

For: State and County Offices

Distributing FY 2004 BU-533R County Office Workload Reports

Approved by: Acting Deputy Administrator, Management



1 Overview

A Background

In October 2004, County Offices reported FY 2004 year-end workload data on FSA-55 and transmitted to Kansas City Application Development Center (KC-ADC) through the State Office. KC-ADC compiled data and provided the National Office with results for review and analysis. Following National Office review and verification with State Offices, corrected data was provided to KC-ADC and FY 2004 COWM formulas were used to generate output reports. These reports have been:

- reviewed for reasonableness and accuracy of data reported and application of work measurement formulas
- released to State and County Offices.

B Purpose

This notice informs State and County Offices of the following:

- year-end review analysis
- report descriptions, uses, and distribution
- changes to combined county reports
- changes to shared management reports
- using workload reports for staffing calculations.

Disposal Date	Distribution
July 1, 2005	State Offices; State Offices relay to County Offices
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1 Overview (Continued)

C Action

State and County Offices shall:

- review all output reports received
- notify BUD if a report was not received.

Note: Timely notification will expedite delivery of missing reports.

D Contact

Direct questions about this notice to either of the following:

- Vicki Larson, BUD at 202-720-2501
- Carol Fleming, BUD at 202-720-9865.

2 FY 2004 Year-End Review

A FY 2004 Year-End Review Analysis

The FY 2004 year-end workload review was completed at the National Office level November 1 through November 12, 2004, with assistance from State and County level employees. Workload report file was transmitted back to KC-ADC on November 23, 2004, after all corrections had been entered. In general, many of the County Office workload reports were reviewed without question.

The following items were problem areas that continue to cause significant delays in the review process.

- “Time” work items continue to be a reporting problem. Many County Offices simply enter the validity figure or higher in the report even though they had little or no activity related to the operations included in the work item. The National Review for some of these work items consists of a comparison of the workdays or hours entered in these work items to the national work measurement average. The State Office Review should make the same comparison before transmitting the County Office reports. If the County Office exceeds the validity for a work item, justification or documentation to support the unit count should be provided to the State Office or the State and County Offices should agree on a revised unit count more in line with that State’s work measurement average. Workdays for work item 2113, Geographical Information System, proved to be especially troublesome in FY 2004. State and County Offices should review 12-AO (Rev. 20), Exhibit 13 for clarification of time included in the unit count for this and other work items.

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2 FY 2004 Year-End Review (Continued)

A FY 2004 Year-End Review Analysis (Continued)

- Many Work Measurement County Offices did not enter the cumulative time from their work measurement reports on their workload reports for work items with an hour or workday unit count. State Offices should verify the units are in agreement on the reports before transmitting workload so corrections are not required during the national review.
- Manual counts were requested for units not captured by the query when Workload Scheduling (WLS) or Management of Agricultural Credit (MAC) data entries were not completed. Notice AO-1313 instructed County Offices to review Notice FLP-341 and run applicable reports before processing the workload queries to ensure that appropriate MAC data fields and WLS codes had been updated in the system. Manual counts requested because information was not entered in the system are not allowed unless circumstances are because of lack of software.
- Some Type 2 and Type 3 County Offices are entering unit counts in work item 1001, Banking and Collections for All Loan Programs, rather than forwarding the query count to the Type 1 servicing office.
- County Offices continue to report requests for aerial photographs (work item 120) and copies made for crop insurance (work item 118) as unit counts for work item 112, FOIA Requests Where Fees Are Waived. Upon reviewing FSA-534 FOIA logs during the national workload review, it was determined that County Offices were also including units for Privacy Act requests from producers for their own information. Providing producers with copies of their own documents is an operation included in the applicable work item, that is, time to provide a copy of AD-1026 is an operation in work item 1402. Operations for work items are recorded by work measurement County Offices and are reflected in the formula for each work item.
- Environmental work items appear to be under-reported in work item 560 for Farm Program (FP) activity. Unit counts for this work item must be manually counted for FSA-850, FSA-852, or NRCS-CPA-52 completed for the Farm Storage Facility Loan (FSFL), Emergency Conservation Program, and Conservation Reserve Program. With the requirement for environmental evaluations for these programs, State Offices should verify if the program activity is being completed and manually reported.
- Environmental work items appear to be under-reported in work items 562, 563, and 564 for Farm Loan Program (FLP) activity. Unit counts for these work items must be entered in WLS to be captured by the workload queries. When compared to the number of direct and guaranteed loan eligibility determinations in work items 802 and 902 and several servicing work items, it appears that many units are not counted by the queries because either the program activity or WLS has not been completed.

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2 FY 2004 Year-End Review (Continued)

A FY 2004 Year-End Review Analysis (Continued)

- It was evident that some State and County Offices did not review and follow instructions provided in 12-AO (Rev. 20), Exhibits 13 and 17, to complete or review FSA-55. It was also apparent that instructions provided in Notice AO-1313 and the Workload Reporting Information posted on the WM/WL Homepage were not followed since numerous reporting problems were identified during the National Review that should have been rectified before transmission of the reports. State Offices shall review 12-AO (Rev. 20), paragraphs 9923 through 9925, before each workload reporting period to ensure that all State Office responsibilities are being fulfilled for advance planning and preparation, training requirements, and reviewing reports.
- The following problems were identified in using the automated Query Adjustment Worksheet provided on the WM/WL Homepage.
 - The Query Adjustment Worksheet was completed for each county in a combined county situation. In a combined County Office where only 1 workload report is transmitted, only 1 Query Adjustment Worksheet should be completed with the total unit counts for all counties included in the report.
 - The County Office did not provide an explanation or a valid explanation for the manual unit count being requested. The County Office should review 12-AO (Rev. 20), Exhibit 13 for Query-Plus-Manual work items and an explanation of manual unit counts that may be required. Some information was also provided in the Workload Reporting Information posted on the WM/WL Homepage. In many cases, the manual adjustments could not be made to the County Office report since it was not possible to determine whether the manually counted units were justifiable.
 - It appeared from the explanation used for work item 303 that many County Offices were counting all FSA-211's that have not yet been loaded in the system rather than just FSA-211's signed after October 1, 2003.
 - Some County Offices manually edited the work items on the Query Adjustment Worksheet. Instructions for preparing a memorandum with attached documentation to request changes to a query count for a work item not included on the Query Adjustment Worksheet were provided in Notice AO-1313, subparagraph 3 C.
 - Several County Offices used outdated worksheets from previous workload reporting periods that included work items that were not valid for the current reporting period.
 - Some County Offices had trouble using the automated worksheet posted on the WM/WL Homepage. BUD provided each State Office a copy of the worksheet by e-mail to forward to any County Office experiencing a problem opening or saving the worksheet. If the County Office saves the Query Adjustment Worksheet before opening, the system error messages can be avoided.

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3 FY 2004 Workload Reports

A Report Descriptions and Uses

The following reports are generated for year-end workload.

- County Office:
 - Report 1, County Office Workload and Funding Report – Units Reported by State and County provides updated workload by county. This report may be used by the State Office to analyze individual County Office workload and in conjunction with proration worksheets in Exhibit 1 to analyze staffing needs. The County Office may use this report to assist in distributing program assignments within the County Office.
 - Report 14, County Office Workload Summary is an HRD report used for information purposes only. Report 14 is only a partial workload report.
- State Office:
 - Report 2, County Office Workload and Funding Report – Summarized Work Items by State provides State total of units and normal workdays (NWD's) for current and subsequent FY and can be used to analyze total workload.
 - Report 3, County Office Workload and Funding Report Source Data – Units Reported County Summary by Work Item provides a list of workload units and NWD's by county within work items for State and can be used to analyze or compare workload by county within the State.
 - Report 7, County Office Workload and Funding Report CFY 2004 Report and SFY 2005 Work Plan Counties Alphabetically by State provides a list of county allocation for workload activities. It can be used to review County Office ranking in the nation. Allocations for counties involved in shared management will be inaccurate since most administrative work items are captured in the headquarters County Office. Many administrative work items have been omitted from the reports because they are available in BRIO.
 - Report 7A, County Office Workload and Funding Report Regular Measured Workload Counties Alphabetically by State is used by the State Office as a guide in selecting work measurement counties.
 - Report 8, County Office Workload and Funding Report FY 2004 Report and FY 2005 Work Plan – Counties Ranked by SFY NWD by State provides a list of county allocations for workload activities with supporting data ranked by subsequent FY. It can be used to compare past FY expenditures with new FY allocation guide.

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3 FY 2004 Workload Reports (Continued)

B Output Report Distribution

KC-ADC distributes copies of all State and County Office reports to the State Office. Extra copies of Report 1 and Report 14 will be provided and **shall be distributed to each County Office**. Reports are scheduled to be mailed beginning the week of January 18, 2005.

4 Using Workload Reports

A Report Uses

Workload reports may be used as a tool to:

- balance program activity within a County Office
- ensure equitable distribution of staffing to County Offices within the State.

If States use Report 1 as a tool to distribute staffing, it is extremely important that program specialists and DD's be consulted or included in the process. The workload reports provide a view of overall work completed in each County Office, no matter who completes the activity. Therefore, close analysis is required by each State before use.

B Changes in Combined County Workload Reports

Historically, combined County Offices, that is County Offices that serve more than 1 county, received 25 percent extra credit on workload reports in work item 9068, NWD Adjustment. This was as the result of a COWM Committee decision and NWD's are calculated at 25 percent of the constants (found in 12-AO (Rev. 21), Exhibit 12) for all Section A work items with units reported except for work item 401, COC Elections. The 25 percent factor had no quantitative support and was a factor that was agreed on as a fair compensation to the combined offices for extra activity resulting from servicing more than 1 county.

In FY 2004, BUD reviewed the process of calculating and including the extra credit for combined County Offices. A decision was made to discontinue the 25 percent extra credit for the following reasons.

- The extra credit is calculated using the Section A work item constants. The constant for each work item is calculated from the work measurement formula as the time it takes to get a program operational in a County Office before a unit being completed. This includes training and procedure study time, providing program information to producers, working with producers to explain new programs or program changes, and other similar activity. In cases of combined County Offices, only 1 staff completes the operations listed the same as in a stand alone County Office.

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4 Using Workload Reports (Continued)

B Changes in Combined County Workload Reports (Continued)

- Procedural changes require that one COC represents the entire area serviced by the County Office; therefore, only one COC meeting is necessary rather than 2.
- With updates to the automation system, the time currently associated with completing processes for additional County Offices has been greatly reduced.
- The work measurement system currently has participation by a number of combined County Offices, so the time associated with doing business as a combined County Office is taken into consideration in the current work measurement formulas.

C Prorating for Shared Management Reports

The unit count for work items 101, 111, and 120 is pay status days. These unit counts are automatically pulled by KC-ADC and entered in the headquarters County Office. In shared management offices, most general administrative activities are performed in headquarters; however, some operations are completed in the sub-office as well. Previously, State and County Offices were directed to prorate NWD's from the headquarters County Office report for these work items between the headquarters and sub-office.

To provide the sub-office with NWD's for activities associated with these work items, BUD had directed KC-ADC to revise the workload report calculations. Sub-offices will be provided with NWD's for one third of the constant for work item 101 for administrative activities completed. Since automation activities and general program administration are completed in both headquarters and sub-offices, NWD's equal to the constant for work items 111 and 120 will be calculated and included in the sub-office workload report.

D Prorating for FP's and FLP's

It is important to note that the workload reports provide activity completed in each County Office without consideration for who completed that activity. Employees, both CO and GS, are working together to provide service to their producers. However, because there exists separate payroll allotments and staff ceilings for Federal and non-Federal employees, it becomes necessary to look at proration of workload to ensure that:

- available employees are distributed fairly among County Offices
- program activity is distributed evenly within the County Office.

4 Using Workload Reports (Continued)

D Prorating for FP's and FLP's (Continued)

This proration provides the State Office with a way to review total activity associated with FP and total activity associated with FLP as a starting point for distributing their Federal and non-Federal ceilings. An FP/FLP Proration Worksheet has been posted on the WM/WL Homepage. The worksheet as posted fits general cases and was created to simplify and expedite the process. **However, State and County Offices must be aware of individual situations that warrant exception to suggested work items and formulas provided in the worksheet.**

NWD's from Report 1 shall be used when filling out the FP/FLP Proration Worksheet. Some State Offices have found that using an average of the previous 2 years of workload rather than each individual year is more reflective of ongoing activity within County Offices.

The worksheet is designed to prorate certain work items by number of Federal and non-Federal employees. Some State Offices, after completing an analysis of operations included in various work items, have elected to use another factor agreed upon by the State Office and employees involved instead of the factor built into the worksheet. Each State Office is responsible for making this decision; however, there must be some data to support alternative factors and not just the use of a random factor.

Example: Work measurement data could be used if the State Office feels that those County Offices are representative of the situation in most Type 1 offices.

Actual leave used by Federal and non-Federal employees may be used for work item 9076 instead of the worksheet factor if the State or County Office determines extenuating circumstances exist; that is, an employee was on extended sick leave. The same situation applies to work items 2110 and 2159 for detailed employees and consent decree details. There may be examples where Federal employees serve on an administrative or program task force or non-Federal employees participate on consent decree details.

An example of a completed worksheet is provided in Exhibit 1. If the worksheet will be used as is, only those cells that are outlined require an entry.

The entries for work items 561 and 1502 and the corresponding percentage FLP factors have been included on the worksheet **as an example of suggested work items and formulas**. In most County Offices, there are work items where both Federal and non-Federal employees contribute time to the associated operations. Often times, FSFL is 1 of those programs; however, these program work items may vary from State to State and may vary widely within a single State.

Example of Completed Workload Proration Worksheet

WORKLOAD PRORATION WORKSHEET

PART 1 - Office Information

STATE: MO COUNTY: CHASE

PART 2 - Determining the Administrative Proration Factor
 Divide federal workdays (work item 9065) by total workdays (work item 101 units).

Work Item 9065		Work Item 101		
Workdays		Units	=	Factor
665	/	1988	=	0.334507

PART 3 - Separating Report 1 into FLP and FP related NWD's
 The basic work items that should be prorated by every office are listed (562 through 9077). Consideration should be given to program operations specific to each office. Space has been provided for additional work items that may need to be split such as work item 561 or 1502 and an example of a alternative factor.

Enter total workload Report 1 NWD's - 2,263

Work Item	NWD's		FLP FACTOR	=	FLP NWD's		FP NWD's
562/563/564	12			=	12		
800 Series	428			=	428		
900 Series	62			=	62		
1000 Series	31			=	31		
101	189	x	0.334507	=	63		126
103		x	0.334507	=	0		0
111	108	x	0.334507	=	36		72
120	37	x	0.334507	=	12		25
9076	387	x	0.334507	=	129		258
9077		x	0.334507	=	0		0
561	2	x	0.750000	=	2		1
1502	24	x	0.500000	=	12		12
		x		=	0		0
		x		=	0		0
		x		=	0		0
2110	2			=	0		2
2159							
Balance FP							981
PRORATED TOTALS					788		1,475

PART 4 - Converting Workload NWD's into Staffing Levels
 On average, there are 260 workdays in a year. In order to convert NWD's into staff years, divide the NWD's by 260.

Program Area	NWD's	/	Days Per Staff Year	=	Staff Years
FLP	788	/	260	=	3.03
FP	1,475	/	260	=	5.67