



Department of State Hiring Reform Action Plan

Hiring Reform Initiative: In an effort to improve the overall quality and speed of the hiring process, the Department of State (DOS) has developed a number of recruitment tools and is pursuing ongoing initiatives to 1) Facilitate collaborative working relationships between the Human Resources Service provider and the Hiring Manager 2) Create a continuous learning environment by cultivating an ongoing learning process for both HR Specialists and Hiring Managers and 3) Uphold customer service standards by improving communication between the agency and job candidate and simplifying the application process. This action plan supports the requirements stated in the POTUS memorandum dated May 11, 2010 and the OPM 2010 Agency Hiring Reform Requirements and Deliverables chart. The Department of State has determined no vulnerabilities in complying with the hiring reform requirements.

Describe the barrier, problem, or deficiency being addressed: To meet the POTUS, OMB and OPM mandates, the DOS administered several working groups to identify agency specific barriers in meeting the requirements to improve the overall federal hiring process. The proceeding action plan will address and provide strategic solutions to improve the following barriers: receipt of incomplete recruitment packages, inaccurate/ misinterpretation of staffing patterns, minimum management involvement throughout the recruitment process, communication deficiencies between HR, Hiring Manager and applicants, unresponsiveness to certificate suspense dates and inadequate quality reviews throughout the recruitment/hiring process.

Describe what is causing the barrier/problem (i.e., What is the root cause?): Based on the information deliberated via DOS administered working groups, the agency has identified the following root causes of the recruitment/hiring process: inaccurate workforce planning- staffing patterns reflect counterfactual information, quality review deficiencies throughout the recruitment/hiring process, parties involved within the hiring process are not held accountable to adhering to preset timeframes, continuous “back & forth” between HR and Hiring Manager when identifying preliminary information for vacancy announcements/question development and technical knowledge deficiencies (both HR and Hiring Manager.)

Define success or the desired outcome upon completion of applied tasks: To deliver quality services and results as dictated by the POTUS, OMB and OPM, the DOS will execute solution strategies that will ultimately remedy the complexities and inefficiencies of the agencies recruitment/hiring process. To define the agency’s success in reforming recruitment/hiring process deficiencies, the DOS will: standardize the quality of services and processes Department-wide, establish stronger partnerships between HR and Hiring Managers to work more collaboratively and ultimately improve productivity, reduce the amount of time to hire for the manager and applicants, improve the overall customer service and communication between the hiring official, HR and applicant; facilitate thorough understanding of HR processes for Hiring Managers, continuously conduct briefing/informational sessions on newly developed HR processes for the HR community and acquire Department-wide compliance with regard to the 80 day hiring model by streamlining the recruitment/hiring process.

Primary Action Planning Team

Leaders: Linda Tagliatela, *Deputy Assistant Secretary*
Jacqueline Hill, *Director, Office of Civil Service Human Resources*

Implementation Team: Danita Hickson, LaShawn Douglas-Green, Janine Brown, JoAnn Moore, April Torikai
Policy, Planning and Program Development(CSHRM/PPD)

2009 Hiring Reform Deliverables

Requirements/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicators
(1) SWAT Teams: Establish SWAT Teams comprised of hiring managers, human resource professionals and OPM representatives	Established SWAT Teams. Held meetings to identify FY 2009 Hiring Reform deliverables. Strategize planned approach in meeting OPM requirements (POTUS Memorandum, June 18, 2009)	Established SWAT team and held meetings to identify FY 2009 tasks. Distributed responsibilities to designated offices to complete OPM mandated deliverables.	07/01/2009	07/01/2009	07/01/2009	CSHRM	Met OPM mandated implementation timeline
(2) Hiring Process Mapped Deliverables: Analyze the cause of agency hiring issues and identify actions to reduce them	Hiring Process Mapping: Identifies barriers in meeting the 80 day hiring requirement. Map current hiring process from the time a manager requests a need to hire until the person selected starts their first day on the job.	Conducted a focus group comprised of senior and mid-level HR Specialists from each bureau. Mapped the agency's current recruitment and hiring process.	12/15/2009	12/15/2009	12/15/2009	PPD	Met OPM mandated implementation timeline
(3) Job Opportunity Announcement (JOAs) Deliverable: Reduce the time it takes to hire Mission Critical Occupations (MCO) and commonly filled positions	Review agency's job announcements for the top 10 Mission Critical Occupations (MCO). Reduce job announcement to no more than five pages, written in plain language.	Evaluated vacancy templates via the Hiring Management Enterprise system and modified the terminology of each MCO by extracting unnecessary language for all occupational vacancy announcements.	12/15/2009	1st Set MCOs : 07/15/2009 2nd Set MCOs: 09/30/2009	1st Set MCOs: 09/30/2009 2nd Set MCOs: 12/15/2009	Janine Brown, LaShawn Douglas-Green	Met OPM mandated implementation timeline

Requirements/Goals	Actions Required	Accomplishments	OPM,OMB,POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicators
<p>(4) Human Capital Management Report Deliverable: Analyze the root causes of agency recruitment/hiring issues and identify actions to resolve them</p>	<p>Develop action plan to identify challenges and barriers within the Department's current hiring process.</p>	<p>Conducted a focus group comprised of senior and mid-level HR Specialists to identify the agencies recruitment/hiring barriers and challenges.</p> <ul style="list-style-type: none"> Developed an action plan to reduce time constraints within each step of the recruitment process. 	12/15/2009	12/15/2009	12/15/2009	PPD	Met OPM mandated implementation timeline
<p>(5) Manager Involvement Deliverable: Increase Hiring Manager involvement by: planning current and future workforce requirements, identifying skills required for the job and engaging in the recruitment and, when applicable, the interviewing process. Managers comply with merit systems requirements, vets preference, etc.</p>	<p>Conduct workforce study groups to review the 2008 Manager Survey results, identify issues/challenges that deter manager involvement and strategies to cultivate a stronger working relationship between the HR Specialist and Hiring Manager. Develop an action plan to address issues/challenges identified in discussion group.</p>	<p>Conducted OPM facilitated work study groups, consisting of HR Specialists and Hiring Managers. Reviewed the 2008 Manager Satisfaction survey results and solicited the groups concerns and suggestions in improving the hiring process.</p> <ul style="list-style-type: none"> Developed action plan focused on increasing Hiring Manager involvement. Identified strategized solutions in addressing Hiring Manager involvement barriers. 	09/30/2009	09/30/2009	09/30/2009	SWAT Team	Met OPM mandated implementation timeline

Requirements/Goals	Actions Required	Accomplishments	OPM,OMB,POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicators
(6) Four Point Applicant Notification: Streamline the hiring process in order to establish communication channels between the Shared Service Provider (SSP), client bureau, Hiring Manager, and applicant	<p>Notify applicants via 4 point notification. Applicants must be notified at 4 points via USAJOBS in a timely manner. Required points of notification:</p> <ul style="list-style-type: none"> • Application received • Application assessed for quals. • Applicants referred to selecting official (or not) • Applicant selected (or not) 	<p>Hiring Management Enterprise system has been modified to address the required 4 point notification requirements.</p> <ul style="list-style-type: none"> • Developed policy guidance and SOP • Conducted a series of briefing/demo sessions for each SSP and client bureau. 	12/19/2009	12/19/2009	01/02/2010	PPD	Met OPM mandated implementation timeline
(7) Improving Employee Satisfaction: Analyze 2008 Federal Human Capitol Survey in order to improve employee satisfaction Department-wide	<p>Identify indices where State scored lower than the rest of the government. Conduct follow up activities to understand reasons for employee dissatisfaction.</p>	<p>Conducted 3 focus groups, comprised of Civil Service and Foreign Service Supervisors and non-Supervisors from regional and functional bureaus to gauge employee satisfaction indices.</p> <ul style="list-style-type: none"> • Develop an action plan to increase employee satisfaction • Designate tasks in meeting OPM deliverables 	09/08/2009	09/08/2009	09/14/2009	Resource Management and Analysis (RMA)	Met OPM mandated implementation timeline

Requirements/Goals	Actions Required	Accomplishments	OPM,OMB,POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicators
<p>(8) Improving Employee Wellness: Submit inventory of current wellness activities and plans to enhance these programs.</p>	<p>Establish a Wellness Council to complete OPM's 2009 Wellness Report. Council will focus/analyze the number of:</p> <ul style="list-style-type: none"> • Worksites where specific programs/services are offered. • Employees with access to the programs/services. • Programs/services that are offered in coordination with other agencies. • Employees with access to the programs/services. • Employees using the programs/services. • Cost of the programs/services. • Metrics gathered on programs and services. 	<p>Established Wellness Council and conducted meetings to analyze metrics and complete OPM report.</p>	09/14/2009	09/14/2009	09/14/2009	Employee Relations (ER)	Met OPM mandated implementation deadline

2010 Hiring Reform Deliverables

Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To
(1) Agency Identifies POC for Hiring Reform and identifies SR Official to lead Hiring Report Implementation	Linda Tagliatela Hiring Reform POC Jacqueline Hill Lead SR Official	05/21/2010	05/21/2010	05/21/2010	Director General, Human Resources
(2) Agency submits “Agency Self-Assessed Need for Assistance” Form	Form completed, no needed assistance identified	06/04/2010	06/04/2010	06/04/2010	April Torikai, PPD
(3) Agency submits updated Hiring Reform Action Plan	Update action plan by incorporating new activities addressing the POTUS Memo initiatives including goals, targets, timelines and indicators of progress	08/01/2010	08/01/2010	08/01/2010	April Torikai, PPD
(4) Agency meets with OPM/OMB twice annually to assess hiring reform: Each CHCO agency will meet with OPM and OMB twice annually and participate in a collaborative in-progress review to assess the status/progress of hiring reform as related to the President’s directive.	Meet with Gail Redd twice annually.	Meeting Date TBD	TBD	TBD	Linda Tagliatela, Jacqueline Hill

Requirement/Goals	Actions Required	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To
<p>(5) Agency Meets with OPM and OMB to review action plan: Agencies meet with OPM and OMB to review submitted Action Plan and collaborate on ability to meet hiring reform objectives.</p>	Meet with OPM and OMB	Meeting Date TBD	09/01/2010- 09/30/2010	TBD	PPD
<p>(6) Agency Completes Implementation Checklist: Agency certifies it is ready to implement the hiring reform requirements by October 1, 2010</p>	Complete checklist, upload required documents to MAX	10/01/2010	10/01/2010	10/01/2010	April Torikai, PPD
<p>(7) Introduce Hiring Reform to agency. Issue a Department Notice highlighting the purpose and intended changes to the recruitment/hiring process. Follow up with Town Hall/Brown Bag sessions.</p>	Developed marketing plan to communicate Hiring Reform initiatives to attain Department buy-in	11/01/2010	06/21/2010	06/21/2010	JoAnn Moore, PPD
<p>(8) Agencies submit hiring information in HCMR</p>	Upload required documents via MAX	12/15/2010	12/15/2010	12/15/2010	CSHRM/ Accountability, Oversight, and Evaluation (AOE)

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
<p>(9) Presidential Memorandum (May 11, 2010): Improve the quality and speed of the hiring process by:</p> <p><i>(9a) Reducing the time it takes to hire Mission Critical Occupations (MCO) and commonly filled positions</i></p>	<p>Establish mechanisms to streamline the Department’s hiring processes by facilitating compliance with the 80 day hiring requirement and by building stronger partnerships between the HR Specialist and Hiring Manager in working more collaboratively.</p>	<p>Developed HR Hiring Tools to integrate and document Hiring Manager involvement in the hiring process.</p> <ul style="list-style-type: none"> • Hiring Managers Recruitment Checklist: Minimizes the time to hire by guiding the recruitment process of submitting a complete recruitment package. • HR Hiring manager Consultation Worksheet: Used by HR Specialist during preliminary consultation sessions with hiring manager to capture critical information on the requirements of the position. • 80 Day Hiring Timeline Service Agreement: Provides maximum timeframe for each action item required to meet the 80 day hiring timeline. Signed by HR and Hiring Manager. 	12/15/2009	12/15/2009	04/12/2010	PPD	<ul style="list-style-type: none"> • All SSPs briefed on HR Hiring Tools. • Reduce time to hire by 25%
		<p>Remapped the Hiring Process to meet the 80 hiring model. Removed workforce planning processes from the recruitment and hiring process. Developed the “80 day Hiring Plan: Recruitment, Selections and Appointment process”- Documents timeline starting when HR receives request and ends when employee enters on duty.</p>	12/15/2009	12/15/2009	04/12/2010	PPD	Reduce time to hire by 25%

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
<p>(9) Presidential Memorandum (May 11, 2010): Improve the quality and speed of the hiring process by:</p> <p><i>(9b) Reducing the time it takes to hire Mission Critical Occupations (MCO) and commonly filled positions</i></p>	Establish a centralized intranet website in an effort to communicate ongoing updates on the hiring reform, provide immediate/easy access to the HR Hiring Tools, briefing materials, and policy documents.	Developed a centralized intranet site providing HR and their Hiring Managers with ongoing updates on the hiring reform, briefing materials, policy documents and HR Tools. Distributed electronic copies of HR Tools to SSPs via e-mail.	11/01/2010	06/21/2010	06/21/210	JoAnn Moore, PPD	Complete
	Review job announcements for the top 10 Mission Critical Occupations (MCO). Reduce job announcements to no more than five pages, written in plain language.	Evaluated vacancy templates via the Hiring Management Enterprise system and modified the terminology of each MCO by extracting unnecessary language for all occupational vacancy announcements.	12/15/2009	1st Set MCOs : 07/15/2009 2nd Set MCOs: 09/30/2009	1st Set MCOs: 09/30/2009 2nd Set MCOs: 12/15/2009	Janine Brown, LaShawn Douglas-Green	Complete
	Developed Standardized Vacancy Announcements (SVA) for MCOs as part of the recruitment package (job analysis, crediting plan)	Developed (SVAs) for the identified top 10 MCOs. Job series are as follows: 0080, 0130, 0132, 0201, 0343, 0501, 0967, 1035, 1102 and 2210.	11/01/2010	SVAs to be released on a ongoing basis as vetted via SSPs	11/11/2010	Janine Brown	<ul style="list-style-type: none"> Bureaus incorporate SVAs in day-to-day operations by 11/01/2010 Reduce time to hire by 25%

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
<p>(9) Presidential Memorandum (May 11, 2010): Improve the quality and speed of the hiring process by: (Continued)</p> <p><i>(9b) Measuring the quality and speed of the hiring process</i></p>	<p>Monitor Shared Service Providers (SSP) and client bureau compliance with the 80 day hiring model by:</p> <ul style="list-style-type: none"> • Conducting face-to-face assessments (CSHRM Director and PPD team) of each SSPs progress in meeting the 80 day hiring requirement. • Assess SSPs progress in facilitating Hiring Manager involvement and their understanding of core HR processes. • Evaluate the need for training on critical components to assist SSPs in complying with the 80 Day hiring model. • Provide quality reports to each SSP in meeting the 80 day model 	<p>Provide quality reports in measuring the time to hire in an effort to meet the 80 day model.</p>	<p>11/01/2010</p>	<p>12/2008</p>	<p>12/2008 (Ongoing)</p>	<p>April Torikai</p>	<p>Complete interim progress assessments on a quarterly basis.</p>
<p><i>(9c) Analyzing the cause of the hiring problems and identify actions to reduce them</i></p>	<p>Hiring Process Mapping: Identify barriers in meeting the 80 day hiring requirement. Map current hiring process from the time a manager identifies a need to hire until the person selected starts their first day on the job.</p>	<p>Conducted focus groups comprised of senior and mid-level HR Specialists from each bureau to map the agencies process and recruitment/hiring requests.</p>	<p>12/15/2009</p>	<p>12/15/2009</p>	<p>12/15/2009</p>	<p>PPD</p>	<p>Complete</p>

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
<p>(9) Presidential Memorandum (May 11, 2010): Improve the quality and speed of the hiring process by: (Continued)</p> <p><i>(9d) Analyzing the cause of the hiring problems and identify actions to reduce them</i></p>	<p>Develop action plan to identify challenges and barriers within the Department's current hiring process.</p>	<p>Facilitated a focus group comprised of senior and mid-level HR Specialists to identify the barriers and challenges of the recruitment and hiring process.</p> <p>Developed an action plan to reduce time constraints within each step of the recruitment process.</p> <p>Discuss the development of additional resource tools and provide training to aid in reducing the time to hire.</p>	12/15/2009	12/15/2009	12/15/2009	PPD	Complete
<p>(10) Agency Provides Every Hiring Manager with Training: Train Hiring Manger on effective, efficient, and timely ways to recruit and hire well qualified individuals.</p>	<p>CSHRM will provide SSPs with training materials to assist in educating the Hiring Manager</p>	In Progress	11/01/2010	09/13/2010	09/13/2010	PPD	To Be Determined
	<p>CSHRM will conduct brown bag sessions for Hiring Managers and HR Specialists on using hiring flexibilities, conducting structured interviews, developing occupational questionnaires, and job analysis.</p>	In Progress	11/01/2010	09/13/2010	09/13/2010	PPD	<ul style="list-style-type: none"> Attendees will complete training evaluation after each session Reduce time to hire by 25%

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
(11) Agency eliminates essay style questions in initial application process: Eliminate any requirement that applicants respond to essay-style questions when submitting their initial application materials for any Federal job.	Identify the challenges/barriers for the HR Specialist and Hiring Manager when eliminating essay style questions and identify solutions to assess applicants when eliminating essay questions.	Facilitated a focus group comprised of senior and mid-level HR Specialists from the SSPs to identify the implications that will likely occur during the evaluation process. Develop a “concerns and recommendation chart” highlighting group suggestions	11/01/2010	06/29/2010	06/29/2010	Danita Hickson, PPD	Meet OPM/OMB timeline
	Establish formal guidance focused on eliminating essay questions in the initial process.	In Progress	11/01/2010	08/12/2010	08/13/2010	Danita Hickson	Meet OPM/OMB timeline
	Modify automated recruitment, assessment hiring system (Hiring Management Enterprise) templates to address solutions.	In Progress	11/01/2010	08/13/2010	08/13/2010	Danita Hickson	Meet OPM/OMB timeline
	Evaluate the SSPs effectiveness and compliance in evaluating applicants without essay questions.	In Progress	11/01/2010	08/13/2010	Ongoing	AOE	<ul style="list-style-type: none"> Meet OPM/OMB timeline Agency/OPM audits
	Establish briefing/training sessions focused on improving the development of crediting plans/occupational questionnaires (brown bags). Hold SSPs accountable for disseminating training information to Hiring Managers.	In Progress	11/01/2010	09/13/2010	09/13/2010	Janine Brown, LaShawn Douglas-Green, PPD	Meet OPM/OMB timeline

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
(12) Agency allows resumes and cover letters, or simple applications: Agency allows individuals to apply for Federal employment by submitting resumes and cover letters or completing simple, plain language applications.	Identify the challenges/barriers for the HR Specialist and Hiring Manager When submitting simplified resumes and cover letters.	Facilitated a focus group comprised of senior and mid-level HR Specialists to identify the challenges and barriers that will likely occur with simplified resume/cover letter submission. Develop a “concerns and recommendation chart” highlighting group suggestions.	11/01/2010	08/13/2010	08/29/2010	Danita Hickson, PPD	Meet OPM/OMB timeline
	Modify vacancy templates to address procedures for applying.	In Progress	11/01/2010	08/06/2010	08/13/2010	Danita Hickson	Meet OPM/OMB timeline
	Establish formal guidance focused on resume/cover letter submissions.	In Progress	11/01/2010	08/06/2010	08/13/2010	Danita Hickson	Meet OPM/OMB timeline
	Monitor (PPD) the SSPs and compliance in evaluating (AOE/OPM) applicants via resumes/simple applications.	In Progress	11/01/2010	09/03/2010	Ongoing	AOE, PPD	<ul style="list-style-type: none"> Meet OPM/OMB timeline Agency/OPM audits

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
(13) Agency assess applicants using valid, reliable tools:	Develop guidance focused on using valid assessments: Position Descriptions, Job analysis, Crediting Plan.	In Progress	11/01/2010	Work in Progress	Work in Progress	LaShawn Douglas-Green	Meet OPM/OMB timeline
	Review current assessment tools 60 days after effective date. Make appropriate revisions as needed.	In Progress	11/01/2010	09/03/2010	Ongoing	PPD	Meet OPM/OMB timeline
	Assess SSP compliance in using assessment tools consistent with the policy guidance.	In Progress	11/01/2010	09/03/2010	Ongoing	AOE	Meet OPM/OMB timeline

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
(14) Agency Uses Category Rating instead of Rule of Three: Establish category rating policy by developing valid assessment tools while safeguarding Veteran preference rights. (Hiring Reform Metric Chart)	Develop category rating policy and disseminate official guidance on procedures reflecting category rating principles.	In Progress	11/01/2010	08/06/2010	08/09/2010	LaShawn Douglas-Green	Meet OPM/OMB timeline
	Develop guidance (official notice) mandating and establishing agency effective date.	In Progress	11/01/2010	07/30/2010	To Be Determined	LaShawn Douglas-Green	Meet OPM/OMB timeline
	Develop guidance/instruction on Hiring Management Enterprise system configurations in support of category rating requirements.	In Progress	11/01/2010	07/30/2010	To Be Determined	Danita Hickson	Meet OPM/OMB timeline
	Perform Hiring Management Enterprise system testing on category rating modifications.	In Progress	11/01/2010	7/30/2010	To Be Determined	Danita Hickson	Meet OPM/OMB timeline
	Schedule training/briefing sessions focused on the Hiring Management Enterprise system to review the category rating modifications.	In Progress	11/01/2010	09/03/2010	To Be Determined	Danita Hickson	Meet OPM/OMB timeline

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
<p>(15) Agency requires hiring managers to be more involved in the hiring process: Increase Hiring manager involvement by planning current and future workforce requirements, identifying skills required for the job and engaging in the recruitment and, when applicable, the interviewing process. Managers comply with merit systems requirements, vets preference, etc.</p>	<p>Conduct workforce study groups to review the manager survey results, identify issues/challenges that deter manager involvement and identify strategies to cultivate a stronger working relationship between the HR Specialist and Hiring Manager.</p> <p>Develop an action plan to address issues/challenges identified in discussion group.</p>	<p>Conducted OPM facilitated work study groups, consisting of HR Specialists and Hiring Managers. Reviewed the 2008 Manager Satisfaction survey results and solicited the groups concerns and suggestions in improving the hiring process.</p> <ul style="list-style-type: none"> Developed action plan focused on increasing Hiring Manager involvement. Identified strategized solutions in addressing Hiring Manager involvement barriers. 	12/15/2009	12/15/2009	12/15/2009	SWAT Team	Complete
	<p>Develop a series of HR Tools to promote manager involvement and increase communication between the HR Specialist and Hiring Manager.</p> <ul style="list-style-type: none"> Conduct face-to-face assessments (CSHRM Director and PPD team) to ensure proper use of the HR Tools. 60 days after effective date 	<p>HR Hiring Tools developed to address increased manager involvement.</p>	11/01/2010	06/21/2010	06/21/2010 09/03/2010	PPD	Complete
	<p>Develop supervisory training course with Foreign Service Institute (FSI) including a comprehensive module on HR.</p>	<p>In Progress</p>	11/01/2010	Work in Progress	TBD (Contingent upon project funding)	CSHRM, Career Development Team	TBD

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
<p>(16) Agency requires Hiring Managers to be accountable for recruiting and hiring: With first performance review cycle starting after November 1, 2010, Hiring Managers are held “accountable for a) recruiting and hiring qualified employees and b) supporting their successful transition into federal service.</p>	<p>Develop a HR specific critical element to be incorporated in supervisory work commitments.</p>	<p>In Progress</p>	<p>11/01/2010</p>	<p>08/20/2010</p>	<p>To Be Determined</p>	<p>CSHRM, Evaluation, Review, and Performance Management (ERPM)</p>	<p>Annual Performance Evaluation</p>
	<p>Develop strategy to motivate Hiring Managers in completing the CHCO survey. (Increase Outreach)</p>	<p>In Progress</p>	<p>11/01/2010</p>	<p>08/06/2010</p>	<p>To Be Determined</p>	<p>LaShawn Douglas-Green (Policy Note), April Torikai (Strategy)</p>	<p>Meet OPM/OMB timeline</p>
	<p>Update handbook on Civil Service hiring process. Handbook is a useful tool in assisting the Hiring Manger understand core HR processes and provides answers to standard questions concerning Civil Service hiring. Post on CSHRM intranet site.</p>	<p>In Progress</p>	<p>11/01/2010</p>	<p>Work in Progress</p>	<p>To Be Determined</p>	<p>April Torikai</p>	<p>Meet OPM/OMB timeline</p>
	<p>Develop a “Civil Service Supervisory Handbook” highlighting manager’s responsibilities with respect to human resource management.</p>	<p>In Progress</p>	<p>11/01/2010</p>	<p>Work in Progress</p>	<p>To Be Determined</p>	<p>Marcia Savoie</p>	<p>Meet OPM/OMB timeline</p>

Requirement/Goals	Actions Required	Accomplishments	OPM, OMB, POTUS Deadline	Internal Deadline	Implementation Date	Assigned To	Progress Indicator
(17) Agency Heads/SR. Administration Officials are encouraged to discuss career opportunities with students	Highlight current agency outreach programs. Review ongoing efforts and outreach effectiveness.	In Progress	11/01/2010	08/30/2010	To Be Determined	April Torikai	Meet OPM/OMB timeline