

2010 Hiring Reform Action Plan

Hiring Reform Initiative:

Eliminate written essay-style questions (KSAs) (Action Plan 4 of 7)

Date:

September 20, 2010

Describe the barrier, problem, or deficiency being addressed:

Lack of policy guidance in place to eliminate any requirement for applicants to respond to essay-style questions when submitting their initial application materials for any Commerce job

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

Commerce hiring process requires applicants to respond to essay-style questions when submitting their initial application materials for any job. Research shows that the requirement to respond to essay-style questions when submitting initial application materials deters many highly-qualified individuals from seeking and obtaining jobs in the Federal Government.

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

Hiring process that allows individuals to apply for employment by submitting resumes and cover letters or completing simple plain language applications and assessing applicants using valid, reliable tools in order to refer applications to the Hiring Managers in the most efficient and timely manner.

Primary Action Planning Team

Lead: Gay Shrum (Hiring Manager, BIS)

Members: Darlene Drazenovich (Hiring Manager, NTIA), Janice Guinyard (HR, OS), Cynthia Burley (Hiring Manager, NOAA), Valerie Smith (HR, OS), with input from other members of the Commerce Hiring Reform Council

Action Steps

Action(s) to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
1. Develop policy guidance to eliminate any requirement for applicants to respond to essay-style questions when submitting their initial application materials for any Commerce job and allows individuals to apply for employment by submitting resumes and cover letters or completing simple plain language applications and assessing applicants using valid, reliable tools in order to refer applications to the hiring officials in the most efficient and timely manner	1.a. New policy guidance 1.b. Examples of job opportunity announcements that include instructions on how to apply for jobs using resumes and cover letters and explanation of the assessment process	July 19, 2010 – August 31, 2010	Director, Office of Policy and Programs (OPP), Office of Human Resources Management (OHRM), in collaboration with Hiring Managers and Commerce Hiring Reform Council	Funded within existing resources

2. Modify and upgrade multiple choice and yes/no questions for job opportunity announcements using examples of questions based on the Commerce mission and the subcomponent missions	2.a. Data base with modified multiple choice and yes/no questions for job opportunity announcements	September 1, 2010 - Ongoing throughout Fiscal Year (FY) 2011 with reviews at the end of each quarter.	Hiring Managers, in collaboration with subject-matter experts and HR Specialists	Funded within existing resources
3. Identify options for assessment tools for Hiring Managers to use to recruit, especially for highly technical, mission-critical, and difficult to fill jobs	3.a. Documentation of options for assessment tools for Hiring Managers to use during the hiring process to recruit for highly technical, mission-critical, and difficult to fill jobs	September 1, 2010 - Ongoing throughout FY 2011 with reviews at the end of each quarter.	Hiring Managers, in collaboration with subject-matter experts and HR Specialists	Funded within existing resources
4. Identify a cadre of subject-matter experts to be used in the assessment process for mission-critical occupational series	4.a. Documentation of subject-matter experts to be used in the assessment process	September 1, 2010 - Ongoing throughout FY 2011 with reviews at the end of each quarter.	Hiring Managers, in collaboration with HR Specialists	Funded within existing resources
5. Develop and deliver training for HR Specialists on various tools for assessing applicants as a component of the overall training sessions to implement hiring reform measures	5.a. Training materials, including policy guidance and examples of job opportunity announcements with instructions on how to apply for jobs 5.b. Training sessions	July 19, 2010 - August 30, 2010 September 1, 2010 – October 30, 2010	Director, OPP/OHRM, in collaboration with bureau-level servicing HR office staff	Funded within existing resources
6. Develop and deliver training for Hiring Managers and subject-matter experts on various tools for assessing applicants as a component of the overall training sessions to implement hiring reform measures	6.a. Training materials, including policy guidance and examples of job opportunity announcements with instructions on how to apply for jobs 6.b. Training sessions	July 19, 2010 - Aug 30, 2010 September 1, 2010 - Oct 30, 2010	Director, OPP/OHRM, in collaboration with bureau-level servicing HR office staff	Funded within existing resources