Department of Energy
Hiring Reform Action Plan
For General Schedule Employees
9/27/10

Executive Summary

Issue: The hiring process takes too long. Empirical data for FY-09 gathered from all 18 Human Resources Offices throughout the Department indicates that on average the end-to-end hiring process takes 174 calendar days: 143 days from the beginning of the process to job offer and 31 days from job offer to bringing the new employee on board.

Root Cause Analysis: The consolidation of DOE's hiring reform analysis, planning, and implementation into a 5-Why methodology of root cause analysis identifies the following causes:

- *Process:* The DOE hiring process is complex, inefficient, and takes too long. *(1st Why)*
- *Accountability:* Human Resources professionals and hiring managers at DOE are not being held accountable for bottlenecks in the process. *(2nd Why)*
- *Roles and Responsibilities:* The roles and responsibilities of DOE Human Resources professionals and managers involved in the hiring process are not clearly defined, communicated, and managed. *(3rd Why)*
- *Metrics:* DOE does not track the metrics necessary to hold offices and individuals accountable for their roles and responsibilities in the hiring process. *(4th Why)*
- *Alignment:* DOE is a complex hybrid of centralized institution and decentralized confederation that poses significant challenges to aligning and implementing the Department-wide policies, tools, metrics, and reporting needed for continuous improvement of the hiring process. *(5th Why)*

Objective: To initially reduce the time-to-hire by at least 74 calendar days by the end of FY-11. The overall goal is to achieve a Department-wide average of 100 or less calendar days to complete the end-to-end hiring process by the 1st Quarter FY-12.

Overall Indicator of Success: The average time to complete the entire hiring process throughout the Department and at each Human Resources Office is 100 calendar days or less, as measured starting with the recruit initiation date and ending with the entry on duty date.

Strategic Linkages: Hiring Reform is one of the five management reform priorities established by the Department's Operations Management Council which is chaired by the Deputy Secretary. It is also incorporated into the Department's draft Strategic Plan and the Department's draft Strategic Human Capital Plan.

Coordination and Collaboration: The Department is communicating, measuring, and managing hiring reform issues and solutions to internal DOE and external Federal stakeholders, as well as the general public, using the following blended, multi-media strategies:

- *DOE Senior Management:* The Chief Human Capital Officer reports monthly on the progress of the Hiring Reform Action Plan to the Deputy Secretary's Operations

Management Council. The Deputy Secretary also has direct access to the recently deployed Time-to-Hire reports on his personal online management reporting dashboard.

- *DOE Human Resources Community and Hiring Managers:* Biweekly "Hiring Reform Coordination" conference calls are being conducted with the Chief Human Capital Officer and all Human Resources Directors discussing issues and solutions. The "Human Resources Community" group space provides a medium for online collaboration among members of a decentralized and geographically dispersed community of Human Resources professionals and hiring managers. The group space also is a repository for knowledge management because it includes: a Hiring Reform Wiki for tracking the progress of reform initiatives; a Reform Blog for communicating news, events, and time-to-hire analyses; Documents Library for storing job aids and deliverables; and Discussion Forums for sharing best practices and addressing common issues.
- *DOE Employees:* The Department's PowerPedia website is a wiki that is available to all DOE Federal employees and contractors from within the DOE firewall. The "Hiring Reform" topical section of PowerPedia provides updates, deliverables, and metrics of interest to DOE employees and contractors.
- *Federal Agencies, including OPM and OMB:* DOE is posting Hiring Reform deliverables to the OMB/OPM MAX website. DOE representatives continue to work with their OPM Human Capital Officer and will continue to provide quarterly updates to the OPM/OMB Hiring Reform Review Panel.
- *General Public:* The homepage of the DOE Human Capital website prominently displays a Hiring Reform information box that links to the DOE Hiring Reform Action Plan and a Hiring Reform Resources page. The resources page provides updates, deliverables, and metrics of interest to the general public.

Resources: The Department will implement hiring reform within existing budget and resource levels. This effort is primarily focused on process re-engineering and improvement; clarity of roles and responsibilities; visibility of hiring metrics across the complex; and better accountability, coordination, engagement, and teamwork.

Communicate Change: The Deputy Secretary has communicated in writing to the entire Department the need to establish a more efficient and effective hiring process. The Chief Human Capital Officer has incorporated the key elements of the Hiring Reform Action Plan as a top priority in the Management Excellence Agenda of the Department's Operations Management Council chaired by the Deputy Secretary. The Deputy Secretary will communicate the approved Action Plan to the Heads of all Departmental Elements for implementation by November 1, 2010, and the Chief Human Capital Officer will communicate the requirement to include appropriate responsibilities for the hiring process in the performance plans of Senior Executives, Managers, and Supervisors. The Hiring Reform SWAT Team will continue to work in partnership with the Office of the Chief Human Capital Officer and DOE Human Resources Directors to communicate the Hiring Reform Action Plan to Program Offices, Resource Managers, and Hiring Managers throughout the Department and to develop appropriate adjustments to the Action Plan as the Department proceeds along the path of improvement (see Attachment 1 for current revision history). The next update to the Action Plan will be published on March 1, 2011.

Action Items

Action Item #1: Streamline all Job Opportunity Announcements and standardize them to the maximum extent possible throughout the Department, eliminating essay questions associated with knowledge, skills, and abilities and minimizing the number of short answer questions. Require only a résumé and an optional cover letter by November 2010.

- *Why Selected:* This item will reduce the time needed to complete recruitment packages and job announcements by an estimated 3 days. It will also make the job announcement and application process for potential applicants easier to understand and more user friendly. Mitigates process issue (1st Why) identified through root cause analysis, and addresses the following initiatives in the President's Memorandum dated May 11, 2010: no long essay questions tied to knowledge, skills, and abilities upon initial application; résumé only; and quality/speed of hiring.
- *Barriers:* Normal human tendency to resist change, and demonstrating that eliminating essay questions and relying on résumés will streamline the hiring process and yield high quality candidates. Current Hiring Manager perception is that eliminating long essays associated with knowledge, skills, and abilities will reduce the quality of candidates that appear on certificates. There is also concern that it will take longer and will be harder for Human Resources Specialists and/or Subject Matter Experts to identify the best qualified candidates to appear on certificates.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers and Specialists (Lead) in consultation with Subject Matter Experts, Hiring Managers, Program Executives and Resources Staffs.
- *Outputs/Deliverables:* Human Resources Offices throughout the Department streamline and standardize an increasing number of Job Opportunity Announcements, maximizing the number by September 2011, and eliminate long essay questions associated with knowledge, skills, and abilities by November 2010.
- *Tracking Methods/Measures:* When the automated time-to-hire tracking system is upgraded in December 2010, Human Resources Offices will be able to report on a daily basis the numbers of new streamlined Job Opportunity Announcements developed and the percentage of streamlined Job Opportunity Announcements used in relationship to the total number of Job Opportunity Announcements issued during the period. This will also become part of the Department's HCMAP Accountability Program. Actual timeframe to accomplish Announcement Preparation for each Human Resources Office and the Department as a whole is captured in the current release of the automated tracking system.

Action Item #2: Develop standard position descriptions (PDs) to the maximum extent possible and publish these PDs in an On-Line PD Library to be completed Department-wide by September 2011.

- *Why Selected:* This item will greatly reduce the time to rewrite or reclassify positions by an estimated 20 days for a significant number of the PDs used by the Department. It will make the development of recruitment packages much more user friendly to Hiring

Managers and Resources Staffs. Mitigates process issue (1st Why) identified through root cause analysis, and supports the quality/speed of hiring initiative in the President's Memorandum dated May 11, 2010.

- *Barriers:* Normal human tendency to resist change, and convincing Hiring Managers and Resources Staff that most commonly advertised positions do not require unique PDs.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers, Hiring Managers, and Program Executives (Lead) with support from Resources Staffs and Human Resources Specialists.
- *Outputs/Deliverables:* Human Resources Offices throughout the Department standardize an increasing number of PDs, maximizing the number by September 2011. The average time for Job Classification begins to approach 5 calendar days or less throughout the Department and at each Human Resources Office.
- *Tracking Methods/Measures:* When the automated time-to-hire tracking system is upgraded in December 2010, Human Resources Offices will be able to report on a daily basis the numbers of new standard PDs developed and the percentage of standardized PDs used in relationship to the total number of Job Opportunity Announcements issued during the period. This will also become part of the Department's HCMAP Accountability Program. Actual timeframe to accomplish Job Classification for each Human Resources Office and the Department as a whole is captured in the current release of the automated tracking system.

Action Item #3: Develop more easily understood Job Analysis Tools and standardized Application Scoring Plans to be completed Department-wide by September 2011.

- *Why Selected:* This item will make Job Analyses during Recruit Initiation and Application Scoring during Application Evaluation much more user friendly and consistent, reducing the current hiring process by an estimated 5 days. Mitigates process issue (1st Why) identified through root cause analysis, and supports the quality/speed of hiring initiative in the President's Memorandum dated May 11, 2010.
- *Barriers:* Simplifying the steps in the Job Analysis process in a way that Hiring Managers and Resources Staffs can understand and find useful while still meeting the requirements of OPM audit scrutiny.
- *Responsible Parties and Key Stakeholders:* Hiring Managers, Program Executives, and Program Resources Staffs (Lead) with support from Human Resources Managers and Specialists.
- *Outputs/Deliverables:* Human Resources Offices throughout the Department standardize an increasing number of Application Scoring Plans, maximizing the number by September 2011.
- *Tracking Methods/Measures:* When the automated time-to-hire tracking system is upgraded in December 2010, Human Resources Offices will be able to report on a daily basis the number and percentage of standard Scoring Plans used. This will also become part of the Department's HCMAP Accountability Program. Actual timeframes to

accomplish Recruit Initiation and Application Evaluation for each Human Resources Office and the Department as a whole are captured in the current release of the automated tracking system.

Action Item #4: Except in unusual circumstances, do not extend applicant referral certificates beyond the initial 30 days by November 2010.

- *Why Selected:* On average, the time from when an applicant referral certificate is issued and a selection is made takes too long and routinely leads to extensions on certificates up to a total of 90 days. Except where circumstances warrant otherwise, holding the life of certificates to 30 days will aid in the achievement of a more efficient and effective selection process, reducing the current hiring process by an estimated 30 days. Mitigates process issue (1st Why) identified through root cause analysis, and supports the quality/speed of hiring initiative in the President's Memorandum dated May 11, 2010.
- *Barriers:* Normal human tendency to resist change, and getting Hiring Managers to place top priority on the hiring process while competing with the daily demands of meeting mission requirements.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers, Program Executives, and Hiring Managers (Lead) with support from Human Resources Specialists and Program Resources Staffs.
- *Outputs/Deliverables:* Fewer certificates need to be extended beyond the 30-day period, and the average time it takes for Hiring Managers to interview candidates and to make a selection begins to approach 21 calendar days or less throughout the Department and at each Human Resources Office.
- *Tracking Methods/Measures:* Actual timeframe to accomplish Candidate Selection for each Human Resources Office and the Department as a whole is captured in the automated tracking system.

Action Item #5: Hiring Managers select interview panels, pre-schedule interview times, and develop interview questions before receiving the applicant referral certificates by November 2010.

- *Why Selected:* This supports the estimated reduction in action item #4 and helps Hiring Managers make a selection decision within the 30-day effective period of applicant referral certificates. Mitigates process and roles and responsibilities issues (1st and 3rd Why) identified through root cause analysis, and supports the manager involvement and quality/speed of hiring initiatives in the President's Memorandum dated May 11, 2010.
- *Barriers:* Normal human tendency to resist change, and getting Hiring Managers and Resources Staffs to place top priority on the hiring process while competing with the daily demands of meeting mission requirements.
- *Responsible Parties and Key Stakeholders:* Program Executives and Hiring Managers (Lead) with support from Program Resources Staffs, Human Resources Managers and Specialists.

- *Outputs/Deliverables:* Fewer certificates need to be extended beyond the 30-day period, and the time it takes for Hiring Managers to interview candidates and to make a selection begins to approach 21 calendar days or less.
- *Tracking Methods/Measures:* Actual timeframe for Hiring Managers to accomplish Candidate Selection for each Human Resources Office and the Department as a whole is captured in the automated tracking system.

Action Item #6: Reduce the time it currently takes for Human Resources Specialists and/or Subject Matter Experts to fulfill their responsibilities to develop applicant referral certificates after announcements close to 5 days for certificates with 25 or fewer candidates and no more than 10 days for certificates with more than 25 candidates by December 2010.

- *Why Selected:* Currently, it can often take nearly 3 weeks for a Human Resources Specialist and Subject Matter Expert to develop an applicant referral certificate after a job announcement closes. Setting service standards for Human Resources Specialists and Subject Matter Experts to develop certificates with 25 or fewer applicants in 5 days and no more than 10 days for larger applicant pools will reduce the current hiring process by an estimated 10 days. Mitigates process issue (1st Why) identified through root cause analysis, and supports the quality/speed of hiring initiative in the President's Memorandum dated May 11, 2010.
- *Barriers:* Having a sufficient number of Human Resources Specialists that are properly trained to achieve the service standards, and competing job priorities within busy Human Resources Offices. The timely availability of Subject Matter Experts and getting them properly trained.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers and Specialists (Lead) with support from Subject Matter Experts.
- *Outputs/Deliverables:* The average time it takes Human Resources Offices throughout the Department to produce certificates after Job Opportunity Announcements close begins to approach 8 calendar days or less.
- *Tracking Methods/Measures:* Actual timeframe to accomplish Application Evaluation for each Human Resources Office and the Department as a whole is captured in the automated tracking system.

Action Item #7: Reduce the time it currently takes to obtain candidate acceptance from as much as 2 weeks to 4 calendar days or less by March 2011.

- *Why Selected:* Currently, it can often take nearly 2 weeks to obtain candidate acceptance because of salary negotiations, creditable time for annual leave determinations, and superior qualifications determination. Human Resources Specialists and Hiring Managers need to work more effectively and efficiently to communicate expectations and requirements early on in the candidate selection process. Mitigates process issue (1st Why) identified through root cause analysis, and supports the quality/speed of hiring initiative in the President's Memorandum dated May 11, 2010.

- *Barriers:* Lack of timely and effective communications between Human Resources Specialists and Hiring Managers, and lack of timely and effective communications between Human Resources Specialist and the job selectee.
- *Responsible Parties and Key Stakeholders:* Human Resources and Hiring Managers (Lead) with cooperation from Job Selectee and support from Program Resources Staffs and Human Resources Specialists.
- *Outputs/Deliverables:* The average time it takes for Human Resources Offices throughout the Department to obtain candidate acceptance begins to approach 4 calendar days or less.
- *Tracking Methods/Measures:* Actual timeframe to accomplish Job Acceptance for each Human Resources Office and the Department as a whole is captured in the automated tracking system.

Action Item #8: Reduce the time it takes to obtain the necessary information to begin the suitability determination process to 3 calendar days by March 2011.

- *Why Selected:* Currently, it can often take over two weeks to complete the Suitability Determination process. By continuing to focus on streamlining this process, the hiring process can be reduced. Mitigates process issue (1st Why) identified through root cause analysis, and supports the quality/speed of hiring initiative in the President's Memorandum dated May 11, 2010.
- *Barriers:* Job selectees do not always understand the critical importance of submitting timely and accurate information required to begin the suitability determination process. They sometimes are reluctant to submit the information needed to complete the paperwork
- *Responsible Parties and Key Stakeholders:* Human Resources Managers (Lead) with cooperation from Job Selectees and support from Human Resources Specialists, Hiring Managers, and Program Resources Staffs.
- *Outputs/Deliverables:* The average time it takes Human Resources Offices to obtain the necessary information from job selectees to begin the suitability determination process begins to approach 3 calendar days.
- *Tracking Methods/Measures:* This is a sub-component of the actual timeframe it takes each Human Resources Office and the entire Department to bring new hires on board from the time an offer is accepted being captured in the automated tracking system. This larger measure of Entry on Duty will be used with the objective of analyzing sub-components if the standard is not met.

Action Item #9: Emphasize and institutionalize workforce and position management pre-planning within organizational elements by November 2010.

- *Why Selected:* Program Offices, Managers, and Supervisors often do not seriously consider workforce and position management issues until a position becomes vacant. This delays the initiation of the hiring process and slows down the development of solid

recruitment packages once firm position management decisions are made. Mitigates accountability and roles and responsibilities issues (2nd and 3rd Why) identified through root cause analysis, and supports the manager involvement and quality/speed of hiring initiatives in the President's Memorandum dated May 11, 2010.

- *Barriers:* Normal human tendency to resist change, and getting Program Offices, Managers and Supervisors to focus on workforce and position management issues on a regular and routine basis.
- *Responsible Parties and Key Stakeholders:* Program and Field Offices (Lead) with support from Managers, Supervisors, and Human Resources Managers and Specialists.
- *Outputs/Deliverables:* Organizational Elements and Sub-Elements along with Hiring Managers are able to make better and more timely decisions concerning position management once a vacancy occurs.
- *Tracking Methods/Measures:* Program Offices will submit workforce plans to the Office of the Chief Human Capital Officer on an annual basis for review and comment.

Action Item #10: Improve Hiring Manager participation in completing the Manager Satisfaction Survey to at least 20 percent of all Hiring Managers conducting hiring actions throughout the Department by January 2011.

- *Why Selected:* Currently, less than 1 percent of all Hiring Managers throughout the Department complete the Management Satisfaction Survey. In many organizational sub-elements, none of the Hiring Managers complete the Survey. As a result, we do not have good Hiring Manager Satisfaction data to understand and act upon. Mitigates accountability issue (2nd Why) identified through root cause analysis, and supports the manager involvement and quality/speed of hiring initiatives in the President's Memorandum dated May 11, 2010.
- *Barriers:* Hiring Managers are either unaware that they should complete the Satisfaction Survey, forget to complete the Survey at the end of the process, or do not want to take the time to complete the Survey.
- *Responsible Parties and Key Stakeholders:* Program Executives and Hiring Managers (Lead) with support from Program Resources Staffs, and Human Resources Managers and Specialists.
- *Outputs/Deliverables:* The rate of Hiring Manager participation in the Management Satisfaction Survey steadily increases throughout the Department.
- *Tracking Methods/Measures:* The number of Hiring Managers completing the OPM Management Satisfaction Survey in relationship to the number of new hires for the period.

Action Item #11: Better educate Managers and Program Resources Staffs on the hiring process and hiring flexibilities. Implement an On-Line Training Course by October 2010 which explains the hiring process in the Department that all Managers and Supervisors would be required to take and would be readily available anytime as a refresher.

- *Why Selected:* Many managers do not have a good understanding of the hiring process, the laws and regulations controlling the process, and the use of hiring flexibilities. This action item in combination with action item #10 will promote the role of Human Resources Specialists as consultants and improve communications through the hiring process. Mitigates accountability and roles and responsibility issues (2nd and 3rd Why) identified through root cause analysis, and supports the manager involvement and quality/ speed of hiring initiatives in the President's Memorandum dated May 11, 2010.
- *Barriers:* Convincing Managers that it is a good use of their time and a value-add for them to better understand the hiring process and be more engaged and involved.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers (Lead) with support from Human Resources Specialists, Hiring Managers, and Program Executives and Resources Staffs.
- *Outputs/Deliverables:* The On-Line Training Course Explaining the Hiring Process in the Department is up and running and Hiring Managers are using it.
- *Tracking Methods/Measures:* Collect participation numbers in the On-Line Training Course from the Learning Management System, and survey Human Resources Offices using other training courses or methods.

Action Item #12: Implement an online, automated tracking system that measures and reports the time-to-hire for recruitment actions within the Department's Human Resources Information Management System by July 2010.

- *Why Selected:* It is difficult and resource intensive to manually track the recruitment paperwork process and hiring process to obtain timely status information and performance metrics. Mitigates accountability, roles and responsibilities, metrics, and alignment issues (2nd, 3rd, 4th, and 5th Why) identified through root cause analysis, and supports the speed of hiring initiative in the President's Memorandum dated May 11, 2010.
- *Barriers:* Normal human tendency to resist change, and overcoming some limitations to optimal automation because Hiring Management and our Human Resources Information Management System are not currently integrated.
- *Responsible Parties and Key Stakeholders:* The CHCO Information Technology Staff (Lead) with support from Human Resources Managers and Specialists, Hiring Managers, and Program Resources Staffs.
- *Outputs/Deliverables:* The Department has made significant progress on this action.
    - As of July 30, 2010, the automated tracking system is up and running and is being used by the Office of the Deputy Secretary and Human Resources Offices to track and manage the average time-to-hire. DOE is in the process of providing access to the Program and Field Offices. The reporting system is automatically updated daily with the ability to analyze data in a variety of ways by a single click. The system currently tracks metrics related to the following action items: job classification time (Action Item #2), recruit initiation time (#3), candidate

selection time (#4), application evaluation time (#6), job acceptance time (#7), and entry on duty time (#8).

- On August 26, 2010, the Partnership for Public Service recognized the accessibility, visibility, and transparency of the DOE Time-to-Hire reports in its August 26th publication titled The Weakest Link: How Strengthening Assessment Leads to Better Federal Hiring.
- On September 14, 2010, DOE granted OMB examiners direct access to the automated tracking system following a successful demonstration of the system at the OPM/OMB Initial Review of the August 19th edition of this Action Plan.
- By October 2010, regular snapshots of the DOE average time-to-hire will be made available on the DOE Human Capital website.
- By December 2010, the tracking system will be expanded to include automated measures to track the development and use of the following: streamlined job opportunity announcements (Action Item #1), standardized position descriptions (#2), standardized scoring plans (#3), and category rating (#13). Until this release is deployed, Human Resources Offices will track these metrics manually starting October 1st in order to provide a complete data set for FY-11.
- During FY-11, the Department will be reviewing and selecting metrics for measuring the satisfaction of hiring managers and new hires with respect to the hiring process and its results.

Action Item #13: Implement Category Ratings Department-wide by November 2010.

- *Why Selected:* Mitigates process issue (1st Why) identified through root cause analysis, and addresses the category rating initiative in the President's Memorandum dated May 11, 2010 to provide for selection from among a larger number of qualified applicants rather than using the "rule of three."
- *Barriers:* Issuing guidance Department-wide on the consistent use and application of Category Ratings and training Human Resources Specialists on the proper use of Category Ratings.
- *Responsible Parties and Key Stakeholders:* CHCO Policy Staff and Human Resources Managers (Lead) with support from Human Resources Specialists.
- *Outputs/Deliverables:* CHCO issued guidance on use of Category Rating on August 27, 2010. Human Resources Offices throughout the Department are using Category Ratings.
- *Tracking Methods/Measures:* When the automated time-to-hire tracking system is upgraded in December 2010, Human Resources Offices will be able to report on a daily basis the number of Job Opportunity Announcements that use Category Rating. This will also become part of the Department's HCMAP Accountability Program.

Action Item #14: Improve Hiring Manager knowledge of how to conduct an effective interview. Develop an On-Line Training Course on How to Conduct an Effective Interview by November 2010.

- *Why Selected:* Since long essay questions related to the Knowledge, Skills, and Abilities (KSAs) required of the jobs will be eliminated, Hiring Managers must rely on more

effective structured interviewing techniques to make better informed hiring decisions. Mitigates process and alignment issues (1st and 5th Why) identified through root cause analysis, and supports the manager involvement and quality/speed of hiring initiatives in the President's Memorandum dated May 11, 2010.

- *Barriers:* Convincing Managers that it is in their best interest to know more about how to conduct effective interviews.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers (Lead) with support from Human Resources Specialists, Resources Managers, Program Executives, Managers, and Supervisors, and the Human Capital Policy Staff and Information Technology Staff.
- *Outputs/Deliverables:* The On-Line Training Course on How to Conduct an Effective Interview is up and running and Hiring Managers are using it.
- *Tracking Methods/Measures:* Collect participation numbers in the On-Line Training Course from the Learning Management System, and survey Human Resources Offices using other training courses or methods.

Action Item #15: Notify individuals applying for Federal employment through USAJobs about the status of their application at key stages of the application process by July 2009.

- *Why Selected:* This was achieved in 2009 as part of a joint effort by OPM and other participating Federal agencies to improve the efficiency and effectiveness of communications with individuals applying for Federal jobs and is now required in the applicant notification initiative in the President's Memorandum dated May 11, 2010. Mitigates process issue (1st Why) identified through root cause analysis.
- *Barriers:* Ensuring Human Resources Specialists keep the system up-to-date throughout the hiring process so that applicants are automatically kept current on the status of their application.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers (Lead) with support from Human Resources Specialists.
- *Outputs/Deliverables:* Human Resources Offices throughout the Department are using the application status system within USAJobs.
- *Tracking Methods/Measures:* OPM Job Applicant Satisfaction Survey.

Action Item #16: Provide Hiring Managers training on effective, efficient, and timely ways to recruit and hire well-qualified individuals. Implement On-Line Training Courses on the Department's Hiring Process and Conducting an Effective Interview by October 2010 and November 2010, respectively. Also, provide on-site Hiring Manager training as needed.

- *Why Selected:* Mitigates accountability and roles and responsibilities issues (2nd and 3rd Why) identified through root cause analysis, and supports the manager involvement initiative in the President's Memorandum dated May 11, 2010.

- *Barriers:* Hiring Manager willingness to take the time to complete the training and be more engaged in the hiring process. Human Resources staffs being more engaged with Hiring Managers throughout the hiring process.
- *Responsible Parties and Key Stakeholders:* Human Resources Managers (Lead) with support from Program Resources Staffs, Human Resources Specialists, and Hiring Managers.
- *Outputs/Deliverables:* The On-Line Training Courses on the Department's Hiring Process and How to Conduct an Effective Interview are up and running and Hiring Managers are using them.
- *Tracking Methods/Measures:* Collect participation numbers in the On-Line Training Courses from the Learning Management System, and survey Human Resources Offices using other training courses or methods.

Action Item #17: Hold Managers and Supervisors accountable for recruiting and hiring highly qualified employees in an effective and efficient manner and for supporting their successful transition. Include this as a performance goal in each Executive, Manager, and Supervisor performance plan by November 2010.

- *Why Selected:* Mitigates accountability, roles and responsibilities, and alignment issues (2nd, 3rd, and 5th Why) identified through root cause analysis, and addresses the manager involvement and quality/speed of hiring initiatives in the President's Memorandum dated May 11, 2010.
- *Barriers:* Challenge of developing an appropriate performance goal for each Executive, Manager, and Supervisor.
- *Responsible Parties and Key Stakeholders:* Program Executives and Rating Officials (Lead) with support from CHCO Executive Resources Staff and Policy Staff, and Program Managers and Supervisors.
- *Outputs/Deliverables:* The Chief Human Capital Officer will issue a memorandum with specific guidance on how all DOE hiring managers (senior executives, managers, and supervisors) will be held accountable through the Department's performance evaluation system for their part in the hiring process as of the FY-11 rating period. Recruiting and hiring highly qualified employees in an effective and efficient manner and supporting their successful transition is a goal within the performance plans of Executives, Managers and Supervisors as appropriate for the performance period beginning October 1, 2010.
- *Tracking Methods/Measures:* The Performance Accountability and Assessment Tool.

Attachment 1: Document Version Control History

Date	Change Description
7/28/10	To fulfill OPM deadline of 8/1/10, DOE posted Action Plan to the OMB/OPM MAX website.
8/19/10	In response to the two-week extension provided to all agencies by the CHCO Council on 8/17/10, DOE added a paragraph to the introduction that explains the Department will accomplish hiring reform within existing resources levels.
9/08/10	To fulfill OPM deadline of 9/9/10, DOE posted Action Plan to DOE Human Capital public website (in response to a Freedom of Information Act (FOIA) request received by OPM).
9/27/10	DOE incorporated changes based on feedback from the OPM/OMB Full Evaluation Report on Hiring Reform Action Plans released 9/24/10, the Deputy Secretary/Operations Management Council, CHCO Council Meeting on 9/14/10, and the OPM/OMB Initial Review of the DOE Action Plan on 9/13/10, including the following: • Section on 5-Why Root Cause Analysis • Section on Strategic Linkages • Section on Coordination and Collaboration using a blended, multi-media approach • Expanded Action Item #12 on Automated Time-to-Hire and Hiring Process Tracking System • Updating of Action Plan as a living document using a table listing the Document Version Control History (Attachment 1) • Cross-walk of DOE Action Items to DOE 5-Why Root Cause Analysis (Attachment 2) • Cross-walk / Analysis of DOE Action Items to Presidential Hiring Reform Initiatives (Attachment 3)
3/1/11	DOE will update the Action Plan by 03/01/11 based on examining the progress to achieve established goals.

Attachment 2: Cross-walk of DOE Action Items to DOE 5-Why Root Cause Analysis

The 5 Whys	Mitigation Strategy / Applicable Action Items
Process *(1st Why)*	**Mitigation Strategy:** DOE mapped the "as is" FY-09 end-to-end competitive hiring process, and manually gathered baseline empirical data for FY-09 (174 calendar days). DOE then mapped the "to be" FY-10 end-to-end competitive hiring process as nine measurable recruitment phases with a goal of reducing to 100 calendar days or less. **Applicable Action Items: #1** (Streamlined/Standardized Job Opportunity Announcements), **#2** (Standardized Position Descriptions), #3 (Improved Job Analysis Tools and Standardized Scoring Plans), **#4** (No Extensions on Certificates), **#5** (Interview Planning by Hiring Manager), **#6** (Reduced Application Evaluation Time), **#7** (Reduced Job Acceptance Time), **#8** (Reduced Suitability Determination Process Time), **#13** (Using Category Rating), **#14** (Online Training-Effective Interviewing), and **#15** (Applicant Status Notifications)
Accountability *(2nd Why)*	**Mitigation Strategy:** Assigned leads for each of the nine measurable recruitment phases in the FY2010 DOE hiring process. Issuing CHCO memorandum with guidance on how all DOE hiring managers (senior executives, managers, and supervisors) will be held accountable through the Department's performance evaluation system for their part in the hiring process as of the FY-11 rating period. **Applicable Action Items: #10** (Improving Participation in Manager Satisfaction Survey), **#11** (Online Training-Explaining Hiring Process), **#12** (Time-to-Hire Reports), **#16** (Online/Onsite Hiring Manager Training), and **#17** (Hiring Manager Performance Element).
Roles and Responsibilities *(3rd Why)*	**Mitigation Strategy:** DOE is implementing Hiring Reform as a change management campaign that emphasizes transparency and communication using various online collaboration tools and websites as well as biweekly conference calls with the Human Resources Directors. Content is delivered as appropriate to each audience: Human Resources Directors, Hiring Managers, and the Public. Providing online and on-demand DOE-wide training for Hiring Managers as of Q1 FY-11. **Applicable Action Items: #5** (Interview Planning by Hiring Manager), **#9** (Institute Workforce Pre-Planning), **#11** (Online Training-Explaining Hiring Process), **#12** (Time-to-Hire Reports), **#16** (Online/Onsite Hiring Manager Training), and **#17** (Hiring Manager Performance Element)
Metrics *(4th Why)*	**Mitigation Strategy:** On July 30, 2010, DOE deployed an automated, online Department-wide Time-to-Hire tracking system that measures and reports the nine measurable / accountable recruitment phases. The reporting system is updated daily with the ability to analyze data in a variety of ways by a single click. DOE will continue to refine the system with additional metrics and reports as needed. **Applicable Action Items: #12** (Automated Tracking System – currently tracks metrics in **#2, #3, #4, #6, #7, #8**, and future releases that will add metrics from **#1, #2, #3, #13**).
Alignment *(5th Why)*	**Mitigation Strategy:** The DOE Hiring Reform Action Plan is incorporated as one of the top five priorities in the Department's Management Excellence Agenda established by the Department's Operations Management Council chaired by the Deputy Secretary. **Applicable Action Items: #12** (Time-to-Hire Reports), **#14** (Online Training-Effective Interviewing), and **#17** (Hiring Manager Performance Element).

Attachment 3: Cross-walk and Analysis of DOE Action Items to Presidential Hiring Reform Initiatives

The following table identifies the DOE Action Items and specific subsections as they apply to each Presidential Hiring Reform Initiative (HRI), as well as the key questions from the Summary Action Plan Assessment Tool (SAPAT) used by the Office of Personnel Management (OPM) and Office of Management and Budget (OMB).

Presidential Hiring Reform Initiative (HRI)	DOE Hiring Reform Action Plan							
	DOE Action Items	Key Questions from the OPM/OMB Summary Action Plan Assessment Tool (SAPAT)						
		Vulnerabilities		Desired Outcomes	Measures and Targets	Key Stakeholders	Outputs/ Deliverables	Timeline and Milestones
		Identified	Addressed					
A. No KSAs upon initial application **B. Résumé Only**	- Item #1	- *Barriers* - *Root Cause Analysis*	- *Why Selected* - *Coordination and Collaboration* - *Communicate Change*	- *Action Item Statement* - *Why Selected* - *Outputs/ Deliverables*	- *Tracking Methods/ Measures* - *Action Item Statement*	- *Responsible Parties and Key Stakeholders*	- *Outputs/ Deliverables*	- *Action Item Statement*
C. Category Rating	- Item #13	- *Barriers* - *Root Cause Analysis*	- *Why Selected* - *Coordination and Collaboration* - *Communicate Change*	- *Action Item Statement* - *Why Selected* - *Outputs/ Deliverables*	- *Tracking Methods/ Measures* - *Action Item Statement*	- *Responsible Parties and Key Stakeholders*	- *Outputs/ Deliverables*	- *Action Item Statement*
D. Manager Involve-ment	- Items #5, #9, #10, #11, #14, #16, #17	- *Barriers* - *Root Cause Analysis*	- *Why Selected* - *Coordination and Collaboration* - *Communicate Change*	- *Action Item Statement* - *Why Selected* - *Outputs/ Deliverables*	- *Tracking Methods/ Measures* - *Action Item Statements*	- *Responsible Parties and Key Stakeholders*	- *Outputs/ Deliverables*	- *Action Item Statements*
E. Quality / Speed of Hiring	- Items #1 through #12 with #14, #16, #17	- *Barriers* - *Root Cause Analysis*	- *Why Selected* - *Coordination and Collaboration* - *Communicate Change*	- *Action Item Statement* - *Why Selected* - *Outputs/ Deliverables*	- *Tracking Methods/ Measures* - *Action Item Statements*	- *Responsible Parties and Key Stakeholders*	- *Outputs/ Deliverables*	- *Executive Summary* - *Action Item Statements*
F. Applicant Notifica-tion	- Item #15	- *Barriers* - *Root Cause Analysis*	- *Why Selected* - *Coordination and Collaboration*	- *Action Item Statement* - *Why Selected* - *Outputs/ Deliverables*	- *Tracking Methods/ Measures* - *Action Item Statement*	- *Responsible Parties and Key Stakeholders*	- *Outputs/ Deliverables*	- *Action Item Statement*
G. Action Plan / Metrics	- All Items #1 through #17	- *Barriers* - *Root Cause Analysis*	- *Why Selected* - *Executive Summary*	- *Action Item Statement* - *Why Selected* - *Outputs/ Deliverables*	- *Tracking Methods/ Measures* - *Action Item Statements*	- *Responsible Parties and Key Stakeholders*	- *Outputs/ Deliverables*	- *Executive Summary* - *Action Item Statements*

Legend

- *Action Item Statement, Why Selected, Barriers, Responsible Parties and Key Stakeholders, Outputs/Deliverables,* and *Tracking Methods/Measures* – the different parts of each DOE Action Item
- *Root Cause Analysis, Strategic Linkages,* and *Communicate Change* – sections of the *Executive Summary*