

Agency/Component: U.S. Agency for International Development (USAID)

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Eliminate Written Essays (KSAs)	Date: 08/01/2010
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Describe the barrier, problem, or deficiency being addressed:
Agency automated staffing system (AVUE) using applicant checklist questionnaire requiring applicants' response in narrative

Describe what is causing the barrier/problem (i.e., What is the root cause?):
Application may not contain sufficient information to fully assess applicants' qualifications; inability to distinguish quality of candidates without additional response from applicants; lack of alternative assessment tools; requesting written essays at a later stage may add time to the hiring process.

Define success or the desired outcome upon completion of applied tasks:
Easy application process without compromising quality of candidates

Primary Action Planning Team
Lead: Shelia Tolliver, Chief, Recruitment and Staffing Branch, Civil Service Personnel Division, Office of Human Resources (OHR/CSP/RS)
Members: Michelle Batie, Helena Olivares, DeLisia Carpenter, Cherie Mennel, Rick Osborne

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Modify AVUE system to eliminate the need for applicants to provide narratives for questionnaires and to accommodate any additional assessment tools or "key" questions	Essay-type answers are eliminated	08/02/2010-Target date: 11/01/2010	Rick Osborne; OHR/CSP	AVUE
Determine if/when/how essays will be introduced and used in the application process	JOAs contain appropriate information on when essay type narratives will be required, if any	Target date: 11/01/2010	OHR/CSP, subject matter experts	Input from hiring officials
Notify labor organization for impact and implementation negotiations	Union buy-in	Target date: 11/01/2010	OHR/ELR	AFGE
Post Agency notice and provide briefings to the workforce on the changes to the application process	Workforce is informed on the changes to the application process; reduced individual calls	Target date: 11/01/2010	OHR/CSP	n/a
Establish effective job analysis; Develop and compile bank of job analysis, KSAs, and questionnaires for mission critical and common occupations	- Improved JOAs (i.e., JOAs contain better defined competencies (KSAs) and examples of specialized experience) resulting in decreased number of total applicants, yet greater number of highly qualified applicants - electronic repository of rating instruments for HR Specialists	continuous	OHR/CSP, subject matter experts, Administrative Management Staff	

