

**Department of Labor
2010 Hiring Reform
Barrier Identification and Action Plan**

Barriers		Action Items	Measurable Results	Implementation Timeframe	Responsible Party
2010 Hiring Reform: Use of Category Rating			Goal: Implementation by November 1, 2010		
1	<p>Divergent skill level and experience in the use of Category Rating across DOL HR staff and agency management</p> <p><u>Root Cause:</u> Infrequent use of category rating procedures</p>	<p>HRC in coordination with HROs will educate all DOL HR staff and agency management on Category Rating by developing a centralized training solution and identifying a DOL distribution strategy</p> <p>Key elements include:</p> <ul style="list-style-type: none"> • Job Analysis/Crediting Plans • CBQs • Application of DOORS in the process 	<p>Increase in applicant satisfaction</p> <p>Increase in management satisfaction</p> <p>Source: Applicant survey results & CHCO management survey results</p>	Q1 – FY2011	HRC and Servicing HRO
2	<p>Need for up-to-date policy and procedures on the use of Category Rating</p> <p><u>Root Cause:</u> Infrequent use of category rating procedures and additional Hiring Reform requirements</p>	<p>HRC to update and develop DOL-wide policy</p> <p>HROs will update and develop procedures and processes for the proper implementation of Category Rating within their servicing area</p>	<p>Policy developed and published</p> <p>Source: Completed document</p>	Q4 - FY2010	HRC and Servicing HRO
3	<p>Need to ensure procedures for managing increased recruitment workload brought about by the use of Category Rating.</p> <p><u>Root Cause:</u> Infrequent use of category rating procedures and additional Hiring Reform requirements</p>	<p>HRC will consider and advise HROs on strategies to help manage high-yielding recruitments for vacancies advertising single or few positions (establishing cut off dates, # of applications received cut off, etc.)</p>	<p>Average number of days to issue certificate</p> <p>Source: DOL Fill Time Report</p>	Q1 – FY2011	HRC and Servicing HRO
4	<p>Need for processes to ensure consistent execution of Category Rating across DOL</p> <p><u>Root Cause:</u> Infrequent use of category rating procedures and additional Hiring Reform requirements</p>	<p>HRC will ensure that the accountability review process incorporates a sufficient review of the use of Category Rating.</p> <p>HRO will ensure that internal DEU auditing and quality reviews incorporate a sufficient review of the use of Category Rating</p>	<p>Report of implementation status</p> <p>Accountability Review reports</p> <p>DEU quarterly reports and agency internal audits</p> <p>Source: Data call for HROs</p>	Q2 – FY2011	HRC and Servicing HROs

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2010 Hiring Reform: Elimination of Essay-style Questions			Goal: Implementation by November 1, 2010		
1	Need for process and procedures for establishing a hurdled approach for the use of essay-style questions in the category rating process at DOL <u>Root Cause:</u> Infrequent use of category rating procedures and additional Hiring Reform requirements	HRC in coordination with HROs will develop policy, processes and procedures for the proper implementation of essay-style questions in the application process. This process will take into account the use of essay-style questions in a phased or hurdled approach, introducing them after the initial application is submitted but before the formation of the certificate Establish Policy Development Workgroup to develop policy guidance relating to Hiring Reform requirements	Issuance of policy and procedural guidance Source: Completed document(s) Source: HRM Accountability Review	Q4 – FY2010	HRC and Servicing HROs
2	Need to ensure guidance for consistent utilization of hurdled approach for category rating process <u>Root Cause:</u> Elimination of Essay-style questions and automated staffing tool configuration requirements	Train HR Specialist on phasing procedures and utilization within DOORS Educate managers on hurdled approach as related to recruitment needs Monster Solutions is addressing system configuration to facilitate a hurdled approach	Average number of days to issue certificate Source: DOL Fill Time Report	Q1 – FY2011	HRC, DOORS, Servicing HROs and Management
2010 Hiring Reform: Allow for the Acceptance of Resumes			Goal: Implementation by November 1, 2010		
1	DOL processes and procedures have not established the use of DOORS functionality to accept resumes in a variety of formats <u>Root Cause:</u> Acceptance of resume requirement	System capabilities will be “turned-on” effective 11/1/10 Develop uniform DOL guidance on content of resume	Applicants can successfully upload resumes into DOORS Issuance of guidance Source: Feedback from DOORS Helpdesk Mgr Source: Completed document(s)	Q1 – FY2011	DOORS Helpdesk
2	Need for a standardized and consistent process for verification of self-reported rating <u>Root Cause:</u> Lack of specific guidance describing flexibility and procedures	HRC will develop policy on validation process to ensure HR Specialists are verifying self assessment and where appropriate lower invalidated assessments	Issuance of policy and procedural guidance Source: Completed document(s)	Q4 – FY2010	HRC

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	for lower a candidate self assessment				
2010 Hiring Reform: Ensure manager responsibility & accountability for hiring			Goal: Implementation by November 1, 2010		
1	Need to provide management training on the hiring reform process <u>Root Cause:</u> Recent establishment of hiring reform requirements	Develop management training module in concert with updated policy to educate management on key elements of the hiring reform and recruitment to include: <ul style="list-style-type: none"> • Hiring Reform Overview • Recruiter Training • CBQ Development • Job Analysis • Crediting Plan • Category Rating Procedures Establish training as mandatory requirement Coordinate with OPM in the development of management training Incorporate management training module into new management training	Increased management satisfaction & participation in hiring process Source: CHCO Management Survey & EVS Source: Learning Link	Q4 – FY2011	Sr. Leadership HRC Servicing HRO
2	Need to improve established process for engaging management in hiring and recruitment process	Ensure agency process incorporates HR engagement with management for hiring reform activities	Increased management satisfaction Source: CHCO Management Survey	Q4 – FY2011	HRC, Servicing HROs Managers
2010 Hiring Reform: Notify Applicants about their status			Goal: Implementation by November 1, 2010		
1	Need to ensure consistent approach in notifying applicants	Develop DOL policy and procedures for uniformed points of applicant notification Ensure DOORS system updated in accordance with established policy including coding and uniform e-mail templates to the applicant Ensure DOORS users are informed and educated on new process	Consistent application of notifying applicants Issuance of policy and procedural guidance Source: Completed document(s) Source: DOORS system quarterly report Source: HRM Accountability	Q1 – FY2011	HRC, DOORS, Servicing HROs

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			Review		
2010 Hiring Reform: Improve the quality and speed of hiring			Goal: 10 day reduction in overall average days		
1	Need to ensure servicing HROs have standard operating procedures in place that outlines documents or decisions required for submitting personnel action requests	HRC will develop recruitment checklist and strategic conversation document that may be submitted with recruitment requests	Reduction in average days to post vacancy Source: DOL Fill Time Report	Action item completed and positive results noted in DOL Fill Time Report	HRC and Servicing HRO
2	Need to improve the communication of recruitment priorities with HROs	Administrative Officers will routinely communicate recruitment priorities with servicing HRO	Reduction in average days to post vacancy Reduction in average days to issue certificate Source: DOL Fill Time Report	Q4 – FY2010	Administrative Officer and Servicing HRO
3	Need to improve skills of interviewers	HRC will incorporate interview techniques in the new supervisors training curriculum HROs will educate new selecting officials on interviewing techniques when certificate is issued	Reduction in average days managers has certificate Source: DOL Fill Time Report	Q1 – FY2011	HRC and Servicing HRO
4	Need to improve outreach to entry level audiences or mid-career candidates	Development of Recruitment Brochure Increase branding and imaging of DOL Development of Strategic Recruitment Campaign Increase use of Social Media/Network Increase use of language proficient recruiters	Reduction in total days to process Increases positive responses from applicant and management survey Source: DOL Fill Time Report CHCO Mgmt Survey Applicant Survey	Q1 – FY2011	HRC, Servicing HRO and Managers
5	Need to increase selecting officials completing the CHCO Management Satisfaction Survey	ASAM to issue memorandum to Agency Heads emphasizing requirements to complete survey Review data and improve hiring process accordingly	Reduction in Total days to process Increases response rate from applicant and management survey	Q1– FY2011	HRC/ASAM/ Agency Heads

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			Source: DOL Fill Time Report CHCO Mgmt Survey		
6	Validity of certificates – need to revise current policy which allows selecting officials to hold certificate for 90 days	HRC to reduce or clarify policy guidance regarding the validity of certificates	Reduction in average number of days manager has certificate Source: DOL Fill Time Report	Q4 – FY2011	HRC
7	Need to improve time to post vacancy announcement and issue certificates	HRO will develop E2E Roadmap and identify barriers and corrective measure to reduce/and or eliminate barriers	Reduction in number of days required to post vacancy announcement Reduction in average days to issue certificates Source: DOL Fill Time Report	Action item completed and positive results noted in DOL Fill Time Report	Servicing HRO and EEO Manager