Hiring Reform Initiative (HRI)
Implementation Plan for Enhancing the Hiring Process through a Proactive, Collaborative Approach among Hiring Managers and HR Specialists

1.0   INTRODUCTION

This plan was developed to implement a solution to expand NASA's capability at improving the complete hiring environment from both the HR practitioner and hiring manager perspective. The purpose of this plan is to outline the resources, tasks, schedule and costs necessary to implement this specific HRI solution.

1.1   Overview

The solution to establish a proactive, collaborative approach of utilizing features of the hiring process and alternatives will enable the agency to bridge the gap between hiring managers and their servicing HR Specialists. By focusing on improving technical competencies, communications skills, and collaboration, this proposal intends to ensure our HR specialists are well positioned to actively engage hiring managers in a proactive and responsive manner. This solution also focuses on hiring managers becoming more involved in all aspects of the hiring process and truly partnering with HR during all aspects of their hiring experience.

1.2   Scope

A. By implementing this proactive, collaborative approach to hiring, HR specialists will become model HR consultants, such as one who:

- Is regarded as a valuable resource, considered a strategic partner by serviced organizations who engage early in the decision making process regarding all HR related issues

- Provides the necessary information and options to allow management to plan for current and future organizational needs and skills

- Is considered expert in all HR areas (generalist, ER/LR. Staff. Class, pay, leave, regs)

- Serves as an effective communicator (including excellent listening skills)

- Creates environment of trust, collaboration, and openness with hiring manager

- Stays current on all applicable laws, policies, updates to regulations, and best practices

- Is responsive and dependable to deliver on all commitments

- Provides strategic approaches to hiring managers beyond just meeting initial hiring need

- Is proactive vs. reactive when dealing with hiring manager

- Acts as change agent and facilitator of innovation

B. By implementing this proactive, collaborative approach to hiring, managers will:

- Frequently engage with servicing HR Office personnel, and include them during regular and recurring organizational meetings as well as strategic planning sessions

- Solicit input from HR staff early in the decision making process regarding all potential hiring situations

- Openly communicate with HR staff regarding their level of understanding of HR policies, procedures, and requirements and seek clarification when necessary

- Prioritize schedule to effectively plan for and accomplish Human Resources management responsibilities such as developing position descriptions prior to vacancies materializing

- Actively participate in job analysis process, including identifying necessary competencies/skills required for various positions

- As a matter of procedure, work with HR staff to understand full range of hiring options, including internal and external competitive hiring, along with other noncompetitive or special hire authorities

- Provide continuous feedback to HR staff on level of satisfaction with their hiring experience and provides suggestions for improvement

1.3   Resources – Utilize current training options, such as:

- Use of the HR University to train the HR Staff on the latest laws, regulations, and policies impacting the Federal hiring process.

- Utilizing full range of training opportunities offered through the Office of Personnel Management's library of videos, web-x's, and fact sheets to educate both our HR specialists and hiring managers.

- Including options that include developing communication skills and fostering collaboration based on input from the Staffing Community and local efforts at Centers

- Ensuring training materials are accessible through SATERN and posted on a variety of platforms including the HCIE portals and NASA People websites.

1.4   Costs

Costs associated with this solution are currently resourced by the Office of Human Capital Management, which include a full time HR Specialist managing the staffing program supported by Center personnel. Training, marketing, and other costs can be incorporated into other on-going operational expenses.

1.5   **Schedule:** See attached.

SCHEDULE

Tasks	Who	By When?	% Complete	Comments
1. Utilize Potential Agency Champions				
• Implementation Team will work with a senior official accountable for leading the agency hiring reform efforts and demonstrating top level support	Dan Fusco	5/30/10	100%	Charles Scales has been identified as hiring reform Agency Senior Official
2. Develop HR Consultative Role				
• Identify gaps between model HR consultants and less than optimal staff	Implementation Team	9/30/10		
• Develop or identify training opportunities focusing on technical competencies, communication, and collaboration	Implementation Team	9/30/10		
• Create communities of practice where HR specialists share best practices, address specific hiring scenarios, and learn from one another	Implementation Team	9/30/10		
3. Increase Hiring Manager Involvement and Understanding Regarding the Hiring Process				
• Based on manager satisfaction surveys and/or focus groups, identify areas for improving connectivity between HR staff and hiring managers	Implementation Team	9/30/10		
• Identify training opportunities such as courses offered through the HR University to invite hiring managers to attend	Implementation Team	9/30/10		
• Create periodic informal sessions such as "brown-bag" lunch discussions between HR staff and hiring managers	Implementation Team	9/30/10		
• Develop hiring manager fact sheets and checklist on various hiring options, authorities, and roles and responsibilities	Implementation Team	9/30/10		
4. Develop Approach for Continual Assessment and Review Accountability Products				
• Define what the validation process is to conduct statistical audit of STARS and other hiring tools and make recommendations for frequency and/or changes in approach	Implementation Team	9/30/10		
• Conduct periodic HR Specialist focus groups for feedback and input regarding what's working and not working when engaging with managers	Implementation Team	9/30/10		
• Conduct periodic focus groups with hiring managers for feedback and input regarding what's working and not working when engaging with HR	Implementation Team	9/30/10		