

2010 Hiring Reform Action Plan Update

Hiring Reform Initiative: **Eliminate written essay-style questions (KSAs)**

Date:

March 9, 2011

Describe the barrier, problem, or deficiency being addressed: **Past practice has relied on assessment of applicant qualifications as presented in essay-style answers to questions probing for information on knowledges, skills, and abilities required for the job.**

Describe what is causing the barrier/problem (i.e., What is the root cause?): **The agency has not invested the resources to develop and validate descriptors of knowledge and experience that applicants can choose among to characterize their qualifications quickly and easily.**

Define success or the desired outcome upon completion of applied tasks: **A library of valid, reliable multiple-choice questions (occupational questionnaires) to replace essay-style KSAs in vacancy announcements.**

Primary Action Planning Team

Lead: **Leslie McClam**

Members: **Lisa Ghebresillassie, Tara Caldwell, Emily Carroll, Contractor Support**

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Work Groups develop Qs & As for jobs	Core and Job-specific Qs & As	Ongoing	HRD/Offices	Offices
Continue implementation of USA Staffing	Fill vacancies using automated assessment	Ongoing	HRD/Offices	Offices
Use questionnaires in lieu of KSAs at initial stage of hiring process	Automated assessment	Ongoing	HRD/Offices	Offices
Evaluate process and quality of applicants on cert	Analysis of implementation	Apr 1/Jun 30	HRD/Offices	Exec Staff

2010 Hiring Reform Action Plan Update

Hiring Reform Initiative : **Use Category Rating**

Date:
March 9, 2011

Describe the barrier, problem, or deficiency being addressed: **NTSB delegated examining policy specifies that officials will make selections among highly qualified candidates for vacancies according to the “Rule of Three.”**

Describe what is causing the barrier/problem (i.e., What is the root cause?): **Agency delegated examining policy was established in conformance with law, regulation, and guidance for the competitive service prior to enactment of the Human Capital Officers Act of 2002, which allowed the use of category rating.**

Define success or the desired outcome upon completion of applied tasks: **Revised policy and practice to use category rating as the method for presenting highly qualified candidates for vacancies to selecting officials.**

Primary Action Planning Team
Lead: **Leslie McClam**
Members: **Lisa Ghebresillassie, Tara Caldwell, Emily Carroll, Contractor Support**

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Implement category rating process in vacancy announcements	Certificates issued under category rating	Ongoing	HRD/Offices	
Revise Operations Bulletins	Incorporate Hiring Reform initiatives	Apr 1/Sep 30	HRD	GC/MD
Provide refresher training for executives, managers, and supervisors	Mgmt Information Briefing	Bi-annually	HRD	
Evaluate implementation of category rating policy	Documentation of evaluation	Jun 1/Sep 30	HRD	

2010 Hiring Reform Action Plan Update

Hiring Reform Initiative: : Allow individuals to apply with resumes and cover letters	Date: March 9, 2011
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Describe the barrier, problem, or deficiency being addressed: Past practice has resulted in specifying application procedures in vacancy announcements that include documents in addition to a resume and cover letter, such as written essays addressing KSAs, transcripts, etc.

Describe what is causing the barrier/problem (i.e., What is the root cause?): The process focuses on getting everything that might be needed from every applicant as a first step rather than on making a subsequent request for more information from only the applicants who are under serious consideration for the position.

Define success or the desired outcome upon completion of applied tasks: HR uses the resume and cover letter in conjunction with online assessment to determine which candidates will be asked to furnish more information.

Primary Action Planning Team
Lead: Leslie McClam
Members: Lisa Ghebresillassie, Tara Caldwell, Emily Carroll, Mary Mikkola, Contractor Support

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Review Operations Bulletin HR-STF-001 for recruitment and hiring, analyzing when information is needed from applicants	Identify changes that can reduce the information requested from all applicants	Apr 1/May 1	HR Recruitment Team	HRD
Modify Operations Bulletin, as needed	Revised policy	May 1/June 30	HR Recruitment Team	HRD
Evaluate the quality of resumes	Identify information that applicants need to provide quality resumes	Jul 1/Aug 30	HR Recruitment Team	

Agency/Component: National Transportation Safety Board

2010 Hiring Reform Action Plan Update

Hiring Reform Initiative: : Notify applicants about their status	Date: March 9, 2011
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Describe the barrier, problem, or deficiency being addressed: **Lack of consistent, timely notification to applicants about their status throughout the staffing process.**

Describe what is causing the barrier/problem (i.e., What is the root cause?): **Staffing shortages and the use of a manual staffing process reduced the NTSB's ability to provide timely notification to applicants.**

Define success or the desired outcome upon completion of applied tasks: **Applicants receive timely notification of their status at 4 points during the staffing process.**

Primary Action Planning Team
 Lead: **Leslie McClam**
 Members: **Lisa Ghebresillassie, Tara Caldwell, Emily Carroll, Mary Mikkola, Contractor Support**

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Notify applicants via USA Staffing functionality	Applicants are notified at 4 points	Ongoing	HRD	
Analyze notification process	Verification that applicant notification is meeting requirements	Ongoing	HRD	

2010 Hiring Reform Action Plan Update

Hiring Reform Initiative: Ensure manager responsibility and accountability for hiring	Date: March 9, 2011
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Describe the barrier, problem, or deficiency being addressed: **Managers rely on HR staff to understand and fulfill their hiring needs with little involvement.**

Describe what is causing the barrier/problem (i.e., What is the root cause?): **Managers lack an understanding of their critical role in the hiring process.**

Define success or the desired outcome upon completion of applied tasks: **Managers work in partnership with HR staff to complete their complementary responsibilities for hiring qualified staff quickly and efficiently.**

Primary Action Planning Team
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 Members: **Lisa Ghebresillassie, Tara Caldwell, Emily Carroll, Contractor Support**

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Hold periodic briefings with execs about hiring reform	Briefing materials	As scheduled	HRD	MD/CHCO/Office Directors
Provide refresher training for managers and supervisors on their roles and responsibilities	Workshop materials	Bi-annually	HRD	AD
Seek feedback from managers	Analyze survey data and collect informal feedback	Monthly/ongoing	HRD/Mgrs	HRD
Use managers feedback to improve the process	Shorter, improved process	Ongoing	HRD	HRD
Brief execs, managers, and supervisors on progress	Raise awareness and reinforce partnership	Quarterly/ongoing	HRD	MD/CHCO

2010 Hiring Reform Action Plan Update

Hiring Reform Initiative: Improve quality and speed of hiring

Date:

March 9, 2011

Describe the barrier, problem, or deficiency being addressed: **The hiring process takes too long.**

Describe what is causing the barrier/problem (i.e., What is the root cause?): **The HR SWAT Team analysis revealed that both the HR and the management processes contained inefficiencies in several steps: planning to post a vacancy, gaining approvals, assessing applications, and scheduling interviews.**

Define success or the desired outcome upon completion of applied tasks: **Qualified applicants are selected and brought on board within the 80-day hiring timeframe.**

Primary Action Planning Team

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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
Project hiring needs	Agency consensus on hiring priorities/quicker approvals	Annual process	HRD/Managers	MD/CHCO
Assist managers in preparing to post jobs	Updated PDs, job analysis, crediting plan, and JOA template	Ongoing	HRD/Managers	AD
Implement USA Staffing	Efficient management of applications/online assessment, as appropriate	Ongoing	HRD	HRD
Brief managers on the process and their role	Managers understand their tasks and set aside the time needed	Bi-annually	HRD	HRD
Evaluate the quality and speed of hiring	Analysis of hiring timeline and manager satisfaction	Jun 1/Aug 30	HRD	