	

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Hiring Reform Initiative:

Allow individuals to apply with resumes and cover letters

Allow individuals to apply for Federal employment by submitting resumes and cover letters or completing simple, plain language applications, and assess applicants using valid, reliable tools.

Date:

08/01/10

Describe the barrier, problem, or deficiency being addressed:

Applicants have difficulty understanding the application and evaluation process and are uncertain about how much and what information is necessary for consideration of open Federal positions.

Describe what is causing the barrier/problem (i.e., What is the root cause?):

Federal agencies allow multiple application methods for Federal employment (SF-171, OF-612, resume, special applications) which confuses job seekers. Ideal candidate not adequately described by Hiring managers and HR professionals in vacancy announcement. Unclear vacancy announcements.

Define success or the desired outcome upon completion of applied tasks:

- Implementation of new process within required timeframe;
- Increased Human Resources consultative services during the job analysis and crediting plan process;
- Improved resume submission from job seekers as a result of plain language vacancy announcement;
- Implementation of improved assessment tools to determine potential for job success.

Primary Action Planning Team

Lead: Vicki Barber, Human Resources Director

Members: Robin Davis, Human Resources Specialist

Brenda Gilbert, Human Resources Specialist

Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<i>Allow individuals to apply with resumes and cover letters</i>				
Engage hiring officials in job analysis and crediting plan process to build better occupational questionnaires and assessments.	Increased collaboration between HR and hiring officials; alternate assessments and improved questionnaires	08/10 and ongoing	HRD and hiring officials	
Develop vacancy announcement templates to address new method of submission and evaluating applicants in lieu of KSA method.	Plain-language vacancy announcements that informs job seekers of application submission and evaluation process	08/10 and ongoing	HRD	

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Hiring Reform Initiative:	Date:
<u>Category Rating Approach</u> Provide for selection from among a large number of qualified applicants by using the "category rating" approach, rather than the "rule of three" approach.	08/01/10

Describe the barrier, problem, or deficiency being addressed:

Hiring managers currently allowed to select from only the top three scoring candidates and must go through a laborious and time-consuming process to reach other highly qualified candidates, i.e., after conducting interviews, and adjudication of objections.

Describe what is causing the barrier/problem (i.e., What is the root cause?):

FLRA's HR department recently brought back in-house and is currently without a Category Rating policy.

- Define success or the desired outcome upon completion of applied tasks:**
- Implementation of new process within required timeframe;
 - Broader pool of eligible candidates for selection for open vacancies.

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Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<u>Category Rating Approach</u>				
Develop agency policy to institute category rating approach.	Category rating policy	08/10-08/10	HRD	
Communicate new category rating approach to hiring officials.	Message to all managers detailing policy, benefits, and impact	09/10	HRD	

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<p>Hiring Reform Initiative:</p> <p><u><i>Ensure manager responsibility and accountability for hiring</i></u> Require that managers and supervisors with responsibility for hiring are:</p> <ul style="list-style-type: none"> i. More fully involved in the hiring process, including planning current and future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and, when applicable, the interviewing process; and ii. Accountable for recruiting and hiring highly qualified employees and supporting their successful transition into Federal service. 	<p>Date:</p> <p>08/01/10</p>
<p>Describe the barrier, problem, or deficiency being addressed:</p> <p>Hiring managers do not understand their role in collaborating with human resources for open vacancies.</p>	
<p>Describe what is causing the barrier/problem (i.e., What is the root cause?):</p> <p>Managers focused on mission-critical work and do not block out sufficient time for hiring process.</p>	
<p>Define success or the desired outcome upon completion of applied tasks:</p> <ul style="list-style-type: none"> • Implementation of new process within required timeframe; • Increased collaboration between the HR professional and hiring manager responsible for hiring; • Improved success in the hiring process; • Fewer reposting of vacancy due to lack of low number of qualified applicants; • Better targeting of vacancy announcement, advertising, and outreach. 	
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Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<i>Ensure manager responsibility and accountability for hiring</i>				
Encourage signed memorandum of agreement between HRD and hiring officials.	Memorandum of Agreement clearly defining roles, responsibilities, and timeframes for HR and hiring officials	08/10 and annually	HRD and hiring officials	
Engage hiring officials in job analysis and crediting plan process for all positions.	Better understanding of the business for HR professionals and increased understanding of the need for collaborative process for hiring officials	08/10 and ongoing	HRD and hiring officials	

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Hiring Reform Initiative:	Date:
<u><i>Improve quality and speed of hiring</i></u> Improve the quality and speed of hiring by: <ul style="list-style-type: none"> i. Reducing substantially the time it takes to hire mission-critical and commonly filled positions; ii. Measuring the quality and speed of hiring process; and iii. Analyzing the causes of agency hiring problems and actions that will be taken to reduce them. 	08/01/10

Describe the barrier, problem, or deficiency being addressed:
 Reducing the time to hire best-qualified individuals for open vacancies.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
 FLRA’s current time to hire for fiscal year 2010 is below the OPM desired goal.

Define success or the desired outcome upon completion of applied tasks:
 N/A

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Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<u><i>Improve quality and speed of hiring</i></u>				
Continue to proactively prepare for and anticipate openings through agency hiring plan	Continuation and progressive improvement in time-to-hire metric	Ongoing	HR and Hiring Official	

2010 Hiring Reform Action Plan

Hiring Reform Initiative:	Date:
<u><i>Notify applicants about their status</i></u> Notify individuals applying for Federal employment through USAJOBS, an OPM-approved Federal web-based employment search portal, about the status of their application at key stages of the application process.	08/01/10

Describe the barrier, problem, or deficiency being addressed:

Applicants must use multiple application systems to find out the status of their application.

Describe what is causing the barrier/problem (i.e., What is the root cause?):

Agency hiring management systems are not linked with USAJOBS.

- Define success or the desired outcome upon completion of applied tasks:**
- Reduction in number of inquiries that HR professionals must respond to from job seekers;
 - All hiring management systems linked to USAJOBS;
 - One-stop portal for job applicants.

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Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<u><i>Notify applicants about their status</i></u>				
Full implementation of USA Staffing	Continuous hiring process improvement and communication between job seeker and hiring agency	08/10-10/10	HRD and OPM	