Agency/Component: Equal Employment Opportunity Commission

2010 Hiring Reform Action Plan Directions	
Hiring Reform Initiative: Eliminate written essay-style questions (KSAs).	**Date:** July 29, 2010
Describe the barrier, problem, or deficiency being addressed: EEOC has eliminated the essay-style questions from the assessment questionnaire library. We currently use self assessment as well as yes/no type questions to assess the quality of experience.	
Describe what is causing the barrier/problem (i.e., What is the root cause?): N/A	
Define success or the desired outcome upon completion of action steps below: N/A	

Primary Action Planning Team
  Lead: N/A
  Members: N/A	

Action Steps				
Actions to be Taken	**Key Deliverables/Output**	**Start Date/ End Date**	**Responsible Party (Parties)**	**Budget, Resources, and Approvals Needed**
N/A				

2010 Hiring Reform Action Plan Directions	
Hiring Reform Initiative: Allow individuals to apply by submitting résumés and cover letters.	**Date:** July 29, 2010
Describe the barrier, problem, or deficiency being addressed: EEOC uses USASTAFFING as our automated staffing tool and it allows the submission of résumés as well as cover letters.	
Describe what is causing the barrier/problem (i.e., What is the root cause?): N/A	
Define success or the desired outcome upon completion of action steps below: N/A	

Primary Action Planning Team
  Lead: N/A
  Members: N/A	

Action Steps				
Actions to be Taken	**Key Deliverables/Output**	**Start Date/ End Date**	**Responsible Party (Parties)**	**Budget, Resources, and Approvals Needed**
N/A				

Agency/Component: Equal Employment Opportunity Commission

2010 Hiring Reform Action Plan Directions	
Hiring Reform Initiative: Use Category Rating.	**Date:** July 29, 2010
Describe the barrier, problem, or deficiency being addressed: EEOC has an established Category Rating policy in place and primarily uses the "Quality Grouping" process for competitive examining actions.	
Describe what is causing the barrier/problem (i.e., What is the root cause?): N/A	
Define success or the desired outcome upon completion of action steps below: N/A	

Primary Action Planning Team
  Lead: N/A
  Members: N/A	

Action Steps				
Actions to be Taken	**Key Deliverables/Output**	**Start Date/ End Date**	**Responsible Party (Parties)**	**Budget, Resources, and Approvals Needed**
N/A				

Agency/Component: Equal Employment Opportunity Commission

2010 Hiring Reform Action Plan Directions	
Hiring Reform Initiative: Ensure manager responsibility and accountability for hiring.	**Date:** July 29, 2010

Describe the barrier, problem, or deficiency being addressed: Managers and supervisors have not been fully involved in strategic workforce planning and inadequate collaboration between management and HR Specialists.

Describe what is causing the barrier/problem (i.e., What is the root cause?): Lack of adequate planning and understanding of the hiring process.

Define success or the desired outcome upon completion of action steps below: Managers and supervisors participate in strategic workforce planning for Mission Critical Occupation (MCO) positions and are held accountable for the Agency's performance in meeting its hiring goals and objectives.

Primary Action Planning Team
  Lead: Katharine Kores
  Members: Webster Smith, Anthony Kaminski

Action Steps				
Actions to be Taken	**Key Deliverables/Output**	**Start Date/ End Date**	**Responsible Party (Parties)**	**Budget, Resources, and Approvals Needed**
A. Create a Workforce Planning Team that would be responsible for creating and submitting to the Chair a 3 year workforce planning strategy for determining the numbers, grades, and locations of the MCO positions within the Chair's budget.	Workforce Planning Strategy for MCO's that would allow for immediate backfills by identifying in advance the number, grade, and location of MCO positions for the FY and 2 years beyond, as well as identification of triggers or a clear policy for when exceptions will be made and how they will be made.	Start 9/1/10; first report due to Chair by 11/15/10, and thereafter annually on January 15th	Office Directors that employ MCO's and OHR Director	
B. Identify (through surveys, focus groups, etc.) areas of training that are needed to provide hiring managers and supervisors with the knowledge and skills needed to recruit, identify, interview, and select the best applicants and develop HR Consultant role.	Training needs for managers and supervisors in the areas of recruitment, interviewing, selection, and reference checking.	First survey and analysis to be completed by 10/30/10 and annually thereafter in time to include training needs in the agency's overall training program.	OHR and representative hiring managers	Money for assistance in creating data collection processes and identified training.

		9/1/10 – 12/31/10		
C. Increase Hiring Manager understanding of the hiring process.	Hiring mangers checklist or fact sheet on various hiring options, authorities, and roles and responsibilities. Toolkit website to provide regulatory materials combines with practical application tools.	8/16/10 provide checklist or fact sheet To be completed by 12/31/10	Representative number of hiring managers and HR Staffing Specialist	Hiring of a consultant to assist with the development of the website.
D. Require all hiring managers to annually take 2 hours of web-based refresher training on recruitment/selection/ reference checking, similar to what is done for ethics and computer security.	All hiring managers will be "certified" annually through required refresher training as determined through surveying the hiring managers and identifying their needs.	3/1/11 – 6/30/11	OHR and hiring managers	
E. Set agency performance standards for critical hiring timeframes and consequences for non-compliance (e.g., establish a threshold percentage of the number of times interviews and selections must be made in a timely manner or the number of times a goal is not met) and communicate them to all managers.	Performance standards for recruitment and hiring will be clearly identified, standard across the Agency, and communicated to all managers.	To be completed by 10/1/10	Senior staff, OHR Director, hiring managers	
F. On a quarterly basis review hiring data to identify problem areas as well as best practices that can be shared and implemented in other offices or areas. Findings and recommendations will be published on inSite.	Identify issues before they become major problems. Make managers more aware of the agency's progress in meeting its hiring goals. Share best practices.	1/1/11 and on a quarterly basis	Hiring Managers and OHR Specialists	

Agency/Component: Equal Employment Opportunity Commission

2010 Hiring Reform Action Plan Directions	
Hiring Reform Initiative: Improve quality and speed of hiring.	**Date:** July 29, 2010

Describe the barrier, problem, or deficiency being addressed:
Many hiring managers are not satisfied with the quality of the applicants who apply for jobs at EEOC.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
Required skills/competencies desired by EEOC hiring managers are improperly identified; a failure to provide information to the broadest applicant pool; lack of a sound recruitment strategic plan, and hiring managers inadequately utilize the numerous available hiring mechanism.

Define success or the desired outcome upon completion of action steps below:
Consistent receipt of high quality applicants for mission critical positions.

Primary Action Planning Team
This team is accountable for an action plan that identifies the overall desired outcomes. Secondary teams may be assembled to address specific tasks that are required to achieve the desired outcomes.

Lead: Irene Hill
Members: Gwendolyn Reams, Robert Canino, Veronica Villalobos, Anthony Kaminski

Action Steps				
Actions to be Taken	**Key Deliverables/Output**	**Start Date/ End Date**	**Responsible Party (Parties)**	**Budget, Resources, and Approvals Needed**
A. Identify skills, competencies, and traits of "ideal" applicants for mission critical occupations (Investigators, Trial Attorneys, Mediators, Attorney-Examiners, and Appellate Attorneys).	List of skills, competencies, and traits of "ideal" applicant for each of the MCOs.	10/1/10 - 11/30/10	OHR Staffing Specialist and 3 hiring managers (2 field and 1 HQ) for each position	Money for travel.
B. Incorporate identified skills, competencies, and traits of "ideal" applicants into JOAs for MCOs.	Revised JOAs that paint a clearer picture of the positions and what is needed to do the work.	10/15/10 - 12/15/10	Same group as above.	
C. Review currently available information on EEOC's internal and external websites to	Memo to ORIP that clearly identifies what should be added to or modified on EEOC's external website to assist and encourage	10/1/10 - 11/30/10	OHR Staffing Specialist and 3 hiring managers (2	

determine if any information needs clarification or additional information is needed (e.g., information about the agency, types of jobs available, plain language Q&As about the application and hiring process, etc.)	potential, well-qualified applicants to apply for EEOC MCO positions.		field and 1 HQ) for each position; ORIP Director and EEOC webmaster	
D. Identify all flexible hiring authorities (Federal Career Intern Program; Presidential Management Fellows Program; Student Career Experience Program; Schedule A, VRA's. etc.) that are appropriate for EEOC to use in recruiting and hiring high-quality candidates in a cost-effective manner.	Marketing material appropriate for the hiring authorities that will be used. Instructional material (printed, web-based, video) that explains how to properly use the hiring authorities. SOP on how authorities will be used, including workflow, timeframes, how to best use each authority as well as limitations, responsibilities, etc.	9/1/10 - 1/15/11	OHR Staffing Specialist and 3 hiring managers (2 field and 1 HQ), OIT representative, OCLA representative	Money to fund the use of flexible hiring authorities
E. Develop a recruitment strategic plan that: identifies best sources of candidates for each MCO position; includes a marketing plan on how to best attract applicants (e.g., internet, campus recruiting, ads, etc.); and includes recommendation on how to best brand our MCO positions from all EEO groups.	Written recruitment strategic plan adopted by Senior Staff and approved by the Chair. Posted on inSite.	10/1/10 – 12/31/10	Senior staff, OHR, hiring managers	Money for recruitment efforts and consulting service on how to develop an "EEOC brand" for hiring.
F. Conduct a return on investment analysis of implementing a student loan repayment program and using recruitment and retention incentives for certain positions.	ROI analysis	To be completed by 11/30/10	OHR	Money to fund loan repayment and other incentives

Agency/Component: Equal Employment Opportunity Commission

2010 Hiring Reform Action Plan Directions	
Hiring Reform Initiative: Improve Quality and Speed of Hiring	**Date:** July 29, 2010

Describe the barrier, problem, or deficiency being addressed:
The review/establishment/classification of the Position Description, conducting job analyses, writing and finalization of the Crediting Plans.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
Many PD's and crediting plans received for recruitment actions are new or heavily edited and need to be classified or modified, not just reviewed.
Skill level in conducting job analysis needs to be enhanced.

Define success or the desired outcome upon completion of action steps below:
Average time to announce positions will drop to 5 calendar days or lower; satisfaction of hiring managers regarding quality of candidates will improve by at least 10 percentage points; requests to re-announce positions will decrease by 50% in FY 2011.

Primary Action Planning Team
This team is accountable for an action plan that addresses the overall desired outcome. Secondary teams may be assembled to address specific tasks that are required to achieve the desired outcome.

 Lead: Arlethia Monroe
 Members: Anthony Kaminski, Hiring Managers and HR Specialist

Action Steps				
Actions to be Taken	**Key Deliverables/Output**	**Start Date/ End Date**	**Responsible Party (Parties)**	**Budget, Resources, and Approvals Needed**
A. Evaluate OHR process for: • classifying new positions, • reviewing established PD's, • developing/updating crediting plans, and • developing/updating job analyses.	PD's and crediting plans will be established before any authorization to fill is granted. New positions will be announced within 5 calendar days of being authorized.	Immediately/Ongoing	HR Specialists, Supervisors, and hiring managers	Training
B. Prior to requesting the authorization to recruit a new position, management and OHR will meet to discuss the method of recruitment, the accuracy of the position description and job analysis, and establishment of the crediting plan. Documents will be reviewed and established	PD's and crediting plans of the 2nd 10 most often recruited for positions will be reviewed and updated (PD's and crediting plans updated during or after the last SWAT team update do not count towards the goal).	July 5, 2010/August 2, 2010	HR Specialists, Supervisors, and hiring managers	

prior to authorization submission.				
C. Established PD's and crediting plans will be reviewed on a staggered 3-year cycle. PD's over 5 years old will be added to the rotation. PD's will be standardized. Crediting plans will be reviewed to ensure they focus on required skills and training.	New and revised crediting plans and assessment questionnaires will be reviewed after each selection is made to determine if any changes need to be made. Reviews will continue until no further changes are needed. Reviews will identify any assessment questions that do not stratify candidates, any criteria in the crediting plan that need to be removed, strengthened, or clarified, or any incorrect application or interpretation by the HR Specialist.	Immediately/Ongoing	HR Specialists, Supervisors, and hiring managers	

Agency/Component: Equal Employment Opportunity Commission

2010 Hiring Reform Action Plan Directions	
Hiring Reform Initiative: Notify Applicants about their status	**Date:** July 29, 2010

Describe the barrier, problem, or deficiency being addressed:
EEOC's hiring process is fully integrated with USAJOBS. As candidates move through EEOC's USASTAFFING automated process, emails are automatically sent at the following key points: (1) Résumé received, (2) Reviewing Applications, (3) Application Referred to Selecting Official, and (4) Selected/Not Selected. However, not all of our applicants with disabilities are being notified electronically as to the status of their résumé/application.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
We allow applicants with disabilities to apply directly to the agency as an alternative to applying through USAJOBS. As a result, they are not consistently notified of the status of their résumé/application.

Define success or the desired outcome upon completion of action steps below:
All résumés/applications received will be provided with status reports at four points of the hiring process.

Primary Action Planning Team This team is accountable for an action plan that addresses the overall desired outcome. Secondary teams may be assembled to address specific tasks that are required to achieve the desired outcome.
  Lead: Disability Program Manager/Recruitment Program Manager
  Members: DRMs and HR Specialists

Action Steps				
Actions to be Taken	**Key Deliverables/Output**	**Start Date/ End Date**	**Responsible Party (Parties)**	**Budget, Resources, and Approvals Needed**
A. Update EEOC Order 560.006 "EEOC Procedures for Selective Placement" and include as an appendix, standard operating procedures entitled "Schedule A Recruitment Plan" to include the process of notifying applicants with disabilities when we receive résumés/applications.	Approved EEOC Order with procedures on how to notify applicants that apply outside the automated staffing system.	05/01/2010 08/01/2010	Disability Program Manager/Associate Director, POST	Concurrences from Office Directors and approval signature of CHCO
B. Conduct a briefing which will include video and/or teleconference with DRMs/AOs and HR Specialists on the subject procedures and clarify any issues, if necessary.	Presentation, possibly with handouts.	No later than 09/01/2010	Disability Program Manager/HR Specialist (Recruitment Program Manager)	OIT to assist in setting up VTC if necessary