

Agency/Component: Department of Commerce

2010 Hiring Reform Action Plan

Hiring Reform Initiative:

Improve the quality and speed of hiring (Action Plan 7 of 7)

Date:

September 20, 2010

Describe the barrier, problem, or deficiency being addressed:

Managers extend certificates too frequently
 Hiring managers are not filling out the Chief Human Capital Officer (CHCO) Council Management Satisfaction Survey

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

Lack of planning between HR Specialists and hiring managers during the recruitment process, causing the need of certificates to be extended
 Employees are over-surveyed, and the CHCO Council Management Satisfaction Survey is too long

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

Meet or exceed the E2E 80 day model for the hiring process with high quality applicants as measured by the CHCO Council Management Satisfaction Survey
 Reduction in the number of certificates extended
 Increase survey participation

Primary Action Planning Team

Lead: Gay Shrum (Hiring Manager, BIS)

Members: Gail Smith (HR, Census Bureau), Kerry McDonnell (HR, OIG), with input from other members of the Commerce Hiring Reform Council

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
1. Review existing HR policies & procedures in order to streamline and improve the hiring process, including conducting workload analysis of all HR operational functions during the hiring process, including any additional security clearance requirements, in order to obtain data that accurately measures the impact on the hiring process.	1.a. New policy guidance	August 1, 2010 – October 31, 2010	Director Office of Policy and Programs (OPP), Office of Human Resources Management (OHRM), in collaboration with Hiring Managers, servicing HR office Directors, and Commerce Hiring Reform Council	Funded within existing resources

2. Establish accountability measures to ensure Hiring Managers and HR Specialists are taking steps to improve the quality and speed of hiring	2.a. Hiring accountability measures in performance plans for Hiring Managers	October 1, 2010 – November 30, 2010	Commerce leaders, in conjunction with bureau-level managers	Funded within existing resources
3. Identify unique situations for which time to hire is potentially greater than 80 days, such as when there is a time lapse between the offer and the EOD date (e.g., job offers to specialized scientific occupation series where the candidates requests EODs of as much as 45 days in order to complete prior commitments and job offers to college students during the latter part of the school year although the students cannot EOD until after they graduate.	3.a. documentation of unique hiring situations Policy guidance	August 1, 2010 – October 31, 2010	Director OPP/OHRM, in collaboration with Hiring Managers, servicing HR office Directors, and Commerce Hiring Reform Council	Funded within existing resources
4. Address the lack of an automated front-end system across Commerce servicing HR offices	4.a. Business case developed for FY 2012 budget request	May 1, 2010 – July 19, 2010	Servicing HR office Directors, in conjunction with the Commerce CIO and CFO Councils	Funded within existing resources for business case development