

2010 Hiring Reform Action Plan

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

Date: **September 9, 2010**

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: **Carol Belovitch, 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
Launch working groups (WGs)	Managers work with HR	Sept 23	HRD/Offices	Exec Staff
WGs develop Qs & As for jobs	Core and Job-specific Qs & As	Sept 23/ ongoing	HRD/Offices	Offices
Pilot test automated assessment	Qs & As identified and tested	Sept 23/ ongoing	HRD/Offices	Offices
Prioritize implementation	Convert vacancies by priority	Sep 30/Oct 30	HRD/Offices	Exec Staff
Eliminate KSAs at initial stage	Automated assessment	Nov 1/ongoing	HRD/Offices	Offices
Evaluate	Analysis of implementation	Nov 1/ ongoing	HRD/Offices	Exec Staff

2010 Hiring Reform Action Plan

Hiring Reform Initiative : **Use Category Rating**

Date:
September 9, 2010

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: **Carol Belovitch, 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
Draft policy	Draft document for discussion	Jun 1/Aug 15	HRD	AD
Circulate policy for review and comment	Final Draft policy	Aug 15/ Sept 30	HRD	GC
Work with AFGE to complete policy	Delegated examining policy describes use of category rating	Sept 30/ Oct 15	HRD/AFGE	AD/AFGE
Announce policy	Management Advisory	Oct 15	HRD	MD
Train execs, mgrs, supervisors	Mgmt Information Briefing	Oct 22	HRD	
Implement category rating process in vacancy announcements	Certificates issued under category rating	Beginning Nov 1/ ongoing	HRD/Offices	
Revise Operations Bulletins	Incorporate Hiring Reform initiatives	August 1/Nov 1	HRD	GC/MD

Agency/Component: **National Transportation Safety Board**

2010 Hiring Reform Action Plan

Hiring Reform Initiative: : **Allow individuals to apply with resumes and cover letters**

Date:

September 9, 2010

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: **Carol Belovitch, 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 SOPs for recruitment and hiring, analyzing when information is needed from applicants	Identify changes that can reduce the information requested from all applicants	Aug 1/ Oct 15	HR Recruitment Team	HRD
Modify SOPs, as needed	Revised procedures	Oct 15/ Nov 1	HR Recruitment Team	HRD
Modify JOA templates	JOAs request that applicants provide a resume and cover letter	Oct 15/ Nov 1	HR Recruitment Team	HRD

Agency/Component: National Transportation Safety Board

2010 Hiring Reform Action Plan

Hiring Reform Initiative: : **Notify applicants about their status**

Date:

September 9, 2010

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: **Carol Belovitch, 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
Run a pilot test of USA Staffing to manage the flow of applications	Administrative vacancies are posted and managed with USA Staffing	Mar 15/ ongoing	HRD	MD/Exec Staff
Use automated status notification through USA JOBS for vacancies not yet converted to USA Staffing	Applicants receive e-mail notifications of their status	Mar 15/Nov 1	HRD	HRD
Expand the use of USA Staffing to manage the flow of applications	Technical vacancies are posted and managed with USA Staffing	Sep 30/ ongoing	HRD	MD/Exec Staff
Continue to implement USA Staffing as a means of notifying applicants at 4 points	Applicants are notified at 4 points	Nov 1/ ongoing	HRD	MD/Exec Staff

Agency/Component: National Transportation Safety Board

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Ensure manager responsibility and accountability for hiring	Date: September 9, 2010
--	--------------------------------

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
Lead: Leslie McClam
Members: Carol Belovitch, 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 initial briefing with execs about hiring reform	Briefing materials	Jul 15	HRD	MD/CHCO/Office Directors
Train managers and supervisors on their roles and responsibilities	Workshop materials	Sept 23/ongoing	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

Agency/Component: National Transportation Safety Board

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Improve quality and speed of hiring	Date:
--	--------------

September 9, 2010

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

Lead: **Leslie McClam**

Members: **Carol Belovitch, 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
Project hiring needs	Agency consensus on hiring priorities/quicker approvals	Jul 15/Jul 30	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 incrementally	Efficient management of applications/online assessment, as appropriate	Mar 15/ ongoing	HRD	HRD
Brief managers on the process and their role	Managers understand their tasks and set aside the time needed	Ongoing	HRD	HRD