

Agency/Component: Federal Maritime Commission

2010 Hiring Reform Action Plan				
Hiring Reform Initiative: Allow individuals to apply with resumes and cover letters			Date: July 30, 2010	
Describe the barrier, problem, or deficiency being addressed: Past practice has resulted in specifying application procedures in job opportunity announcements that include documents in addition to a resume and cover letter, such as written essays addressing KSAs, transcripts, etc. Application process is cumbersome and time-consuming.				
Describe what is causing the barrier/problem (i.e., What is the root cause?): The process focuses on getting everything that might be needed from every applicant as a first step rather than on making a subsequent request for more information from only the applicants who are under serious consideration for the position. Requirement to submit narrative KSA statement deters applicants.				
Define success or the desired outcome upon completion of applied tasks: HR uses the resume and cover letter to determine those who meet minimum qualifications and will be asked to furnish more information. Applicants will be able to submit a resume and cover letter and no KSA narratives will be required for the initial application.				
Primary Action Planning Team Lead: Ron Murphy Members: Dottie Wade, Florence Carr, Hatsie Charbonneau, Mary McPherson, Rachel Dickon, Tanga FitzGibbon, Wanda Fisher				
Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Review CO 61 and SOPs for recruitment and hiring, analyzing when information is needed from applicants	Identify changes that can reduce the information requested from all applicants	7/15/2010 – Ongoing	OHR	Funded w/existing resources; staff support
Modify and/or develop SOPs, as needed	Revised procedures	7/15/2010 – Ongoing	OHR	(same as above)
Modify JOA templates	JOAs request that applicants provide a resume and cover letter	10/15/2010 10/31/2010	OHR	(same as above)
Use resume and cover letter to identify qualified applicants	Only qualified applicants are asked for more information	11/1/2010	OHR	(same as above)

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**2010 Hiring Reform Action Plan**

**Hiring Reform Initiative: Eliminate written essay-style questions (KSAs)** **Date: July 30, 2010**

**Describe the barrier, problem, or deficiency being addressed:** Applicants have been required to write essay-style answers to describe how their experience demonstrates the knowledge, skills, and abilities needed for the job.

**Describe what is causing the barrier/problem (i.e., What is the root cause?):** FMC has depended on written KSAs to augment information in an applicant's resume for purposes of assessing their qualifications.

**Define success or the desired outcome upon completion of applied tasks:** Applicants will describe their knowledge and experience through resumes and cover letters. Qualified applicants will be further assessed using valid, assessment tools.

**Primary Action Planning Team Lead:** Ron Murphy  
**Members:** Dottie Wade, Florence Carr, Hatsie Charbonneau, Mary McPherson, Rachel Dickon, Tanga FitzGibbon, Wanda Fisher

**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>
Project hiring needs and priorities	Priorities are set for developing assessment tools	7/15/2010 – Ongoing	OMD/OHR	Funded w/existing resources; staff support
Draft and verify Q/As using job analysis and crediting plans	Valid assessment occupational questionnaire developed representing competencies (convert rating schedule to an assessment questionnaire)	7/15/2010 – Ongoing	OHR/Hiring managers	Funded w/existing resources; staff support
Implement by priority	JOAs are revised to eliminate KSAs on initial application	Nov 1/ ongoing	OHR	Funded w/existing resources; staff support

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2010 Hiring Reform Action Plan				
Hiring Reform Initiative: Ensure manager responsibility and accountability for hiring				Date: July 30, 2010
Describe the barrier, problem, or deficiency being addressed: Due to FMC's small workforce, managers have few opportunities to hire.				
Describe what is causing the barrier/problem (i.e., What is the root cause?): Managers do not participate in hiring often enough to remain up-to-date on the process and their roles.				
Define success or the desired outcome upon completion of applied tasks: Managers and supervisors participate in strategic workforce planning for mission critical occupations, work in partnership with HR staff to hire qualified staff quickly and efficiently, and are held accountable for meeting hiring goals and objectives.				
Primary Action Planning Team Lead: Ron Murphy Members: Dottie Wade, Florence Carr, Hatsie Charbonneau, Mary McPherson, Rachel Dickon, Tanga FitzGibbon, Wanda Fisher				
Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Brief execs, mgrs, and supervisors about hiring reform	Briefing materials	7/15/2010 – 10/15/2010	OHR/SWAT team	Funded w/existing resources; staff support
Train managers on their roles and responsibilities	Briefing materials are retained as job aids	10/15/2010 – ongoing	OHR/hiring managers	(same as above)
Seek feedback from managers; use feedback to improve accountability	Feedback analyzed	10/21/2010 - ongoing	OHR/hiring managers	(same as above)
Revise/establish performance standards to ensure hiring manager accountability	Performance plans revised	11/1/2010 - ongoing	OHR/senior managers	(same as above)

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## 2010 Hiring Reform Action Plan

<b>Hiring Reform Initiative: Notify applicants about their status</b>		<b>Date: July 30, 2010</b>		
<b>Describe the barrier, problem, or deficiency being addressed: Lack of timely notification to applicants about their status throughout the staffing process.</b>				
<b>Describe what is causing the barrier/problem (i.e., What is the root cause?): A staffing process that uses a manual agency process combined with automated support through a vendor.</b>				
<b>Define success or the desired outcome upon completion of applied tasks: Applicants receive timely notification of their status at 4 points during the staffing process: (1) Resume received, (2) Application reviewed, (3) Application referred to Selecting Official, (4) Applicant selected/not selected.</b>				
<b>Primary Action Planning Team Lead: Ron Murphy Members: Dottie Wade, Florence Carr, Hatsie Charbonneau, Mary McPherson, Rachel Dickon, Tanga FitzGibbon, Wanda Fisher</b>				
Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Consider various EHRI/ automation initiatives (explore options to have an automated message function to send a group notification to all applicants through the agency email system and/or by utilizing applicant notification function via USAJobs)	Automated agency processes (or use of USAJobs notification process) enable applicants to receive e-mail notifications of their status	7/15/2010 – ongoing	OHR/OIT	Funded w/existing resources; staff support  Coordinate w/USAJobs, as necessary
Fully implement an integrated, automated staffing process	Applicants are notified at 4 points	11/1/2010	OHR/OIT	(same as above)

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2010 Hiring Reform Action Plan				
Hiring Reform Initiative: Improve quality and speed of hiring				Date: July 30, 2010
Describe the barrier, problem, or deficiency being addressed: The hiring process takes too long.				
Describe what is causing the barrier/problem (i.e., What is the root cause?): The HR SWAT Team analysis revealed that both the OHR and the management processes contained inefficiencies in several steps: receiving and manually screening applications, relying on vendor to assess applications, hiring managers reviewing candidates' applications, scheduling of interviews, and making timely selection decision.				
Define success or the desired outcome upon completion of applied tasks: Hiring processes are in accordance with OPM's 80-day hiring timeframe.				
Primary Action Planning Team Lead: Ron Murphy Members: Dottie Wade, Florence Carr, Hatsie Charbonneau, Mary McPherson, Rachel Dickon, Tanga FitzGibbon, Wanda Fisher				
Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Continue partnership for creation and review of PDs	PD's developed; revise and reissue policies on position management and classification (COs 82 and 88)	7/15/2010 – ongoing	OHR/Hiring Managers	Funded w/existing resources; staff support
Refresher training for managers on the process and their roles	Managers understand the timeline and their roles in expediting the hiring process	10/1/2010 -- ongoing	OHR/Managers	(same as above)
Communicate with managers throughout each hiring action	Managers expedite scheduling of interviews and making a selection	11/1/2010 - ongoing	OHR/Managers	(same as above)
Implement automation incrementally, as determined by ROI	Automated options integrate FMC work with contractor system	11/1/2010 - ongoing	OHR/OPM	(same as above)

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2010 Hiring Reform Action Plan				
Hiring Reform Initiative: Use Category Rating			Date: July 30, 2010	
Describe the barrier, problem, or deficiency being addressed: FMC Merit Promotion Plan (CO 61), specifies that officials make selections among the best qualified applicants listed on the OPM (DEU) certificate of eligibles.				
Describe what is causing the barrier/problem (i.e., What is the root cause?): FMC staffing policy does not distinguish groups of applicants by qualification category and no policy exists for category rating.				
Define success or the desired outcome upon completion of applied tasks: Revised policy and practice to use category rating as the method for presenting highly qualified candidates for vacancies to selecting officials.				
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Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Draft policy for category rating	Draft document for discussion	7/15/10 - 10/1/10	OHR/SWAT team	Funded w/existing resources; staff support
Collaborate w/management to complete policy revisions	CO 61, Merit Staffing Program describes use of category rating	7/15/10 - 10/1/10	OHR/Senior managers	(same as above)
Announce policy change and post to agency Intranet	Policies posted online	7/15/10 – 10/15/10	OMD/OHR/OIT	(same as above)
Train hiring managers on the use of category rating	Training session(s)	11/1/10 – ongoing	OHR/hiring managers	(same as above)
Develop SOP for HR staff	SOP defines categories and the methods for assigning applicants to them	Nov 1 - ongoing	OHR	(same as above)
Implement category rating	Certificates list applicants by category	Nov 1 - ongoing	OHR/OPM (as vendor)	(same as above)