

Agency: National Archives and Records Administration

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Elimination of KSA's in the initial application phase	Date: July 2010
---	------------------------

Describe the barrier, problem, or deficiency being addressed:
Prior to full implementation of USA Staffing, the lack of an automated system required NARA to assess applicants manually using the traditional KSA's assessment approach. Now that we are using USA Staffing, we are able to assess applicants using an online occupational questionnaire. By using USA Staffing's auto-screen-out functionality, we will be able to eliminate essay style questions from the initial application phase.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
Prior to the use of USA Staffing, the lack of an automated system required NARA to assess applicants manually using the traditional KSA approach.

Define success or the desired outcome upon completion of applied tasks:
100% compliance with the requirement to eliminate KSA's in the initial application phase

Primary Action Planning Team
SWAT Team Members:

- Frances Austin
- Deborah Dodson
- Holly Finney
- Roland Mozie
- Jerry Pirtle
- Pam Pope

Action Steps

Actions to be Taken	Key Deliverables/Output Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Full implementation of USA Staffing	100% compliance with requirement to eliminate KSA's	Completed – All actions as of May 2010 are filled using USA Staffing	Jerry Pirtle/Roland Mozie	Staff Support
Develop guidance on using USA Staffing "auto-screen-out" function after initial application phase	Documented guidance	May 2010/Target completion date August 2010	Roland Mozie	Staff Support

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Allow individuals to apply by submitting resumes and cover letters or completing simple, plain language applications				Date: July 2010
Describe the barrier, problem, or deficiency being addressed: Prior to full implementation of USA Staffing, the lack of an automated system required NARA to assess applicants manually using the traditional KSA's assessment approach. Now that we are using USA Staffing, we are able to assess applicants using an online occupational questionnaire (a simple, plain language application).				
Describe what is causing the barrier/problem (i.e., What is the root cause?): Prior to the use of USA Staffing, the lack of an automated system required NARA to assess applicants manually using the traditional KSA approach.				
Define success or the desired outcome upon completion of applied tasks: 100% compliance with the requirement to allow individuals to apply by submitting resumes and cover letters or completing simple, plain language applications				
Primary Action Planning Team SWAT Team Members: <ul style="list-style-type: none"> • Frances Austin • Deborah Dodson • Holly Finney • Roland Mozie • Jerry Pirtle • Pam Pope 				
Action Steps				
Actions to be Taken	Key Deliverables/Output Measure	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Full implementation of USA Staffing	100% compliance with requirement to eliminate KSA's	Completed – All actions as of May 2010 are filled using USA Staffing	Jerry Pirtle/Roland Mozie	Staff Support

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Use "Category Rating" process rather than "Rule of Three" to fill jobs	Date: July 2010
--	------------------------

Describe the barrier, problem, or deficiency being addressed: No barrier on this initiative - NARA has an established category rating policy in place.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
NA

Define success or the desired outcome upon completion of applied tasks:
NA

Primary Action Planning Team
NA

Action Steps

Actions to be Taken	Key Deliverables/Output Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
NA				

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Manager Accountability and Involvement: <ul style="list-style-type: none"> Ensure managers are fully engaged in the hiring process and are provided training on effective and efficient ways to recruit and hire Require hiring managers to be accountable for recruiting and hiring qualified employees and supporting their transition into Federal service 	Date: July 2010
---	------------------------

Describe the barrier, problem, or deficiency being addressed:
 Managers are already actively involved in NARA's hiring process but HR can do more to provide support and training. Also, NARA identified key areas to increase hiring manager accountability and improve the new hire onboarding experience

- Describe what is causing the barrier/problem (i.e., What is the root cause?):**
- Need for training materials and additional tools/guidance to help managers understand hiring process, options, and their role in supporting the 80 day time-to-hire goal
 - Need for a performance plan element for supervisors relating to effective human capital management
 - Need for a more unified and efficient onboarding experience for employees.
 - Updated performance plan element requirements for managers
 - Evaluation and enhancement of onboarding experience

- Define success or the desired outcome upon completion of applied tasks:**
- Available training materials and additional tools/guidance that are utilized by hiring managers.
 - Hiring managers with updated performance plan.
 - New Hire Satisfaction with the recruitment and hiring process

- Primary Action Planning Team**
SWAT Team Members:
- Frances Austin
 - Deborah Dodson
 - Holly Finney
 - Roland Mozie
 - Jerry Pirtle
 - Pam Pope

Action Steps				
Actions to be Taken	Key Deliverables/Output Measure	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Develop communication plan for USA Staffing	Implemented communication plan for USA Staffing	Completed June 2010	Roland Mozie	Staff Support
Develop USA Staffing communication toolkit	Positive feedback from users on toolkit	May 2010/Target completion date August 2010	Jerry Pirtle/Roland	Staff Support

<ul style="list-style-type: none"> • NARA Notice • USA Staffing Tutorial • Presentation for Managers and Employees • Video Message from NAH Director • FAQs • Hiring Process 101 presentation 			Mozie	
Develop hiring reform webpage on NARA@work	Positive feedback from users on hiring reform webpage resources	June 2010/Target completion date July 2010	Roland Mozie	Staff Support
Develop training material and implement training requirement for hiring managers on NARA's Learning Management System (LMS)	% of managers who complete required training	August 2010 - ongoing	Roland Mozie/Jerry Pirtle	Staff Support
Conduct training session webinars for hiring managers	Positive feedback from participants	August 2010 – ongoing	Roland Mozie/Jerry Pirtle	Staff Support
Update performance plan element requirement for hiring managers	% of hiring managers with updated performance plan	Target completion date – September 2010	Frances Austin	Staff Support
Review and enhance onboarding experience	<ul style="list-style-type: none"> • Create new employee resources webpage on NARA@work • Record welcome message video from the Archivist of the United States for new employees • Update orientation materials to include, “what to expect and how to prepare for your first day” • Develop “Intro to NARA course” on webpage • Review onboarding process for further enhancements • New Hire Satisfaction with the recruitment and hiring process 	On-going	Deborah Dodson/Holly Finney	Staff Support
Conduct analysis of the use of probationary periods	Collection of baseline data - % of terminations during probationary period	In progress/Target completion date November 2010	Frances Austin	Staff Support

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Notify applicants about their application status at key states in the application process through USAJOBS	Date: July 2010
---	------------------------

Describe the barrier, problem, or deficiency being addressed: No barrier on this initiative –
NARA’s hiring process is integrated with USAJOBS. Applicants receive automated notifications at the following key stages: 1) Resume received, 2) Application assessed for qualifications, 3) Applicant referred to selecting official (or not), and 4) Applicant selected (or not)

Describe what is causing the barrier/problem (i.e., What is the root cause?):
NA

Define success or the desired outcome upon completion of applied tasks:
NA

Primary Action Planning Team
NA

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

2010 Hiring Reform Action Plan

Hiring Reform Initiative:

Improve the quality and speed of hiring at NARA

Date: July 2010

Describe the barrier, problem, or deficiency being addressed:

NARA's hiring process fails to meet the Government-wide 80 day model. The average time to fill is approximately 140.5 days (as of June 2010, reported in NARA's Performance Measurement and Reporting System (PMRS)). From the 2009 Hiring Reform initiative, NARA had identified six primary barriers to a timely and efficient hiring process:

- Paper-based processes including manual routing of SF-52's
- Lack of standardized position descriptions and assessments
- Backlog of vacancies to fill
- Time to determine basic qualifications and panel/rank qualified applicants
- Time to interview and make selections
- Lengthy security clearance processing and drug testing process

NARA has already resolved a number of barriers that are currently impeding our ability to hire timely. Most significantly, NARA has implemented an automated hiring system – a move that we believe will have a substantial impact on our time-to-hire over the long term. For 3rd quarter, FY 2010, the average time to fill for actions processed in USA Staffing is 71 days.

Currently, 65% of hiring managers are satisfied with the overall hiring process and 88.4% are able to make a selection (as of the 3rd quarter, FY 2010 as reported in the hiring manager satisfaction survey). However, additional training and guidance can help managers further understand the hiring process, options and their role in supporting the 80 day time-to-hire goal.

Describe what is causing the barrier/problem (i.e., What is the root cause?):

- Prior to the use of USA Staffing, the lack of an automated system required NARA to assess applicants manually using the traditional paper-based approach.
- Need for training materials and additional tools/guidance to help managers understand hiring process, options, and their role in supporting the 80 day time-to-hire goal

Define success or the desired outcome upon completion of applied tasks:

Hiring Manager Satisfaction and a decrease in the overall time-to-hire

Primary Action Planning Team

SWAT Team Members:

- Frances Austin
- Deborah Dodson
- Holly Finney
- Roland Mozie
- Jerry Pirtle
- Pam Pope

Action Steps

Actions to be Taken	Key Deliverables/Output Measure	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and
---------------------	---------------------------------	----------------------	-----------------------------	------------------------

				Approvals Needed
Develop communication plan for USA Staffing	Implemented communication plan for USA Staffing	Completed June 2010	Roland Mozie	Staff Support
Develop USA Staffing communication toolkit <ul style="list-style-type: none"> • NARA Notice • USA Staffing Tutorial • Presentation for Managers and Employees • Video Message from NAH Director • FAQs • Hiring Process 101 presentation 	Positive feedback from users on toolkit	May 2010/Target completion date August 2010	Jerry Pirtle/Roland Mozie	Staff Support
Develop hiring reform webpage on NARA@work	Positive feedback from users on hiring reform webpage resources	June 2010/Target completion date July 2010	Roland Mozie	Staff Support
Develop training material and implement training requirement for hiring managers on NARA's Learning Management System (LMS)	% of managers who complete required training	August 2010 - ongoing	Roland Mozie/Jerry Pirtle	Staff Support
Conduct training session webinars for hiring managers	Positive feedback from participants	August 2010 – ongoing	Roland Mozie/Jerry Pirtle	Staff Support
Complete quarterly performance report assessing time to hire	Timely submission and performance on time to hire measure	On-going	Jerry Pirtle	Staff Support
Assess hiring manager satisfaction survey data	% of manager satisfaction with overall recruitment process and the % of managers able to make selections from certificate lists	On-going	Jerry Pirtle	Staff Support
Review and update barriers analysis	Updated barriers analysis and progress on time to fill, including an updated process map	In progress/Target completion date October 2010	Jerry Pirtle	Staff Support
Development of "Recruitment 101" communication toolkit	Positive feedback from users on material	Target completion date July 2010	Deborah Dodson/Holly Finney	Staff Support
Update human capital action to include FY10 milestone for hiring reform requirements, including hiring manager training.	Achievement of milestone	Completed June 2010	Holly Finney	Staff Support