



Manager Involvement under NASA's Hiring Reform Implementation

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Purpose

- Share NASA's experience in engaging management involvement under its Hiring Reform Initiatives

Agenda

- SWAT Team Results and NASA's response
- Sub-Team design and approach
- Identification of root causes and proposed solutions
- Way Forward - approval and implementation
- Summary

Hiring Reform at NASA

Hiring Reform SWAT Team (July – December 2009)

- Activity mandated by the U.S. Office of Management and Budget (OMB) and U.S. Office of Personnel Management (OPM)
- Agencies directed to take a number of steps to begin improving the Federal Hiring process within their agencies
- NASA established three sub-teams to complete the required deliverables
 - Job Opportunity Announcement
 - Hiring Process
 - Hiring Manager Involvement

***Significant progress was made toward identifying opportunities for improvement;
For the effort to be valuable to NASA the work needed to continue
toward implementing solutions***

Hiring Reform Background (SWAT)

Hiring Manager Involvement (HMI) Sub-team

- **Vision:** A strategic partnership between the hiring manager and HR where together they take full ownership of the hiring process
- **Goal:** Improve hiring manager involvement in and satisfaction with the hiring process:
 - Review Manager's Satisfaction Survey results
 - Conduct additional data-gathering
 - Identify areas for improvement
- **Barrier:** Hiring Managers perceive that there is less than optimal performance with NASA's automated staffing system (STARS)

Hiring Reform at NASA (cont'd)

Hiring Reform Initiative (HRI) - January 2010 - present

- NASA driven initiative sponsored by the Office of Human Capital Management
- Established to address constraints to the hiring process and manager satisfaction through the implementation of the action plans for the process barriers and areas for improvement identified in the initial SWAT work.

Approach

- Co-Leads: Dan Fusco, Dan Costello, S. Wojnar
 - Tasks identified in SWAT divided into sub-teams:
 - Position Classification Process Review Team
 - NASA STARS Systems and Operations Team
 - Workforce Planning (Pre-HR Activities) Team
 - Hiring Flexibilities Team
 - OnBoarding Initiative for NASA (OBIN) Team (established)
- Phase I*

Team members include diverse representation to ensure multiple perspectives

Sub-Team Design and Charter

STARS System and Operations Team

- **Goal:** The goal of this team is to review the current automated staffing system and to make recommendations; specifically:
 - Understand current system functionality and performance
 - Review data from the Hiring Reform SWAT, and collect any additional data to identify and understand needs and requirements
 - Understand and validate root cause of gaps between needs and functionality
 - Provide recommendations for potential solutions to close gaps

- **Team Composition:**

Dan Fusco - Co-Lead	Stan Wojnar – Co-Lead (<i>Hiring Mgr</i>)
Dan Costello - HRI Co-Lead	Susan Cotter – STARS System Admin.
Lou Nosenzo - Competency Center	Chris Gerace – <i>Hiring Mgr (KSC)</i>
John Chisler - <i>Hiring Mgr (JSC)</i>	Eileen Stansbery – <i>Hiring Mgr (JSC)</i>
Ashley Speed – STARS Super User (SSC)	Sally Englund – HR (LaRC)
Lois Alliss – HR (LaRC)	Walita Winslow-Wilkins – HR (HQ)

SubTeam Approach

- Team Face to Face Kick-Off Meeting at Marshall
- STARS Administrator provided Team an overview and hands-on Training
- By working through various scenarios, the Team identified specific barriers and developed recommended solutions
- Each solution worked by different members of the team to identify action items and implementation plan

Root Causes and Proposed Solutions

Root Causes	Proposed Solutions
Lack of Coordination with HR	Establish a <u>pro-active collaborative approach</u> of utilizing the features of the hiring process and alternatives
Lack of knowledge by Hiring Managers of the hiring process and available alternatives	<p>Develop a <u>Hiring Toolkit</u> as a source of regulatory requirements and best practices</p> <p>Develop and <u>implement education</u> for hiring managers and HR Specialists</p>
Skills in STARS do not reflect the evolution in technology and changes in NASA mission	<u>Update skills</u> and establish a recurring process to ensure skills in STARS are current
Lack of functionality in STARS to handle synonyms, equivalency and abbreviations	Document and <u>communicate the process to review skills sets</u> during job analysis
Candidates lack knowledge of how to adapt private sector resumes for Federal jobs	Make <u>tools available to assist qualified applicants</u> in creating effective resumes for NASA jobs
Lack of understanding of veteran's preference and alternatives	<u>Educate managers and HR specialists</u> on veteran's preference, the process and options

Hiring Reform – Staffing/NASA STARS Solutions

- Improve collaboration and communication among hiring managers and HR Specialists (Increasing HR's business consultant role)
- Design and implement a Hiring Toolkit
- Coordinate an agency effort to clarify process to update skills in NASA STARS
- Establish, document and communicate a process HR Specialists can use during job analysis to ensure selecting officials are provided the most highly qualified applicants
- Provide tools to assist applicants in how to adapt their resumes when applying for jobs at NASA
- Leverage the Veterans Employment Opportunity Program to assist HR Specialists and Hiring Managers regarding Veterans employment related issues

1. Establish a pro-active collaborative approach

Overview of Issue:

- Often hiring managers just don't know what they don't know and need HR to communicate available options
- HR specialists involved in hiring need to be a highly proactive and consultative business partner
- Creating a proactive and collaborative environment between HR specialists and managers is imperative to an effective hiring program

Solution:

- Improve collaboration and communication among hiring managers and HR specialists:
 - Define and communicate a HR consultative role and create opportunities to build technical competence
 - Ensure HR Specialists inform hiring managers regarding tools and various training opportunities for understanding hiring process, options and to address concerns

2. Develop a Hiring Toolkit

Overview of Issue:

- Most, if not all, hiring complications can be mitigated through comprehension, careful planning and interaction between the hiring manager and HR specialist
- It is essential to have a central source for regulatory requirements and reference materials to assist both the HR specialist and hiring manager

Solution:

- Establish a Hiring Toolkit website that compiles the necessary material required to successfully meet the Agency's staffing needs
- Include in the toolkit a consolidation of Federal and Agency guidelines, rules and regulations and best practices and resources to both streamline the hiring process and communicate the changes.
- Highlight scenarios of hiring issues and proposed solutions

Critical Success Factors:

- Easily accessible site for both hiring managers and HR specialists; avoid password protected sites

3. Update Skills in STARS

Overview of Issue:

- Skills in STARS do not reflect the changes in NASA's mission and the evolution of technology to capture the right people in the hiring process
- Additionally, there are changes to the type of work that is being done at NASA and the skills that are needed to accomplish the work
- Though a process to update skills in STARS exists, hiring managers and HR specialists perceive the process to be lengthy and difficult

Solution:

- Coordinate an Agency effort to update skills in STARS
- Establish, document, and implement a recurring process to ensure that the skills in STARS remain current to meet the hiring needs of the Centers and the Agency

Critical Success Factors:

- Line item funding for contractor support is needed to update skills on an annual basis

4. Document Process for Skills Search

Overview of Issue:

- There is a lack of functionality in Resumix/STARS to handle synonyms, equivalency, and abbreviations
- A work around process for including skills beyond Resumix exists, but it is not documented and HR specialists may not be aware of the procedure

Solution:

- Establish, document and communicate a process that establishes the steps HR specialists can take during the job analysis to ensure that Selecting Officials are provided the most highly qualified applicants from which to make a successful selection
 - Locate and utilize skills within the NASA STARS system in order to ensure all skill sets are addressed and applicants considered appropriately
 - Go beyond the skills pulled by Resumix to include additional skills requested by the Subject Matter Expert
 - Manually review the applicants meeting specialized experience to ensure the appropriate skills were credited towards their score

5. Provide Tools for Adapting Resumes

Overview of Issue:

- Applicants qualified for NASA jobs have resumes which are successful in private industry and in academia but are unable to get hired to NASA jobs due to a lack of experience or knowledge of how to write an effective public sector resume
- STARS is used to rank job applicants and looks for the skills needed for the job in the applicant resume. No matter how highly qualified the applicant is, the system cannot rate the applicant if the information is not in the resume
- Hiring managers believe they are losing qualified applicants due to this knowledge gap

Solution:

- Document resources and tools that are available to applicants to improve their understanding of how to structure and create an effective resume for NASA jobs
- Provide resources and tools to instruct and assist NASA applicants on how to adapt their resume to reflect the required skills

6. Educate on Veteran's Preference

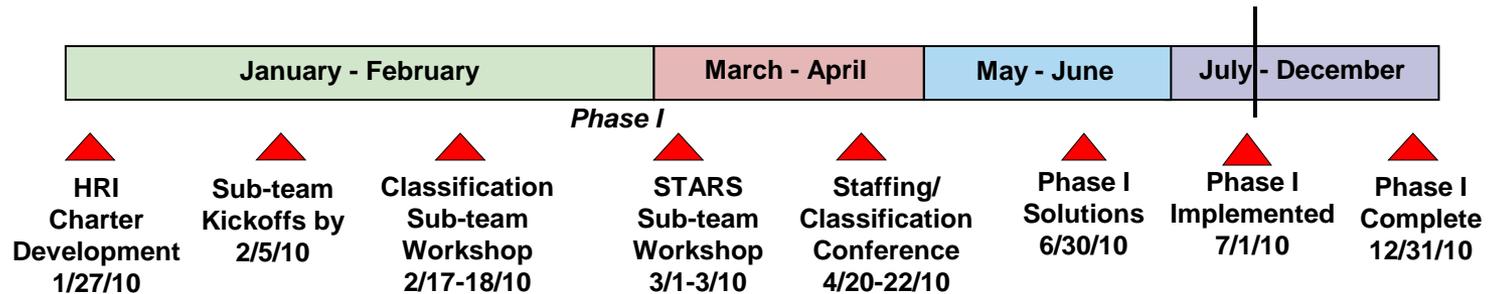
Overview of Issue:

- There is a lack of understanding of veteran's preference and alternatives
- HR Specialists and hiring managers at NASA have varied understanding of regulatory requirements regarding Veteran employment and their unique potential value

Solution:

- Incorporate the newly developed Veterans Employment Opportunity Program Operational Plan throughout the hiring process to educate HR Specialists and managers on rules and requirements in order to dispel misunderstanding
- Determine ways to improve acceptance by HR Specialists and managers regarding the value of hiring Veterans when appropriate in order to improve the hiring process, overall recruitment, and manager and applicant satisfaction

Way Forward



- Phase I team recommended solutions approved for implementation on June 30th, 2010
- Implementation Teams currently working to complete most Phase I recommendations by end of 2010
- Increased engagement of Center HR Offices and Hiring Managers

Teams will update and involve the staffing and classification communities throughout the process

Summary

- Senior Leadership support is critical
 - Establish clearly defined charter
 - Provide continuous feedback to sponsors
- Engage hiring managers that reflect complete cross-section of agency
- Demonstrate why hiring reform is important
- Develop mutually agreed to recommendations
- Maintain partnership and on-going progress assessment



Thank You – Questions?

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