



Farm Service Agency

Strategic Management of Human Capital Recruitment Strategy

Farm and Foreign Agricultural Services

FY 2008-2013





Recruitment Strategy

Table of Contents

- **Strategy, Outcomes and Means**
- **Roles & Responsibilities**
- **Overview Diagram**
- **Developing a Recruitment Summary**



Recruitment Strategy

Strategy, Outcomes and Means

Strategy

- Improve the Acquisition and Utilization of Talent; to attract the right people with the right skills at the right time with an infrastructure for recruitment that will assist FFAS to recruit and retain a well qualified, diverse workforce to carry out the missions of FAS, FSA and RMA

Outcomes

- To reduce competency gaps needed for mission critical occupations
- To retain a high performing workforce
- To attract highly qualified new talent
- To meet required time to fill guidelines
- To increase the diversity of the applicant pool and address under-representation
- To evaluate Return of Investment (ROI) within recruitment and community outreach activities

Means

- Incorporate the Workforce Analysis results into the mission area **5 year Recruitment Strategy** and each agency's respective **Federal Equal Opportunity Recruitment Plan (FEORP)** in order to efficiently and effectively address the competencies needed for mission critical occupations
- Develop and utilize recruitment work plans and retention initiatives to close anticipated workforce competency needs as defined by OPM, i.e., HR Manager, current position descriptions, SMEs, etc.
- Involve senior leaders and managers in strategic recruitment, marketing, and retention initiatives
- Identify investments in recruitment activities, HR flexibilities and tools, and retention strategies
- Ensure recruitment strategies are aggressive and multi-faceted
- Use flexible compensation strategies to attract and retain quality employees who possess mission critical competencies
- Ensure the application process enables job seekers
- Continually improve the recruitment and retention activities by assessing performance results



Recruitment Strategy

Roles & Responsibilities

Agency Management:

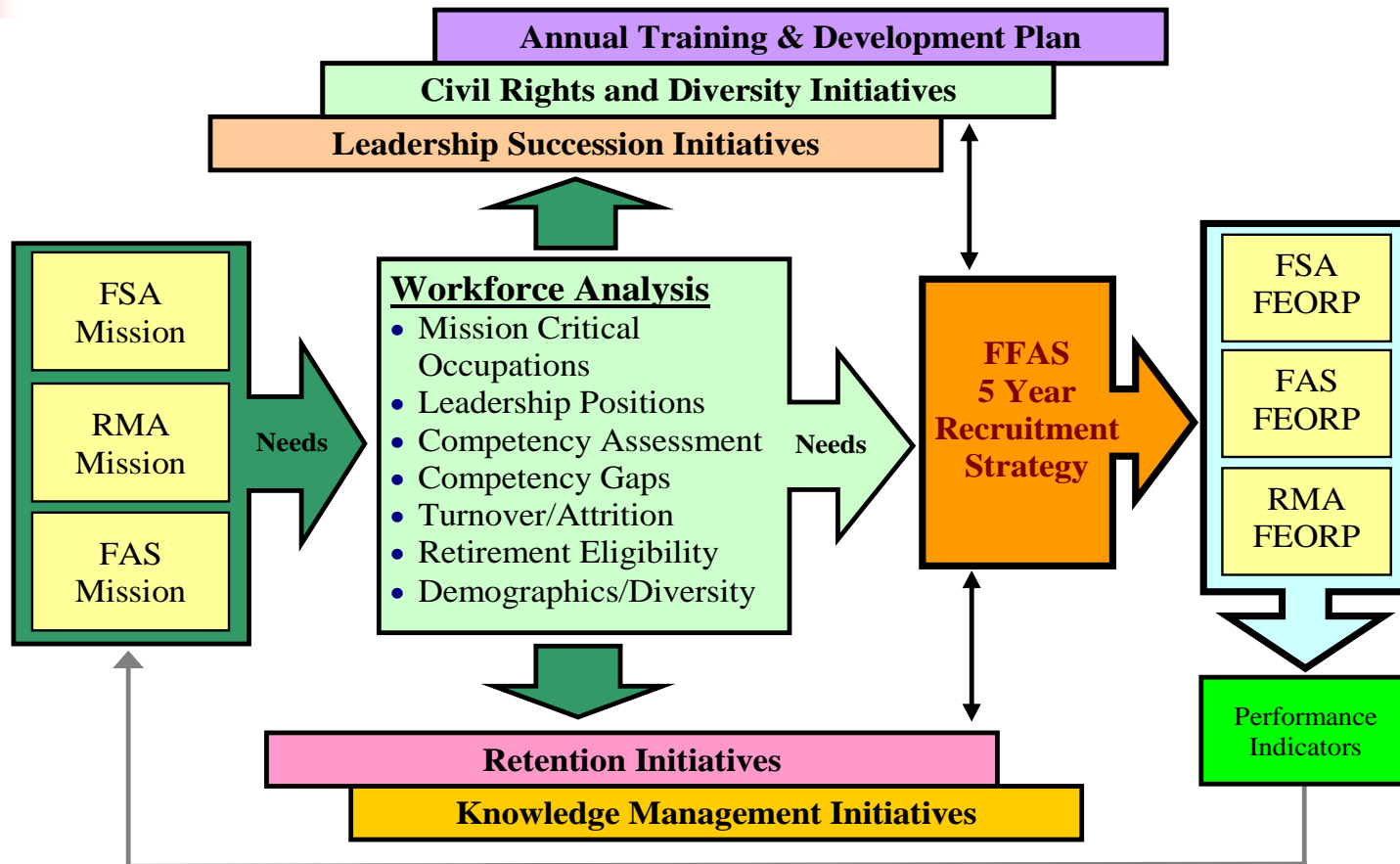
- Participate with HR in workforce planning efforts to establish recruitment goals and address under-representation
- Ensure the position description accurately describes the duties and competencies to perform the work
- Work with HR to develop the job assessment to effectively measure the critical competencies to perform the work
- Hold management accountable for meeting diversity objectives and closing competency gaps
- Provide feedback regarding past recruitment initiatives and make recommendations for improvement
- Ensure quality, competent candidates are selected to fill mission critical occupations
- Consider candidate pools utilizing various Human Resources recruitment flexibilities (e.g., student programs and career intern programs) and special emphasis programs (e.g., veterans and disability)
- Consider student scholarship programs to address under-representation
- Implement and execute the Recruitment Strategy considering the agency goals defined in the FEORP
- Participate in recruitment teams and attend career fairs, conferences, etc.
- Participate in analyzing workforce data and developing recruitment work plans

Human Resources (KC and WDC):

- Participate with Agencies and Field Offices to set policy, objectives, and structure for an effective and efficient recruitment program
- Provide overall leadership, guidance, and coordination on recruitment and community outreach
- Collaborate with Agency management, Civil Rights, and HR staff to develop, implement, and evaluate strategies, plans, policies, and programs designed to acquire and retain quality, competent candidates/employees and to meet recruitment goals and develop retention strategies
- Work with recruitment teams to identify and monitor recruitment activity efforts
- Participate with management to identify career development programs
- Implement and execute the Recruitment Strategy considering the agency goals defined in the FEORP
- Participate in local, community-based recruitment activities
- Utilize Career Pattern strategies to improve and develop new ways to recruit and retain employees

Recruitment Strategy

Overview – Process Flow Diagram





Recruitment Strategy

Developing a Recruitment Strategy

Step 1: Review Agency Mission and Strategic Plan

- Review the USDA Budget Summary and Annual Performance Plan, the USDA Strategic Plan and the Agency Strategic plan and its mission, goals and performance indicators to determine workforces objectives and needs to support the accomplishment of the Agency mission

Link to USDA Budget Summary and Annual Performance Plan:

<http://www.usda.gov/agency/obpa/Budget-Summary/2007/FY07budsum.pdf>

Link to USDA Strategic Plan:

<http://www.ocfo.usda.gov/usdasp/sp2005/sp2005.pdf>

- Identify Mission Critical Occupations (MCO) and Competencies needed to support the workforce objectives and needs

Step 2: Examine Workforce Analysis Results (turnover, retirement projections, competency gaps, demographics, trends, etc.)

- Evaluate Workforce Analysis results (USDA Workforce Planning and Succession Planning Guidance) to:
 - Forecast future vacancies with in the MCO's and identify the competency proficiency levels needed
 - Assess current workforce MCO's and competency levels to identify competency gaps to meet workforce objectives and needs
 - Forecast future leadership vacancies and the competency proficiency levels needed

Link to USDA Workforce Planning and Succession Planning Guidance:

http://www.fsa.usda.gov/Internet/FSA_File/wfp_succession_guidance.doc

Note: Highlight link and right click to open. If the link does not open, copy and paste into web browser.

CONTINUED



Recruitment Strategy

Developing a Recruitment Strategy

Step 3: Review Outcomes of Recruitment Programs

- Analyze and evaluate previous recruitment plans, performance outcomes, lessons learned, barriers, and best practices
- Identify improvement opportunities to enhance recruitment and placement effectiveness. Assess previous outcome data re: job placement follow-up data, exit interview data, days to fill vacancies, diversity of new hires and reduction of competency needs
- Identify specific recruitment sources, e.g., universities, associations, advertisement locales, internal pools (Student Programs, Disability Programs, etc.)

Step 4: Develop and Execute the Agency Annual FEORP

- Develop Agency Annual FEORP and evaluate the following major elements;
 - Effective and efficient utilization of the Regional Recruitment Teams
 - Performance outcomes / indicators
 - Data analysis and reporting requirements
 - USA Staffing and other e-Gov and process improvement initiatives
 - Marketing initiatives
 - Hiring / retention flexibilities utilization
 - Relationships with professional organizations, colleges/universities, vocational rehabilitation, outplacement organizations
 - MD-715 implications; and diversity initiatives
 - Departmental and Government-wide initiatives, e.g., e-Gov, recruitment fairs, career patterns etc.
 - Specific team and individual accountabilities

Step 5: Consider justification of overall Recruitment investments for a period two years out from the current FY

- Identify specific human capital management and recruitment objectives, key activities, and associated resources / investments (see OMB Circular A-11, section 31.11)