

**2010 Hiring Reform Action Plan**

<b>Hiring Reform Initiative:</b> Ensure manager responsibility and accountability for hiring (Action Plan 6 of 7)	<b>Date:</b> September 20, 2010
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**Describe the barrier, problem, or deficiency being addressed:**  
Lack of consistent involvement in the hiring process by Hiring Managers

**Describe what is causing the barrier/problem (i.e., What is the root cause?):**  
Insufficient knowledge of and training on the hiring process (clarity of roles and responsibilities) for Hiring Managers

**Define success or the desired outcome upon completion of applied tasks:**  
Increase in Hiring Manager involvement in all aspects of the hiring process as measured by the results on the Management Satisfaction Survey and the accountability audits

**Primary Action Planning Team**  
**Lead:** Gay Shrum (Hiring Manager, BIS)  
**Members:** Belinda Collins (Hiring Manager, NIST), Sharon Gibson (Hiring Manager, USPTO), Sandra Nail (HR, NIST), Donna Lauren (HR, NIST), Michele Cooley (HR, NIST), Patricia Mendoza (HR, USPTO), Maelat Mathias (HR, USPTO), Rebecca Mountain (HR, USPTO), with input from other members of the Commerce Hiring Reform Council

**Action Steps**

<b>Actions to be Taken</b>	<b>Key Deliverables/Output</b>	<b>Start Date/ End Date</b>	<b>Responsible Party (Parties)</b>	<b>Budget, Resources, and Approvals Needed</b>
1. Develop and deliver training for Hiring Managers on the hiring process	1.a. Training materials, including policy guidance, examples of job opportunity announcements, effective interviewing, hiring flexibilities and incentives, outreach/recruitment options and strategic HR planning  1.b. Training sessions	August 1, 2010 – August 31, 2010  September 1, 2010 – October 31, 2010	Director, Office of Policy and Programs (OPP), Office of Human Resources Management (OHRM), in collaboration with bureau-level HR servicing office staff	Funded within existing resources

2. Establish an annual review process with Hiring Managers and the servicing HR office staff to conduct systematic workforce planning	2.a. Quarterly reviews during Fiscal Year 2011 of hiring needs; identifying position requirements based on mission and projected initiatives	September 1, 2010 - October 31, 2010	Bureau-level leaders, Hiring Managers, servicing HR office staff	Funded within existing resources
3. Establish accountability measures to ensure Hiring Managers are taking responsibility for their hiring actions	3.a. Hiring accountability measures in performance plans for Hiring Managers	October 1, 2010 – November 30, 2011	Commerce leaders, in collaboration with bureau-level managers	Funded within existing resources
4. Establish process to increase participation in the Chief Human Capital Officer (CHCO) Council Management Satisfaction Survey.	4.a. Increase participation in the CHCO Council Management Satisfaction Survey by 5% each quarter during Fiscal Year 2011	December 31, 2010  March 31, 2011  June 30, 2011  September 30, 2011	Director, OPP/OHRM, in collaboration with bureau-level HR servicing office staff	Funded within existing resources
5. Provide hiring managers with on-line resources regarding hiring reform, hiring reform actions plans, training materials.	5.a. Establish a hiring reform website that included Presidential and OPM memorandums, Commerce’s hiring reform action plans, training materials, and Q&As.	August 1, 2010 – October 31, 2010	Director, OPP/OHRM	Funded within existing resources