



2010 Hiring Reform Action Plan

U.S. Railroad Retirement Board Phone: (312) 751-7139
 844 North Rush Street TTY: (312) 751-4701
 Chicago Illinois, 60611-2092 Web: <http://www.rrb.gov>

Agency/Component: Railroad Retirement Board

Primary Action Planning Team

Lead: Keith Earley, Director of Human Resources

Members: Celeste O’Keefe, Sue Chin, Shadia Nassar

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<p>Hiring Reform Initiative: Adopt hiring procedures that 1) eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job; 2) allow individuals to apply for Federal employment by submitting resumes and cover letters or completing simple, plain language applications, and assess applicants using valid, reliable tools; and 3) provide for selection from among a larger number of qualified applicants by using the “category rating” approach, rather than the “rule of 3” approach.</p>	<p>Date: July 13, 2010</p>
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Describe the barrier, problem, or deficiency being addressed:
 Applicants are still applying for positions using KSA’s. We are working on developing appropriate assessment methods in order to eliminate the need for KSA essays.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
 Barriers: Personnel Resources, workloads
 Several members of our staff attended training on various assessment tools during the month of June but there are still some areas where we need training. Additionally, it is difficult to dedicate continuous staff time to developing alternate assessment methods due to heavy workloads.

Define success or the desired outcome upon completion of action steps below:
 Once we determine and implement valid assessment methods, we can eliminate the need for essay style questions and will be able to accept plain language applications. Our agency has already been using category rating.

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
-HR Specialists will attend upcoming Chicago-based training sessions which include “Using Multiple Hurdles” and	-Valid assessment methods that will be used for all positions and eliminates the requirement of KSA’s.	Ongoing/November 1, 2010	Human Resources— Workforce Organizational Management	Personnel Resources OPM Training



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<p>“Assessment Strategy Training.”</p> <p>-We are seeking MAT assistance in the following areas:</p> <ul style="list-style-type: none">USAJobsAssessmentTools/DesignOptions <p>-Using job analysis for selected positions, we are developing occupational questionnaires with the intention of using this process for all recruitment.</p>	<p>-An advanced understanding of USAJobs’ features to assist in speeding up parts of the hiring process.</p>		<p>Section</p>	<p>and Assistance</p>
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<p>Hiring Reform Initiative: Require that managers and supervisors with responsibility for hiring are 1) more fully involved in the hiring process, including planning current and future workforce requirements, identifying the skills required for the job, and engaging actively in the recruitment and, when applicable, the interviewing process; and 2) accountable for recruiting and hiring highly qualified employees and supporting their successful transition into Federal service, beginning with the first performance review cycle starting after November 1, 2010.</p>	<p>Date: July 13, 2010</p>
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Describe the barrier, problem, or deficiency being addressed:
 Our agency’s hiring managers are already involved in workforce planning and the hiring process but we have not yet measured their satisfaction with the process. Part of the agency’s strategic plan focuses on succession planning, recruitment, hiring and training. Executives and managers performance plans link to our strategic plan.

Describe what is causing the barrier/problem (i.e., What is the root cause?):
 Barrier: Collective Bargaining Agreement (CBA) and limited Subject Matter Experts
 Subject Matter Experts (SME) that are on the hiring panel are not allowed to be the selecting official. This sometimes makes it difficult to involve a hiring manager if they are also an SME.

Define success or the desired outcome upon completion of action steps below:
 Managers are involved in the hiring process and are satisfied with their selections. Managers are accountable for recruiting and hiring highly qualified employees and supporting their successful transition into Federal service.

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
-We released OPM’s Management Satisfaction Survey to all hiring officials in May 2010. HR Specialists will follow up with hiring officials after a selection has	-Survey results gauging manager satisfaction levels. -Support and cooperation from agency management and union officials.	Ongoing Ongoing/October 2011 Performance Review Period October 1, 2010	Human Resources— Workforce Organizational Management Section Human	Personnel Resources OPM Management Satisfaction Survey



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<p>been made and remind them to fill out the survey.</p> <p>-We will brief the agency's hiring managers, Executive Committee, and Union representatives on the hiring reform initiatives before the end of the fiscal year. Hiring managers received guidelines on the Interview Process in May 2010.</p>	<p>-Hiring managers are reminded of their role and expected involvement in the hiring process.</p>		<p>Resources— Director's Office</p>	
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<p>Hiring Reform Initiative: Provide OPM and OMB timelines and targets to 1) improve the quality and speed of agency hiring by reducing substantially the time it takes to hire mission-critical and commonly filled positions, measuring the quality and speed of the hiring process, and analyzing the causes of agency hiring problems and actions that will be taken to reduce them; and 2) provide every agency hiring manager training on effective, efficient, and timely ways to recruit and hire well-qualified individuals.</p>	<p>Date: July 13, 2010</p>
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Describe the barrier, problem, or deficiency being addressed:
 Barriers: Collective Bargaining Agreement (CBA), budget, personnel resources

Describe what is causing the barrier/problem (i.e., What is the root cause?):
 Our hiring process can be lengthy (between 74 and 214 days) dependent upon the organization’s internal business process, grade/level of the position being recruited and/or budget limitations (i.e. continuing resolution). Before external hiring can occur, we must refer to the CBA as it determines if a public announcement can be posted at the same time as an internal announcement. Otherwise, it must be posted after the internal announcement has been posted. Also, our staff is faced with heavy workloads and limited resources, in addition to the lack of an automated system. Merit Promotion (internal and status outside agency) candidates are rated and ranked manually before a selection may be made from any source.

Define success or the desired outcome upon completion of action steps below:
 The time it takes to hire mission-critical and commonly filled positions is reduced and hiring managers are trained on effective, efficient, and timely ways to recruit and hire well-qualified individuals.

Action Steps

Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
-We are seeking MAT assistance in the following areas: USAJobs Assessment Tools/Design Options -Using job analysis for	-Valid assessment methods that will be used for all positions and eliminates KSA essays. -An advanced understanding of USAJobs’ features to	Ongoing/November 1, 2010 October 1, 2010 Ongoing/October	Human Resources— Workforce Organizational Management Section Human Resources—	Personnel Resources (HR and BIS) OPM Training and Assistance



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<p>selected positions, we are developing occupational questionnaires with the intention of using this process for all recruitment.</p> <p>-We will brief the agency's hiring managers, Executive Committee, and Union representatives on hiring reform initiatives before the end of the fiscal year. Hiring managers received guidelines on the Interview Process in May 2010.</p> <p>- Although we have been collecting and reporting on the speed of our hiring efforts, we are in the process of developing a way to track the entire process with a Tracking Database. The Database has been an ongoing project that we plan to further refine to fit our needs.</p>	<p>assist in speeding up parts of the hiring process.</p> <p>-Support and cooperation from agency management and union officials.</p> <p>-Hiring managers are aware of their role and expected involvement in the hiring process.</p> <p>-A fully functional tracking database that will assist in measuring the quality and speed of our hiring process.</p>	2, 2011	Director's Office	
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Hiring Reform Initiative: Notify individuals applying for Federal employment through USAJobs, an OPM-approved Federal web-based employment search portal, about the status of their application at key stages of the application process.			Date: July 13, 2010	
Describe the barrier, problem, or deficiency being addressed: We began utilizing this feature when it became available to us. Individuals are notified about the status of their application through USAJobs at four points of the process.				
Describe what is causing the barrier/problem (i.e., What is the root cause?): N/A				
Define success or the desired outcome upon completion of action steps below: N/A				
Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
No actions are needed at this time.	N/A	N/A	N/A	N/A