



**Farm Service Agency**

# Strategic Management of Human Capital Workforce Planning & Deployment Summary



**Farm and Foreign Agricultural Services**

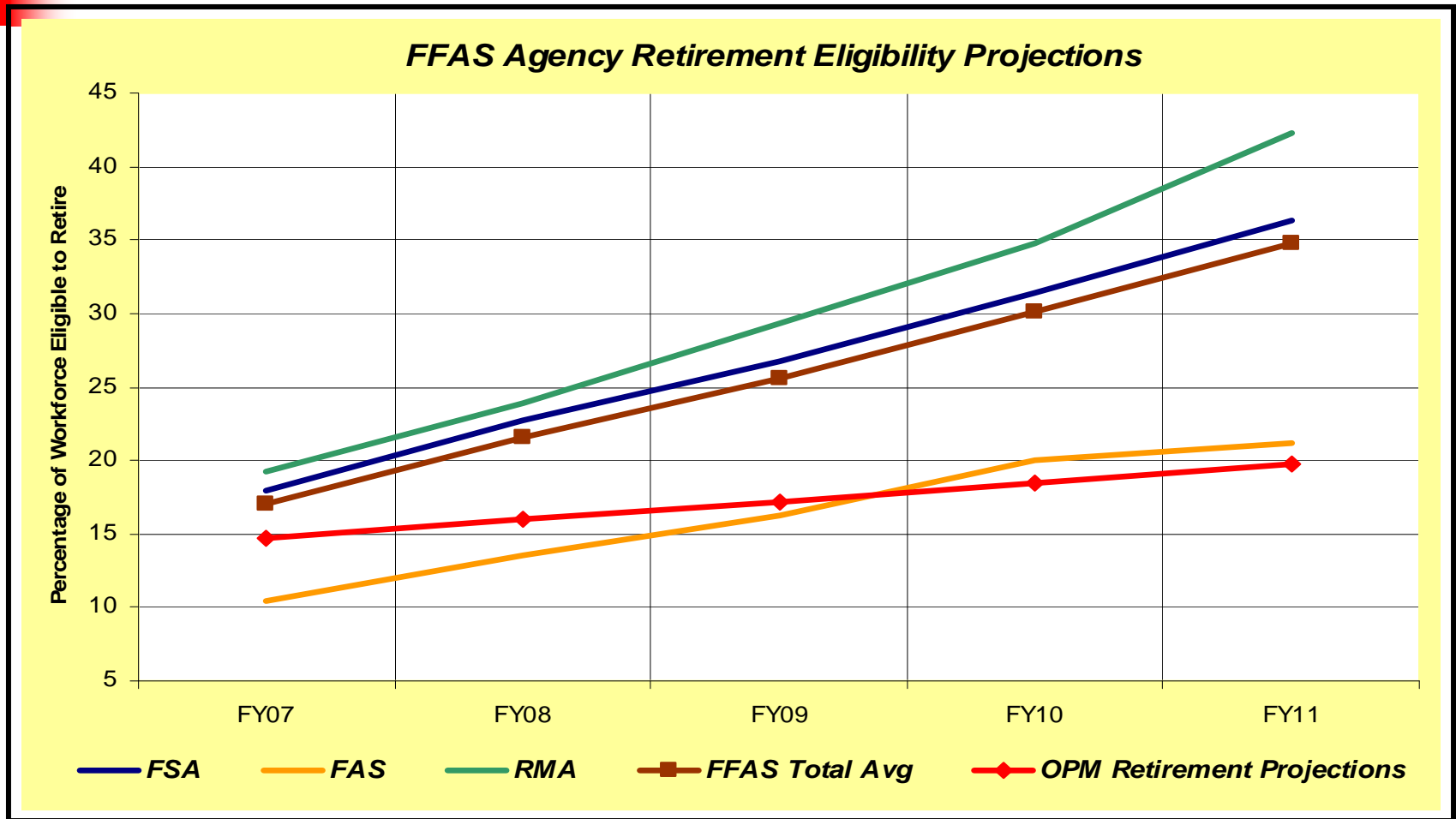
**FY 2007 -2011**

Updated April 2008



# Workforce Planning & Deployment

## FFAS Retirement Eligibility Projections



# Workforce Planning & Deployment

## FAS –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES		ORGANIZATIONAL UNIT
<b><i>AGRICULTURAL ECONOMIST (0110)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• OVERSEAS ADMINISTRATIVE OPS</li> <li>• PERSONAL SERVICE AGREEMENTS</li> <li>• HOUSING ALLOWANCES</li> <li>• SHIPMENT OF HOUSEHOLD EFFECT</li> <li>• HR MANAGEMENT</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• EXTERNAL AWARENESS (NETWORKING/REPRESENTATION)</li> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• PUBLIC SERVICE MOTIVATION</li> <li>• TEAM BUILDING</li> <li>• PARTNERING (COLLABORATION)</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• TECHNICAL CREDIBILITY</li> <li>• INTEGRITY/HONESTY</li> <li>• INFLUENCE/NEGOTIATING</li> </ul>	<b>Office of the Administrator</b>  <b>Office of Scientific and Technical Affairs</b>  <b>Office of Country and Regional Affairs</b>  <b>Office of Negotiations and Agreements</b>  <b>Office of Global Analysis</b>  <b>Office of Trade Programs</b>  <b>Office of Capacity Building and Development</b>
<b><i>INTERNATIONAL AFFAIRS SPECIALIST (0131)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• CRITICAL THINKING</li> <li>• COMPUTER SKILLS</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• FINANCIAL MANAGEMENT</li> <li>• INTEGRITY/HONESTY</li> <li>• PROBLEM SOLVING/RESILIENCE</li> <li>• FLEXIBILITY/INTERPERSONAL SKILLS</li> <li>• CONTINUAL LEARNING</li> <li>• CUSTOMER SERVICE</li> <li>• CREATIVITY/INNOVATION</li> </ul>	<b>Office of Capacity Building and Development</b>

# Workforce Planning & Deployment

## FAS –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES (CONTINUED)		ORGANIZATIONAL UNIT
<b><i>FOREIGN SERVICE OFFICERS (0135)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• ECONOMICS</li> <li>• MARKETING</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• FINANCIAL MANAGEMENT</li> <li>• INTEGRITY/HONESTY</li> <li>• PROBLEM SOLVING/ FLEXIBILITY</li> <li>• INTERPERSONAL SKILLS/RESILIENCE</li> <li>• CONTINUAL LEARNING</li> <li>• CUSTOMER SERVICE</li> <li>• CREATIVITY/INNOVATION</li> <li>• SELF-MANAGEMENT</li> <li>• EXTERNAL AWARENESS</li> <li>• TEAM BUILDING/PARTNERING</li> <li>• INFLUENCING/ NEGOTIATING</li> <li>• ACCOUNTABILITY</li> </ul>	<b>Office of the Administrator</b>  <b>Office of Scientific and Technical Affairs</b>  <b>Office of Country and Regional Affairs</b>  <b>Office of Global Analysis</b>  <b>Office of Trade Programs</b>  <b>Office of Capacity Building and Development</b>  <b>Office of Administrative Operations</b>  <b>Office of Foreign Service Operations</b>
<b><i>INTERNATIONAL TRADE SPECIALIST (1140)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• SPS</li> <li>• BIOTECH</li> <li>• LEGAL EXPERTISE</li> <li>• INTERNATIONAL DEVELOPMENT</li> <li>• CRITICAL THINKING</li> <li>• COMPUTER SKILLS</li> <li>• SUBSTANTIVE JOB KNOWLEDGE</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• CONTINUAL LEARNING</li> <li>• RESILIENCE</li> <li>• FLEXIBILITY (ADAPTABILITY)</li> <li>• PROBLEM SOLVING (ANALYTICAL SKILLS)</li> <li>• CUSTOMER SERVICE</li> <li>• CREATIVITY/INNOVATION</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• INTEGRITY/HONESTY</li> <li>• INTERPERSONAL SKILLS</li> </ul>	<b>Office of the Administrator</b>  <b>Office of Scientific and Technical Affairs</b>  <b>Office of Country and Regional Affairs</b>  <b>Office of Negotiations and Agreements</b>  <b>Office of Global Analysis</b>  <b>Office of Capacity Building and Development</b>

# Workforce Planning & Deployment

## FAS –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES (CONTINUED)		ORGANIZATIONAL UNIT
<b>AGRICULTURAL MARKETING SPECIALIST (1146)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>• INTERNATIONAL DEVELOPMENT</li> <li>• MARKETING</li> <li>• COMPUTER SKILLS</li> <li>• CRITICAL THINKING</li> <li>• SUBSTANTIVE JOB KNOWLEDGE</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>• FINANCIAL MANAGEMENT</li> <li>• FLEXIBILITY</li> <li>• PROBLEM SOLVING</li> <li>• INTEGRITY/HONESTY</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• DECISIVENESS</li> </ul>	<ul style="list-style-type: none"> <li>Office of the Administrator</li> <li>Office of Scientific and Technical Affairs</li> <li>Office of Trade Programs</li> <li>Office of Capacity Building and Development</li> <li>Office of Administrative Operations</li> <li>Office of Foreign Service Operations</li> </ul>
<b>TRAFFIC MANAGEMENT SPECIALIST (2130)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>• KNOWLEDGE OF CARGO PREFERENCE REGULATIONS</li> <li>• CRITICAL THINKING</li> <li>• COMPUTER SKILLS</li> <li>• SUBSTANTIVE JOB KNOWLEDGE</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>• CONTINUAL LEARNING/RESILIENCE</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• FLEXIBILITY (ADAPTABILITY/SELF-MANAGEMENT)</li> <li>• PROBLEM SOLVING (ANALYTICAL SKILLS)</li> <li>• CUSTOMER SERVICE</li> <li>• INTERPERSONAL SKILLS</li> <li>• CREATIVITY/INNOVATION</li> <li>• TECHNICAL CREDIBILITY (TRANSPORATION)</li> <li>• INTEGRITY/HONESTY</li> </ul>	<ul style="list-style-type: none"> <li>Office of Capacity Building and Development</li> <li>Office of Administrative Operations</li> </ul>

# Workforce Planning & Deployment

## FAS –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES (CONTINUED)		ORGANIZATIONAL UNIT
<b>INFORMATION TECHNOLOGY SPECIALIST (2210)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>• IT SUITE</li> <li>• CRITICAL THINKING</li> <li>• COMPUTER SKILLS</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• FINANCIAL MANAGEMENT</li> <li>• INTEGRITY/HONESTY</li> <li>• PROBLEM SOLVING/FLEXIBILITY</li> <li>• INTERPERSONAL SKILLS/RESILIENCE</li> <li>• CONTINUAL LEARNING</li> <li>• CUSTOMER SERVICE</li> <li>• CREATIVITY/INNOVATION</li> <li>• SELF-MANAGEMENT/ACCOUNTABILITY</li> <li>• EXTERNAL AWARENESS</li> <li>• TEAM BUILDING/PARTNERING</li> <li>• INFLUENCING/ NEGOTIATING</li> </ul>	<b>Office of Administrative Operations</b>

# Workforce Planning & Deployment

## FAS –

# Leadership Skills Challenges

IDENTIFIED LEADERSHIP SKILLS FOR TRAINING & DEVELOPMENT AND RECRUITMENT STRATEGIES		ORGANIZATIONAL UNIT
<b><i>DEVELOPMENT RESOURCES OFFICER (0101)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	
<ul style="list-style-type: none"> <li>• HOW TO ESTABLISH REIMBURSABLE AGREEMENTS</li> <li>• HOW TO NEGOTIATE REIMBURSABLE AGREEMENTS</li> <li>• HR MANAGEMENT</li> </ul>	<ul style="list-style-type: none"> <li>• INFLUENCING/NEGOTIATING</li> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• SERVICE MOTIVATION</li> </ul>	<p>Office of the Administrator</p> <p>Office of Capacity Building and Development</p>
<b><i>SR FOREIGN SERVICE OFFICERS (0135)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	
<ul style="list-style-type: none"> <li>• ECONOMICS</li> <li>• MARKETING</li> <li>• HR MANAGEMENT</li> </ul>	<ul style="list-style-type: none"> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• PUBLIC SERVICE MOTIVATION</li> <li>• EXTERNAL AWARENESS (NETWORKING/REPRESENTATION)</li> </ul>	<p>Office of the Administrator</p> <p>Office of Scientific and Technical Affairs</p> <p>Office of Country and Regional Affairs</p> <p>Office of Negotiations and Agreements</p> <p>Office of Trade Programs</p> <p>Office of Capacity Building and Development</p> <p>Office of Administrative Operations</p> <p>Office of Foreign Service Operations</p>

# Workforce Planning & Deployment

## FAS –

# Leadership Skills Challenges

IDENTIFIED LEADERSHIP SKILLS FOR TRAINING & DEVELOPMENT AND RECRUITMENT STRATEGIES (CONTINUED)		ORGANIZATIONAL UNIT
<b><i>SUPERVISOR, PROGRAM MANAGER (0340)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• POSITION SPECIFIC COMPETENCIES</li> <li>• HR MANAGEMENT</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• PUBLIC SERVICE MOTIVATION</li> <li>• TECHNOLOGY MANAGEMENT</li> <li>• FINANCIAL MANAGEMENT</li> <li>• CREATIVITY/INNOVATION</li> <li>• PARTNERING</li> <li>• POLITICAL SAVVY</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• PROBLEM SOLVING</li> </ul>	Office of the Administrator  Office of Scientific and Technical Affairs  Office of Country and Regional Affairs  Office of Negotiations and Agreements  Office of Global Analysis  Office of Trade Programs  Office of Capacity Building and Development  Office of Administrative Operations  Office of Foreign Service Operations
<b><i>TRAFFIC MANAGER (2130)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• KNOWLEDGE OF INTERNATIONAL TRAVEL</li> <li>• HR MANAGEMENT</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• EXTERNAL AWARENESS</li> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• PUBLIC SERVICE MOTIVATION</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• PROBLEM SOLVING</li> <li>• FLEXIBILITY</li> </ul>	Office of Administrative Operations



# Workforce Planning & Deployment

## FSA –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES		ORGANIZATIONAL UNIT
<b>AGRCULTURAL ECONOMIST (0110)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>• CONTEMPORARY ECONOMIC SKILLS</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>• ORAL COMMUNICATION</li> <li>• FINANCIAL MANAGEMENT</li> <li>• PROBLEM SOLVING</li> </ul>	Deputy Administrator for Farm Programs
<b>ACCOUNTANT (0510)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>• TECHNICAL COMPETENCE</li> <li>• ECONOMICS AND ACCOUNTING</li> <li>• TECHNOLOGY APPLICATION</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>• FLEXIBILITY/INTEGRITY/HONESTY</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• TECHNICAL CREDIBILITY</li> </ul>	Deputy Administrator for Management
<b>BUDGET ANALYST (0560)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>• FINANCIAL SYSTEM REQUIREMENTS</li> <li>• FINANCIAL CONTROLS</li> <li>• BUSINESS PROCESS ANALYSIS AND REDESIGN</li> <li>• TECHNICAL CREDIBILITY                             <ul style="list-style-type: none"> <li>• ARITHMETIC</li> </ul> </li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• FINANCIAL MANAGEMENT (PRINCIPALS &amp; PRACTICES)</li> <li>• INTEGRITY/HONESTY</li> <li>• PROBLEM SOLVING/FLEXIBILITY</li> <li>• INTERPERSONAL SKILLS</li> <li>• SELF-MANAGEMENT</li> <li>• TECHNICAL CREDIBILITY</li> </ul>	Deputy Administrator for Management
<b>COMMODITY PROGRAM SPECIALIST (1101)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>• TECHNICAL SKILLS</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• INTEGRITY/HONESTY</li> <li>• INTERPERSONAL SKILLS</li> </ul>	Deputy Administrator for Commodity Operations

# Workforce Planning & Deployment

## FSA –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES (CONTINUED)		ORGANIZATIONAL UNIT
<b><i>LOAN TECHNICIAN (1101)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• KNOWLEDGE OF BANKING</li> <li>• KNOWLEDGE OF ECONOMIC SKILLS</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• INTEGRITY/HONESTY</li> <li>• INTERPERSONAL SKILLS</li> </ul>	Deputy Administrator for Field Operations
<b><i>PROGRAM TECHNICIAN (1101)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• TECHNICAL SKILLS</li> <li>• KNOWLEDGE OF BANKING AND ECONOMIC SKILLS</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• RESILIENCE</li> <li>• INTEGRITY/HONESTY</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• INTERPERSONAL SKILLS</li> </ul>	Deputy Administrator for Field Operations
<b><i>CONTRACT SPECIALIST (1102)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• ACQUISITION PLANNING</li> <li>• CONTRACT FORMATION</li> <li>• CONTRACT ADMINISTRATION</li> <li>• BASIC COMPUTER SKILLS (XLS, PPT, WORD, INTERNET)</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• TEAM BUILDING</li> <li>• HONESTY</li> <li>• INTEGRITY</li> <li>• CUSTOMER SERVICE</li> <li>• ORAL/WRITTEN COMMUNICATION</li> </ul>	Deputy Administrator for Management
<b><i>AGRICULTURAL PROGRAM SPECIALIST (1145)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• POSITION SPECIFIC COMPETENCIES</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• FLEXIBILITY/INTEGRITY/HONESTY</li> <li>• PROBLEM SOLVING/DECISIVENESS</li> <li>• WRITTEN COMMUNICATION</li> </ul>	Deputy Administrator for Farm Programs

# Workforce Planning & Deployment

## FSA –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES (CONTINUED)		ORGANIZATIONAL UNIT
<b>AGRICULTURAL MARKETING SPECIALIST (1146)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>GRAIN AND AGRICULTURE</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>PROBLEM SOLVING</li> <li>DECISIVENESS/FLEXIBILITY</li> <li>INTEGRITY/HONESTY</li> <li>ORAL/WRITTEN COMMUNICATION</li> </ul>	Deputy Administrator for Commodity Operations
<b>LOAN OFFICER/SPECIALIST (1165)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>TECHNICAL SKILLS</li> <li>KNOWLEDGE OF BANKING AND ECONOMIC SKILLS</li> <li>KNOWLEDGE OF AG FUNDAMENTALS</li> <li>ACCOUNTING PRINCIPLES SKILLS</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>ORAL/WRITTEN COMMUNICATION</li> <li>INTERPERSONAL SKILLS</li> <li>INTEGRITY</li> <li>HONESTY (ANALYTICAL SKILLS)</li> <li>PROBLEM SOLVING</li> <li>DECISIVENESS</li> </ul>	Deputy Administrator for Field Operations  Deputy Administrator for Farm Loan Programs
<b>INFORMATION TECHNOLOGY SPECIALIST (2210)</b>		
<b>TECHNICAL (POSITION SPECIFIC)</b> <ul style="list-style-type: none"> <li>IT SUITE</li> <li>CRITICAL THINKING</li> <li>COMPUTER SKILLS</li> </ul>	<b>GENERAL</b> <ul style="list-style-type: none"> <li>WRITTEN COMMUNICATION</li> <li>FINANCIAL MANAGEMENT</li> <li>INTEGRITY/HONESTY</li> <li>FLEXIBILITY</li> <li>DECISIVENESS (DECISION MAKING)</li> </ul>	Deputy Administrator for Management

# Workforce Planning & Deployment

## FSA –

# Leadership Skills Challenges

IDENTIFIED LEADERSHIP SKILLS FOR TRAINING & DEVELOPMENT AND RECRUITMENT STRATEGIES		ORGANIZATIONAL UNIT
<b><i>SUPERVISOR, CONTRACT SPECIALIST (1102)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	Deputy Administrator for Management
<ul style="list-style-type: none"> <li>• IT SKILLS</li> <li>• A-76 KNOWLEDGE</li> <li>• HR MANAGEMENT</li> </ul>	<ul style="list-style-type: none"> <li>• RESILIENCE</li> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• PROBLEM SOLVING</li> <li>• PUBLIC SERVICE MOTIVATION</li> <li>• ORAL/WRITTEN COMMUNICATION</li> </ul>	
<b><i>FARM LOAN MANAGER (1165)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	Deputy Administrator for Farm Programs Deputy Administrator for Field Operations Deputy Administrator for Farm Loan Programs
<ul style="list-style-type: none"> <li>• KNOWLEDGE OF AGRICULTURAL FUNDAMENTALS</li> <li>• HR MANAGEMENT</li> </ul>	<ul style="list-style-type: none"> <li>• LEVERAGING DIVERSITY</li> <li>• INTERPERSONAL SKILLS</li> <li>• CONFLICT MANAGEMENT</li> <li>• PROBLEM SOLVING</li> <li>• PUBLIC SERVICE MOTIVATION</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• FLEXIBILITY</li> </ul>	
<b><i>SUPERVISORS, IT SPECIALIST (2210)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	Deputy Administrator for Management
<ul style="list-style-type: none"> <li>• CHANGE MANAGEMENT SKILLS</li> <li>• HR MANAGEMENT</li> </ul>	<ul style="list-style-type: none"> <li>• RESILIENCE</li> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• PROBLEM SOLVING</li> <li>• CONTINUAL LEARNING</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• TECHNICAL CREDIBILITY</li> </ul>	

# Workforce Planning & Deployment

## RMA –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES		ORGANIZATIONAL UNIT
<b><i>AGRICULTURAL ECONOMIST (0110)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• ECONOMICS</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• INTERPERSONAL SKILLS</li> <li>• PROBLEM SOLVING</li> </ul>	Product Management Insurance Services
<b><i>ACCOUNTANT (0510)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• TECHNICAL COMPETENCE</li> <li>• PROFESSIONAL PROFICIENCY ACCOUNTING</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• TECHNICAL CREDIBILITY (ARITHMETIC)</li> <li>• INTEGRITY/HONESTY</li> <li>• INTERPERSONAL SKILLS</li> <li>• PROBLEM SOLVING</li> </ul>	Office of the Administrator Product Management
<b><i>RISK MANAGEMENT SPECIALIST (1101)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• TECHNICAL</li> <li>• ACTUARIAL SKILLS</li> <li>• AUDITING SKILLS</li> <li>• FINANCIAL SKILLS</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• INTEGRITY/HONESTY</li> <li>• INTERPERSONAL SKILLS</li> <li>• FLEXIBILITY</li> <li>• PROBLEM SOLVING</li> </ul>	Office of the Administrator Product Management Insurance Services

# Workforce Planning & Deployment

## RMA –

# Mission Critical Occupations / Skills

MISSION CRITICAL OCCUPATIONS REQUIRING FOCUSED SKILLS DEVELOPMENT AND RECRUITMENT STRATEGIES (CONTINUED)		ORGANIZATIONAL UNIT
<b><i>SR. RISK MANAGEMENT SPECIALIST (1101)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	<b>Insurance Services</b>
<ul style="list-style-type: none"> <li>• ACTUARIAL SKILLS</li> <li>• AUDITING SKILLS</li> <li>• FINANCIAL SKILLS</li> <li>• MARKETING SKILLS</li> </ul>	<ul style="list-style-type: none"> <li>• INTEGRITY/HONESTY</li> <li>• FLEXIBILITY (SELF-DIRECTION)</li> <li>• CUSTOMER SERVICE</li> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• PROBLEM SOLVING</li> </ul>	
<b><i>COMPLIANCE INVESTIGATOR (1801)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	<b>Compliance</b>
<ul style="list-style-type: none"> <li>• REGULATORY SKILLS</li> </ul>	<ul style="list-style-type: none"> <li>• FINANCIAL MANAGEMENT (PRINCIPAL AND PRACTICES)</li> <li>• INTEGRITY/HONESTY</li> <li>• INTERPERSONAL SKILLS/DECISIVENESS</li> <li>• ORAL/WRITTEN COMMUNICATION</li> </ul>	
<b><i>INFORMATION TECHNOLOGY SPECIALIST (2210)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b>	<b><i>GENERAL</i></b>	<b>Office of the Administrator</b>
<ul style="list-style-type: none"> <li>• IT SUITE</li> <li>• UNIX</li> <li>• MICROSOFT</li> </ul>	<ul style="list-style-type: none"> <li>• ORAL/WRITTEN COMMUNICATION</li> <li>• DECISIVENESS (DECISION MAKING)</li> <li>• PROBLEM SOLVING</li> <li>• FINANCIAL MANAGEMENT</li> <li>• INTEGRITY/HONESTY</li> <li>• FLEXIBILITY (SELF DIRECTION, ATTENTION TO DETAIL)</li> <li>• INTERPERSONAL SKILLS</li> </ul>	
		<b>Product Management</b>
		<b>Insurance Services</b>

# Workforce Planning & Deployment

## RMA –

# Leadership Skills Challenges

IDENTIFIED LEADERSHIP SKILLS FOR TRAINING & DEVELOPMENT AND RECRUITMENT STRATEGIES		ORGANIZATIONAL UNIT
<b><i>SUPERVISOR, INSURANCE MANAGEMENT (1101)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• POSITION SPECIFIC COMPETENCIES</li> <li>• HR MANAGEMENT</li> </ul>	<b><i>GENERAL</i></b> <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> </ul>	Product Management
<b><i>COMPLIANCE MANAGER (1801)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• POSITION SPECIFIC COMPETENCIES</li> <li>• HR MANAGEMENT</li> </ul>	<b><i>GENERAL</i></b> <ul style="list-style-type: none"> <li>• LEVERAGING DIVERSITY</li> <li>• CONFLICT MANAGEMENT</li> <li>• PUBLIC SERVICE MOTIVATION</li> <li>• TECHNOLOGY/FINANCIAL MANAGEMENT</li> <li>• CREATIVITY/INNOVATION</li> <li>• PARTNERING/POLITICAL SAVVY</li> <li>• FLEXIBILITY/PROBLEM SOLVING</li> <li>• ORAL/WRITTEN COMMUNICATION</li> </ul>	Compliance
<b><i>SUPERVISORS, IT SPECIALIST (2210)</i></b>		
<b><i>TECHNICAL (POSITION SPECIFIC)</i></b> <ul style="list-style-type: none"> <li>• IT SUITE</li> <li>• HR MANAGEMENT</li> </ul>	<b><i>GENERAL</i></b> <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> </ul>	Office of the Administrator



# Workforce Planning & Deployment Potential Human Capital Investments

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## Recruitment, Development and Retention Strategies

### **RECRUITMENT / DIVERSITY**

- Establish or increase presence at Agricultural Colleges, Insurance Companies, Tech Schools (e.g., DeVry University)
- Sponsor Recruitment Teams
- Expand use of hiring flexibilities, relocation, hiring bonuses, etc.
- Increase utilization of Intern Programs
- Upgrade internet recruitment capabilities, i.e., web interviewing, streamlining, targeted advertisements/banners

### **TRAINING & DEVELOPMENT / SUCCESSION**

- Increase participation in Leadership Training Programs
- Develop & Implement Skills Assessment Tools
- Increase usage of e-Learning, e.g., AgLearn, net meeting, web conferencing/collaborating, etc.
- Increase In-House Training, Financial Management, Project Management, Accounting
- Increase IT skills training
- Engage USDA Exchange Program (with other USDA Agencies)

### **RETENTION**

- Develop Knowledge Management Programs/Process
- Increase programs to promote positive culture, i.e., recognition, awards, performance awards
- Expand use of flexibilities, i.e., retention bonuses, flexiplace