

2010 Hiring Reform Action Plan

Hiring Reform Initiative: Improve the quality and speed of hiring

Date: 07/28/2010

Describe the barrier, problem, or deficiency being addressed: (1) Classification phase takes too long; (2) the Office of Equal Opportunity Programs (now the Office of Civil Rights and Diversity) has to concur on the selection before an offer is made; (3) hiring officials keep the selection certificates past their due dates; (4) security process takes too long; (5) long and poorly structured Job Opportunity Announcements (JOA)

Describe what is causing the barrier/problem (i.e., What is the root cause?): Past practice (“that’s the way it has always been done”); inadequate SOPs; no metrics established for key phases in the hiring process, or (where there are, such as in the case of (3) above) they are not enforced; high staff turnover (no staff stability); staff competency gaps

Define success or the desired outcome upon completion of applied tasks: Improved quality and speed of hiring

Primary Action Planning Team

Lead: Jon Brause, Deputy Assistant Administrator, Bureau for Democracy, Conflict, and Humanitarian Assistance

Members: SWAT TEAM: Representatives from OHR (Deputy Director; Civil Service Personnel Division; Policy, Program, and Information Management) ; Office of Security; Bureau of Global Health; Chief Financial Office/Payroll; Bureau of Democracy, Conflict, and Humanitarian Assistance; Office of Acquisition and Assistance; General Counsel

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
Map Civil Service (CS) hiring process	New CS hiring process	Completed 07/31/09	SWAT team	USAID Acting Administrator approved 11/27/09
Develop and Implement streamlined JOAs	10 streamlined JOAs that include mission-critical and common occupations; new format coded into automated AVUE hiring system; 10 streamlined JOAs are implemented	09/30/2009- 12/15/2009 07/2010- 09/30/10	OHR/CSP/PO AVUE	AVUE
Rewrite Agency guidance	Major revision to ADS 418 dtd July 2006	11/20/09- 01/29/10	OHR/CSP/PO	

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Satisfy Impact & Implementation (I&I) bargaining with AFGE	I&I contractual obligations completed	02/02/10-08/02/10	OHR/ELR	AFGE
Brief hiring officials and Administrative Management Staff on recruitment and staffing flexibilities	Increased use of hiring flexibilities, e.g., VRA, DAV, and other non-competitive actions	06/2010-continuing	OHR/CSP	
Brief hiring officials and Administrative Management Staff on new hiring process and metrics	New hiring process implemented	08/2010-09/30/2010	OHR/CSP	
Set up interview panels in advance	Timely return of selection certificates	FY 2011	Hiring Officials	
Develop SOP for eQIP and security clearance; Develop selectee security clearance checklist	Streamlined security process;	Completed 03/16/10	OHR/CSP	Security
	Timely return of eQIP package	In progress	Security	
Track timelines at each phase to determine greatest area(s) of improvement	Quarterly report	FY 2011	OHR/CSP OHR/PPIM	AVUE ASAP
Standardize all JOAs to streamlined format	Streamlined and plain English JOAs Agency-wide	FY 2011	OHR/CSP	
Evaluate new hiring process	Modify process and metrics as needed	End of FY 2011	OHR/CSP	Additional resource needed to implement Hiring Reform Initiative = 1 HR Specialist