



# Strategic Management of Human Capital Workforce Planning & Deployment Summary

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**RISK MANAGEMENT AGENCY**

**Farm and Foreign Agricultural Services**

**FY 2007-2011**

UPDATED Jan 08





# Workforce Planning & Deployment

## Executive Summary

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- OMB/OPM Human Capital Standards for Success
- FFAS Workforce Demographics Summary
- Retirement Eligibility Forecast
- Skills Gap Analysis and Closure Strategies for:
  - Mission Critical Occupations with projected Skills Gaps
  - Leadership Positions with limited Bench Strength and Skills Gaps
- OPM Leadership Competency Chart
- FCAT-M FY07 Competency Assessment Summary
- Workforce Planning & Deployment Overview

# Workforce Planning & Deployment

## FY08 OMB/OPM Standards for Success

CLOSING SKILLS GAPS - MCO	LEADERSHIP SUCCESSION MANAGEMENT
<p><b>GREEN CRITERIA for Closing Mission Critical Occupations Competency Gaps</b></p> <p>Met targets for closing competency gaps in mission critical occupations (MCO's) (i.e., human resources management (HRM), information technology (IT), and agency-specific occupations), significantly reduced the number of vacant positions in MCO's and used appropriate E-Gov solutions within the gap closure strategy; demonstrates how gap closure supports organizational objectives.</p>	<p><b>GREEN CRITERIA for Ensuring Leadership Bench Strength and Closing Competency Gaps</b></p> <p>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.</p>
<p><b>YELLOW CRITERIA for Closing Mission Critical Occupations Competency Gaps</b></p> <p>Conducted a workforce analysis to identify competency gaps in mission-critical occupations (i.e., human resources management, information technology, acquisition, and agency-specific occupations); determine current and future human resource needs, sets targets to close gaps, including targeted employee development, recruitment and retention programs; and meets key milestones.</p>	<p><b>YELLOW CRITERIA for Ensuring Leadership Bench Strength and Closing Competency Gaps</b></p> <p>Implemented succession management strategies, including structured leadership development programs, to assure continuity of leadership; sets targets for closing leadership competency gaps (including those addressing gaps in performance management competencies); implements gap closure strategies, and meets key milestones outlined in succession management plan.</p>

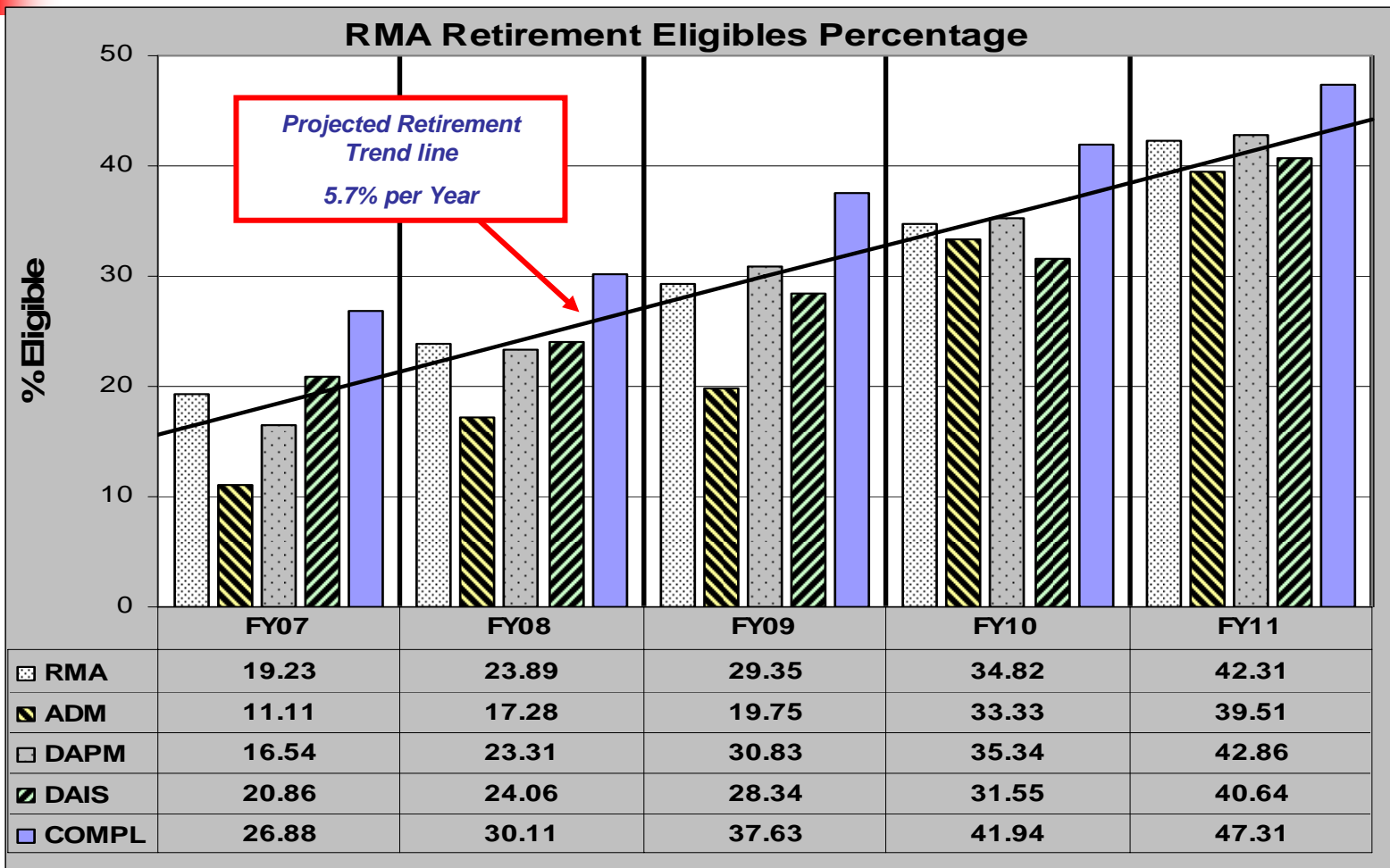
# Workforce Planning & Deployment

## FFAS Workforce Demographics Summary (2006)

<b>AGENCY / FACTOR</b> (as of 11/06/06)	<b>FSA</b>			<b>RMA</b>			<b>FAS</b>		
Number of permanent Full Time Employees (PFT)	<b>5169</b>			<b>467</b>			<b>645</b>		
Number of other employees	<b>288</b>			<b>19</b>			<b>209</b>		
Average age of PFT employees (OPM = 46 GW)	<b>47.4</b>			<b>48.4</b>			<b>45.4</b>		
Percent of PFT employees over 50	<b>41.6%</b>			<b>48.2%</b>			<b>33.5%</b>		
Percent of PFT employees with 25 or more years of service (OPM says 38.1% GW)	<b>28.9%</b>			<b>38.8%</b>			<b>25.1%</b>		
PFT losses to hires ratio for 2004, 2005, 2006 (PFT)	FY04 326 to 366	FY05 271 to 395	FY06 296 to 511	FY04 12 to 30	FY05 18 to 43	FY06 24 to 43	FY04 40 to 54	FY05 16 to 67	FY06 44 to 41
Mission-critical occupations (updated JAN 08)	<b>11</b>			<b>6</b>			<b>10</b>		
Leadership Positions with Continuity Challenges (updated JAN 08)	<b>5</b>			<b>3</b>			<b>4</b>		
FY2008 Retirement Eligibility Projection (% and #)	<b>36.5% (2108)</b>			<b>36.7% (185)</b>			<b>34.5% (278)</b>		
FY 2006 Actual Retirements	<b>5.7%</b>			<b>4.4%</b>			<b>2.4%</b>		

# Workforce Planning & Deployment

## RMA Retirement Eligibility Forecast



# Deputy Administrator for Product Management (DAPM)

<i><b>Mission Critical Occupations</b></i>	<i><b>Occupational GAP (attrition)</b></i>	<i><b>Competencies /Skills GAP</b></i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 9 for current outline.</i>		<i><b>GAP Closure Strategies</b></i>
Agricultural Economist (0110)	33.3% FY03-FY07 25% FY04-FY08 ~16.7% FY07-FY11	<b>Technical</b> ▪ Economics	<b>General</b> ▪ Oral/Written Communications ▪ Interpersonal Skills ▪ Problem Solving	<ul style="list-style-type: none"> <li>▪ Recruitment Plan to include Agriculture Colleges</li> <li>▪ Provide Basic Competency Training (communications, interpersonal, self-direction, flexibility, decisiveness, etc.)</li> </ul>
Accountant (0510)	60% FY03-FY07 40.0% FY04-FY08 40.0% FY07-FY11	<b>Technical</b> ▪ Technical and professional proficiency in all areas of accounting ▪ Technical Credibility (Arithmetic)	<b>General</b> ▪ Oral/Written Communications ▪ Interpersonal Skills ▪ Integrity/Honesty ▪ Problem Solving	<ul style="list-style-type: none"> <li>▪ Recruitment Plan to include Local Colleges</li> <li>▪ Provide Basic Competency Training (communications, interpersonal, self-direction, flexibility, decisiveness, etc.)</li> </ul>
Risk Management Specialist (1101)	38% FY03-FY07 49% FY04-FY08 58.2% FY07-FY11	<b>Technical</b> ▪ Technical Skills (actuarial, audit, financial, & marketing) ▪ Self Direction (self-motivated, results driven)	<b>General</b> ▪ Oral/Written Communications ▪ Interpersonal Skills ▪ Integrity/Honesty ▪ Problem Solving	<ul style="list-style-type: none"> <li>▪ Recruitment Plan to include USDA-Nationwide Insurance Companies and Ag Colleges</li> <li>▪ Provide Basic Competency Training (communications, interpersonal, self-direction, flexibility, decisiveness, etc.)</li> </ul>
IT Specialist (2210)	36.8% FY03-FY07 43.5% FY04-FY08 53.8% FY07-FY11	<b>Technical</b> ▪ Technical , i.e., IT Suite ▪ UNIX and MS ▪ Self-Direction (self-motivated, results driven)	<b>General</b> ▪ Oral/Written Communications ▪ Interpersonal Skills ▪ Integrity/Honesty ▪ Decisiveness ▪ Problem Solving	<ul style="list-style-type: none"> <li>▪ Recruitment Plan to include Devry/Tech Colleges</li> <li>▪ Provide IT training, i.e, AgLearn.gov</li> </ul>
<i><b>Leadership Occupations</b></i>	<i><b>Occupational GAP (attrition)</b></i>	<i><b>Competencies /Skills GAP</b></i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 9 for current outline.</i>		<i><b>Leadership Continuity Strategies</b></i>
Supervisory, IT Specialist (2210)	50% FY03-FY07 100% FY04-FY08 100% FY07-FY11	<b>Technical</b> ▪ Technical, i.e., IT Suite ▪ Leadership Skills ▪ HR Management ▪ Technical Credibility	<b>General</b> ▪ Leveraging Diversity ▪ Conflict Management ▪ Public Service Motivation ▪ Oral/Written Communications	<ul style="list-style-type: none"> <li>▪ Recruitment Plan to include Devry/Tech Colleges</li> <li>▪ Provide First/Mid Level Leadership Training</li> </ul>
Supervisory, Risk Management (1101)	NONE FY04-FY08 ~33.3% FY07-FY11	<b>Technical</b> ▪ Leadership Skills ▪ Financial Management Skills ▪ HR Management ▪ Technical Credibility	<b>General</b> ▪ Leveraging Diversity ▪ Conflict Management ▪ Public Service Motivation ▪ Oral/Written Communications	<ul style="list-style-type: none"> <li>▪ Provide Mid/High Level Leadership Development Program</li> <li>▪ Implement Financial Management Program</li> <li>▪ Sustain adequate level of specialist 'pool'</li> </ul>

# Deputy Administrator for Insurance Services (DAIS)

<i><b>Mission Critical Occupations</b></i>	<i><b>Occupational GAP (attrition)</b></i>	<i><b>Competencies /Skills GAP</b></i> <i>General Competencies are based off the OPM 34 Chart. See page 9 for current outline.</i>		<i><b>GAP Closure Strategies</b></i>
Risk Management Specialist (1101)	34.9% FY03-FY07 37.2% FY04-FY08 40.4% FY07-FY11	<i><b>Technical</b></i> <ul style="list-style-type: none"> <li>▪ Technical               <ul style="list-style-type: none"> <li>▪ Audit, actuarial, &amp; financial management</li> </ul> </li> <li>▪ Self Direction               <ul style="list-style-type: none"> <li>▪ Self-motivated, results driven</li> </ul> </li> </ul>	<i><b>General</b></i> <ul style="list-style-type: none"> <li>▪ Problem Solving</li> <li>▪ Integrity/Honesty</li> <li>▪ Oral/Written Communication</li> <li>▪ Interpersonal skills</li> <li>▪ Technical Credibility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue incorporating findings of Workforce Planning Report (01/31/01) into Recruitment, Training and Diversity Plans.</li> </ul>
Sr. Risk Management Specialist (1101)	57.9% FY03-FY07 60.0% FY04-FY08 68.4% FY07-FY11	<i><b>Technical</b></i> <ul style="list-style-type: none"> <li>▪ Technical               <ul style="list-style-type: none"> <li>▪ Actuarial, audit, &amp; financial management, marketing</li> </ul> </li> <li>▪ Self Direction               <ul style="list-style-type: none"> <li>▪ Self-motivated, results driven</li> </ul> </li> </ul>	<i><b>General</b></i> <ul style="list-style-type: none"> <li>▪ Problem Solving</li> <li>▪ Integrity/Honesty</li> <li>▪ Oral/Written Communication</li> <li>▪ Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue development of specialist 'pool'</li> <li>▪ Develop a feeder pool, i.e., Intern Programs</li> </ul>
<i><b>Leadership Occupations</b></i>	<i><b>Occupational GAP (attrition)</b></i>	<i><b>Competencies /Skills GAP</b></i> <i>General Competencies are based off the OPM 34 Chart. See page 9 for current outline.</i>		<i><b>Leadership Continuity Strategies</b></i>
Supervisor, Insurance Management (1101)	100% FY04-FY08 100% FY07-FY11	<i><b>Technical</b></i> <ul style="list-style-type: none"> <li>▪ Technical Credibility               <ul style="list-style-type: none"> <li>▪ Position Specific</li> </ul> </li> <li>▪ HR Management</li> </ul>	<i><b>General</b></i> <ul style="list-style-type: none"> <li>▪ Leveraging Diversity</li> <li>▪ Conflict Management</li> <li>▪ Public Service Motivation</li> <li>▪ Oral/Written Communication</li> <li>▪ Problem Solving</li> <li>▪ Technical Credibility</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>

# Deputy Administrator for Compliance (Compl)


<i><b>Mission Critical Occupations</b></i>	<i><b>Occupational GAP (attrition)</b></i>	<i><b>Competencies /Skills GAP</b></i> <i>General Competencies are based off the OPM 34 Chart.</i> <i>See page 9 for current outline.</i>		<i><b>GAP Closure Strategies</b></i>
Compliance Investigator (1801)	40% FY03-FY07 43.8% FY04-FY08 45.9% FY07-FY11	<i><b>Technical</b></i> <ul style="list-style-type: none"> <li>▪ Regulatory Skills</li> <li>▪ Financial Examination &amp; Review Skills</li> <li>▪ Personal Skills, i.e., communications</li> </ul>	<i><b>General</b></i> <ul style="list-style-type: none"> <li>▪ Interpersonal Skills</li> <li>▪ Integrity/Honesty</li> <li>▪ Oral/Written Communication</li> <li>▪ Decisiveness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment Plan includes "yellow-book" parameters</li> <li>▪ Provide re-training package to include auditing skills</li> <li>▪ Institutionalize 'Speed In Business'</li> </ul>
<i><b>Leadership Occupations</b></i>	<i><b>Occupational GAP (attrition)</b></i>	<i><b>Competencies /Skills GAP</b></i> <i>General Competencies are based off the OPM 34 Chart.</i> <i>See page 9 for current outline.</i>		<i><b>Leadership Continuity Strategies</b></i>
Supervisory, Paralegal Specialist (0950)	100% FY03-FY07 100% FY04-FY08 0% FY07-FY11	<i><b>Technical</b></i> <ul style="list-style-type: none"> <li>▪ Leadership Skills</li> <li>▪ Litigation, Federal and State regulatory laws</li> <li>▪ HR Management</li> </ul>	<i><b>General</b></i> <ul style="list-style-type: none"> <li>▪ Interpersonal Skills/Partnering</li> <li>▪ Conflict Management</li> <li>▪ Public Service Motivation</li> <li>▪ Technology Management</li> <li>▪ Problem Solving/Decisiveness</li> <li>▪ Creativity/Innovation</li> <li>▪ Integrity/Honesty</li> <li>▪ Oral/Written Communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess resource pool</li> <li>▪ Provide First/Mid Level Leadership Training</li> </ul>
Compliance Manager (1801)	20% FY03-FY07 20% FY04-FY08 50% FY07-FY11	<i><b>Technical</b></i> <ul style="list-style-type: none"> <li>▪ Leadership Skills</li> <li>▪ Political Savvy</li> <li>▪ HR Management</li> </ul>	<i><b>General</b></i> <ul style="list-style-type: none"> <li>▪ Interpersonal Skills/Partnering</li> <li>▪ Conflict Management</li> <li>▪ Service Motivation</li> <li>▪ Technology Management</li> <li>▪ Problem Solving/Decisiveness</li> <li>▪ Creativity/Innovation</li> <li>▪ Integrity/Honesty</li> <li>▪ Oral/Written Communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutionalize 'Speed In Business'</li> <li>▪ Sustain 'back up pool'</li> <li>▪ Provide auditing skills training</li> <li>▪ Provide Mid/High Level Leadership Training</li> </ul>



# OPM Competency Chart

## The Leadership Journey

Managing Self All Employees	Managing Projects Team Leader or Project Manager	Managing People Supervisor	Managing Programs Manager	Leading Organizations Executive	Managing Performance Supervisor, Manager, Executive
Integrity/Honesty Fundamental	Team Building ECQ 2	Human Capital Management ECQ 4	Technology Management ECQ 4	External Awareness ECQ 1	Building Performance Culture
Interpersonal Skills Fundamental	Customer Service ECQ 3	Leveraging Diversity ECQ 2	Financial Management ECQ 4	Vision ECQ 1	Differentiating Performance
Continual Learning Fundamental	Technical Credibility ECQ 3	Conflict Management ECQ 2	Creativity / Innovation ECQ 1	Strategic Thinking ECQ 1	Facilitating Performance
Resilience ECQ 1	Accountability ECQ 3	Public Service Motivation Fundamental	Partnering ECQ 5	Entrepreneurship ECQ 3	Goal Setting
Oral Communication Fundamental	Decisiveness ECQ 3	Developing Others ECQ 2	Political Savvy ECQ 5		Performance Coaching and Feedback
Written Communication Fundamental	Influencing / Negotiating ECQ 5				Understanding Performance Management Processes and Practices
Flexibility ECQ 1					
Problem Solving ECQ 3					



*DEVELOPMENTAL PROGRESSION*

Executive Core Qualifications (ECQ & Fundamental) are identified as they relate to the Leadership Journey



# RMA FCAT-M Competency Assessment FY07 Summary

RMA FCAT-M Results					
Highest Proficiency Competencies (HPC)	HPC Scores	Lowest Proficiency Competencies (LPC)	LPC Scores	Actual to Desired Competencies	GAP
Integrity / Honesty	4.34	Financial Management	3.47	Political Savvy	-0.50
Public Service Motivation	4.08	Technology Management	3.56	Financial Management	-0.47
Problem Solving	4.01	Political Savvy	3.59	Conflict Management	-0.41
Interpersonal Skills	3.97	Human Capital Management	3.61	Human Capital Management	-0.33
Technical Credibility	3.94	Conflict Management	3.62	Entrepreneurship	-0.31

In addition, 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.



# Workforce Planning & Deployment

## Workforce Planning & Deployment Overview

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- **Objective for Workforce Planning**
  - Institutes and maintains an Agency practice of conducting workforce planning
  - Timed with the Budget Cycle
  - Enables the Agency to prevent skills gaps in Mission Critical Occupations
  - Ensures continuity of Leadership or Leadership Bench Strength
- **Related Agency Performance Measures identified in the USDA Human Capital Plan**
  - Reduction of Skills Gaps of Mission Critical Occupations
  - Increase Leadership Bench Strength
- **Continual collaboration between HR and Management to develop:**
  - Annual Recruitment and Diversity Plans
  - Annual Training & Development Plans
  - Leadership/MCO Succession and Retention Strategies
  - Knowledge Management Initiatives
  - Human Capital Management Investments