

# STRATEGIC MANAGEMENT of HUMAN CAPITAL

Mission Area:  
Farm & Foreign Agricultural Services (FFAS)



## QUARTERLY ACCOUNTABILITY REPORT\* IN CONJUNCTION WITH THE MANAGEMENT INITIATIVES TRACKING SYSTEM (MITS)

\* Please note: As a result of new data being unavailable not every area will be updated quarterly

Office of Management and Budget's Standards for Success for Strategic Management of Human Capital →



### 2QFY09



← USDA Proud-To-Be 6 Agency-specific Goals, Targets, and Measures of Success

Strategic Human Capital Management is the transformation of how we employ, deploy, develop and evaluate the workforce and is comprised of five human capital systems – Strategic Alignment, Leadership & Knowledge Management, Results-Orientated Performance Culture, Talent Management, and Accountability. Strategic Human Capital Management serves a common purpose of producing a world class workforce which:

- Is effective in achieving agency mission results
- Delivers the highest quality products and services
- Quickly adapts to changing environments.

Moreover, Human Resources (i.e. human capital practitioners), line managers/supervisors and senior leaders now share accountability for the success of human capital management within each agency and must work collaboratively to achieve the goals.

What follows is the Farm & Foreign Agricultural Services Accountability Report to the USDA Department Administration, Office of Personnel Management (OPM), and Office of Management and Budget (OMB) which evaluates FFAS's results using the OMB's Standards for Success (see above attached document):

- **Green** for success
- **Yellow** for mixed results, and
- **Red** for unsatisfactory.

<b>USDA Internal MITS Scorecard as of 1QFY09</b>	<b>FFAS</b>
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USDA CATEGORY	Page	FAS	FSA	RMA
Strategic Planning	2	G	G	G
Performance Appraisals and Award System	3	G	G	G
Performance Pilot	3	Y	G	Y
Workforce Diversity	4	G	G	G
Skills Gap	5	G	G	G
Hiring Timeline for GS and Use of Hiring Flexibilities	10	G	G	Y
Hiring Timeline for SES and Use of Hiring Flexibilities	10	G	G	G
Accountability System	13	G	G	G
Organizational Structure	14	G	Y	G
Leadership/Succession Management	15	G	G	G

<b>Summary Score</b>	<b>G</b>	<b>G</b>	<b>Y</b>
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## STRATEGIC PLANNING

### USDA MITS GREEN CRITERIA FOR STRATEGIC PLANNING:

Implemented a comprehensive Human Capital Plan that is fully integrated with the agency's overall strategic plan and annual performance goals, analyzes the results relative to the plan, and uses them in decision making to drive continuous improvement.

### USDA MITS YELLOW CRITERIA FOR STRATEGIC PLANNING:

Human Capital Plan integrated with USDA strategic plan and results analyzed

### 2Q FY 2009:

The FFAS Human Capital Plan (HCP) is organized and aligned to support the USDA Strategic Human Capital Plan and the OPM Human Capital Assessment and Accountability Framework (HCAAF). The FFAS HCP includes human capital goals, strategies, a workforce analysis focus, performance measures and milestones; and it is fully integrated with the Agencies' Government Performance & Results Act (GPRA) strategic plans.

▪ **FAS** – The FAS Strategic Plan is current through 2011. FAS has made substantial progress in improving its operations and applying sound management principles through implementation of the initiatives laid out in the President's Management Agenda (PMA). These include strategic management capital, increased efficiencies through competitive sourcing, use of technology to improve delivery of programs and services through e-Government, creation of a reoriented organization through budget and performance integration, and efficient and responsible management of taxpayer funds through financial management. In addition, implementation of the President's Management Agenda, FAS will focus on the following five key management initiatives that are critical to support the attainment of its strategic goals:

- Strategic Planning and Alignment
- Employee Recruitment and Development
- Operational Excellence
- Information Management and Technology
- Performance and Technology

▪ **FSA** – The FSA Strategic Plan is current through 2011. To ensure the infrastructure is in place to achieve its strategic goals and objectives, FSA is implementing a set of crosscutting management objectives to better align its internal capabilities with Agency responsibilities, mission, vision, strategic goals, and objectives. Internal and external stakeholders identified these areas as most critical during FSA's discussion sessions:

- Ensuring Civil Rights
- Strategically Managing Human Capital
- Improving Strategic Accountability
- Improving Business Process Effectiveness
- Improving Stakeholder Satisfaction

▪ **RMA** – The RMA Strategic Plan is current through 2011. USDA is working to strengthen its performance and financial management through vigorous execution of the President's Management Agenda (PMA). Better management will result in more efficient program operations for RMA that offer improved customer service and more effective stewardship of taxpayer funds. Initiatives in the administrative infrastructure contribute significantly to supporting the Agency's mission, strategic goals and objectives. Attention to these elements will result in RMA usage of valuable resources to improve upon the Agency conformity with Departmental guidelines and the President's Management Agenda. RMA initiative's include:

- Improve Human Capital Management
- Improve Financial Management
- Expand Electronic Government
- Establish Budget and Performance Integration
- Implement Competitive Sourcing
- Improve Real Property Management
- Support Faith-based and Community Initiative

Performance results and trends of the FFAS HCP strategies and goals are analyzed by Agency management on a quarterly basis whereby appropriate decisions and corrective actions can be recommended and engaged. In addition the FFAS Human Resources Division (HRD) continues to incorporate the Strategic Alignment System elements of the OPM HR Practitioners' Guide into its Human Capital Management Annual Performance Plan (HCMAPP) initiatives.

## PERFORMANCE PILOT, APPRAISALS, and AWARD SYSTEMS

### USDA MITS GREEN CRITERIA FOR AWARDS AND APPRAISALS:

Demonstrates that it has performance appraisals and awards systems for all SES and managers, and more than 70% of the workforce, that effectively; link to agency mission, goals and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance (i.e., multiple performance levels with at least one summary rating above Fully Successful); and provide consequences based on performance. 70%+ employees covered by PM systems as demonstrated by the above criteria for Green and validated by the following: The agency has completed a PAAT on the program(s) that cover at least 70% of all agency employees and the PAAT panel results showed that the agency scored at least 8 points on sections 6 through 9 and at least 6 points on section 10 of the PAAT by June 30, 2008.

### USDA MITS GREEN CRITERIA FOR PERFORMANCE PILOT:

Performance Pilots completed: Farm Service Agency must achieve a score of at least 80 points on the PAAT for the expanded performance pilot by June 30, 2008; and All USDA agencies must achieve a score of at least 80 points on the PAAT for all agency appraisal programs by June 30, 2008.

### USDA MITS YELLOW CRITERIA FOR AWARDS AN APPRAISALS:

Implemented merit-based appraisal plans and awards programs that link to agency mission, goals and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance; and provide consequences based on performance for all SES and managers. Between 60 and 70 % of agency employees' performance appraisal plans link to the strategic plan as demonstrated by the above criteria for Yellow. All SES and managers performance plans are aligned and at the agency the SES appraisal system has been certified, provisional or full; and the agency demonstrates that all managers' performance plans are aligned, focused on results, and provide for making distinctions in performance; and awards that illustrates how the agency provided for consequences of performance.

### USDA MITS YELLOW CRITERIA FOR PERFORMANCE PILOT:

Performance Pilots Implemented: All agencies are participating in the Department-wide performance management program initiatives; have implemented improvement plans, and progressing towards meeting milestones for the Jun 30, 2009 requirements.

### 2Q FY 2009:

Management officials from each Agency (**FAS, FSA and RMA**) continue to ensure their employees' performance plans link to their respective Agency's Strategic Plan, Mission and Goals. Specifications of the linkage are part of each agency's Performance Management Program. In conjunction with OHCM, hard-copy samples for each Agency are maintained in HRD. This is an OPM required metric for SES and Employee Performance Appraisals.

Web-based training for Performance Management at FSA/FAS/RMA is available through AgLearn. It informs management how to write measurable performance standards and communicate them to their employees. HRD will assure AgLearn linkage to the OPM recommended courses, e.g., *Measuring Performance* and *Addressing and Resolving Poor Performance*. In addition HRD is incorporating the Results-Oriented Performance Culture System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

- **FAS** – FAS has an OHCM approved multi-tier performance appraisal system (5-PM FFAS Performance Management System) approved by USDA/OPM; and it is fair, credible and transparent; adheres to merit systems principles; holds supervisors accountable for managing employee performance; includes employee involvement and feedback; and differentiates between various levels of performance that will support varying degrees of recognition. Initial FAS PAAT submission covering FY08, with supporting documentation, has been made to the Department. This will be reviewed and feedback provided to us by February 20, 2009. Final submission due to Department February 27, 2009, which will be forwarded to OPM by March 13, 2009, for review and scoring.

- **FSA** – FSA implemented an OHCM approved multi-level performance management system replacing the Pass/Fail system in FY06. It is fair, credible and transparent; adheres to merit systems principles; holds supervisors accountable for managing employee performance; includes employee involvement and feedback; and differentiates between various levels of performance that will support varying degrees of recognition. Updates and evidence of the FSA Performance Pilot improvement plan are reported quarterly and in detail under separate cover to OHCM. The FY07 PAAT was submitted in March of 2008 and was approved by OPM in May 2008 based on the FY 2007 performance ratings with a passing score of 80. The initial Performance Appraisal Assessment Tool (PAAT) submission covering FY08, with supporting documentation has been made to the Department. This will be reviewed and feedback provided to us by February 20, 2009. Final submission due to Department February 27, 2009, which will be forwarded to OPM by March 13, 2009, for review and scoring.

- **RMA** – RMA implemented an OHCM approved multi-level performance management system replacing the Pass/Fail system in FY06. It is fair, credible and transparent; adheres to merit systems principles; holds supervisors accountable for managing employee performance; includes employee involvement and feedback; and differentiates between various levels of performance that will support varying degrees of recognition. Initial RMA PAAT for FY08, with supporting documentation, has been made to the Department. This will be reviewed and feedback provided to us by February 20, 2009. Final submission due to Department February 27, 2009, which will be forwarded to OPM by March 13, 2009, for review and scoring.

## WORKFORCE DIVERSITY

### USDA MITS GREEN CRITERIA FOR WORKFORCE DIVERSITY:

Implemented programs that are designed to recruit broadly, attract a diverse applicant pool and use the talents of the agency's workforce; and has a process to sustain workforce diversity.

### USDA/OMB YELLOW CRITERIA FOR WORKFORCE DIVERSITY:

Recruitment plan implemented and positive results demonstrated.

#### 2Q FY 2009:

To help reduce under representation and sustain workforce diversity, particularly in mission critical occupations and leadership positions, HRD established a long term FFAS Recruitment Strategy coupled with the Federal Equal Opportunity Recruitment Plan (FEORP) and a long term FFAS Training & Development Strategy. Both of these strategies align with the USDA/OPM initiatives. The annual recruitment / training plans for each Agency are designed to identify programs that recruit broadly, attract a diverse applicant pool and develop and recognize the talents of the Agency's workforce. FAS, FSA and RMA have a process in place to sustain diversity; and trends are analyzed and reported quarterly. Table 1 identifies the changes for each agency from the previous quarter.

- **FAS** – Civil Rights management and HRD collaborated to develop diversity initiatives in staffing and training that are included in the FAS Strategic Plan. Based on the FFAS hiring data from October 01, 2008 through January 03, 2009, FAS had 10 hires (external to Agency), 6 (60.0%) of whom were in the 3 major represented groups. The profile of the total permanent employee population as of January 03, 2008 indicates 52.7% Women - up by 0.4%, 24.0% Black – up by 0.4%, 5.0% Hispanic – down by 0.2%, 4.1% Asian – down 0.2%, and 0.8% American Indian – no change.
- **FSA** – FSA continues to enhance the long term relationship with the National Society for Minorities in Agriculture Natural Resources and Related Sciences (MANRRS) by acquired access to a diverse applicant pool of students that have achieved academic and leadership excellence. Based on the FFAS hiring data from October 01, 2008 through January 03, 2009, FSA had 72 hires (external to Agency), 45 (62.5%) of whom were in the 5 major represented groups. The profile of the total permanent employee population as of January 03, 2008 indicates 56.7% Women – down by 0.4%, 10.3% Black - down by 0.3%, 3.8% Hispanic – down 0.1%, 1.4% Asian –no change, and 1.7% American Indian – up by 0.1%.
- **RMA** – RMA management in conjunction with the National Civil Rights Council established goals to increase representation of minorities and women in the workforce, improve retention of minorities, increase advancement opportunities for minorities and women, establish and meet hiring and retention goals for employees with targeted disabilities, improve timeliness in EEO complaint processing, promote a workplace free of reprisal or harassment. Based on the FFAS hiring data from October 01, 2008 through January 03, 2009, RMA had 10 hires (external to Agency), 6 (60.0%) of whom were in the 3 major represented groups. The profile of the total permanent employee population as of January 03, 2008 indicates 47.0% Women - down by 0.8%, 15.3% Black - down by 0.2%, 3.1% Hispanic – up by 0.2%, 3.1% Asian – up 0.8%, and 0.8% American Indian – down 0.2%.

### WORKFORCE DIVERSITY TREND ANALYSIS

Based on NFC Focus Report as of January 03, 2008 and Focus Report on FFAS Hiring Data from 10/01/08 to January 03, 2008	Total / Hire Federal FT YTD	WOMEN	BLACK	HISPANIC	ASIAN AMERICAN / PACIFIC ISL.	AMERICAN INDIAN / ALASKA
		RCLF: 43.9%	RCLF: 17.8%	RCLF: 7.8%	RCLF: 5.3%	RCLF: 2.0%
<b>FAS Total</b>	847	52.7% ^	24.0% ^	5.0% v	4.1% v	0.8% >
FAS Hires	10	60.0% v	30% ^	10.0% ^	0.0% >	0.0% >
<b>FSA Total</b>	5221	56.7% v	10.3% v	3.8% v	1.4% >	1.7% ^
FSA Hires	72	55.6% v	16.7% ^	6.9% ^	1.4% ^	0.0% >
<b>RMA Total</b>	489	47.0% v	15.1% v	3.1% ^	2.0% v	.8% v
RMA Hires	10	40.0% v	40.0% ^	10.0% ^	0% >	0.0% >

Arrows indicate upward, downward, or no change from previous quarter

Table 1

## SKILLS GAP

### USDA MITS GREEN CRITERIA FOR SKILLS GAP:

Meets targets for closing competency gaps in mission-critical occupations (i.e., agency-specific, human resources management, information technology, acquisition and agency-specific occupations), significantly reduced the number of vacant positions in MCO's, and used appropriate competitive sourcing and E-Gov solutions within the gap closure strategy; demonstrates how gap closure supports organizational objectives.

### USDA MITS YELLOW CRITERIA FOR SKILLS GAP:

Agency has no skill gaps exceeding 3%.

#### 2Q FY 2009:

HRD utilized the FY08-FY13 USDA (FFAS) Workforce Planning and Succession Planning Guidance to identify projected retirements, actual turnover and other workforce analytical data to assist in identifying current and future competency or skills/vacancy gaps in Mission Critical Occupations (MCO). By following the guidance, short and long term strategies to close competency gaps are developed and updated annually in collaboration with Agency leadership. Gap closure strategies include focused training and developmental activities, competency-based recruitment practices, and targeted retention programs. For instance, by leveraging eGov solutions, AgLearn participation and use of net meetings will be incorporated into the strategies; and competitive sourcing strategies, where required, will also incorporate current and future competencies.

#### a) Skills (Vacancy) Gaps - Recruitment Implications

In addition to applying workforce analytical data to assist in identifying current and future gaps in Mission Critical Occupations (MCO), USDA and OPM directed an additional analytical tool to focus HRD recruitment strategies and to ensure critical skills and resources are "on-board" in the Agency. The MCO Skills Gap (Vacancy) Profile predicts the percentage of vacant MCO positions for each Agency over the next fiscal quarter (see Tables 2, 3 and 4). The funded FTE (ceiling) data is provided by the respective Agency and prorated where specific MCO FTEs were not available. The OPM/USDA target is to keep the percentage of vacant positions at or below 3%.

- **FAS** – Of the 20 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to FAS; and 20% (135 of ~ 661) of the workforce are funded in these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 2 MCO's at or below the OPM/USDA target of a 3% vacancy gap; and 3 MCO's with a gap greater than 3%. The 2QFY09 vacancy gap is 4.7%; and the projected vacancy gap for all MCOs at the close of 3QFY09 is 3% or less. Vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

#### FAS MCO SKILLS GAP (VACANCY) PROFILE

USDA / FAS Mission Critical Occupations and Series (as of 12/31/08)	Federal Employees Onboard	Funded Positions	2Q Gap%	Projected 3QFY09 Gap%
0301 - Misc. Administrative	36	40	11.1%	3.00%
0343 - Management/Program Analyst	40	35	-12.5%	0.00%
0401 - Gen Biological Science	4	7	75.0%	3.00%
1101 - Gen Business & Industry	9	8	-11.1%	0.00%
2210 - Computer Specialist*	40	45	12.5%	3.00%
Totals	129	135	4.7%	< 3.0%

\* OPM conducted Competency Assessment

Table 2

- **FSA** – Of the 20 Mission Critical Occupations identified and reported by USDA to OPM, 7 of the MCOs apply to FSA; and 73% (3744 of ~ 5135) of the workforce are funded in these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 4 MCO's at or below the OPM/USDA target of a 3% vacancy gap; and 3 MCO's with a gap greater than 3%. The 2QFY09 vacancy gap is 1.2%; and the projected vacancy gap for all MCOs at the close of 3QFY09 is 3% or less. Vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

### FSA MCO SKILLS GAP (VACANCY) PROFILE

USDA / FSA Mission Critical Occupations and Series (as of 12/31/08)	Federal Employees Onboard	Funded Positions	2Q Gap%	Projected 3QFY09 Gap%
0201 - Human Resources Specialist*	86	97	12.8%	3.00%
0301 - Misc. Administrative	278	270	-2.9%	0.00%
0343 - Management/Program Analyst	182	196	7.7%	3.00%
0401 - Gen Biological Science	4	5	25.0%	3.00%
1101 - Gen Business & Industry	1253	1260	0.6%	0.00%
1165 - Loan Specialist	1572	1595	1.5%	0.00%
2210 - Computer Specialist*	325	321	-1.2%	0.00%
Totals	3700	3744	1.2%	< 3.0%

\* OPM conducted Competency Assessment

Table 3

- **RMA** – Of the 20 Mission Critical Occupations identified and reported by USDA to OPM, 7 of the MCOs apply to RMA; and 59% (289 of ~487) of the workforce are funded in these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 2 MCO's at or below the OPM/USDA target of a 3% vacancy gap; and 3 MCO's with a gap greater than 3%. The 2QFY09 vacancy gap is 7.8%; and the projected vacancy gap target for all MCO's at the close of 3QFY09 is 3% or less. Vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

### RMA MCO SKILLS GAP (VACANCY) PROFILE

USDA / RMA Mission Critical Occupations and Series (as of 12/31/08)	Federal Employees Onboard	Funded Positions	2Q Gap%	Projected 3QFY09 Gap%
0301 - Misc. Administrative	18	15	-16.7%	0.00%
0343 - Management/Program Analyst	16	21	31.3%	3.00%
1101 - Gen Business & Industry	199	199	0.0%	0.00%
1530 - Statistician	9	17	88.9%	3.00%
2210 - Computer Specialist*	26	37	42.3%	3.00%
Totals	268	289	7.8%	< 3.0%

\* OPM conducted Competency Assessment

Table 4

HRD incorporates the Talent Management System elements and metrics of OPM's [HR Practitioners' Guide](#) and [HCAAF - Systems, Standards and Metrics](#) into its annual Human Capital Management Accountability and Performance Plans (HCMAPP) and the Quarterly Accountability Report to communicate, analyze and act on trends in Skills Gap Closure, Turnover, Management/Applicant Satisfaction, etc., to continue to improve the acquisition and utilization of talent.

#### b) Skills (Competency) Gaps - Training & Development and Recruitment Implications

Where Government-wide competency assessments have not been administered, core competencies of all Agency MCOs are generally aligned to the 34 Leadership Competencies defined by OPM. They include fundamental competencies for managing one's self and advanced competencies from managing teams or leading projects, to managing people, programs and performance, to leading organizations. For each Agency, developmental venues, e.g., AgLearn course work, Leadership Training, etc., are available on the HRD web site in order to assist employees and managers target their training needs and encourage self development. The developmental process for all employees is articulated in Notice PM-2570 - [Continuous Learning and Succession Planning Tool for Developing Competencies](#).

- **FAS** – Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY08-FY11) that are critical to support the mission and the accomplishment of Agency goals, objectives and initiatives. Core competencies of all MCOs are aligned to OPM's leadership competencies, and the top five core competencies have been identified for each FAS MCO. Developmental venues, e.g., AgLearn course work, are available on the HRD web site in order to assist employees and managers target their training needs and

articulated in Notice PM-2570 - Continuous Learning and Succession Planning Tool for Developing Competencies. FAS reviews and assesses the closure of competency gaps for mission critical occupations on a quarterly basis.

- **FSA** – Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY08-FY11) that are critical to support the mission and the accomplishment of Agency goals, objectives and initiatives. Core competencies of all MCOs are aligned to OPM's leadership competencies, and the top five core competencies have been identified for each FSA MCO. Developmental venues, e.g., AgLearn course work, are available on the HRD web site in order to assist employees and managers target their training needs and articulated in Notice PM-2570 - Continuous Learning and Succession Planning Tool for Developing Competencies. FSA reviews and assesses the closure of competency gaps for mission critical occupations on a quarterly basis.
- **RMA** – Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY08-FY11) that are critical to support the mission and the accomplishment of Agency goals, objectives and initiatives. Core competencies of all MCOs are aligned to OPM's leadership competencies, and the top five core competencies have been identified for each RMA MCO. Developmental venues, e.g., AgLearn course work, are available on the HRD web site in order to assist employees and managers target their training needs and articulated in Notice PM-2570 - Continuous Learning and Succession Planning Tool for Developing Competencies. RMA reviews and assesses the closure of competency gaps for mission critical occupations on a quarterly basis.

The current and essential part of the gap closure strategies within the agencies is to utilize the government-wide, web-based competency assessment tools provided by OPM / USDA; and to analyze the results of the assessments from which competency gap closure strategies are developed. To date, all Leadership positions, the Information Technology, Human Resources, and Acquisition occupations have been assessed using the OPM approved competency assessment tools (Table 5).

Of note, in April of 2007, the Office of Federal Procurement Policy (OFPP) and the Federal Acquisition Institute (FAI) conducted a voluntary and anonymous Acquisition Competencies Survey. The targeted audience included personnel in the 1102 series, civilian and military personnel who perform Contract Specialist duties, and personnel with Contract Officer Warrant authority. There were over 5,400 responses to the survey.

**GOVERNMENT WIDE ASSESSMENTS COMPLETED**

Government-wide Assessed MCOs	Assessment Tool Used	Date of Assessment(s)	Number of Core Competencies Assessed	Gap Analysis Report and Improvement Plan	USDA Targeted Competencies FY08
2210 Computer Specialist	OPM OCIO ITWCA CPAT	11/06	12 Clinger-Cohen Defined	USDA/OCIO May 2007	<ul style="list-style-type: none"> <li>• IT Project Management - Decision Making, Leadership</li> <li>• IT Security/Information Assurance - Information Assurance, Information Systems/Network Security</li> <li>• Enterprise Architecture - Strategic Thinking, Technology Awareness</li> <li>• Solutions Architecture - Requirements Analysis, Information Technology Architecture</li> </ul>
0201 Human Resource Specialist	OPM FCAT-HR	06/07	19 CHCO Defined	USDA September 2007	<ul style="list-style-type: none"> <li>• Facilitating</li> <li>• Understanding Performance Management</li> </ul>
All Leadership Positions	OPM FCAT-M	06/07	34 CHCO Defined	TBD	<ul style="list-style-type: none"> <li>• Facilitating Project Management</li> <li>• Defining Requirements</li> <li>• Financial Management</li> </ul>
1102 Acquisition	FAI	04/07	17 Technical	FAI October 2007	<ul style="list-style-type: none"> <li>• Facilitating Project Management</li> <li>• Defining Requirements</li> <li>• Financial Management</li> </ul>

Table 5

**c) Federal Competency Assessment Tool for Human Resource Specialists (FCAT-HR)**

OPM conducted its 3<sup>rd</sup> annual web-based competency assessment of Human Resource Specialists (0201 series) in 4QFY08. The FCAT-HR focused on 19 OPM-defined 0201 competencies and a summary of the HRD results are reflected in the Tables 6, 7 and 8.

A department-wide work group also analyzed the 2007 FCAT-HR results; and USDA/OHCM identified two competencies to focus on and to close the skills gaps for - Performance Management and Performance Management - Training & Communication. Progress reports regarding training for competency gap closure of these skill gaps was submitted to the Department. The FCAT-HR results for FY08 have been assessed and competency gap closure options are being reviewed and analyzed for cost efficiency and effectiveness.

Table 9 outlines the FY07 strategy and accomplishments.

For HRD, of all 19 competencies, the 5 competencies with the highest proficiency, the 5 competencies with the lowest proficiency and the 5 competencies with the greatest skills gaps are identified in Table 6.

<b>FSA FCAT-HR Results - ALL 19 COMPETENCIES</b>					
<i>Highest Proficiency Competencies (HPC)</i>	<i>HPC Scores</i>	<i>Lowest Proficiency Competencies (LPC)</i>	<i>LPC Scores</i>	<i>Actual to Desired Competencies</i>	<i>GAP</i>
Customer Service	4.47	Labor Relations	2.50	Client Engagement/Change Management	-0.69
Interpersonal Skills	4.35	Employee Relations	2.55	Project Management	-0.52
Teamwork	4.21	Classification	2.57	Labor Relations	-0.50
Flexibility	4.19	Compensation	2.68	Employee Benefits	-0.45
Problem Solving	4.13	Workforce Planning	2.70	Classification	-0.43

Table 6

Of the 7 General Competencies, the highest and lowest proficiency; and the greatest to least gap are sorted in Table 7.

<b>FSA FCAT-HR Results - 7 GENERAL COMPETENCIES</b>					
<i>Highest Proficiency Competencies (HPC)</i>	<i>HPC Scores</i>	<i>Lowest Proficiency Competencies (LPC)</i>	<i>LPC Scores</i>	<i>Actual to Desired Competencies</i>	<i>GAP</i>
Customer Service	4.47	Client Engagement/Change Management	3.31	Client Engagement/Change Management	-0.69
Interpersonal Skills	4.35	Project Management	3.48	Project Management	-0.52
Teamwork	4.21	Knowledge of the Agency's Business	3.66	Knowledge of the Agency's Business	-0.34
Flexibility	4.19	Information Management	3.73	Information Management	-0.27
Problem Solving	4.13	Creative Thinking	3.75	Creative Thinking	-0.25

Table 7

Of the 12 Technical/Performance Management Competencies, the 5 Highest, the 5 Lowest and the 5 with the greatest gaps are reflected in Table 8.

<b>FSA FCAT-HR Results - 12 Technical/Performance Management COMPETENCIES</b>					
<i>Highest Proficiency Competencies (HPC)</i>	<i>HPC Scores</i>	<i>Lowest Proficiency Competencies (LPC)</i>	<i>LPC Scores</i>	<i>Actual to Desired Competencies</i>	<i>GAP</i>
Technical Competence	4.00	Labor Relations	2.50	Labor Relations	-0.50
Recruitment/Placement	3.21	Employee Benefits	2.55	Employee Benefits	-0.45
Legal, Government and Jurisprudence	2.93	Classification	2.57	Classification	-0.43
Performance Management	2.87	Compensation	2.68	Compensation	-0.32
HR Information Systems	2.78	Workforce Planning	2.70	Workforce Planning	-0.30

Table 8

**Format for Performance Management Planning and Reporting  
For GS-201 Positions Employee Development Plans to Close Competency Gaps**

<b>Tactics (Strategies)</b>	<b>Rationale (Purpose)</b>	<b>Timetable By Quarter</b>	<b>Responsibility (Who)</b>	<b>Measurement (Completion Progress)</b>
1. Utilize the currently developed FSA performance management AgLearn course, entitled "Performance Management for Non-Supervisors."	The FSA AgLearn course will offer a cost effective development tool designed to provide a better understanding of the components of the performance management system.	Quarter 2 to 3	<ul style="list-style-type: none"> <li>Supervisors</li> <li>Employees</li> </ul>	Certification by HR Director and HR supervisors Quarterly Accomplishments of Tactic Q 2 – memo to all targeted HR Specialists assigning the FSA Performance Management AgLearn course.
2. Add the performance management AgLearn course to the 201 HR specialist's IDPs.	IDPs target developmental goals on an individual basis by providing a roadmap for tracking progress.	Completion of AgLearn course by Quarter 3.	<ul style="list-style-type: none"> <li>Supervisors</li> <li>Employees</li> </ul>	Certification by HR Director and Supervisors that the performance management course has been added to 201 HR Specialist's IDPs. Quarterly Accomplishments of Tactic IDPs are in the process of being updated and completed.
3. Confirm the number of HR Specialist that have completed the performance management course.	To provide employees with the resource to gain additional performance management knowledge	Quarter 2 - 50% of the targeted population will have started the developmental activity.  Quarter 3 - 100% of targeted. Population will have completed the AgLearn course.	<ul style="list-style-type: none"> <li>Supervisors</li> <li>Employees</li> <li>Agency AgLearn Administrator</li> </ul>	Monitoring of participation in the course and other developmental opportunities. Quarterly Accomplishments of Tactic

Table 9

## HIRING TIMELINES (GS and SES)

### USDA MITS GREEN CRITERIA FOR HIRING TIMELINES FOR GS AND USE OF HIRING FLEXIBILITIES:

Implemented a comprehensive strategy from improving hiring process and ensuring highly qualified candidates are recruited and retained. Meets 28-day time to hire standard. Meets 45-day standard to notify applicants of hiring decisions for 70% of hires and achieved a significant reduction in the time to hire employees in MCOs. Meets target for hiring process improvements based on the Hiring Satisfaction Survey. Use hiring flexibilities including category rating to meet recruiting and staffing challenges. Integrated Career Patterns Initiative into the recruitment and hiring strategy.

### USDA MITS GREEN CRITERIA FOR HIRING TIMELINES FOR SES AND USE OF HIRING FLEXIBILITIES:

Sets and meets SES hiring timeline of 30 days or less. Meets 45-day standard to notify applicants of hiring decisions for 70% of hires. Use hiring flexibilities to meet recruiting and staffing challenges.

### USDA MITS YELLOW CRITERIA FOR HIRING TIMELINES FOR GS AND USE OF HIRING FLEXIBILITIES:

Agency meets hiring timeline of 45 days for GS and has used hiring flexibilities to meet recruiting and staffing challenges.

### USDA MITS YELLOW CRITERIA FOR HIRING TIMELINES FOR SES AND USE OF HIRING FLEXIBILITIES:

Agency meets hiring timeline of 40 days for SES and has used hiring flexibilities to meet recruiting and staffing challenges.

## 2Q FY 2009:

### a) Hiring Timelines

Hiring Timelines, which includes the time to fill vacancies from the closing date of announcement to the date of offer (omitting non-workdays), are tracked by HRD and reported quarterly. USDA/OHCM established hiring timeline goals of 40 days for SES positions and 45 days for GS level positions. All three Agencies continue to aggressively pursue these goals as noted in Table 10.

- **FAS** – For the period October 1, 2008 to December 31, 2008, FAS recorded an average of 29.6 working days from the time the vacancy closed to the time management returned a decision. This represents 15.4 days under the target of 45 days. There were no SES hires during this period.
- **FSA** – For the period October 1, 2008 to December 31, 2008, FSA recorded an average of 24.4 working days from the time the vacancy closed to the time management returned a decision. This represents 20.6 days under the target of 45 days. There were no SES hires during this period.
- **RMA** – For the period October 1, 2008 to December 31, 2008, RMA recorded an average of 54.9 working days from the time the vacancy closed to the time management returned a decision. This represents 9.9 days over the target of 45 days. There were no SES hires during this period.

AGENCY (GS permanent) for period October – December 2008	FAS.	FSA	RMA
1. Average # of Work Days per GS Hire - work days from SF52 in to Offer	108.4 <sup>^</sup>	58.6 <sup>v</sup>	116.3 <sup>v</sup>
2. GS: Average # of Work Days per Hire - work days from Ann. Close to Offer (45 days = OPM Target/ 28 days = USDA Target)	29.6 <sup>^</sup>	24.4 <sup>v</sup>	54.9 <sup>^</sup>
3. Total # of Permanent Hires (offers made)	10	63	10
# of Permanent Hires offered under OPM 45 Day Measure	8	55	6
% of Permanent Hires offered under OPM 45 Day Measure (70% = OPM Target)	80.0% <sup>v</sup>	87.3% <sup>^</sup>	60.0% <sup>^</sup>
4. Total # of Mission Critical Occupations Hires (offers made)	7	35	6
5. Total # of Applicants	395	1010	328
# Applicants notified of final status under OPM 45 Day Measure	287	843	183
% Applicants notified of final status within OPM 45 day standard (70% = OPM Target)	72.7% <sup>^</sup>	83.5% <sup>^</sup>	55.8% <sup>^</sup>
6. # of Hiring Flexibilities used for 'all' hires	1	8	1

Arrows indicate upward, downward, or no change from previous quarter

Table 10

AGENCY (SES) for period October – December 2008	FAS	FSA	RMA
Average # of Days per SES Hire (re: OPM 45 day criteria )	n/a	n/a	n/a
Total # of SES Hires	0	0	0

## **b) End to End Hiring (E2E)**

In the next 5 years, the Federal Government will lose a significant portion of its valued workforce through attrition, primarily due to retirement. The Government's ability to replace this loss of skills and experience with new talent will depend on our capability to efficiently and effectively recruit, hire and retain high performing employees.

The E2E Hiring is one of four of the Office of Personnel Management (OPM) initiatives launched in 2008. This roadmap is a product of the partnership between OPM and the Chief Human Capital Officers (CHCO) Council Subcommittee for Hiring and Succession Planning. This new approach to Federal hiring is designed to focus on the applicant: his/her expectations, needs and interests. The components of E2E include Workforce Planning; Recruitment; the Hiring process; Security and Suitability; and Orientation. Using these five components helps to create a strategic hiring process that is focused on positive outcomes for applicants, hiring managers and human resources officials.

### **▪ Career Patterns**

The Career Patterns, which was initiated by OPM in June 2006, is now an element of the E2E initiative. Career Patterns is an approach to bring the next generation of employees into Federal Government positions over time.

The FFAS task force continues to work on the Career Patterns initiative and is in the process of updating current marketing statements and the vacancy announcements continue to be reviewed to optimize the use of the career pattern language and to capitalize on the various core value characteristics of the career pattern scenarios.

## **c) Management Satisfaction Survey (MSS) / Applicant Satisfaction Survey**

The Management Satisfaction Survey / Applicant Satisfaction Survey (for USAJOBS) were initiated by OPM/CHCO in July 2006. Data from these surveys are analyzed and used to improve the overall hiring process, especially from the hiring manager's point of view. The combined % of positive responses (Strongly Agree/Agree or Very Satisfied/Satisfied) for the Management Satisfaction Survey per quarter (May 01, 2008 through July 31, 2008) and the Applicant Satisfaction Survey (as of 3/31/07) are identified in Tables 11 and 12.

- **FAS** – Since June 30, 2007, either managers did not respond, or they did not receive the MSS request.
- **FSA** – For the period from May 01, 2008 to July 31, 2008, 28 FSA managers responded to the MSS with an overall satisfaction rate of 59.5% - up 2.0 % from 57.5% from the previous quarter. And 78.6% of the selecting officials are satisfied with the quality of applicants - down 4.7% from 83.3% from the previous quarter.
- **RMA** – For the period from May 01, 2008 to July 31, 2008, 2 RMA managers responded to the MSS with an overall satisfaction rate of 63.9% - up 1.2% from 62.7% from the previous quarter. And 100% of the selecting officials are satisfied with the quality of applicants – same percentage as the previous quarter.
- **USDA agency-wide** – For the period from May 01, 2008 to July 31, 2008, 269 managers responded to the MSS with an overall satisfaction rate of 60.8% – down .8% from 61.6% from the previous quarter. And 81.8% of the selecting officials are satisfied with the quality of applicants – up .1% from 81.7% from the previous quarter.
- **Government-wide (GW)** – For the period from May 01, 2008 to July 31, 2008, 3042 managers responded to the MSS with an overall satisfaction rate of 57.1% – down .4% from the previous quarter. And 75.7% of the selecting officials are satisfied with the quality of applicants – down 1.2% from 76.9% from the previous quarter.

#	Management Satisfaction Survey (from May 01, 2008 to July 31, 2008)	PERCENT POSITIVE RESPONSES by Quarter				
		FAS	FSA	RMA	USDA	GW
Number of Respondents		0	28	2	269	3042
2a	The job summary accurately described the position.	0	92.8	100	94.1	91.6
2b	I was involved in the development of the evaluation criteria (e.g., qualifications, KSAs, competencies).	0	57.2	100	72.2	58.0
2c	The evaluation criteria encompassed the KSAs (knowledge, skills, and abilities) and competencies needed for the job.	0	92.8	100	92.9	85.1
2d	I received a referral list in a timely matter.	0	96.4	100	92.6	75.1
3	How satisfied were you with your level of involvement in the development of the job announcement?	0	71.4	100	86.3	73.5
4a	How satisfied were you with the <u>Content</u> (e.g., appropriate headings) of the resumes you received?	0	85.7	100	88.5	81.6
4b	How satisfied were you with the <u>Organization</u> of the resumes you received?	0	85.7	100	89.9	82.5
4c	How satisfied were you with the <u>Amount of job-relevant information</u> provided on the resumes you received?	0	85.7	100	89.3	81.2
5	How satisfied were you with the quality of applicants?	0	78.6	100	81.8	75.7
6	My job announcement attracted the right applicants.	0	71.4	100	77.3	72.6
7	Did you receive an appropriate number of qualified applicants from the job posting?	0	60.7	50.0	69.5	72.9
9a	I have the flexibility I need to use: Recruitment incentives	0	39.2	0	29.2	31.8
9b	I have the flexibility I need to use: Relocation incentives	0	35.7	0	29.7	23.0
9c	I have the flexibility I need to use: Retention incentives	0	21.5	0	21.3	22.4
9d	I have the flexibility I need to use: Student loan repayments	0	7.1	0	9.4	11.8
9e	I have the flexibility I need to use: Pay setting flexibilities	0	17.9	0	17.4	25.9
10	Do you have the flexibility to use other hiring incentives? (% yes)	0	21.4	0	10.6	18.1
12	Do you need or want the flexibility to use other hiring incentives? (% yes)	0	50	100	41.6	45.5
<b>MSS AVERAGE</b>		0	<b>59.5</b>	<b>63.9</b>	<b>60.8</b>	<b>57.1</b>

Table 11

#	Applicant Satisfaction Survey ELEMENT SCORES (data as of 03/31/07, no data received from Department/OPM since this date)	FAS		FSA		RMA		USDA		GW	
		Finished R=1	*Quit Process R=2	Finished R=6	*Quit Process R=30	Finished R=3	*Quit Process R=4	Finished R=117	*Quit Process R=179	Finished R=2008	*Quit Process R=3838
1	Job Search	28	53	80	75	100	78	80	76	81	78
2	Job Announcement	38	44	78	74	100	86	78	78	80	78
3	Resume Building	50	66	72	70	100	82	79	72	79	74
4	App Storage and Retrieval	39	82	75	74	100	84	84	76	84	78
5	Job Application Process	37	66	64	64	100	76	75	65	75	71
6	Applicant Satisfaction	19	38	60	65	100	75	72	65	74	69
#	Applicant Satisfaction Survey FUTURE BEHAVIOR SCORES	FAS		FSA		RMA		USDA		GW	
		Finished	*Quit Process	Finished	*Quit Process	Finished	*Quit Process	Finished	*Quit Process	Finished	*Quit Process
7	Apply with Federal Government Again?	17	100	83	81	100	83	90	83	89	85
8	Apply with Agency Again?	17	100	78	77	100	81	87	82	87	83

Table 12

\* Applicants who do not complete an application through the USAJOBS system. This includes applicants who abandon the application process and those who apply through agency unique systems. R = Number of Respondents.

## ACCOUNTABILITY SYSTEM

### USDA MITS GREEN CRITERIA FOR ACCOUNTABILITY SYSTEM:

Periodically conducts accountability reviews taking corrective and improvement action based on finding and results, and providing annual report to agency leadership for review and approval.

### USDA MITS YELLOW CRITERIA FOR ACCOUNTABILITY SYSTEM:

Agency has an accountability system plan and uses outcome measure to make human capital decisions, demonstrate results and drive continuous improvement in human capital standards.

#### 2Q FY 2009:

##### a) Accountability System

HRD completed an accountability review with OPM participation in FY05. After corrective and improvement actions were completed or developed OPM closed the review/audit satisfactorily on April 18, 2006. HRD is using this audit to prepare for the FY09 scheduled HRD audits.

The USDA Human Capital Accountability System Implementation Plan considers 43 required metrics. HRD continues to incorporate OPM's HCAAF Systems, Standards and Metrics (SSM), the USDA Human Capital Accountability System elements of the OPM HR Practitioners' Guide and the USDA Accountability Plan elements into its Human Capital Management initiatives.

The FFAS Quarterly Accountability Report and quarterly MITS entries serve as documented evidence of OPM Accountability requirements and standards, e.g., HCAAF, SSM and Merit Systems Principles.

##### b) Agency Strategic Plan Metrics

Currently, the Time to Fill Vacancies and the Mission Critical Skill Gap Closure Rate are measures incorporated into the **FSA** Strategic Plan and reported quarterly. **RMA** and **FAS** include human capital related measures in their respective strategic plans. Nonetheless, the USDA Internal PMA Scorecard has prompted each Agency to report metrics critical to accomplishing programmatic goals, e.g., time to fill vacancies, flexibility usage, leadership and MCO skill gap closure, etc. Metrics identified in the USDA Human Capital Accountability System Implementation Plan and those indicated in the OPM HR Practitioners' Guide are under review and a Mission Area Quarterly Accountability Report has been developed by Q4 FY07 to provide trend analysis of each required metric.

##### c) Federal Human Capital Survey (FHCS)

OPM announced the release of the 2008 Federal Human Capital Survey (FHCS) results on January 8, 2009. More than 210,000 federal employees responded from a survey sample of 417,000 employees. The FHCS gauges the attitudes and impressions of employees in four areas related to their overall work experience. The survey is conducted every two years since its inception in 2002.

The FHCS, and its companion survey – Annual Employee Survey – both provide important measures in strategic management of human capital for FFAS – Recruitment, Development & Retention, Performance Culture, Leadership, Personal Work Experiences, Job Satisfaction, and Diversity. Analysis of the 2008 FHCS will help highlight organizational strengths and improvement opportunities for FAS, FSA, & RMA. Analysis and trending of the 2008 FHCS will be completed by the end of 2Q FY 2009.

## ORGANIZATIONAL STRUCTURE

### USDA MITS GREEN CRITERIA FOR ORGANIZATIONAL STRUCTURE:

Implemented an organizational structure that provides greater efficiencies in serving customers and stakeholders, reduces overall program costs and improves performance. The agency's workforce plan delineates how to effectively deploy, restructure, and/or delayer the workforce; and to use competitive sourcing, E-Gov solutions, as necessary; and the agency has process(es) in place to continuously review the organizational structure and update it to address future changes in business needs in a timely manner.

### USDA MITS YELLOW CRITERIA FOR ORGANIZATIONAL STRUCTURE:

Agency has analyzed existing organizational structure and has implemented a plan to optimize restructuring, delayering, competitive sourcing, etc. to meet business needs.

### 2Q FY 2009:

At least annually, each Agency analyzes its existing organizational structures from a program and service delivery perspective as defined in OMB Circular, A-11, Part 2, Section 85, Paragraph 85.1. However, Agencies continually review their structures to accommodate budgetary and departmental initiative challenges. In addition, as part of the USDA Workforce Planning and Succession Guidance and scheduled updates of the Workforce Analyses, key leaders consider the Agency's direction and configuration based on the USDA mission, Agency priorities, current and projected budgets and funding levels, the need for redeployment, restructuring, or delayering, and the impact to the organizational structure as a result of competitive sourcing and eGov solutions.

- **FAS** – FAS leadership continually reviews the agency structure to accommodate budgetary and departmental initiative challenges. In addition, as part of the USDA Workforce Planning and Succession Guidance and scheduled updates of the Workforce Analyses, key leaders consider FAS's direction and configuration based on the USDA mission, Agency priorities, current and projected budgets/funding levels, the need for redeployment, restructuring, or de-layering, and the impact to the organizational structure as a result of competitive sourcing and e-Gov solutions.
  - During the preparation of the FY2010 federal budget, FAS leadership analyzed its organizational structure from a program and service delivery perspective as defined in OMB Circular, A-11 (2008), Part 2, Section 85, Paragraph 85.1, '*How should my agency's budget address workforce planning and restructuring?*'.
  - No Voluntary Early Retirement Authority (VERA) or Voluntary Separation Incentive Payment Authority (VSIP), have been utilized by FAS in FY 2008.
- **FSA** – FSA goals relative to addressing findings and implementing recommendations from Phase II of the Independent Organizational Assessment conducted by the KnowledgeBank Inc. & Federal Management Partner team (KB/FMP) are on target. The Executive Steering Committee has vetted and recommended action on the majority of the 52 findings and recommendations, and is in the final stages of assessing and prioritizing the remaining few. Under separate cover, FSA has submitted the progress update on implementation activities to address those findings.

FSA continues to collaborate with OPM and OMB to have an approved MIDAS business case. Detailed reports are provided by FSA ITSD via E-Gov MITS and to the USDA OCIO office.

- **RMA** – The management team has maximized its organizational structure and now has three primary divisions to meet the needs of its customers efficiently and effectively, and to regulate sound risk management solutions. The management team has minimized any functional overlap and redundancies in its reorganization. One of the workforce challenges identified by RMA management in reviewing its organizational structure, particularly the Risk Compliance Division, is to ensure employees have the requisite regulatory and compliance competencies to meet the growing demands of its programs.

In reference to OMB Circular A-11 (2007), Section 85 (Estimating Employment Levels and The Personnel Summary), FAS, FSA and RMA management identify the human capital management and development objectives, key activities and associated resources that are needed to support their Agency's accomplishment of programmatic goals. In addition Agency management identifies specific activities or actions planned to meet the standards for success for strategic management of human capital, the associated resources, the expected outcomes, and how performance will be measured. Assessments of the impact of any organizational changes are conducted, including the number of organizational layers, the supervisory span of control, and the reduction of time to make decisions.

## LEADERSHIP/SUCCESSION MANAGEMENT

### USDA MITS GREEN CRITERIA FOR LEADERSHIP/SUCCESSION MANAGEMENT:

Succession strategies, including structured leadership development programs, result in adequate leadership bench strength; agency meets its targets for closing leadership competency gaps; and agency determined that bench strength and competency gap closure support organizational objectives.

### USDA MITS YELLOW CRITERIA FOR LEADERSHIP/SUCCESSION MANAGEMENT:

Has succession strategies and a leadership developmental program.

#### 2Q FY 2009:

##### a) Leadership Bench Strength Profile

Each Agency has applied OPM's Strategic Leadership Succession Model Assessment to identify Succession Targets and Talent Pool. HRD is working with USDA OHCM in the implementation of a department-wide Strategic Leadership Succession Plan to assist agencies in meeting their targets for closing leadership gaps (both vacancy gaps and competency gaps) and build upon the bench strength of future leaders. In addition, Agency leaders and managers strive to effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the Agency.

- **FAS** – Based on the Leadership Bench Strength Profile, the expected 'vacancy' gaps in career leadership positions present a minimum risk - all under 3% of FTE targets.
  - FAS held 26 teambuilding sessions, 1 senior leadership session - 23 attended, 16 cross agency sessions - 443 attended which included an overseas session, 9 program area sessions - 354 attended, and conducted 1 *Critical Thinking and Writing with Power* course.
  - As part of the FAS succession planning process, FAS has launched a 3-tier Leadership Academy beginning with a pilot program in August.
  - Also FAS has developed and will launch a program entitled the Development Ladder to address the need for continuous learning in all levels of employees by following the Leadership Journey of OPM defined critical competencies.
- **FSA** – Based on the Succession Targets and Talent Pool profile, the expected gaps in career leadership positions present some risk, particularly in staffing future SES and GS-15 managers. Developmental action plans are currently under consideration.
- **RMA** – Based on the Succession Targets and Talent Pool profile, the expected gaps in career leadership positions present a minimum risk - all under 3%.

**Format for Performance Management Planning and Reporting  
For Leadership Positions Employee Development Plans to close Competency Gaps**

<b>Tactics (Strategies)</b>	<b>Rationale (Purpose)</b>	<b>Timetable By Quarter</b>	<b>Responsibility (Who)</b>	<b>Measurement (Completion Progress)</b>
<p>1. For FSA and RMA, utilize currently developed FSA performance management AgLearn course entitled, "Performance Management for Supervisors."</p> <p>OHCM has decided to adopt and adapt the FSA course for the DA. The DA course may be appropriate for FAS managers and supervisors. RMA is reviewing the course to meet their internal training needs.</p>	<p>The FSA AgLearn course will offer a cost effective developmental tool designed to provide a better understanding of both targeted management competencies.</p> <p>1. Understanding Performance Management Process and Practices and</p> <p>2. Facilitating Performance.</p>	<p>Quarter 1 and, 2</p> <p>Completion rate - 85 % SES 65% GS-15 60% GS-14 55% GS-13</p>	Managers and Supervisors	<p>Certification by HR Director</p> <p>Quarterly Accomplishments of Tactic</p> <p>AgLearn course is on-line with managers and supervisors actively taking the course. Completion average is 50% for 1<sup>st</sup> Quarter FY 2008.</p>
<p>2. For FSA and RMA utilize the currently developed AgLearn course, "Advanced Performance Management."</p> <p>OHCM has decided to adopt and adapt the FSA course for DA. The DA course may be appropriate for FAS managers and supervisors. RMA is reviewing the course to meet their internal training needs.</p>	<p>To close the competency gaps for the two targeted performance management competencies, the Advanced FSA course will support the agencies' efforts to develop their managers and supervisors to the advanced and expert competency levels.</p>	<p>Quarter 3 and 4</p> <p>Completion rate 85% SES 75% GS-15 70% GS-14 65% GS-13</p>	Managers and supervisors	<p>Certification by HR Director</p> <p>Quarterly Accomplishments of Tactic</p> <p>AgLearn course is on-line with managers and supervisors actively taking the course. Completion average is 50% for 1<sup>st</sup> Quarter FY 2008.</p>

Table 13

**b) Federal Competency Assessment Tool for Managers (FCAT-M)**

A department-wide work group analyzed the 2007 FCAT-M results; and USDA/OHCM identified two competencies to focus on and to close the skills gaps for - Facilitating Performance and Understanding Performance Management in FY08. The Leadership Competency Profile Chart and formulae have been developed by OPM and used to track and report the leadership competency gaps for the current fiscal year and for the long term - five years.

OPM conducted the annual web-based competency assessment of all career Leadership positions in 3QFY08. The FCAT-M focused on 34 OPM-defined leadership competencies and a summary of the FCAT-M results for FY08 have been compiled and are being reviewed for identification of leadership competency gap closure options. Methods to target and close leadership competency gaps using development plans are being assessed.

- **FAS** – To support gap closure strategies, the results of the 2008 Federal Competency Assessment Tool for Managers (FCAT-M) are currently under review to identify competency gaps and gap closure strategies. Initial indications of FAS's leadership competency strengths are Integrity/Honesty, Public Service Motivation and Creativity and Innovation; and noted improvement areas are Differentiating Performance, Continual Learning, and Oral Communication. See chart 14.
- **FSA** – To support gap closure strategies, the results of the 2008 Federal Competency Assessment Tool for Managers (FCAT-M) are currently under review to identify competency gaps and gap closure strategies. Initial indications of FSA's leadership competency strengths are Integrity/Honesty, Customer Service, and Public Service Motivation; and noted improvement areas are Conflict Management, Influencing/Negotiating, and Human Capital Management. See chart 15.
- **RMA** – To support gap closure strategies, the results of the 2008 Federal Competency Assessment Tool for Managers (FCAT-M) are currently under review to identify competency gaps and gap closure strategies. Initial indications of RMA's leadership competency strengths are Integrity / Honesty, Interpersonal Skills, and Flexibility; and noted improvement areas involve Team Building, Entrepreneurship, and Partnering. See chart 16.

<b>FAS FCAT-M Results (7/08)</b>					
<i>Highest Proficiency Competencies (HPC)</i>	<i>HPC Scores</i>	<i>Lowest Proficiency Competencies (LPC)</i>	<i>LPC Scores</i>	<i>Actual to Desired Competencies</i>	<i>GAP</i>
Integrity / Honesty	4.45	Performance Coaching and Feedback	3.82	Differentiating Performance	-0.38
Customer Service	4.45	Political Savvy	3.83	Continual Learning	-0.38
Public Service Motivation	4.38	Financial Management	3.85	Oral Communication	-0.38
Creativity and Innovation	4.28	Goal Setting	3.88	Vision	-0.36
Interpersonal Skills	4.26	Differentiating Performance	3.90	Entrepreneurship	-0.33

Table 14

<b>FSA FCAT-M Results (7/08)</b>					
<i>Highest Proficiency Competencies (HPC)</i>	<i>HPC Scores</i>	<i>Lowest Proficiency Competencies (LPC)</i>	<i>LPC Scores</i>	<i>Actual to Desired Competencies</i>	<i>GAP</i>
Integrity / Honesty	4.47	Conflict Management	3.55	Conflict Management	-0.63
Customer Service	4.14	Financial Management	3.59	Influencing/Negotiating	-0.55
Public Service Motivation	4.13	Political Savvy	3.59	Human Capital Management	-0.52
Technical Credibility	4.11	Technology Management	3.68	Developing Others	-0.52
Interpersonal Skills	4.09	Performance Coaching and Feedback	3.70	Financial Management	-0.50

Table 15

<b>RMA FCAT-M Results (7/08)</b>					
<i>Highest Proficiency Competencies (HPC)</i>	<i>HPC Scores</i>	<i>Lowest Proficiency Competencies (LPC)</i>	<i>LPC Scores</i>	<i>Actual to Desired Competencies</i>	<i>GAP</i>
Integrity / Honesty	4.25	Financial Management	3.38	Team Building	-0.88
Interpersonal Skills	4.25	Entrepreneurship	3.38	Entrepreneurship	-0.88
Flexibility	4.00	Continual Learning	3.38	Partnering	-0.75
Strategic Thinking	4.00	Decisiveness	3.38	Customer Service	-0.67
Customer Service	4.00	Leveraging Diversity	3.50	Public Service Motivation	-0.67

Table 16

As the FCAT-M results are further reviewed by HRD and USDA, management will continue to focus on the 34 OPM-identified Leadership competencies to develop current and future leaders. FSA will use government-wide programs to fill the leadership pipeline. Two new Leadership Programs have been developed by HRD. The leadership programs are customized and designed to meet the needs of the organizations HRD supports; both programs have been successfully implemented in FY08-09. The first program, "Invitation to Excellence: Leading in FSA" is for new supervisors. The second program, "The Leadership Development Program" is a succession planning initiative for high potential employees who have never held a supervisory position. The FSA also participates in government-wide programs to fill leadership pipelines e.g., Aspiring Leader Program, Congressional Fellows Program, Executive Potential Program, the SES Federal Career Development Program, and the Federal Executive Institute Program.

### c) Leadership positions

The FY09 Training and Recruitment needs resulting from the FFAS Workforce Analysis are considered during the budget submissions. Leadership training to support succession plans are included as are the recruitment initiatives to ensure a high performing, diverse workforce. The FFAS 5-year Training & Development Strategy and the FFAS 5-year Recruitment Strategy provide the focus for agencies to develop annual recruitment and development plans that address the expected competency gaps in key leadership positions.

In addition, HRD has incorporated the Leadership and Knowledge Management System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives. Under the direction of OHCM and during the third quarter of FY08, each Agency completed the Federal Competency Assessment Tool for Managers (FCAT-M) to assess its supervisors, managers and team leaders against the 34 Leadership Competencies. USDA/OHCM and

the Agency HRD representatives are evaluating the results and will identify leadership skill gaps and develop or recommend subsequent gap closure strategies.

Because performance indicators and metrics are not yet available through the USDA AgLearn reporting function, data has not been available to trend several internal metrics and the required OPM and USDA Accountability Plan metrics.

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