

# QUARTERLY ACCOUNTABILITY REPORT

for

## STRATEGIC MANAGEMENT of HUMAN CAPITAL

and update to  
 USDA INTERNAL PMA SCORECARD (MITS) CRITERIA  
 and  
 OMB PROUD - TO - BE V QUARTERLY MILESTONES  
 for

### 2QFY08

covering period  
 November 9, 2007 to February 7, 2008

for  
**Mission Area: Farm & Foreign Agricultural Services (FFAS)**

|  |                     |
|--|---------------------|
| USDA Internal MITS Scorecard - November 2007 | FFAS – as of 1QFY08 |
|--|---------------------|

| USDA METRIC  | FAS | FSA | RMA |
|--|-----|-----|-----|
| 1) Workforce Diversity                                     | G   | G   | G   |
| 2) Skills Gap  | G   | G   | G   |
| 3) Hiring Timelines for GS and Use of Hiring Flexibilities | Y   | Y   | Y   |
| Hiring Timelines for SES and Use of Hiring Flexibilities   | G   | G   | N/A |
| 4) Organizational Structure                                | G   | Y   | G   |
| 5) Leadership/Succession Management                        | G   | G   | G   |
| 6) Performance Appraisals and Award Systems                | G   | G   | Y   |
| 7) Strategic Planning                                      | G   | G   | G   |
| 8) Accountability System                                   | G   | G   | G   |

|                      |   |   |   |
|----------------------|---|---|---|
| 1QFY08 Summary Score | G | Y | Y |
|----------------------|---|---|---|



Farm Service Agency



## 1) Workforce Diversity

### USDA/OMB GREEN CRITERIA:

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 achieved 4QFY05).

### OMB YELLOW CRITERIA:

Implemented strategies to address workforce diversity, particularly in mission-critical occupations and leadership ranks.

### USDA MITS YELLOW CRITERIA:

Recruitment plan implemented and positive results demonstrated.

### USDA PROUD-TO-BE V 2Q FY08 MILESTONES:

None

### OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:

None

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 and a long term FFAS Training & Development Strategy, both coupled to the FEORP and 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 USDA Employment/Hires Minority Profile (10/21/07), FAS had 37 hires (external to Agency) through 4Q 2007, 15 (40.5%) of whom were in the 5 major represented groups. The profile of the total current permanent employment through 4Q 2007 indicates 52.8% Women - down by 0.3%, 26.4% Black - up by 0.1%, 5.2% Hispanic – down by 0.1%, 3.9% Asian - up by 0.3%, and 0.9% American Indian - sustained. The Hispanic, Asian and American Indian groupings are below the RCLF of 9.8%, 4.5% and 1.1% respectively.
- **FSA** – In collaboration with Civil Rights, HRD continues to enhance the long term relationship with the National Society for Minorities in Agriculture Natural Resources and Related Sciences (MANRRS) by identifying a diverse talent pool for future agricultural-related job opportunities. Based on the USDA Employment/Hires Minority Profile (10/21/07), FSA had 267 hires (external to Agency) through 4Q 2007, 236 (88.4%) of whom were in the 5 major represented groups. The profile of the total current permanent employment through 4Q 2007 indicates 56.9% Women - up by 0.4%, 10.8% Black - down by 0.2%, 3.8% Hispanic - sustained, 1.3% Asian - sustained, and 1.5% American Indian - up by 0.1%. The Hispanic and Asian groupings are below the RCLF of 9.8% and 4.5% respectively.
- **RMA** – Civil Rights and HRD work together to ensure diversity initiatives are considered during all staffing processes in the Agency. Based on the USDA Employment/Hires Minority Profile (10/21/07), RMA had 37 hires (external to Agency) through 4Q 2007, 6 (16.2%) of whom were in the 5 major represented groups. The profile of the total current permanent employment through 4Q 2007 indicates 49.6% Women - up by 1.0%, 14.2% Black - up by 0.2%, 2.6% Hispanic - up by 0.4%, 2.3% Asian - up by 0.1%, and 1.0% American Indian - sustained. The Women, Hispanic, Asian and American Indian groupings are below the RCLF of 49.9%, 9.8%, 4.5% and 1.1% respectively.

## WORKFORCE DIVERSITY TREND ANALYSIS

| Based on USDA<br>Minority Reports of<br>10/21/07 | Total / Hire<br>Federal FT<br>YTD | WOMEN       | BLACK      | HISPANIC   | ASIAN<br>AMERICAN /<br>PACIFIC<br>ISL. | AMERICAN<br>INDIAN /<br>ALASKA |
|--|-----------------------------------|-------------|------------|------------|--|--------------------------------|
|  |                                   | RCLF: 49.9% | RCLF: 9.5% | RCLF: 9.8% | RCLF: 4.5%                             | RCLF: 1.1%                     |
| <b>FAS Total</b>                                 | 614                               | 52.8% v     | 26.4% ^    | 5.2% v     | 3.9% ^                                 | 0.9% >                         |
| FAS Hires  | 37                                | 0% >        | 32.4% v    | 2.7% ^     | 5.4% ^                                 | 0% >                           |
| <b>FSA Total</b>                                 | 5074                              | 56.9% ^     | 10.8% v    | 3.8% >     | 1.3% >                                 | 1.5% ^                         |
| FSA Hires  | 267                               | 67.8% v     | 13.1% v    | 2.6% v     | 3.3% ^                                 | 1.9% ^                         |
| <b>RMA Total</b>                                 | 478                               | 49.6% ^     | 14.2% ^    | 2.6% ^     | 2.3% ^                                 | 1.0% >                         |
| RMA Hires  | 37                                | 0% >        | 10.8% v    | 0% >       | 0% >                                   | 5.4% ^                         |

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

Table 1

## 2) Skills Gap

### OMB GREEN CRITERIA:

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 (USDA 2QFY08).

### USDA MITS GREEN CRITERIA:

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

### OMB YELLOW CRITERIA:

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.

### USDA MITS YELLOW CRITERIA:

Agency has no skill gaps exceeding 3%.

### USDA PROUD-TO-BE V 2Q FY08 MILESTONES:

Report progress on HRM, IT, and agency-specific MCO competency gap closure efforts using the MCO Resource Tables and competency gap closure tables.

### OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:

Report progress on HRM, IT, and agency- specific MCO competency gap closure efforts. Submit new tables and charts only if significant changes occur.

HRD utilized the FY04-FY08 USDA (FFAS) Workforce Planning and Succession 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 32% (212 of ~ 657) 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 MCOs at or below the OPM/USDA target of a 3% vacancy gap; and 1 MCO with a gap greater than 3%. The 2QFY08 vacancy gap is 3.22%; and the projected vacancy gap for all MCOs at the close of 3QFY08 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 / <b>FAS</b> Mission Critical Occupations and Series<br>(as of 12/31/07) | Federal Employees Onboard<br>(Permanent F/PT) | Funded Positions | 2Q Gap% | Projected 3QFY08 Gap% |
|---|---|------------------|---------|-----------------------|
| 0301 - Misc. Administrative   | 95  | 96               | 1.04%   | 0.00%                 |
| 0343 - Management/Program Analyst   | 57  | 58               | 1.72%   | 0.00%                 |
| 0401 - Gen Biological Science   | 8   | 9                | 11.11%  | 0.00%                 |
| 1101 - Gen Business & Industry  | 8   | 8                | 0.00%   | 0.00%                 |
| 2210 - Computer Specialist*   | 44  | 45               | 2.22%   | 0.00%                 |
| Totals  | 212   | 216              | 3.22%   | < 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 72% (3689 of ~ 5149) 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 6 MCOs at or below the OPM/USDA target of a 3% vacancy gap; and 1 MCOs with a gap greater than 3%. The 2QFY08 vacancy gap is 1.63%; and the projected vacancy gap for all MCOs at the close of 3QFY08 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 / <b>FSA</b> Mission Critical Occupations and Series<br>(as of 12/31/07) | Federal Employees Onboard<br>(Permanent F/PT) | Funded Positions | 2Q Gap% | Projected 3QFY08 Gap% |
|---|---|------------------|---------|-----------------------|
| 0201 - Human Resources Specialist*  | 95  | 97               | 2.06%   | 1.00%                 |
| 0301 - Misc. Administrative   | 262   | 270              | 2.96%   | 2.00%                 |
| 0343 - Management/Program Analyst   | 188   | 196              | 4.08%   | 2.00%                 |
| 0401 - Gen Biological Science   | 5   | 5                | 0.00%   | 0.00%                 |
| 1101 - Gen Business & Industry  | 1260  | 1260             | 0.00%   | 0.00%                 |
| 1165 - Loan Specialist  | 1558  | 1595             | 2.32%   | 1.50%                 |
| 2210 - Computer Specialist*   | 321   | 321              | 0.00%   | 0.00%                 |
| Totals  | 3689  | 3744             | 1.63%   | < 3.0%                |

\* OPM conducted Competency Assessment

Table 3

- **RMA** – Of the 20 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to RMA; and 58% (280 of ~481) 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 3 MCOs at or below the OPM/USDA target of a 3% vacancy gap; and 2 MCOs with a gap greater than 3%. The 1QFY08 vacancy gap is 6.2%; and the projected vacancy gap target for all MCOs at the close of 2QFY08 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 / <b>RMA</b> Mission Critical Occupations and Series<br>(as of 12/31/07) | Federal Employees Onboard<br>(Permanent F/PT) | Funded Positions | 2Q Gap% | Projected 3QFY08 Gap% |
|---|---|------------------|---------|-----------------------|
| 0301 - Misc. Administrative   | 15  | 15               | 0.00%   | 0.00%                 |
| 0343 - Management/Program Analyst   | 19  | 21               | 9.52%   | 3.00%                 |
| 1101 - Gen Business & Industry  | 199   | 199              | 0.00%   | 0.00%                 |
| 1530 - Statistician   | 17  | 17               | 0.00%   | 1.50%                 |
| 2210 - Computer Specialist*   | 30  | 37               | 18.92%  | 3.00%                 |
| Totals  | 280   | 289              | 5.69%   | < 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<br>OCIO<br>ITWCA<br>CPAT | 11/06                 | 12 Clinger-Cohen Defined             | USDA/OCIO<br>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<br>FCAT-HR               | 06/07                 | 19 CHCO Defined                      | USDA<br>September 2007                   | <ul style="list-style-type: none"> <li>Performance Management</li> <li>Performance Management - Communications &amp; Training</li> </ul>  |
| All Leadership Positions       | OPM<br>FCAT-M                | 06/07                 | 34 CHCO Defined                      | TBD                                      | <ul style="list-style-type: none"> <li>Facilitating</li> <li>Understanding Performance 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 2<sup>nd</sup> annual web-based competency assessment of Human Resource Specialists (0201 series) in 2QFY07. 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. The results are under review by HRD and will be used to support the action plans considered from the HRD Organization Review - February 2007.

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 the closure of these skill gaps will be included within the Proud-to-Be V quarterly milestones updates submitted by the Department to OPM/OMB. See Table 9.

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> |            |                                       |            |   |       |
|--|------------|---------------------------------------|------------|---|-------|
| Highest Proficiency Competencies (HPC)           | HPC Scores | Lowest Proficiency Competencies (LPC) | LPC Scores | Actual to Desired Competencies                    | GAP   |
| Customer Service                                 | 4.39       | Labor Relations                       | 2.25       | Client Engagement / Change Management             | -0.76 |
| Interpersonal Skills                             | 4.25       | Employee Relations                    | 2.34       | Performance Management Evaluation                 | -0.63 |
| Teamwork   | 4.16       | Performance Management Evaluation     | 2.36       | Performance Management Communication and Training | -0.53 |
| Problem Solving                                  | 4.07       | Employee Benefits                     | 2.39       | Knowledge of the Agency's Business                | -0.52 |
| Technical Competence                             | 3.84       | Classification                        | 2.41       | Workforce Planning                                | -0.50 |

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> |            |                                       |            |                                       |       |
|---|------------|---------------------------------------|------------|---------------------------------------|-------|
| Highest Proficiency Competencies (HPC)              | HPC Scores | Lowest Proficiency Competencies (LPC) | LPC Scores | Actual to Desired Competencies        | GAP   |
| Customer Service                                    | 4.39       | Client Engagement / Change Management | 3.14       | Client Engagement / Change Management | -0.76 |
| Interpersonal Skills                                | 4.25       | Project Management                    | 3.16       | Knowledge of the Agency's Business    | -0.52 |
| Teamwork  | 4.16       | Knowledge of the Agency's Business    | 3.46       | Project Management                    | -0.37 |
| Problem Solving                                     | 4.07       | Problem Solving                       | 4.07       | Teamwork                              | -0.35 |
| Knowledge of the Agency's Business                  | 3.46       | Teamwork                              | 4.16       | Problem Solving                       | -0.24 |
| Project Management                                  | 3.16       | Interpersonal Skills                  | 4.25       | Interpersonal Skills                  | -0.21 |
| Client Engagement / Change Management               | 3.14       | Customer Service                      | 4.39       | Customer Service                      | -0.14 |

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> |            |                                       |            |   |       |
|---|------------|---------------------------------------|------------|---|-------|
| Highest Proficiency Competencies (HPC)  | HPC Scores | Lowest Proficiency Competencies (LPC) | LPC Scores | Actual to Desired Competencies                    | GAP   |
| Technical Competence  | 3.84       | Labor Relations                       | 2.25       | Performance Management Evaluation                 | -0.63 |
| Recruitment /Placement  | 3.00       | Employee Relations                    | 2.34       | Performance Management Communication and Training | -0.53 |
| Legal, Government and Jurisprudence   | 2.83       | Performance Management Evaluation     | 2.36       | Workforce Planning                                | -0.50 |
| HR Information Systems  | 2.67       | Employee Benefits                     | 2.39       | Labor Relations                                   | -0.47 |
| Employee Development  | 2.67       | Classification                        | 2.41       | Performance Coaching and Facilitation             | -0.44 |

Table 8

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

| Tactics (Strategies)   | Rationale (Purpose)  | Timetable By Quarter   | Responsibility (Who)   | Measurement (Completion Progress)   |
|--|--|--|--|---|
| 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<br><br>Quarterly Accomplishments of Tactic<br><br>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.<br><br>Quarterly Accomplishments of Tactic<br><br>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.<br><br>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.<br><br>Quarterly Accomplishments of Tactic   |

**d) FFAS HRD Competency Profile Chart - Human Resource Specialist (0201)**

The Competency Profile Chart and formulae have been developed by OPM and used to track and report the competency gaps for the current fiscal year and for the long term - five years. For the two USDA-targeted competencies, FFAS HRD will need 16 more Human Resource Specialists to demonstrate the needed competency level for Performance Management and 20 more Specialists to demonstrate the needed competency level for Performance Management - Communication and Training by the end of FY08. Action plans are under development to address the competency proficiency level of current and future HRD specialists.



## Competency Profile Chart for Mission Critical Occupation(s) (MCOs)

|                                      |                            |
|--------------------------------------|----------------------------|
| Agency Name                          | Farm Service Agency        |
| Size of Total Workforce              | 97                         |
| Name of MCO(s)                       | Human Resources Specialist |
| Start Date of Measurement Year       | October 1, 2007            |
| End Date of Measurement Year         | September 30, 2008         |
| Date of Workforce Analysis           | September 1, 2007          |
| Date of this Report                  |                            |
| Years Agency Uses for Long-Term Goal | 5 years                    |
| Agency Point of Contact (POC)        | Clifton Taylor             |
| OPM Human Capital Officer (HCO)      | Lynn Matherly              |

| Data from the Beginning of the Measurement Year (October 1, 2007)  |                       |                  |  |                                      |                             |  |  |
|--|-----------------------|------------------|--|--------------------------------------|-----------------------------|--|--|
| Mission Critical Occupation(s) (MCOs): Human Resources Specialist  |                       |                  |  |                                      |                             |  |  |
| Measure  | Critical Competencies |                  |  |                                      |                             |  |  |
|  | Client Engagement     | Performance Mgmt | Performance Mgmt Coaching and Facilitation | Performance Mgmt Comm'n and Training | Performance Mgmt Evaluation |  |  |
| (A) One-Year Target (To Be) for Number of Employees with the Needed Proficiency on the Competency by the End of This Measurement Year (September 30, 2008)   |                       | 49               |  | 49                                   |                             |  |  |
| (B) As Is on October 1, 2007, the Number of Employees Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year target for the Competency                             |                       | 35               |  | 29                                   |                             |  |  |
| (C) Projected Attrition (in number of employees, use negative numbers for attrition) between October 1, 2007 and September 30, 2008  |                       | -2               |  | 0                                    |                             |  |  |
| (D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap or surplus.)<br>(B) + (C) - (A)               |                       | -16              |  | -20                                  |                             |  |  |
| (E) Long-Term Goal for Number of Employees with the Needed Proficiency on this Competency (e.g. target over 5 years, use negative numbers for attrition)   |                       | 58               |  | 58                                   |                             |  |  |
| (F) Projected Long-Term Attrition (projection over 5 years, use negative numbers for attrition)  |                       | -5               |  | -6                                   |                             |  |  |
| (G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap.)<br>(B) + (F) - (E) |                       | -28              |  | -35                                  |                             |  |  |

**Legend:**

Enter information about dates, MCOs, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.

Other dates will be entered by the computer program based on what the agency enters at the top of the table.

Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.

Numbers in yellow cells show values that will be entered or calculated by the computer program.

Numbers in cells in blue must be completed by the agency at the end of a measurement year.

In each cell in Row (A), enter the one-year target or level for the number of employees needed with proficiency on the critical competency indicated in the column heading.

In each cell in Row (B), enter the number of employees who are at or above the proficiency level they need to do their work on the competency shown in the column heading.

In each cell in Row (C) enter the number of employees expected to attrit/separate during the year from the employees in the same column in Row (B). Cells will turn red if positive values are entered.

In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.

In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of employees needed with the competency indicated at the top of the column.

In each cell in Row (F) enter the projected long-term attrition from employees with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.

In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 9

### 3) Hiring Timelines (GS and SES)

#### **OMB GREEN CRITERIA:**

Implemented a comprehensive strategy from improving hiring process and ensuring highly qualified candidates are recruited and retained; at least 70% of agency hires are made and applicants notified of their status within 45 business days, achieved a significant reduction in the time to hire employees in MCOs; met aggressive SES hiring timelines, and met targets for hiring process improvements based on the Hiring Satisfaction Survey; integrated Career Patterns initiative into its recruitment and hiring strategy; optimized the use of hiring flexibilities including category rating (USDA 3QFY08).

#### **USDA MITS GREEN CRITERIA:**

- **GS:** Implemented a comprehensive strategy for 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 targets 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.
- **SES:** 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.

#### **OMB YELLOW CRITERIA:**

Implements a strategy for improving its hiring process that focuses on recruiting and retaining top talent and reducing timelines for hiring applicants, and integrates the Career Patterns initiative; implements an auditable system(s) for collecting and analyzing data on stages of the hiring process consistent with the CHCO Council criteria; sets a hiring timeline target based on the time from closing of announcement until offer is made (e.g., average of 30 days for SES and 45 days for all non-SES).

#### **USDA MITS YELLOW CRITERIA:**

- **GS:** Agency meets hiring timeline of 45 days for GS and has used hiring flexibilities to meet recruiting and staffing challenges.
- **SES:** Agency meets hiring timeline of 40 days for SES and has used hiring flexibilities to meet recruiting and staffing challenges.

#### **USDA PROUD-TO-BE V 2Q FY08 MILESTONES:**

Submit Quarterly Hiring Timeline Chart (Oct - Dec data).

#### **OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:**

- Submit Quarterly Hiring Timeline Chart (October – December data).
- Submit revised vacancy announcements that include required Career Patterns criteria for 3 MCOs and related applicant reporting requirements.

#### 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, 2007 to December 31, 2007, FAS recorded an average of 37.3 working days from the time the vacancy closed to the time management returned a decision. This represents 7.7 days under the target of 45 days. There were no SES hires during this period.
- **FSA** – For the period October 1, 2007 to December 31, 2007, FSA recorded an average of 29.8 working days from the time the vacancy closed to the time management returned a decision. This represents 15.2 days under the target of 45 days. There were no SES hires during this period.
- **RMA** – For the period October 1, 2007 to December 31, 2007, RMA recorded an average of 38.5 working days from the time the vacancy closed to the time management returned a decision. This represents 6.5 days under the target of 45 days. There were no SES hires during this period.

| AGENCY (GS permanent) for period Oct - Dec 2007   | FAS     | FSA     | RMA     |
|---|---------|---------|---------|
| 1. Average # of Work Days per GS Hire - work days from SF52 in to Offer   | 83.8 ^  | 56.8 v  | 71.5 ^  |
| 2. GS: Average # of Work Days per Hire - work days from Ann. Close to Offer (45 days = OPM Target/ 28 days = USDA Target) | 37.3 v  | 29.8 ^  | 38.5 ^  |
| 3. Total # of Permanent Hires (offers made)   | 18      | 116     | 4       |
| # of Permanent Hires offered under OPM 45 Day Measure   | 9       | 97      | 3       |
| % of Permanent Hires offered under OPM 45 Day Measure (70% = OPM Target)  | 50.0% v | 83.6% ^ | 75.0% ^ |
| 4. Total # of Mission Critical Occupations Hires (offers made)  | 12      | 67      | 2       |
| 5. Total # of Applicants  | 751     | 2074    | 43      |
| # Applicants notified of final status under OPM 45 Day Measure  | 112     | 1690    | 35      |
| % Applicants notified of final status within OPM 45 day standard (70% = OPM Target)                                       | 15.0% v | 81.5% ^ | 81.4% v |
| 6. # of Hiring Flexibilities used for 'all' hires   | FFAS 37 |         |         |
| 7. Random Sample Results: SF-52 in to Employee On Duty (EOD)  | future  | future  | future  |

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

| AGENCY (SES) for period Oct - Dec 2007                    | 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   |

Table 10

## b) Career Patterns

The Career Patterns Guide (A 21<sup>st</sup> Century Approach to Attracting Talent) was initiated by OPM in June 2006. This initiative is a new approach to bring the next generation of employees into Federal Government positions over time. A progressive implementation schedule began July 2006 and HRD completed Steps 1 and 2 of 3 Steps of the Analytic Tool for the Mission Critical Occupations. The purpose of Step 1 is to help HRD staffing specialists and hiring officials understand and define the kinds of employees one wishes to hire and keep, both short-term and long-term. Step 2 helps categorize job requirements into one or more career pattern scenarios, i.e., groupings of workers. Step 3 assists to identify the work environment features needed to appeal to workers in a selected career pattern scenario.

The Human Resource Division (HRD) has expanded upon use of the Career Patterns initiative and has drafted a Career Patterns Scenario Guide and Recruitment Guide for the mission area agencies of FAS, FSA and RMA. These guides will further assist Staffing and Classification staff, in addition to Supervisors and Managers, with working with the Mission Critical Occupations (MCO) in each agency to assist them with Recruitment and Retention efforts. Staffing and Classification staff continues to incorporate workforce analysis and the career patterns initiative into daily activities to assist customers with workforce and succession planning efforts.

Workforce Summaries for the mission area agencies of FAS, FSA and RMA have been updated through Fiscal Year 2011. The Workforce Summaries include the projected retirements and competency skill gaps for the MCO's.

- **FAS** – For the 1<sup>st</sup> quarter of FY08, FAS hired or converted 11 new permanent employees within the Mission Critical occupations with an average age of 38. Those 11 employees were between the ages of 24 and 55.

- **FSA** – For the 1<sup>st</sup> quarter of FY08, FSA hired or converted 54 new permanent employees within the Mission Critical occupations (5 of those new hires are Career Interns) with an average age of 38. Those 55 employees hired are between the ages of 22 and 62.
- **RMA** – For 1<sup>st</sup> quarter of FY08, RMA hired 2 new permanent employees within the Mission Critical (1 a career intern) with an average age of 22. The 2 employees hired are between the ages of 20 and 23.

**c) Management Satisfaction Survey / 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 cumulative combined % of positive responses (Strongly Agree/Agree or Very Satisfied/Satisfied) for the Management Satisfaction Survey (as of 10/31/07) and the Applicant Satisfaction Survey (as of 3/31/07) are identified in Tables 11 and 12.

- **FAS** – For the period through January 31, 2008, 8 FAS managers responded to the Management Satisfaction Survey with an overall satisfaction rate of 52.8%. And 62.5% of the selecting officials are satisfied with the quality of applicants.
- **FSA** – For the period through January 31, 2008, 188 FAS managers responded to the Management Satisfaction Survey with an overall satisfaction rate of 59.0%. And 82.8% of the selecting officials are satisfied with the quality of applicants.
- **RMA** – For the period through January 31, 2008, 7 RMA managers responded to the Management Satisfaction Survey with an overall satisfaction rate of 60.6%. And 57.2% of the selecting officials are satisfied with the quality of applicants.

| #                     | Management Satisfaction Survey<br>(data as of 01/31/2008)  | PERCENT POSITIVE RESPONSES |             |             |             |             |
|-----------------------|--|----------------------------|-------------|-------------|-------------|-------------|
|                       |  | FAS                        | FSA         | RMA         | USDA        | GW          |
| Number of Respondents |  | 8                          | 188         | 7           | 1446        | 16898       |
| 2a                    | The job summary accurately described the position.   | 87.5                       | 95.2        | 100         | 95.3        | 92.9        |
| 2b                    | I was involved in the development of the evaluation criteria (e.g., qualifications, KSAs, competencies).             | 87.5                       | 46.8        | 100         | 73.4        | 67.4        |
| 2c                    | The evaluation criteria encompassed the KSAs (knowledge, skills, and abilities) and competencies needed for the job. | 87.5                       | 80.2        | 100         | 90.9        | 87.3        |
| 2d                    | I received a referral list in a timely matter.   | 62.5                       | 87.3        | 85.7        | 89.4        | 77.8        |
| 3                     | How satisfied were you with your level of involvement in the development of the job announcement?                    | 87.5                       | 72.5        | 85.7        | 83.1        | 78.0        |
| 4a                    | How satisfied were you with the <u>Content</u> (e.g., appropriate headings) of the resumes you received?             | 100                        | 86.0        | 57.2        | 85.3        | 82.1        |
| 4b                    | How satisfied were you with the <u>Organization</u> of the resumes you received?                                     | 75.0                       | 89.8        | 57.2        | 87.0        | 83.2        |
| 4c                    | How satisfied were you with the <u>Amount of job-relevant information</u> provided on the resumes you received?      | 87.5                       | 84.5        | 33.3        | 85.0        | 79.5        |
| 5                     | How satisfied were you with the quality of applicants?   | 62.5                       | 82.8        | 57.2        | 81.2        | 81.7        |
| 6                     | My job announcement attracted the right applicants.  | 62.5                       | 76.2        | 57.2        | 77.0        | 74.2        |
| 7                     | Did you receive an appropriate number of qualified applicants from the job posting?                                  | 62.5                       | 77.4        | 57.1        | 74.3        | 72.0        |
| 9a                    | I have the flexibility I need to use: Recruitment incentives   | 0                          | 35.4        | 57.1        | 39.8        | 32.2        |
| 9b                    | I have the flexibility I need to use: Relocation incentives  | 0                          | 39.0        | 57.1        | 39.9        | 24.5        |
| 9c                    | I have the flexibility I need to use: Retention incentives   | 12.5                       | 19.9        | 42.9        | 30.4        | 23.1        |
| 9d                    | I have the flexibility I need to use: Student loan repayments  | 0                          | 10.0        | 14.3        | 19.7        | 12.9        |
| 9e                    | I have the flexibility I need to use: Pay setting flexibilities  | 0                          | 18.1        | 42.9        | 30.4        | 27.1        |
| 10                    | Do you have the flexibility to use other hiring incentives? (% yes)  | 12.5                       | 17.3        | 28.6        | 24.0        | 20.0        |
| 12                    | Do you need or want the flexibility to use other hiring incentives? (% yes)  | 62.5                       | 43.9        | 57.1        | 43.7        | 47.9        |
| <b>MSS AVERAGE</b>    |  | <b>52.8</b>                | <b>59.0</b> | <b>60.6</b> | <b>63.9</b> | <b>59.1</b> |

Table 11

| # | Applicant Satisfaction Survey<br>ELEMENT SCORES<br>(data as of 03/31/07) | 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<br>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.

#### 4) Organizational Structure

**USDA MITS/OMB GREEN CRITERIA:**

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 delay 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 3QFY08).

**OMB YELLOW CRITERIA:**

Analyzed existing organizational structures from a service delivery, cost, and general workforce planning perspective. Relevant workforce solutions including, redeployment and layering are deployed as necessary.

**USDA MITS YELLOW CRITERIA:**

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

**USDA PROUD-TO-BE V 2Q FY08 MILESTONES:**

FSA – Complete the organizational structure efficiency review of the national headquarters' office and state offices and begin implementing.

**OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:**

Send an update on FSA's structure report, provide detailed description of results.

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 layering, and the impact to the organizational structure as a result of competitive sourcing and eGov solutions.

- **FAS** – FAS has completed its re-organization. The Agency identified a need to refocus its resources on priority activities related to market access, international trade development and agricultural development. The newer structure is streamlined with fewer layers and maximizes current technologies relative to accomplishing its mission. There are 12 Program Areas in the new structure. Additionally, emphasis on emerging skill needs will drive the recruitment and development plans over the next 2-3 years.
- **FSA** – Under separate cover, FSA submitted the progress update on the contractor's organizational study for the national and state office structures. Data collection is complete, and the contractor is now entering the analysis phase. The final report is due to FSA on May 1, 2008.

FSA continues to collaborate with OPM and OMB to have an approved MIDAS business case in FY08. 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.

## 5) Leadership Succession Management

### USDA MITS/OMB GREEN CRITERIA:

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 achieved 2QFY07).

### USDA/OMB YELLOW CRITERIA:

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.

### USDA MITS YELLOW CRITERIA:

Has succession strategies and a leadership development program.

### USDA PROUD-TO-BE V 2Q FY08 MILESTONES:

None.

### OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:

None

### a) Leadership Bench Strength Profile

Each Agency has applied OPM's Strategic Leadership Succession Model Assessment to identify Succession Targets and Talent Pool, Tables 13, 14 and 15 (data as of 08/18/06). 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 Succession Targets and Talent Pool profile, the expected gaps in career leadership positions present a minimum risk - all under 3%. One “best practice” strategy that FAS continues to apply is its Rotation Program for managers to ensure a stronger talent pool. It is an integral part of its succession planning process and executive development program.
- **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**

| Tactics (Strategies)  | Rationale (Purpose)  | Timetable By Quarter  | Responsibility (Who)     | Measurement (Completion Progress)   |
|---|--|---|--------------------------|---|
| <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 -<br/>85 % SES<br/>65% GS-15<br/>60% GS-14<br/>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<br/>85% SES<br/>75% GS-15<br/>70% GS-14<br/>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> |

### Succession Targets and Talent Pool

#### Supply, Target, and Gap Analysis of Key Leader Positions

Mission Area: Farm & Foreign Agricultural Services  
 Agency: Foreign Agricultural Service  
 Date: August 18, 2006

| LEADER POOL         | Perm. On-Board 10/01/05 | Current On-Board | Retirement Eligibles for FY 06 | FY 06 Accessions | FY 06 Separations | Target for Perm. On-Board 10/01/07 | Target for Perm. On-Board 10/01/08 | Target for Perm. On-Board 10/01/09 | Target for Perm. On-Board 10/01/10 | Target for Perm. On-Board 10/01/11 | Projected Gap 10/01/07 | Gap as a % 10/01/07 |
|---------------------|-------------------------|------------------|--------------------------------|------------------|-------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------|---------------------|
| SES*                | 5                       | 5                | 2                              | 1                | 2                 | 6                                  | 6                                  | 6                                  | 6                                  | 6                                  | 1                      | 16.67%              |
| GS-15               | 39                      | 42               | 6                              | 0                | 10                | 42                                 | 42                                 | 42                                 | 42                                 | 42                                 | 0                      | 0.00%               |
| GS-14               | 59                      | 59               | 4                              | 2                | 3                 | 59                                 | 59                                 | 59                                 | 59                                 | 59                                 | 0                      | 0.00%               |
| GS-13               | 3                       | 5                | 2                              | 0                | 0                 | 5                                  | 5                                  | 5                                  | 5                                  | 5                                  | 0                      | 0.00%               |
| Total Key Leaders** | 106                     | 111              | 14                             | 3                | 15                | 119                                | 119                                | 119                                | 119                                | 119                                | 1                      | 0.84%               |
| Total Leaders***    | 119                     | 124              | 20                             | 0                | 14                | 125                                | 125                                | 125                                | 125                                | 125                                | 1                      | 0.80%               |

\* Not including SL, ST, and another non-SES executive level employees.

\*\* Total Managers and Supervisors at these grade levels.

\*\*\* Total Managers and Supervisors regardless of grade level

Table 13



### Succession Targets and Talent Pool

#### Supply, Target, and Gap Analysis of Key Leader Positions

Mission Area: Farm & Foreign Agricultural Services  
 Agency: Farm Service Agency  
 Date: August 18, 2006

| LEADER POOL         | Perm. On-Board 10/01/05 | Current On-Board | Retirement Eligibles for FY 06 | FY 06 Accessions | FY 06 Separations | Target for Perm. On-Board 10/01/07 | Target for Perm. On-Board 10/01/08 | Target for Perm. On-Board 10/01/09 | Target for Perm. On-Board 10/01/10 | Target for Perm. On-Board 10/01/11 | Projected Gap 10/01/07 | Gap as a % 10/01/07 |
|---------------------|-------------------------|------------------|--------------------------------|------------------|-------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------|---------------------|
| SES*                | 13                      | 13               | 2                              | 1                | 2                 | 14                                 | 16                                 | 16                                 | 16                                 | 16                                 | 1                      | 7.14%               |
| GS-15               | 96                      | 84               | 7                              | 1                | 9                 | 90                                 | 92                                 | 94                                 | 96                                 | 96                                 | 6                      | 6.67%               |
| GS-14               | 86                      | 83               | 15                             | 1                | 12                | 85                                 | 86                                 | 86                                 | 86                                 | 86                                 | 2                      | 2.35%               |
| GS-13               | 396                     | 387              | 100                            | 3                | 37                | 390                                | 392                                | 394                                | 396                                | 396                                | 3                      | 0.77%               |
| Total Key Leaders** | 591                     | 567              | 124                            | 6                | 60                | 579                                | 586                                | 590                                | 594                                | 594                                | 12                     | 2.07%               |
| Total Leaders***    | 1118                    | 1082             | 193                            | 7                | 89                | 1090                               | 1095                               | 1100                               | 1105                               | 1118                               | 8                      | 0.73%               |

\* Not including SL, ST, and other non-SES executive level employees.  
 \*\* Total Managers and Supervisors at these grade levels.  
 \*\*\* Total Managers and Supervisors regardless of grade level

Table 14

### Succession Targets and Talent Pool

#### Supply, Target, and Gap Analysis of Key Leader Positions

Mission Area: Farm & Foreign Agricultural Services  
 Agency: Risk Management Agency  
 Date: August 18, 2006

| LEADER POOL         | Perm. On-Board 10/01/05 | Current On-Board | Retirement Eligibles for FY 06 | FY 06 Accessions | FY 06 Separations | Target for Perm. On-Board 10/01/07 | Target for Perm. On-Board 10/01/08 | Target for Perm. On-Board 10/01/09 | Target for Perm. On-Board 10/01/10 | Target for Perm. On-Board 10/01/11 | Projected Gap 10/01/07 | Gap as a % 10/01/07 |
|---------------------|-------------------------|------------------|--------------------------------|------------------|-------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------|---------------------|
| SES*                | 3                       | 3                | 0                              | 1                | 0                 | 4                                  | 4                                  | 4                                  | 4                                  | 4                                  | 1                      | 25.00%              |
| GS-15               | 11                      | 11               | 1                              | 1                | 2                 | 11                                 | 11                                 | 11                                 | 11                                 | 11                                 | 0                      | 0.00%               |
| GS-14               | 33                      | 34               | 5                              | 2                | 3                 | 34                                 | 34                                 | 34                                 | 34                                 | 34                                 | 0                      | 0.00%               |
| GS-13               | 13                      | 15               | 2                              | 0                | 0                 | 15                                 | 15                                 | 15                                 | 15                                 | 15                                 | 0                      | 0.00%               |
| Total Key Leaders** | 60                      | 63               | 8                              | 4                | 5                 | 64                                 | 64                                 | 64                                 | 64                                 | 64                                 | 1                      | 1.56%               |
| Total Leaders***    | 60                      | 63               | 47                             | 4                | 5                 | 64                                 | 64                                 | 64                                 | 64                                 | 64                                 | 1                      | 1.56%               |

\* Not including SL, ST, and other non-SES executive level employees.  
 \*\* Total Managers and Supervisors at these grade levels.  
 \*\*\* Total Managers and Supervisors regardless of grade level

Table 15

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

OPM conducted the first annual web-based competency assessment of all career Leadership positions in 3QFY07. The FCAT-M focused on 34 OPM-defined leadership competencies and a summary of the results are reflected in the Tables 16, 17 and 18. The results are being used to ensure developmental venues are communicated, available and budgeted for FAS, FSA and RMA.

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. 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. See Tables 19, 20 and 21.

- **FAS** – To support gap closure strategies, the results of the 2007 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 Interpersonal Skills; and noted improvement areas are Financial Management, Technology Management and Conflict Management.

- **FSA** – To support gap closure strategies, the results of the 2007 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, Interpersonal Skills and Public Service Motivation; and noted improvement areas are Entrepreneurship, Political Savvy and Vision.
- **RMA** – To support gap closure strategies, the results of the 2007 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, Public Service Motivation and Problem Solving; and noted improvement areas involve Financial Management, Technology Management and Political Savvy.

| FAS FCAT-M Results                     |            |                                       |            |                                |       |
|--|------------|---------------------------------------|------------|--------------------------------|-------|
| Highest Proficiency Competencies (HPC) | HPC Scores | Lowest Proficiency Competencies (LPC) | LPC Scores | Actual to Desired Competencies | GAP   |
| Integrity / Honesty                    | 4.54       | Financial Management                  | 3.66       | Continual Learning             | -0.65 |
| Public Service Motivation              | 4.29       | Technology Management                 | 3.68       | Human Capital Management       | -0.65 |
| Interpersonal Skills                   | 4.25       | Conflict Management                   | 3.76       | Developing Others              | -0.60 |
| Accountability                         | 4.18       | Continual Learning                    | 3.78       | Vision                         | -0.55 |
| Customer Service                       | 4.18       | Human Capital Management              | 3.79       | Facilitating Performance       | -0.54 |

Table 16

| FSA FCAT-M Results                     |            |                                       |            |                                   |       |
|--|------------|---------------------------------------|------------|-----------------------------------|-------|
| Highest Proficiency Competencies (HPC) | HPC Scores | Lowest Proficiency Competencies (LPC) | LPC Scores | Actual to Desired Competencies    | GAP   |
| Integrity / Honesty                    | 4.16       | Entrepreneurship                      | 3.25       | Performance Coaching and Feedback | -0.43 |
| Interpersonal Skills                   | 3.93       | Political Savvy                       | 3.29       | Conflict Management               | -0.39 |
| Public Service Motivation              | 3.82       | Vision                                | 3.33       | Vision                            | -0.38 |
| Customer Service                       | 3.82       | Technology Management                 | 3.34       | Facilitating Performance          | -0.38 |
| Accountability                         | 3.80       | Financial Management                  | 3.36       | Goal Setting                      | -0.37 |

Table 17

| 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 |

Table 18

**d) Competency Profile Chart for Leadership Positions**

The Competency Profile Chart and formulae have been developed by OPM and used to track and report the competency gaps for the current fiscal year and for the long term - five years. For the two USDA-targeted competencies, Facilitating Performance and Understanding Performance Management, competency gaps exist in predominantly the GS-15, 14 and 13 leadership positions for all three agencies. Progress reports regarding the closure of these skill gaps will be included within the Proud-to-Be V quarterly milestones updates submitted by the Department to OPM/OMB. See Tables 19, 20 and 21.

- **FAS** – The FAS Competency Profile Chart for Leadership Positions indicates a minor projected competency gap in the SES and GS-14 level for the Facilitating Performance and Understanding Performance Management competencies. However, a need to strengthen these competencies, especially for the GS-14 level, is projected for the long term. Action plans are under development to address the current and future competency needs.
- **FSA** – The FSA Competency Profile Chart for Leadership Positions indicates a projected competency gap in the GS-15 and GS-14 level for the Facilitating Performance and Understanding Performance Management competencies. The need to strengthen these competencies, particularly for the GS-15, GS-14 and GS-13 level, is evident for the long term. Action plans are under development to address the current and future competency needs.
- **RMA** – The RMA Competency Profile Chart for Leadership Positions indicates a projected competency surplus in all leadership levels for the Facilitating Performance and Understanding Performance Management competencies. However, a minor gap is projected in the long term. Action plans are under development to address the current and future competency needs.

**Competency Profile Chart for Leadership Levels**

|                                      |  |
|--------------------------------------|--|
| Agency Name                          | FAS  |
| Size of Total Workforce              | SES (3), GS-15 (35), GS-14 (46), GS-13 (3) |
| Name of Leadership Level             | Manager/Supervisors                        |
| Start Date of Measurement Year       | October 1, 2007                            |
| End Date of Measurement Year         | June 30, 2008                              |
| Date of Workforce Analysis           | September 1, 2007                          |
| Date of this Report                  | October 1, 2007                            |
| Years Agency Uses for Long-Term Goal | 5 years                                    |
| Agency Point of Contact (POC)        | Joe Micyanka                               |
| OPM Human Capital Officer (HCO)      | Lynn Matherly                              |

**FOREIGN AGRICULTURAL SERVICE**

| Data from the Beginning of the Measurement Year (October 1, 2007)   |                                |                                      |                                  |  |                                  |  |                                  |  |  |  |
|---|--------------------------------|--------------------------------------|----------------------------------|--|----------------------------------|--|----------------------------------|--|--|--|
| Leadership Level: Manager/Supervisors   |                                |                                      |                                  |  |                                  |  |                                  |  |  |  |
| Measure   | Critical Competencies          |                                      |                                  |  |                                  |  |                                  |  |  |  |
|   | Facilitating Performance (SES) | Understanding Performance Mgmt (SES) | Facilitating Performance (GS-15) | Understanding Performance Mgmt (GS-15) | Facilitating Performance (GS-14) | Understanding Performance Mgmt (GS-14) | Facilitating Performance (GS-13) | Understanding Performance Mgmt (GS-13) |  |  |
| (A) One-Year Target (To Be) for Number of Leaders with the Needed Proficiency on the Competency by the End of This Measurement Year (June 30, 2008)   | 2                              | 2                                    | 22                               | 22                                     | 27                               | 27                                     | 2                                | 2                                      |  |  |
| (B) As Is on October 1, 2007, the Number of Leaders Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year Target for the Competency                            | 2                              | 2                                    | 26                               | 26                                     | 27                               | 27                                     | 3                                | 3                                      |  |  |
| (C) Projected Attrition (in number of leaders, use negative numbers for attrition) between October 1, 2007 and June 30, 2008  | -1                             | -1                                   | -1                               | -1                                     | -1                               | -1                                     | -1                               | -1                                     |  |  |
| (D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap or surplus.) (B) + (C) - (A)               | -1                             | -1                                   | 3                                | 3                                      | -1                               | -1                                     | 0                                | 0                                      |  |  |
| (E) Long-Term Goal for Number of Leaders with the Needed Proficiency on this Competency (e.g. 5-year target, use negative numbers for attrition)  | 2                              | 2                                    | 26                               | 26                                     | 32                               | 32                                     | 2                                | 2                                      |  |  |
| (F) Projected Long-Term Attrition (5-year projection, use negative numbers for attrition)   | -1                             | -1                                   | -3                               | -3                                     | -4                               | -4                                     | -1                               | -1                                     |  |  |
| (G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap.) (B) + (F) - (E) | -1                             | -1                                   | -3                               | -3                                     | -9                               | -9                                     | 0                                | 0                                      |  |  |

**Legend:**  
 Enter information about dates, leadership levels, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.  
 Other dates will be entered by the computer program based on what the agency enters at the top of the table.  
 Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.  
 Numbers in yellow cells show values that will be entered or calculated by the computer program.  
 Numbers in cells in darker blue must be completed by the agency at the end of a measurement year.  
 In each cell in Row (A), enter the one-year target or level for the number of leaders with proficiency on the critical competency indicated in the column heading.  
 In each cell in Row (B), enter the number of leaders who are at or above the proficiency level they need to do their work on the competency shown in the column heading.  
 In each cell in Row (C) enter the number of leaders expected to attrit/separate during the year from the leaders in the same column in Row (B). Cells will turn red if positive values are entered.  
 In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.  
 In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of leaders needed with the competency indicated at the top of the column.  
 In each cell in Row (F) enter the projected long-term attrition from leaders with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.  
 In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 19

**Competency Profile Chart for Leadership Levels**

|                                      |  |
|--------------------------------------|--|
| Agency Name                          | FSA  |
| Size of Total Workforce              | SES (9), GS-16 (96), GS-14 (83), GS-13 (886) |
| Name of Leadership Level             | Manager/Supervisors                          |
| Start Date of Measurement Year       | October 1, 2007                              |
| End Date of Measurement Year         | June 30, 2008                                |
| Date of Workforce Analysis           | September 1, 2007                            |
| Date of this Report                  | October 1, 2007                              |
| Years Agency Uses for Long-Term Goal | 5 years                                      |
| Agency Point of Contact (POC)        | Joe Misyanka                                 |
| OPM Human Capital Officer (HCO)      | Lynn Matherly                                |

**FARM SERVICE AGENCY**

| Data from the Beginning of the Measurement Year (October 1, 2007)  |                                |                                      |                                  |  |                                  |  |                                  |  |  |
|--|--------------------------------|--------------------------------------|----------------------------------|--|----------------------------------|--|----------------------------------|--|--|
| Leadership Level: Manager/Supervisors  |                                |                                      |                                  |  |                                  |  |                                  |  |  |
| Measure  | Critical Competencies          |                                      |                                  |  |                                  |  |                                  |  |  |
|  | Facilitating Performance (SES) | Understanding Performance Mgmt (SES) | Facilitating Performance (GS-15) | Understanding Performance Mgmt (GS-15) | Facilitating Performance (GS-14) | Understanding Performance Mgmt (GS-14) | Facilitating Performance (GS-13) | Understanding Performance Mgmt (GS-13) |  |
| (A) One-Year Target (To Be) for Number of Leaders with the Needed Proficiency on the Competency by the End of This Measurement Year (June 30, 2008)  | 7                              | 7                                    | 61                               | 61                                     | 50                               | 50                                     | 212                              | 212                                    |  |
| (B) As is on October 1, 2007, the Number of Leaders Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year Target for the Competency                               | 7                              | 7                                    | 52                               | 52                                     | 47                               | 47                                     | 231                              | 231                                    |  |
| (C) Projected Attrition (in number of leaders, use negative numbers for attrition) between October 1, 2007 and June 30, 2008   | -1                             | -1                                   | -3                               | -3                                     | -1                               | -1                                     | -7                               | -7                                     |  |
| (D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap or surplus.)<br>(B) + (C) - (A)               | -1                             | -1                                   | -12                              | -12                                    | -4                               | -4                                     | 12                               | 12                                     |  |
| (E) Long-Term Goal for Number of Leaders with the Needed Proficiency on this Competency (e.g. 5-year target, use negative numbers for attrition)   | 7                              | 7                                    | 71                               | 71                                     | 58                               | 58                                     | 250                              | 250                                    |  |
| (F) Projected Long-Term Attrition (5-year projection, use negative numbers for attrition)  | -2                             | -2                                   | -6                               | -6                                     | -6                               | -6                                     | -29                              | -29                                    |  |
| (G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap.)<br>(B) + (F) - (E) | -2                             | -2                                   | -25                              | -25                                    | -17                              | -17                                    | -48                              | -48                                    |  |

**Legend:**  
 Enter information about dates, leadership levels, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.  
 Other dates will be entered by the computer program based on what the agency enters at the top of the table.  
 Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.  
 Numbers in yellow cells show values that will be entered or calculated by the computer program.  
 Numbers in cells in darker blue must be completed by the agency at the end of a measurement year.  
 In each cell in Row (A), enter the one-year target or level for the number of leaders with proficiency on the critical competency indicated in the column heading.  
 In each cell in Row (B), enter the number of leaders who are at or above the proficiency level they need to do their work on the competency shown in the column heading.  
 In each cell in Row (C) enter the number of leaders expected to attrit/separate during the year from the leaders in the same column in Row (B). Cells will turn red if positive values are entered.  
 In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.  
 In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of leaders needed with the competency indicated at the top of the column.  
 In each cell in Row (F) enter the projected long-term attrition from leaders with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.  
 In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 20

**Competency Profile Chart for Leadership Levels**

|                                      |   |
|--------------------------------------|---|
| Agency Name                          | RMA   |
| Size of Total Workforce              | SES (2), GS-15 (12), GS-14 (35), GS-13 (12) |
| Name of Leadership Level             | Manager/Supervisors                         |
| Start Date of Measurement Year       | October 1, 2007                             |
| End Date of Measurement Year         | June 30, 2008                               |
| Date of Workforce Analysis           | September 1, 2007                           |
| Date of this Report                  | October 1, 2007                             |
| Years Agency Uses for Long-Term Goal | 5 years                                     |
| Agency Point of Contact (POC)        | Joe Misyanka                                |
| OPM Human Capital Officer (HCO)      | Lynn Matherly                               |

**RISK MANAGEMENT AGENCY**

| Data from the Beginning of the Measurement Year (October 1, 2007)  |                                |                                      |                                  |  |                                  |  |                                  |  |  |
|--|--------------------------------|--------------------------------------|----------------------------------|--|----------------------------------|--|----------------------------------|--|--|
| Leadership Level: Manager/Supervisors  |                                |                                      |                                  |  |                                  |  |                                  |  |  |
| Measure  | Critical Competencies          |                                      |                                  |  |                                  |  |                                  |  |  |
|  | Facilitating Performance (SES) | Understanding Performance Mgmt (SES) | Facilitating Performance (GS-15) | Understanding Performance Mgmt (GS-15) | Facilitating Performance (GS-14) | Understanding Performance Mgmt (GS-14) | Facilitating Performance (GS-13) | Understanding Performance Mgmt (GS-13) |  |
| (A) One-Year Target (To Be) for Number of Leaders with the Needed Proficiency on the Competency by the End of This Measurement Year (June 30, 2008)  | 1                              | 1                                    | 7                                | 7                                      | 21                               | 21                                     | 6                                | 6                                      |  |
| (B) As is on October 1, 2007, the Number of Leaders Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year Target for the Competency                               | 1                              | 1                                    | 9                                | 9                                      | 26                               | 26                                     | 8                                | 8                                      |  |
| (C) Projected Attrition (in number of leaders, use negative numbers for attrition) between October 1, 2007 and June 30, 2008   | 0                              | 0                                    | -1                               | -1                                     | -1                               | -1                                     | -1                               | -1                                     |  |
| (D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap or surplus.)<br>(B) + (C) - (A)               | 0                              | 0                                    | 1                                | 1                                      | 4                                | 4                                      | 1                                | 1                                      |  |
| (E) Long-Term Goal for Number of Leaders with the Needed Proficiency on this Competency (e.g. 5-year target, use negative numbers for attrition)   | 2                              | 2                                    | 9                                | 9                                      | 24                               | 24                                     | 8                                | 8                                      |  |
| (F) Projected Long-Term Attrition (5-year projection, use negative numbers for attrition)  | 0                              | 0                                    | -1                               | -1                                     | -2                               | -2                                     | -1                               | -1                                     |  |
| (G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap.)<br>(B) + (F) - (E) | -1                             | -1                                   | -1                               | -1                                     | 0                                | 0                                      | -1                               | -1                                     |  |

**Legend:**  
 Enter information about dates, leadership levels, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.  
 Other dates will be entered by the computer program based on what the agency enters at the top of the table.  
 Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.  
 Numbers in yellow cells show values that will be entered or calculated by the computer program.  
 Numbers in cells in darker blue must be completed by the agency at the end of a measurement year.  
 In each cell in Row (A), enter the one-year target or level for the number of leaders with proficiency on the critical competency indicated in the column heading.  
 In each cell in Row (B), enter the number of leaders who are at or above the proficiency level they need to do their work on the competency shown in the column heading.  
 In each cell in Row (C) enter the number of leaders expected to attrit/separate during the year from the leaders in the same column in Row (B). Cells will turn red if positive values are entered.  
 In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.  
 In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of leaders needed with the competency indicated at the top of the column.  
 In each cell in Row (F) enter the projected long-term attrition from leaders with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.  
 In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 21

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, e.g., Aspiring Leader Program, Congressional Fellows Program, Executive Potential Program, the SES Federal Career Development Program, and the Federal Executive Institute Program. Gap closure strategies for non supervisory mission critical occupations are addressed in Section 2 of this report.

The FY07 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 is incorporating 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 FY07, 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.

## 6) Performance Pilot, Appraisals and Award Systems

### **OMB GREEN CRITERIA:**

- Demonstrate that it has performance appraisal 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 (3<sup>rd</sup> Quarter, FY 2008);
- Implemented a performance pilot, providing evidence that at the pilot site clear expectations are communicated to employees; rating and awards data demonstrate that managers effectively planned, monitored, developed and appraised employee performance; and the pilot site is ready to link pay to the performance appraisal systems. In addition, the agency significantly increased the number of employees covered under the pilot systems; and achieved a score of 80 or above on Performance Appraisal Assessment Tool (PAAT) on the original and expanded performance pilots (3<sup>rd</sup> Quarter, FY 2008);

### **USDA MITS GREEN CRITERIA:**

- Demonstrate 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 employee 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 reading 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.
- Implemented a performance pilot, providing evidence that at the pilot site clear expectations are communicated to employees; rating awards data demonstrate that managers effectively planned, monitored, developed and appraised employee performance; and the pilot site is ready to link pay to the performance appraisal systems. In addition, the agency significantly increased the number of employees covered under the pilot systems; and achieved a score of 80 or above on PAAT on the original and expanded performance pilots by June 30, 2008.

### **OMB YELLOW CRITERIA:**

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. Implementing, at a performance pilot (formerly "beta site"), performance appraisal and awards systems that are fair, credible and transparent; assure managers are competent in their role as managers; hold managers accountable for managing employee performance, as reflected in their performance plans and ratings; and include employee involvement and feedback. The agency has expanded the performance pilot to cover a significant proportion of employees, and is working to include all agency employees under such systems.

### **USDA MITS YELLOW CRITERIA:**

- 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. 1. Between 60 and 70% of agency employees' performance appraisal plans link to the strategic plan as demonstrated by the above criteria for Yellow. 2. 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 data illustrates how the agency provides for consequences of performance.
- Implementing at a performance pilot, performance appraisal and awards systems that are fair, credible and transparent; assure managers are competent in their role as managers; hold managers accountable for managing employee performance, as reflected in their performance plans and ratings; and include employee involvement and feedback. The agency has expanded the performance pilot to cover a significant proportion of employees, and is working to include all agency employees under such systems. 1. Performance Pilots Implemented: a. All agencies are participating in the Department-wide performance pilot, have implemented improvement plans, and meeting milestones for progress toward the June 30, 2009 requirements.

### **USDA PROUD-TO-BE V 2Q FY08 MILESTONES:**

Complete and submit a second PAAT for the expanded performance pilot.

### **OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:**

Complete and submit a second PAAT for the expanded performance pilot.

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. Verifications of the linkage are maintained by HRD. A Mission Area Linkage PM Notice 2450 was released to ensure all Agency employees (including SES positions) are linked and employees are provided training and web based information, e.g., Alignment Matrix Guide. 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. Under the direction of USDA, FAS has been added to the Performance Pilot in FY08. The initial Performance Appraisal Assessment Tool (PAAT) score for FAS stands at 25.
- **FSA** – FSA is actively involved with USDA in the Performance Pilot project. FSA implemented an OHCM approved multi-level performance management system replacing the Pass/Fail system in FY06 (Performance Management System PM 2482). 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. In 2006, FSA began participation in the BETA Site, now referred to as Performance Pilot. Updates and evidence of the FSA Performance Pilot improvement plan are reported quarterly and in detail under separate cover to OHCM. The initial Performance Appraisal Assessment Tool (PAAT) score for FSA stands at 22.
- **RMA** – RMA implemented an OHCM approved multi-level performance management system replacing the Pass/Fail system in FY06 (Performance Management System PM 2482). 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. Under the direction of USDA, RMA will be added to the Performance Pilot in FY08. The initial Performance Appraisal Assessment Tool (PAAT) score for RMA stands at 19.

## 7) Strategic Planning

### **OMB GREEN CRITERIA:**

Implemented a comprehensive Human Capital Plan that is current and fully aligns with the agency's overall strategic plan and annual performance goals, and budgetary priorities; demonstrates that Human Capital planning efforts (including workforce, succession, accountability, survey action and other Human Capital-related plans) are strategically integrated; analyzed implementation results relative to the plans and used them in decision making to drive continuous improvement (USDA achieved 4QFY05).

### **USDA MITS GREEN CRITERIA:**

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.

### **OMB YELLOW CRITERIA:**

Develops, documents and communicates throughout the agency a comprehensive Human Capital Plan that:

- Is current and clearly aligns with the agency's current strategic plan, annual performance goals, and budgetary priorities;
- Fully addresses the Human Capital Assessment and Accountability Framework (HCAAF); Strategically integrates and drives all human capital planning efforts, including workforce, succession, diversity, Federal Human Capital Survey/Annual Employee Survey action, accountability planning and other HC-related activities: Includes general HC goals and objectives including outcome-oriented goals and objectives;
- Incorporates metrics that: 1) Measure outcomes, 2) Have clear, obtainable targets, and 3) include timelines for implementation; and
- Designates accountable officials.

### **USDA MITS YELLOW CRITERIA:**



Human Capital Plan integrated with USDA strategic plan and results analyzed.

**USDA PROUD-TO-BE V 2Q FY08 MILESTONES:**

None

**OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:**

None

Each Agency continues to use the FFAS Human Capital Plan (HCP), dated FY 2004 - FY 2009, which clearly is aligned to support their overall strategic plan and annual performance goals. The FFAS HCP is organized 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' (GPRA) strategic plans.

- **FAS** – The FAS Strategic Plan has been revised after analyzing its current organizational structure and addresses the Agency's future challenges. Included in the Agency's Management Initiatives are several initiatives focused on Employee Recruitment and Development.
- **FSA** – The FSA Strategic Plan has been issued and communicated. It currently includes Closing Mission Critical Occupations Competency Gaps and Reducing the Time to Fill Vacancies as reportable measures indicated as Crosscutting Management Objectives.
- **RMA** – The RMA Strategic Plan currently articulates an initiative, Improve Human Capital Management, which includes linking the recruitment strategy to address skills gap, leadership training, and to hire and retain a highly skilled and technically adept Federal workforce.

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. For instance, the HRD Director assessed several major projects for FY08 that have been identified by HRD internal and external Agency customers and were incorporated into the HCMAPP for FY08. The status report of these projects is reviewed with management every quarter to demonstrate HRD's continual improvement, increased service to its customers, and support to the agencies' missions.

HRD is currently revising the Mission Area's Human Capital Plan to include those revisions to the USDA Human Capital Plan, changes provided by the agencies and the OMB revised criteria related to the Executive Branch PMA Scorecard. The revised HCP is scheduled to be completed 2QFY08.

## 8) Accountability System

### **OMB GREEN CRITERIA:**

Took corrective and improvement action, within prescribed timeframes, based on the results of the accountability activities (USDA 2QFY08).

### **USDA MITS GREEN CRITERIA:**

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

### **OMB YELLOW CRITERIA:**

Implements the Human Capital Accountability System approved by OPM; provides annual accountability report, which includes System, Standards, and Metrics (SSM) results, outlining the effectiveness of the agency's human capital program and accountability system to the Agency Head, leadership, and OPM, and results are used to inform and update the Accountability Plan as needed; and agency periodically conducts accountability reviews with OPM participation.

### **USDA MITS YELLOW CRITERIA:**

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

### **USDA PROUD-TO-BE V 2Q FY08 MILESTONES:**

Continue Accountability audits and reviews and report progress.

### **OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 2Q FY 2008:**

Continue Accountability audits and reviews and report progress.

### a) Accountability System

HRD completed its initial accountability review with OPM participation in FY05. The OPM Audit Report (10/17/05) cited 11 Required Actions and 31 Recommended Actions whereby corrective and improvement actions have been completed or developed. OPM closed the review/audit satisfactorily on April 18, 2006. HRD is using this audit to prepare for the FY08 scheduled HRD audits.

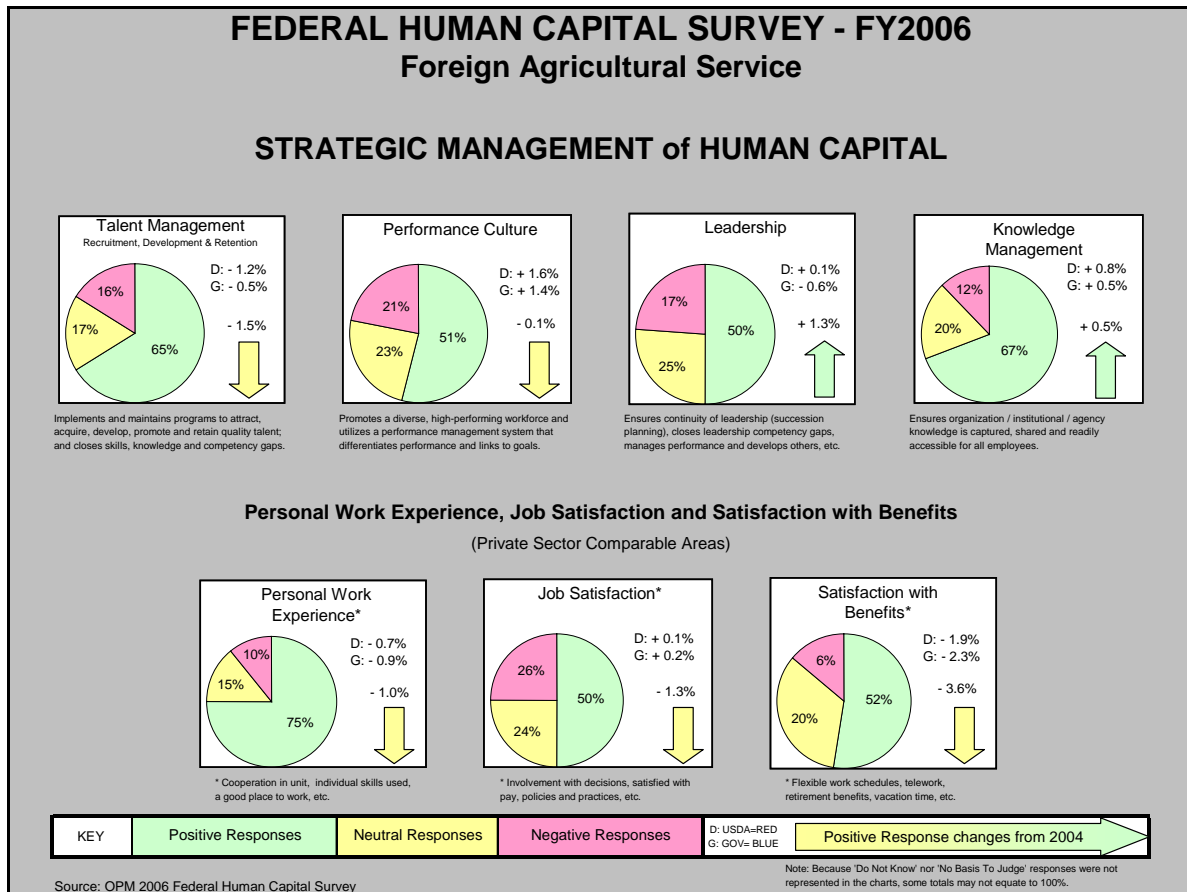
The USDA Human Capital Accountability System Implementation Plan considers 43 required metrics. HRD continues to incorporate OPM's Systems, Standards and Metrics (SSM), the USDA Human Capital Accountability System Accountability System elements of the OPM HR Practitioners' Guide and the USDA Accountability Plan elements into its Human Capital Management initiatives. Tables 22, 23 and 24 are used to report each Agency's metrics on a quarterly basis; and Appendix 1 describes the relationship among the HCAAF systems.

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)/ Annual Employee Survey (AES)** - The 2006 Federal Human Capital Survey results are completed for **FAS**, **FSA** and **RMA** and have been distributed to Agency leadership for their review and action. Significant upward and downward trends have been noted along with organizational strengths and improvement areas for each of the seven human capital systems which include four systems directly related to the key components of OPM / OMB human capital success factors. The regulated Annual Employee Survey is scheduled 1QFY08 and will be conducted by USDA/OHCM.

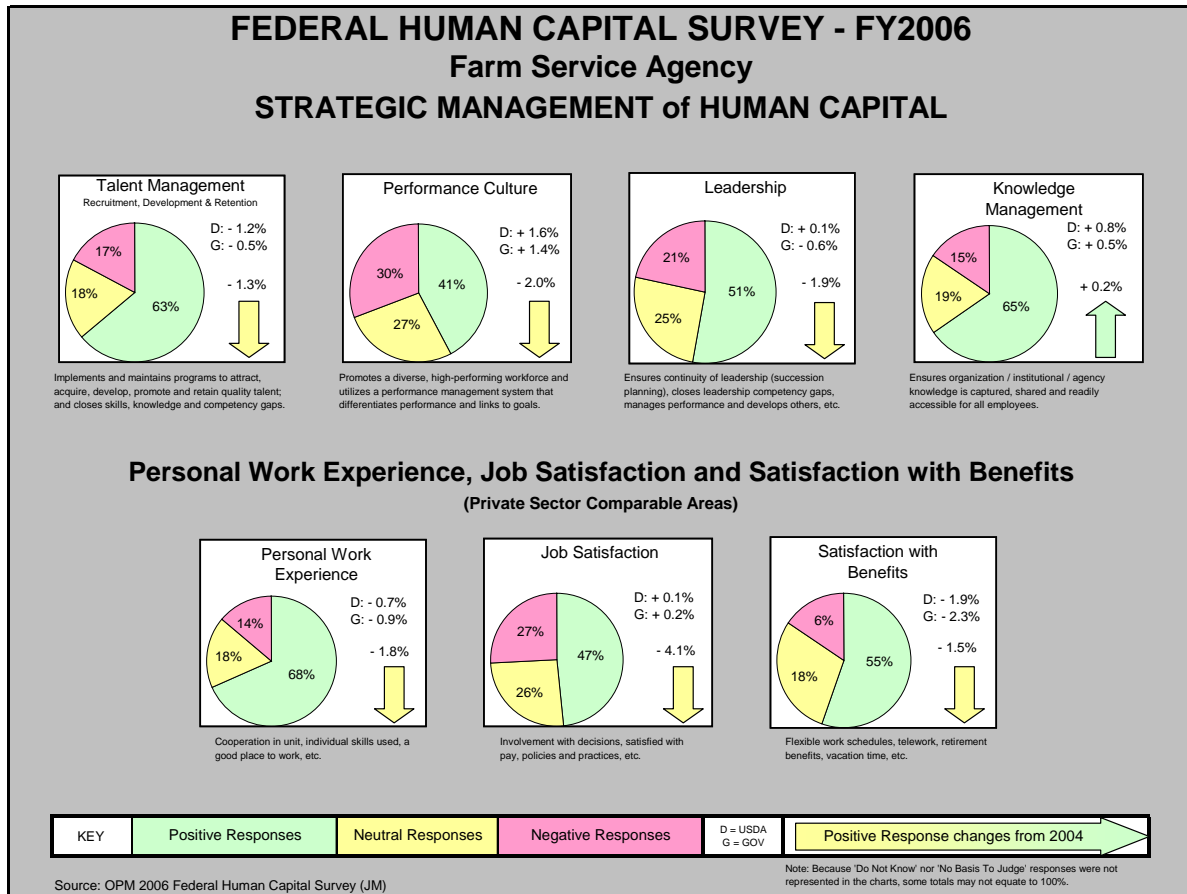
- **FAS** identified 29 organizational strengths and 24 improvement opportunities after reviewing the FHCS results. In addition, FAS conducted a similar survey in 3QFY07 to measure the impact of the reorganization implemented six months earlier. Results have been compared to the 2006 FHCS and action plans have been developed for implementation. The initiatives involve greater emphasis on employee recognition and awards, enhanced Agency communications, increased availability of Agency wide training programs and the development of the annual recruitment plan.



| FAS 2006 FHCS QUESTIONS WITH HIGH POSITIVE RESPONSES EMPHASIZING REINFORCEMENT           |  |
|--|--|
| <b>Talent:</b>   | <b>88%</b> of FAS employees claim the work they do is important (#20);   |
| <b>Performance Culture:</b>  | <b>81%</b> of FAS employees claim they are held accountable for achieving results (#32);                                   |
| <b>Leadership:</b>   | <b>74%</b> of employees feel that they are protected from health and safety hazards on the job (#41);                      |
| <b>Knowledge Management:</b>   | <b>90%</b> of FSA employees claim they use information technology (i.e., intranet, shared networks) to perform work (#53); |
| <b>Personal Work Experiences:</b>  | <b>85%</b> of FAS employees feel the people they work with cooperate to get the job done (#1);                             |
| <b>Job Satisfaction:</b>   | <b>68%</b> of FSA employees are satisfied or very satisfied with their jobs (#60);   |
| <b>Satisfaction with Benefits:</b>   | <b>88%</b> of employees are satisfied with their paid vacation time (#68);   |
| FAS 2006 FHCS QUESTIONS WITH LOW POSITIVE RESPONSES INDICATING IMPROVEMENT OPPORTUNITIES |  |
| <b>Talent:</b>   | <b>38%</b> of FAS employees claim their work unit has improved in the past year (#15);                                     |
| <b>Performance Culture:</b>  | <b>23%</b> of FAS employees claim that pay raises depend on how well employees perform their jobs (#27);                   |
| <b>Leadership:</b>   | <b>40%</b> of FAS employees feel their leaders generate high levels of motivation and commitment in the workforce (#37);   |
| <b>Knowledge Management:</b>   | <b>33%</b> of FAS employees state their training needs are assessed (#50);   |
| <b>Personal Work Experiences:</b>  | <b>67%</b> of FAS employees feel encouraged to come up with better new and better ways of doing things (#4).               |
| <b>Job Satisfaction:</b>   | <b>36%</b> are satisfied with the training they receive for their present job (#59)  |
| <b>Satisfaction with Benefits:</b>   | <b>31%</b> of employees are satisfied with telework/telecommuting (#72)  |

Table 22

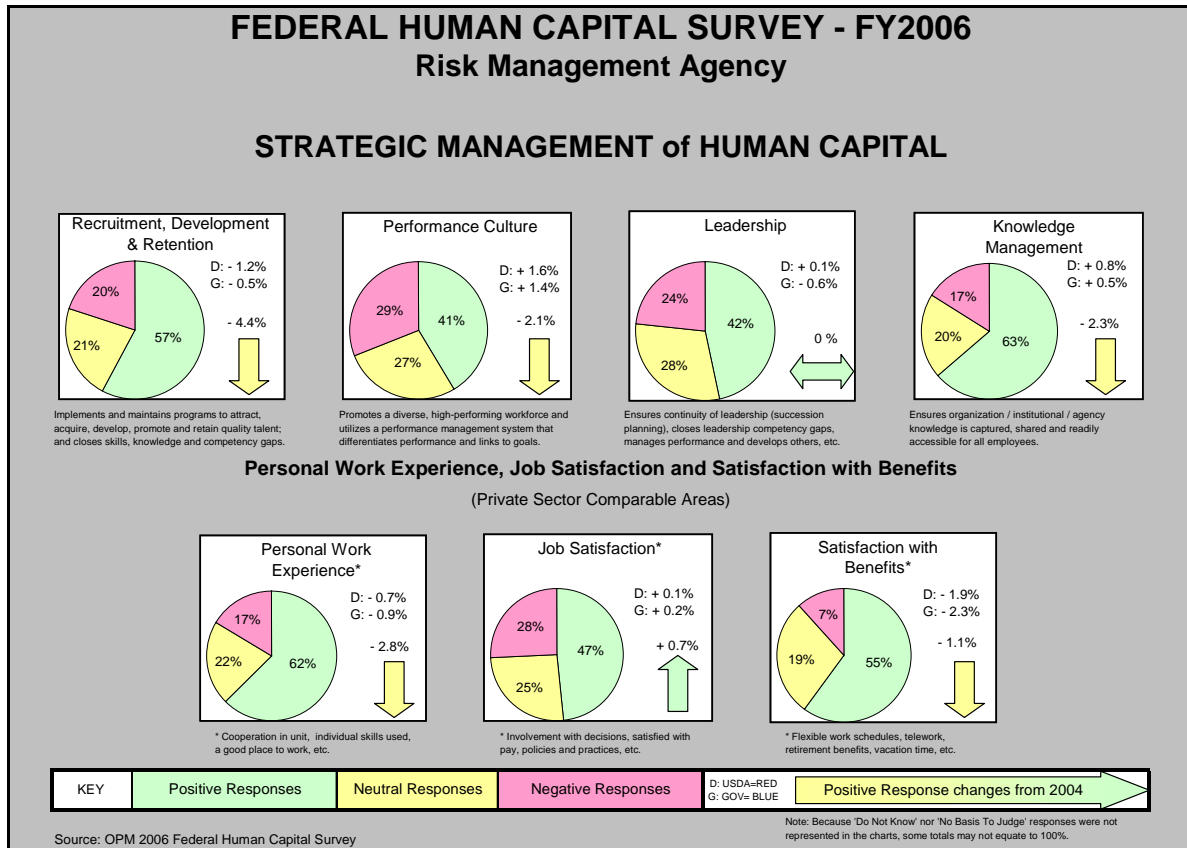
- **FSA** identified 24 organizational strengths and 28 improvement opportunities after reviewing the FHCS results. Action plans have been considered by Agency leadership. For instance, implementation of one action plan led to a revised Administrator's Award Program that was launched in 3QFY07.



| FSA 2006 FHCS QUESTIONS WITH HIGH POSITIVE RESPONSES EMPHASIZING REINFORCEMENT           |   |
|--|---|
| <b>Talent:</b>   | 85% of FSA employees claim the work they do is important (#20);   |
| <b>Performance Culture:</b>  | 79% of FSA employees claim they are held accountable for achieving results (#32);                                   |
| <b>Leadership:</b>   | 75% of employees feel that they are protected from health and safety hazards on the job (#41);                      |
| <b>Knowledge Management:</b>   | 91% of FSA employees claim they use information technology (i.e., intranet, shared networks) to perform work (#53); |
| <b>Personal Work Experiences:</b>  | 85% of FSA employees feel the people they work with cooperate to get the job done (#1);                             |
| <b>Job Satisfaction:</b>   | 68% of FSA employees are satisfied or very satisfied with their pay (#61);  |
| <b>Satisfaction with Benefits:</b>   | 95% of employees are satisfied with their paid vacation time (#68);   |
| FSA 2006 FHCS QUESTIONS WITH LOW POSITIVE RESPONSES INDICATING IMPROVEMENT OPPORTUNITIES |   |
| <b>Talent:</b>   | 33% of FSA employees claim their work unit is able to recruit people with the right skills (#14);                   |
| <b>Performance Culture:</b>  | 15% of FSA employees claim that pay raises depend on how well employees perform their jobs (#27);                   |
| <b>Leadership:</b>   | 31% of FSA employees feel their leaders generate high levels of motivation and commitment in the workforce (#37);   |
| <b>Knowledge Management:</b>   | 42% of FSA employees state their training needs are assessed (#50);   |
| <b>Personal Work Experiences:</b>  | 52% of FSA employees feel encouraged to come up with better new and better ways of doing things (#4).               |
| <b>Job Satisfaction:</b>   | 34% are satisfied with their opportunity to get a better job in their agency (#58)                                  |
| <b>Satisfaction with Benefits:</b>   | 24% of employees are satisfied with telework/telecommuting (#72)  |

Table 23

- **RMA** identified 19 organizational strengths and 38 improvement opportunities after reviewing the FHCS results where action plans are under development. Implementing specific training programs are part of the Agency wide improvements.



| RMA 2006 FHCS QUESTIONS WITH HIGH POSITIVE RESPONSES EMPHASIZING REINFORCEMENT           |  |
|--|--|
| <b>Talent:</b>   | <b>84%</b> of RMA employees claim the work they do is important (#20);   |
| <b>Performance Culture:</b>  | <b>73%</b> of RMA employees claim they are held accountable for achieving results (#32);                                   |
| <b>Leadership:</b>   | <b>75%</b> of employees feel that they are protected from health and safety hazards on the job (#41);                      |
| <b>Knowledge Management:</b>   | <b>94%</b> of RMA employees claim they use information technology (i.e., intranet, shared networks) to perform work (#53); |
| <b>Personal Work Experiences:</b>  | <b>80%</b> of RMA employees rate the overall quality of work done by their work group as good or better (#10);             |
| <b>Job Satisfaction:</b>   | <b>72%</b> of RMA employees are satisfied or very satisfied with their pay (#61);  |
| <b>Satisfaction with Benefits:</b>   | <b>92%</b> of employees are satisfied with their paid vacation time (#68);   |
| RMA 2006 FHCS QUESTIONS WITH LOW POSITIVE RESPONSES INDICATING IMPROVEMENT OPPORTUNITIES |  |
| <b>Talent:</b>   | <b>23%</b> of RMA employees claim their work unit is able to recruit people with the right skills (#14);                   |
| <b>Performance Culture:</b>  | <b>13%</b> of RMA employees claim that pay raises depend on how well employees perform their jobs (#27);                   |
| <b>Leadership:</b>   | <b>24%</b> of RMA employees feel complaints, disputes or grievances are resolved fairly in their work unit (#43);          |
| <b>Knowledge Management:</b>   | <b>40%</b> of RMA employees state their training needs are assessed (#50);   |
| <b>Personal Work Experiences:</b>  | <b>49%</b> of RMA employees feel encouraged to come up with better new and better ways of doing things (#4).               |
| <b>Job Satisfaction:</b>   | <b>29%</b> are satisfied with their opportunity to get a better job in their agency (#58)                                  |
| <b>Satisfaction with Benefits:</b>   | <b>46%</b> of employees are satisfied with telework/telecommuting (#72)  |

Table 24

Prepared and submitted to MITS/USDA by:  
FFAS, Human Resources Division  
Joe Migyanka, Human Capital Management  
(202-205 9282)  
November 09, 2007

# FAS SCORECARD

| #   | FOREIGN AGRICULTURAL SERVICES   | 4QFY07     | 1QFY08 | 2QFY08 | 3QFY08 | 4QFY08 |
|---|---|------------|--------|--------|--------|--------|
|   | SYSTEMS, STANDARDS and METRICS  |            |        |        |        |        |
| <b>LEADERSHIP and KNOWLEDGE MANAGEMENT</b>  |   |            |        |        |        |        |
| 1   | Organization Metric: Competency Gaps Closed for Management and Leadership                               | TBD        | TBD    | TBD    |        |        |
| 2   | Employee Perspective Metric: Leadership & Knowledge Management Index                                    | ← 57.55% → |        |        |        |        |
| 3   | Merit System Compliance Metric: Merit-Based Execution of the Leadership and Knowledge Management System | TBD        | TBD    | TBD    |        |        |
| 4   | Bench Strength  | TBD        | TBD    | TBD    |        |        |
| 5   | Time to Hire Critical Leadership Positions (SES: target = 40 days or less)                              | N/A        | N/A    | N/A    |        |        |
| 6   | Succession Sources  | TBD        | TBD    | TBD    |        |        |
| 7   | Culture of Workforce Improvement  | TBD        | TBD    | TBD    |        |        |
| 8   | % Career Development Completions  | TBD        | TBD    | TBD    |        |        |
| <b>RESULTS-ORIENTED PERFORMANCE CULTURE</b> |   |            |        |        |        |        |
| 1   | Organization Metric: SES Performance/Organizational Performance Relationship as Linked to Mission       | TBD        | TBD    | TBD    |        |        |
| 2   | Organization Metric: Workforce Performance Appraisals Aligned to Mission, Goals, and Outcomes           | TBD        | TBD    | TBD    |        |        |
| 3   | Employee Perspective Metric: Results-Oriented Performance Culture Index                                 | ← 52.31% → |        |        |        |        |
| 4   | Merit System Compliance Metric: Merit-Based Execution of the Performance Culture System                 | TBD        | TBD    | TBD    |        |        |
| 5   | Performance Ratings   | TBD        | TBD    | TBD    |        |        |
| 6   | Awards  | TBD        | TBD    | TBD    |        |        |
| 7   | Respect for Diversity   | TBD        | TBD    | TBD    |        |        |
| 8   | Employee Grievances and Complaints  | TBD        | TBD    | TBD    |        |        |
| 9   | PAAT SCORE (Target =80 Points or more)  | 25         |        |        |        |        |
| 10  | % Employees on Telework   | TBD        | 13.54% | 9.75%  |        |        |
| 11  | Average Age of Employees  | TBD        | TBD    | TBD    |        |        |
| 12  | Average Length of Service of Employees  | TBD        | TBD    | TBD    |        |        |
| <b>TALENT MANAGEMENT</b>                    |   |            |        |        |        |        |
| 1   | Organization Metric: Competency Gaps Closed for Mission-Critical Occupations                            | TBD        | TBD    | TBD    |        |        |
| 2   | Employee Perspective Metric: Talent Management Index  | ← 56.61% → |        |        |        |        |
| 3   | Employee Perspective Metric: Job Satisfaction Index   | ← 66.97% → |        |        |        |        |
| 4   | Merit System Compliance Metric: Merit-Based Execution of the Talent Management System                   | TBD        | TBD    | TBD    |        |        |
| 5   | Turnover of Employees in Mission-Critical Occupations   | TBD        | TBD    | TBD    |        |        |
| 6   | Turnover of Employees in Mission-Critical Occupations during Probationary Period                        | TBD        | TBD    | TBD    |        |        |
| 7   | Time To Hire (GS:target = 45 days or less)  | 32.8       | 42.3   | 37.3   |        |        |
| 8   | Management Satisfaction with the Hiring Process (% Favorable)   | 52.80%     | 52.80% | 52.80% |        |        |
| 9   | Applicant Satisfaction with the Hiring Process  | TBD        | TBD    | TBD    |        |        |
| 10  | Time to Fill Vacancy (SF52 in to Offer) – days  | 52.4       | 76.9   | 83.8   |        |        |
| 11  | Job Applications Received   | 736        | 878    | 751    |        |        |
| 12  | % Veterans  | TBD        | TBD    | TBD    |        |        |
| 13  | % Hires from Student Programs   | TBD        | TBD    | TBD    |        |        |
| 14  | Gains vs Losses Differential  | TBD        | TBD    | TBD    |        |        |
| 15  | Quality of New Hires  | TBD        | TBD    | TBD    |        |        |
| 16  | % Turnover of all New Employees under 90 days   | TBD        | TBD    | TBD    |        |        |
| <b>KEY</b>                                  |   |            |        |        |        |        |
|   | OPM REQUIRED METRICS - defined in HCAAF Systems, Standard and Metrics                                   |            |        |        |        |        |
|   | OPM SUGGESTED METRICS - defined in HCAAF HR Practioner's Guide  |            |        |        |        |        |
|   | HRD CRITICAL METRICS - defined by FFAS HRD and Agency customers   |            |        |        |        |        |

Table 25

# FSA SCORECARD

| #   | FARM SERVICE AGENCY   | 4QFY07     | 1QFY08 | 2QFY08 | 3QFY08 | 4QFY08 |
|---|---|------------|--------|--------|--------|--------|
|   | SYSTEMS, STANDARDS and METRICS  |            |        |        |        |        |
| <b>LEADERSHIP and KNOWLEDGE MANAGEMENT</b>  |   |            |        |        |        |        |
| 1   | Organization Metric: Competency Gaps Closed for Management and Leadership                               | TBD        | TBD    | TBD    |        |        |
| 2   | Employee Perspective Metric: Leadership & Knowledge Management Index                                    | ← 54.28% → |        |        |        |        |
| 3   | Merit System Compliance Metric: Merit-Based Execution of the Leadership and Knowledge Management System | TBD        | TBD    | TBD    |        |        |
| 4   | Bench Strength  | TBD        | TBD    | TBD    |        |        |
| 5   | Time to Hire Critical Leadership Positions (SES: target = 40 days or less)                              | N/A        | N/A    | N/A    |        |        |
| 6   | Succession Sources  | TBD        | TBD    | TBD    |        |        |
| 7   | Culture of Workforce Improvement  | TBD        | TBD    | TBD    |        |        |
| 8   | % Career Development Completions  | TBD        | TBD    | TBD    |        |        |
| <b>RESULTS-ORIENTED PERFORMANCE CULTURE</b> |   |            |        |        |        |        |
| 1   | Organization Metric: SES Performance/Organizational Performance Relationship as Linked to Mission       | TBD        | TBD    | TBD    |        |        |
| 2   | Organization Metric: Workforce Performance Appraisals Aligned to Mission, Goals, and Outcomes           | TBD        | TBD    | TBD    |        |        |
| 3   | Employee Perspective Metric: Results-Oriented Performance Culture Index                                 | ← 47.53% → |        |        |        |        |
| 4   | Merit System Compliance Metric: Merit-Based Execution of the Performance Culture System                 | TBD        | TBD    | TBD    |        |        |
| 5   | Performance Ratings   | TBD        | TBD    | TBD    |        |        |
| 6   | Awards  | TBD        | TBD    | TBD    |        |        |
| 7   | Respect for Diversity   | TBD        | TBD    | TBD    |        |        |
| 8   | Employee Grievances and Complaints  | TBD        | TBD    | TBD    |        |        |
| 9   | PAAT SCORE (Target = 80 points or more)   | 22         |        |        |        |        |
| 10  | % Employees on Telework   | TBD        | 4.92%  | 3.76%  |        |        |
| 11  | Average Age of Employees  | TBD        | TBD    | TBD    |        |        |
| 12  | Average Length of Service of Employees  | TBD        | TBD    | TBD    |        |        |
| <b>TALENT MANAGEMENT</b>                    |   |            |        |        |        |        |
| 1   | Organization Metric: Competency Gaps Closed for Mission-Critical Occupations                            | TBD        | TBD    | TBD    |        |        |
| 2   | Employee Perspective Metric: Talent Management Index  | ← 51.53% → |        |        |        |        |
| 3   | Employee Perspective Metric: Job Satisfaction Index   | ← 65.94% → |        |        |        |        |
| 4   | Merit System Compliance Metric: Merit-Based Execution of the Talent Management System                   | TBD        | TBD    | TBD    |        |        |
| 5   | Turnover of Employees in Mission-Critical Occupations   | TBD        | TBD    | TBD    |        |        |
| 6   | Turnover of Employees in Mission-Critical Occupations during Probationary Period                        | TBD        | TBD    | TBD    |        |        |
| 7   | Time To Hire (GS:target = 45 days or less)  | 29.6       | 29.5   | 29.8   |        |        |
| 8   | Management Satisfaction with the Hiring Process (% Favorable)   | 58.00%     | 58.00% | 58.00% |        |        |
| 9   | Applicant Satisfaction with the Hiring Process  | TBD        | TBD    | TBD    |        |        |
| 10  | Time to Fill Vacancy (SF52 in to Offer) – days  | 58.9       | 59.2   | 56.8   |        |        |
| 11  | Job Applications Received   | 2660       | 1117   | 2074   |        |        |
| 12  | % Veterans  | TBD        | TBD    | TBD    |        |        |
| 13  | % Hires from Student Programs   | TBD        | TBD    | TBD    |        |        |
| 14  | Gains vs Losses Differential  | TBD        | -55    | TBD    |        |        |
| 15  | Quality of New Hires  | TBD        | TBD    | TBD    |        |        |
| 16  | % Turnover of all New Employees under 90 days   | TBD        | TBD    | TBD    |        |        |
| <b>KEY</b>                                  |   |            |        |        |        |        |
|   | OPM REQUIRED METRICS - defined in HCAAF Systems, Standard and Metrics                                   |            |        |        |        |        |
|   | OPM SUGGESTED METRICS - defined in HCAAF HR Practitioner's Guide  |            |        |        |        |        |
|   | HRD CRITICAL METRICS - defined by FFAS HRD and Agency customers   |            |        |        |        |        |

Table 26

# RMA SCORECARD

| #   | RISK MANAGEMENT AGENCY  | 4QFY07     | 1QFY08 | 2QFY08 | 3QFY08 | 4QFY08 |
|---|---|------------|--------|--------|--------|--------|
|   | SYSTEMS, STANDARDS and METRICS  |            |        |        |        |        |
| <b>LEADERSHIP and KNOWLEDGE MANAGEMENT</b>  |   |            |        |        |        |        |
| 1   | Organization Metric: Competency Gaps Closed for Management and Leadership                               | TBD        | TBD    | TBD    |        |        |
| 2   | Employee Perspective Metric: Leadership & Knowledge Management Index                                    | ← 47.95% → |        |        |        |        |
| 3   | Merit System Compliance Metric: Merit-Based Execution of the Leadership and Knowledge Management System | TBD        | TBD    | TBD    |        |        |
| 4   | Bench Strength  | TBD        | TBD    | TBD    |        |        |
| 5   | Time to Hire Critical Leadership Positions (SES: target = 40 days or less)                              | N/A        | N/A    | N/A    |        |        |
| 6   | Succession Sources  | TBD        | TBD    | TBD    |        |        |
| 7   | Culture of Workforce Improvement  | TBD        | TBD    | TBD    |        |        |
| 8   | % Career Development Completions  | TBD        | TBD    | TBD    |        |        |
| <b>RESULTS-ORIENTED PERFORMANCE CULTURE</b> |   |            |        |        |        |        |
| 1   | Organization Metric: SES Performance/Organizational Performance Relationship as Linked to Mission       | TBD        | TBD    | TBD    |        |        |
| 2   | Organization Metric: Workforce Performance Appraisals Aligned to Mission, Goals, and Outcomes           | TBD        | TBD    | TBD    |        |        |
| 3   | Employee Perspective Metric: Results-Oriented Performance Culture Index                                 | ← 46.71% → |        |        |        |        |
| 4   | Merit System Compliance Metric: Job Satisfaction Index  | TBD        | TBD    | TBD    |        |        |
| 5   | Performance Ratings   | TBD        | TBD    | TBD    |        |        |
| 6   | Awards  | TBD        | TBD    | TBD    |        |        |
| 7   | Respect for Diversity   | TBD        | TBD    | TBD    |        |        |
| 8   | Employee Grievances and Complaints  | TBD        | TBD    | TBD    |        |        |
| 9   | PAAT SCORE (From QAR - Need to confirm how many times we do annually)                                   | 19         |        |        |        |        |
| 10  | % Employees on Telework   | TBD        | 17.74% | 17.74% |        |        |
| 11  | Average Age of Employees  | TBD        | TBD    | TBD    |        |        |
| 12  | Average Length of Service of Employees  | TBD        | TBD    | TBD    |        |        |
| <b>TALENT MANAGEMENT</b>                    |   |            |        |        |        |        |
| 1   | Organization Metric: Competency Gaps Closed for Mission-Critical Occupations                            | TBD        | TBD    | TBD    |        |        |
| 2   | Employee Perspective Metric: Talent Management Index  | ← 48.10% → |        |        |        |        |
| 3   | Employee Perspective Metric: Job Satisfaction   | ← 61.67% → |        |        |        |        |
| 4   | Merit System Compliance Metric: Merit-Based Execution of the Talent Management System                   | TBD        | TBD    | TBD    |        |        |
| 5   | Turnover of Employees in Mission-Critical Occupations   | TBD        | TBD    | TBD    |        |        |
| 6   | Turnover of Employees in Mission-Critical Occupations during Probationary Period                        | TBD        | TBD    | TBD    |        |        |
| 7   | Time To Hire (GS:target = 45 days or less)  | 16.4       | 34.6   | 38.5   |        |        |
| 8   | Management Satisfaction with the Hiring Process (% Favorable)   | 57.40%     | 60.60% | 60.60% |        |        |
| 9   | Applicant Satisfaction with the Hiring Process  | TBD        | TBD    | TBD    |        |        |
| 10  | Time to Fill Vacancy (SF52 in to Offer) – days  | 39.8       | 65.7   | 71.5   |        |        |
| 11  | Job Applications Received   | 131        | 327    | 43     |        |        |
| 12  | % Veterans  | TBD        | TBD    | TBD    |        |        |
| 13  | % Hires from Student Programs   | TBD        | TBD    | TBD    |        |        |
| 14  | Gains vs Losses Differential  | TBD        | TBD    | TBD    |        |        |
| 15  | Quality of New Hires  | TBD        | TBD    | TBD    |        |        |
| 16  | % Turnover of all New Employees under 90 days   | TBD        | TBD    | TBD    |        |        |
| <b>KEY</b>                                  |   |            |        |        |        |        |
|   | OPM REQUIRED METRICS - defined in HCAAF Systems, Standard and Metrics                                   |            |        |        |        |        |
|   | OPM SUGGESTED METRICS - defined in HCAAF HR Practioner's Guide  |            |        |        |        |        |
|   | HRD CRITICAL METRICS - defined by FFAS HRD and Agency customers   |            |        |        |        |        |

Table 27



## APPENDIX 1

### RELATIONSHIP AMONG THE HCAAF SYSTEMS

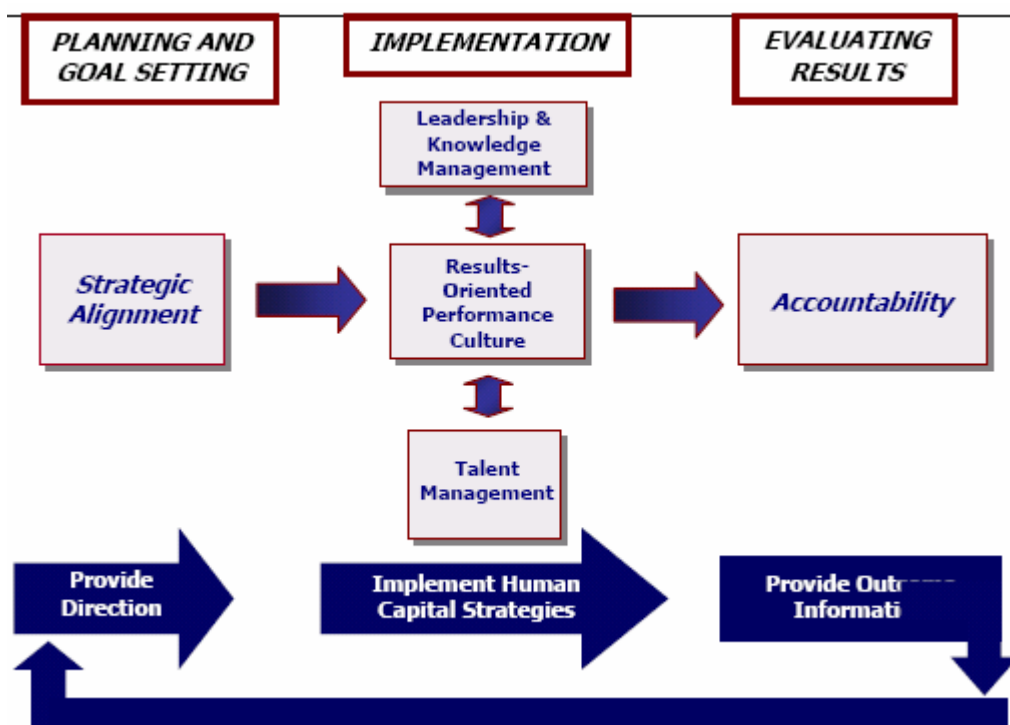
Source Document: OPM Systems, Standards and Metrics

The Human Capital Assessment and Accountability Framework (HCAAF) identifies five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government. The HCAAF fuses human capital management to the merit system principles—a cornerstone of the American civil service—and other civil service laws, rules, and regulations. Establishment of the HCAAF and its related standards and metrics, provided in the Systems, Standards and Metrics document, fulfills OPM's mandate under the Chief Human Capital Officers Act of 2002 (CHCO Act), as codified at 5 U.S.C. 1103(c) and implemented under subpart B of 5 CFR part 250, to design systems and set standards, including appropriate metrics, for assessing the management of human capital by Federal agencies.

The regulation at 5 CFR 250.203 establishes requirements for an agency to maintain a current human capital plan and submit to OPM an annual human capital accountability report. The requirements in the regulation are by design congruent with the planning and reporting requirements contained in OMB Circular A-11 and title 31 U.S.C.

The HCAAF outlines an ongoing process of human capital management in every Federal agency – planning and goal-setting, implementation, and evaluating results – using five systems:

1. Strategic Alignment (Planning and Goal-Setting)
2. Leadership and Knowledge Management (Implementation)
3. Results-Oriented Performance Culture (Implementation)
4. Talent Management (Implementation)
5. Accountability (Evaluating Results)



The required metrics for each HCAAF system that agencies must report through their annual Accountability reports are:

**Strategic Alignment:**

- Documented evidence of a current agency human capital plan that includes human capital goals, objectives and strategies; a workforce plan; and performance measures and milestones.

**Leadership and Knowledge Management:**

- Competency Gaps Closed for Management and Leadership;
- Leadership and Knowledge Management Index;
- Merit-Based Execution of the Leadership and Knowledge Management system.

**Results-Oriented Performance Culture:**

- SES Performance/Organizational Performance Relationship
- Workforce Performance Appraisals Aligned to Mission, Goals and Outcomes
- Results-Oriented Performance Culture Index
- Merit-Based Execution of the Results-Oriented Performance Culture system Talent Management:
- Competency Gaps Closed for Mission Critical Occupations
- Talent Management Index
- Job Satisfaction Index
- Merit-Based Execution of the Talent Management system

**Accountability:**

- Documented evidence of a Human Capital Accountability system that provides for annual assessment of agency human capital management progress and results including compliance with relevant laws, rules, and regulations.