



QUARTERLY ACCOUNTABILITY REPORT  
for  
**STRATEGIC HUMAN CAPITAL MANAGEMENT**

and update to  
USDA INTERNAL PMA SCORECARD (MITS) REPORT

and  
PROUD - TO - BE V REPORT

for  
**4QFY07**

covering period  
May 09, 2007 to August 10, 2007

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

USDA Internal MITS Scorecard - May 2007	FFAS – as of 3QFY07
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USDA METRIC	FAS	FSA	RMA
1) Strategic Planning	G	G	G
2) Organizational Structure	G	R	G
3) Succession Strategies	G	G	G
4) Performance Appraisals	Y	G	Y
5) Workforce Diversity	G	G	G
6) Skills Gap	G	G	G
7) Hiring Timelines for GS/SES and Use of Flexibilities	G	Y	G
8) Accountability System	G	G	G

3QFY07 Summary Score	G	Y	G
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## 1) 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 4Q FY07 MILESTONES:

None

### OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:

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. 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 addressing 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 is in final review and includes future challenges. 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 FY07 that have been identified by HRD internal and external Agency customers and were incorporated into the HCMAPP for FY07. 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 4QFY07.

## 2) 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 delayer 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 delayering are deployed as necessary.

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

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

### **USDA PROUD-TO-BE V 4Q FY07 MILESTONES:**

- Provide a progress report on the organizational structure review of state offices and the National Headquarters' office.
- Begin implementing twenty one field office organizational structure alignment business plans by end of FY 2007.
- Report status of the Modernize and Innovate the Delivery of Agricultural Systems (MIDAS) project.

### **OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:**

- Send a copy of FSA contractor organizational study plan for national and state office structures.
- Ensure the MIDAS is off the watch list

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

- **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. Additionally, emphasis on emerging skill needs will drive the recruitment and development plans over the next 2-3 years.
- **FSA** – FSA is actively developing a 'study plan' for national and state offices. Explicit objectives, tightened timelines and an implementation schedule are under development with/without the assistance of a third party contractor. FSA leaders continue to work with OPM, OMB and the Department to review its future plans to ensure the organizational structure provides greater efficiencies in serving customers and stakeholders, reduces overall program costs and improves performance. The organizational improvement plan includes efforts: 1) to streamline and reduce the level of overhead and indirect costs associated with delivering programs, 2) to streamline and modernize its local, state, and national office structure, and 3) to modernize its suite of information technology tools with the goal of improved customer service and more efficient program delivery (MIDAS). The primary MIDAS business case was completed in 4QFY06 and FSA continues to

collaborate with OPM and OMB to remove MIDAS from the Management Watch List. Detailed reports are provided by FSA IT 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.

### 3) Succession Strategies

<b>USDA MITS/OMB GREEN CRITERIA:</b> 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).
<b>USDA/OMB YELLOW CRITERIA:</b> 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.
<b>USDA MITS YELLOW CRITERIA:</b> Has succession strategies and a leadership development program.
<b>USDA PROUD-TO-BE V 4Q FY07 MILESTONES:</b> None
<b>OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:</b> None

The succession strategies for each Agency are driven by using the results of the FY04-FY08 USDA (FFAS) Workforce Planning and Succession Guidance. In supporting Agency objectives, the Guidance addresses both Mission Critical Occupations and Leadership Positions in terms of current and future workforce needs (gaps) based on the result of the 2004-2008 workforce analyses for each Agency. Each Agency has completed OPM’s Strategic Leadership Succession Model Assessment (see Tables 1, 2 and 3) to identify Succession Targets and the leadership bench strength to help determine gap closure strategies. 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** – The FAS Workforce Analysis Summary is currently being updated to include FY07 to FY11 data. 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. Based on the Strategic Leadership Succession Model Assessment (Table 1), the expected gaps in leadership positions present minimal risk. 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 involve Financial Management, Technology Management and Conflict Management.

As the FCAT-M results (Table 2) 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. In addition to offering Agency wide training programs, FAS will use government-wide programs to fill the leadership pipeline, e.g., President Management Fellows Program, Executive Readiness Program, Mike Mansfield Fellowship, and the SES Federal Career Development Program. In addition, to address internal Agency leadership competency gaps, FAS will focus on development in Labor Management Relations, Managing Change, Teambuilding, and Addressing and Resolving Poor Performance. Gap closure strategies for non supervisory mission critical occupations are addressed in Section 6 of this report.

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 other non-SES executive level employees.  
 \*\* Total Managers and Supervisors at these grade levels.  
 \*\*\* Total Managers and Supervisors regardless of grade level

Table 1

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 2

- **FSA** – The FSA Workforce Analysis Summary is currently being updated to include FY07 to FY11 data. Based on the Strategic Leadership Succession Model Assessment (Table 3), the expected gaps in leadership positions present some risk, particularly in staffing future SES and GS-15 managers. 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 involve Entrepreneurship, Political Savvy and Vision.

As the FCAT-M results (Table 4) 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 6 of this report.

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 3

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 4

- **RMA** – RMA Workforce Analysis Summary is currently being updated to include FY07 to FY11 data. RMA is currently updating its mission critical occupation competency needs and leadership development needs. Based on the Strategic Leadership Succession Model Assessment (Table 5), the expected gaps in leadership positions present some risk, particularly in staffing future SES positions. 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.

As the FCAT-M results (Table 6) 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. RMA 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 6 of this report.

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 5

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 6

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 in FY07.

#### 4) Performance Appraisals

##### 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 100% 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. In addition, at a performance pilot, there is evidence that clear expectations are communicated to employees; ratings and awards data demonstrate that managers effectively planned, monitored, developed and appraised employee performance; and the site is ready to link pay to the performance appraisal systems. The agency has significantly increased the size of the performance pilot and has achieved a score of 80 or higher on the Performance Appraisal Assessment Tool and is working to include all agency employees under such system.

##### 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:

Between 70% & 99% performance appraisal plans link to the strategic plan.

##### USDA PROUD-TO-BE V 4Q FY07 MILESTONES:

None

##### OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:

None

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 will be added to the Performance Pilot in FY08. The initial Performance Appraisal Assessment Tool (PAAT) score for FAS stands at 25.

- **FSA** – 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.

## 5) Workforce Diversity

<p><b>USDA/OMB GREEN CRITERIA:</b> 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).</p>
<p><b>OMB YELLOW CRITERIA:</b> Implemented strategies to address workforce diversity, particularly in mission-critical occupations and leadership ranks.</p> <p><b>USDA MITS YELLOW CRITERIA:</b> Recruitment plan implemented and positive results demonstrated.</p>
<p><b>USDA PROUD-TO-BE V 4Q FY07 MILESTONES:</b> None</p>
<p><b>OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:</b> None</p>

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 the annual recruitment / training plans for each Agency. These annual plans 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** – 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 (06/05/07), FAS had 15 hires (external to Agency) through 3Q 2007, 7 (46.7%) of whom were in the 5 major represented groups. The profile of the total current permanent employment through 3Q 2007 indicates 53.1% Women - up by 0.9%, 26.3% Black - up by 0.2%, 5.3% Hispanic – down by 0.2%, 3.6% Asian - sustained, and 0.9% American Indian - sustained. The Hispanic, Asian and American Indian groupings remain below the RCLF of 9.8%, 4.5% and 1.1% respectively. Table 7 identifies the changes from the previous quarter.

- **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 (06/05/07), FSA had 154 hires (external to Agency) through 3Q 2007, 142 (92.2%) of whom were in the 5 major represented groups. The profile of the total current permanent employment through 3Q 2007 indicates 56.5% Women - up by 0.1%, 11.0% Black - sustained, 3.8% Hispanic - sustained, 1.3% Asian - sustained, and 1.4% American Indian - sustained. The Hispanic and Asian groupings remain below the RCLF of 9.8% and 4.5% respectively. Table 7 identifies the changes from the previous quarter.
- **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 (06/05/07), RMA had 28 hires (external to Agency) through 3Q 2007, 5 (17.8%) of whom were in the 5 major represented groups. The profile of the total current permanent employment through 3Q 2007 indicates 48.6% Women - up by 0.9%, 14.0% Black - down by 0.9%, 2.2% Hispanic - up by 0.2%, 2.2% Asian - sustained, and 1.0% American Indian - up by 0.2%. The Women, Hispanic, Asian and American Indian groupings are below the RCLF of 49.9%, 9.8%, 4.5% and 1.1% respectively. Table 7 identifies the changes from the previous quarter.

Based on USDA Minority Reports of 06/05/07	Total / Hire Federal FT YTD	WOMEN	BLACK	HISPANIC	ASIAN AMERICAN / PACIFIC ISL.	AMERICAN INDIAN / ALASKA
		RCLF: 49.9%	RCLF: 9.5%	RCLF: 9.8%	RCLF: 4.5%	RCLF: 1.1%
FAS Total	612	53.1% ^	26.3% ^	5.3% v	3.6% >	0.9% >
FAS Hires	15	0% >	46.6% v	0% >	0% >	0% >
FSA Total	5078	56.5% ^	11.0% >	3.8% >	1.3% ^	1.4% >
FSA Hires	154	68.8% ^	16.8% ^	3.2% >	1.9% v	1.3% v
RMA Total	486	48.6% ^	14.0% v	2.2% ^	2.2% >	1.0% ^
RMA Hires	28	0% >	14.3% v	0% >	0% >	3.6% ^

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

Table 7

Moreover, HRD is incorporating the Results-Oriented Performance Culture System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives to help reduce under representation and sustain workforce diversity.

## 6) Skills Gaps

### **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 4Q FY07 MILESTONES:**

- Submits progress report for IT competency gaps (includes updated MCO Resource Table and brief written description of progress toward meeting planned deliverables and milestones). Report is due September 1, 2007.
- Submits competency gap targets and staffing projections for agency-specific MCOs and HRM positions using the MCO Resource Tables and competency profile tables.

### **OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:**

- Submit Progress report for IT competency gaps including updated MCO resource table and brief narrative of progress toward meeting planned deliverables.
- Submit Gap Analysis report and Improvement Plan for Acquisition Occupation.
- Submits competency gap targets and staffing projections for agency-specific MCOs and HRM positions including MCO resource and competency profile tables.

### **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 ensure critical skills and resources are on board in the Agency and to keep the vacancy rate controllable. The MCO Resource Tables capture the on board count and the budgeted FTEs for each Agency for each OMB/USDA identified MCOs (see Tables 8, 9 and 10). The data was confirmed by the respective budget divisions. This data provided the input for the determination of the number of vacancies in the Agency. Each Agency applied a pro-rated percentage of vacancies to their related 19 MCOs identified and tracked by USDA. The overall objective of this criteria is to ensure agencies maximize their on board workforce to support the accomplishment of Agency goals. The measure imposed by OMB/USDA is to keep the percentage of vacant positions at or below 3% which represents a 97% workforce capacity.

- **FAS** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to FAS; and 32% (263 of 832) of the employees are within these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 2 MCOs with less than a 3% vacancy gap and 3 MCOs with a gap greater than 3%. The overall vacancy gap is 4.9%; and the projected vacancy gap target for all MCOs at the close of 4QFY07 is 3% or less. See Table 8 for the FAS MCO Resource Table. All vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.
- **FSA** – Of the 19 Mission Critical Occupations plus the Human Resources Specialists identified and reported by USDA to OPM, 7 of the MCOs apply to FSA; and 73% (3917 of 5353) of the employees are within these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 4 MCOs with less than a 3% vacancy gap and 3 MCOs (inc. 0201 HR

Specialists) with a gap greater than 3%. The overall vacancy gap is 2.0%; and the projected vacancy gap target for all MCOs at the close of 4QFY07 is 3% or less. See Table 9 for the FAS MCO Resource Table. All vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

- **RMA** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to RMA; and 63% (311 of 491) of the employees are within these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 3 MCOs with less than a 3% vacancy gap and 2 MCOs with a gap greater than 3%. The overall vacancy gap is 6.4%; and the projected vacancy gap target for all MCOs at the close of 4QFY07 is 3% or less. See Table 10 for the FAS MCO Resource Table. All vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

USDA / <b>FAS</b> Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	3Q Gap%	Projected 4QFY07 Gap%
0301 - Misc. Administrative	122	122	0.0%	0.0%
2210 - Computer Specialist*	66	66	0.0%	0.0%
0343 - Management/Program Analyst	9	12	25.0%	2.0%
0401 - Gen Biological Science	8	12	33.3%	1.0%
1101 - Gen Business & Industry	45	51	11.8%	0.0%
Totals	250	263	4.9%	< 3.0%

\* OPM conducted Competency Assessment

Table 8

USDA / <b>FSA</b> Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	3Q Gap%	Projected 4QFY07 Gap%
0201 - Human Resources Specialist*	97	100	3.0%	1.5%
0301 - Misc. Administrative	485	485	0.0%	0.0%
0343 - Management/Program Analyst	186	199	6.5%	3.0%
2210 - IT Specialist*	314	316	0.6%	0.0%
0401 - Gen Biological Science	3	3	0.0%	0.0%
1101 - Gen Business & Industry	1295	1295	0.0%	0.0%
1165 - Loan Specialist	1558	1619	3.8%	2.5%
Totals	3841	3917	1.9%	< 3.0%

\* OPM conducted Competency Assessment

Table 9

USDA / <b>RMA</b> Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	3Q Gap%	Projected 4QFY07 Gap%
0301 - Misc. Administrative	23	23	0.0%	0.0%
2210 - Computer Specialist*	17	18	5.6%	2.0%
0343 - Management/Program Analyst	211	211	0.0%	0.0%
1101 - Gen Business & Industry	11	11	0.0%	0.0%
1530 - Statistician	29	48	39.6%	3.0%
Totals	291	311	6.4%	< 3.0%

\* OPM conducted Competency Assessment

Table 10

## b) Skills (Competency) Gaps - Training & Development Implications

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 gaps in Mission Critical Occupations (MCO); and 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 development 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. Also, competitive sourcing strategies, where required, will include required current and future competencies.

Where specific competency assessments have not been done, core competencies of all MCOs are aligned to OPM's 34 *The Leadership Journey* competencies. The core competencies include the OPM defined 28 competencies and 6 Performance Management competencies. 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 encourage self development; and the process is articulated in the *Continuous Learning and Succession Planning Tool for Developing Competencies* (Notice PM-2570).

- **FAS** – 6 Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY04-FY08) 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 the *Continuous Learning and Succession Planning Tool for Developing Competencies* (Notice PM-2570). FAS has an OPM required metric to track the closure of competency gaps for mission critical occupations.
- **FSA** – 11 Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY04-FY08) 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 the *Continuous Learning and Succession Planning Tool for Developing Competencies* (Notice PM-2570). FSA has an OPM required metric to track the closure of competency gaps for mission critical occupations.
- **RMA** – 6 Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY04-FY08) 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 the *Continuous Learning and Succession Planning Tool for Developing Competencies* (Notice PM-2570). RMA has an OPM required metric to track the closure of competency gaps for mission critical occupations.

Since the AgLearn reporting function is not yet operational, no data has been available to trend the OPM required/recommended metric (Competency Gaps Closed for MCOs). However, a review of basic data provided to date indicates that participation of MCOs in training is increasing, and thus it can be generalized that their skills gaps are closing. HRD is incorporating the Talent Management System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

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, the Information Technology, Human Resources, and Acquisition occupations have been assessed using the OPM competency assessment tool (Table 11). Competency gaps have been identified and improvement plans are being implemented. Table 8 summarizes the results of the major competency assessments within USDA.

Government-wide Assessed MCOs	Assessment Tool Used	Date of Assessment	Number of Core Competencies Assessed	Gap Analysis Report and Improvement Plan	USDA Targeted Competencies FY08
2210 Computer Specialist	OCIO ITWCA CPAT	11/06	12 Clinger-Cohen Defined	USDA/OCIO 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 FCAT-HR	06/07	19 CHCO Defined	TBD	<ul style="list-style-type: none"> <li>Client Engagement / Change Management</li> <li>3 Technical - Performance Management Competencies</li> </ul>
All Leadership Positions	FCAT-M	06/07	34 CHCO Defined	TBD	<ul style="list-style-type: none"> <li>Conflict Management</li> <li>6 Managing Performance Competencies</li> </ul>
1102 Acquisition	unknown	unknown	unknown	unknown	unknown

Table 11

The results of the Governmentwide IT Workforce Competency Assessment have not been distributed to either HRD or Agency IT to date. Therefore, an Agency specific competency gap analysis was not completed, but USDA OCIO provided to OPM a department wide Gap Analysis Report and Improvement Plan whereby Agency IT managers and HRD can coordinate appropriate gap closure activities and milestones.

## 7) 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 4Q FY07 MILESTONES:**

- Provide an update on the use of career patterns to improve hiring throughout USDA and provide evidence to support improvement.
- Submits Quarterly Hiring Timeline Chart (April - June data).
- Maintains aggressive SES hiring timeline of 45 days or less.
- Continues to meet the 45 day time to hire standard.

**OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:**

- Submit Hiring Improvement strategy, quarterly hiring timeline chart.
- Provide evidence the agency is operating and hiring in a Career Patterns environment.

**a) Hiring Timelines** - Hiring Timelines, that includes time to fill vacancies from closing date of announcement until date of offer (omitting non-workdays) has been established by HRD and reported quarterly. USDA/OHCM have established hiring timeline goals of 45 days for SES positions and 28 days for GS level positions. All three Agencies continue to aggressively pursue these goals as noted in the following Table:

AGENCY (GS permanent)	FAS	FSA	RMA
1. Average # of Work Days per GS Hire - work days from SF52 in to Offer	52.4	58.9	39.8
2. GS: Average # of Work Days per Hire - work days from Ann. Close to Offer (45 days = OPM Target/ 28 days = USDA Target)	32.8 ^	29.6 v	16.4 v
3. Total # of Permanent Hires (offers made)	21	126	5
# of Permanent Hires offered under OPM 45 Day Measure	18	103	5
% of Permanent Hires offered under OPM 45 Day Measure (70% = OPM Target)	85.7%	81.7%	100%
4. Total # of Mission Critical Occupations Hires (offers made)	10	57	4
5. Total # of Applicants	736	2660	131
# Applicants notified of final status under OPM 45 Day Measure	207	1874	131
% Applicants notified of final status within OPM 45 day standard (70% = OPM Target)	28.1%	81.0%	100%
6. # of Hiring Flexibilities used for 'all' hires	20	23	1
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)	FAS	FSA	RMA
Average # of Days per SES Hire (re: OPM 45 day criteria )	n/a	49.0	n/a
Total # of SES Hires	0	1	0

Table 12

**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 within HRD and completed 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.

FAS, FSA and RMA utilized the Career Patterns Guide to complete Step 3 of the Analytic Tool for the Mission Critical Occupations. Step 3 of the Career Patterns Guide, identifies the Work Environment Features that appeal to workers in the selected Career Pattern Scenarios. The most critical features, e.g., flexible work schedule, teamwork, goal oriented projects, etc., were identified using the guide and a determination was made to distinguish if the feature currently exists within the agency and/or whether a policy, process or practice would need to be created or changed. After the features were identified as current or future, the future 'critical' features were highlighted.

- **FAS** – FAS identified 6 Mission Critical Occupations which included Miscellaneous Administrative, Information Technology, Management and Program Analyst, General Biological Science, General Business and Industry and International Trade. Steps 1 and 2 are completed and endorsed by the Operations Branch. In Step 3, FAS identified the work environment features of Advanced Technology, Developmental Opportunities, Fair Compensation, Flexible work schedule and leave, Networking Opportunities, Recognition, Teamwork, Technical, Administrative and Logistical support, Innovative and Meaningful work, Camaraderie, and Benefits portability as the key features within each FAS Mission Critical Occupation. Three future critical work environment features were identified as Developmental Opportunities, Networking Opportunities and Recognition. Additional Mission Critical Occupations may be added to the Career Patterns FY08.
- **FSA** – FSA identified 6 Mission Critical Occupations which included Miscellaneous Administrative, Information Technology, Management and Program Analyst, General Biological Science, General Business and Industry and Loan Specialist. Steps 1 and 2 are completed and endorsed by the Operations Branch. In Step 3, FSA identified the work environment features of Advanced Technology, Developmental Opportunities, Fair Compensation, Flexible work schedule and leave, Networking Opportunities, Recognition, Teamwork, Technical and Logistical support, Innovative and Meaningful work, Camaraderie, and Benefits portability as the key work environment features within each FSA Mission Critical Occupation. Three future critical features were identified as Developmental Opportunities, Networking Opportunities and Recognition. Additional Mission Critical Occupations may be added to the Career Patterns FY08.
- **RMA** – RMA identified 5 Mission Critical Occupations which included Miscellaneous Administrative, Information Technology, Management and Program Analyst, General Business and Industry and Statistician. Steps 1 and 2 are completed and endorsed by the Operations Branch. In Step 3, RMA identified the work environment features of Advanced Technology, Developmental Opportunities, Fair Compensation, Flexible work schedule and leave, Networking Opportunities, Recognition, Teamwork, Technical, Administrative and Logistical support, Innovative and Meaningful work, Camaraderie, Work aligned with interests, Retirement Benefits, Goal oriented projects, Flexible Health Benefits and Benefits portability as the key work environment features within each RMA Mission Critical Occupation. Three future critical features were identified as Developmental Opportunities, Networking Opportunities and Recognition. Additional Mission Critical Occupations may be added to the Career Patterns FY08.

HRD is also incorporating the Talent Management System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

- 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 5/31/07) and the Applicant Satisfaction Survey (as of 3/31/07) are identified in Tables 13 and 14.



#	Management Satisfaction Survey	PERCENT POSITIVE RESPONSES				
		FAS	FSA	RMA	USDA	GW
Number of Respondents through 5/31/07		8	114	3	643	8442
2a	The job summary accurately described the position.	87.5	95.7	100	93.5	92.7
2b	I was involved in the development of the evaluation criteria (e.g., qualifications, KSAs, competencies).	87.5	56.6	100	68.1	69.9
2c	The evaluation criteria encompassed the KSAs (knowledge, skills, and abilities) and competencies needed for the job.	87.5	81.9	100	89.4	87.9
2d	I received a referral list in a timely matter.	62.5	83.6	66.7	86.2	78.0
3	How satisfied were you with your level of involvement in the development of the job announcement?	87.5	67.5	66.7	76.4	79.0
4a	How satisfied were you with the <u>Content</u> (e.g., appropriate headings) of the resumes you received?	100	82.5	66.7	83.0	81.7
4b	How satisfied were you with the <u>Organization</u> of the resumes you received?	75.0	87.7	66.7	82.7	82.5
4c	How satisfied were you with the <u>Amount of job-relevant information</u> provided on the resumes you received?	87.5	81.6	33.3	81.3	81.6
5	How satisfied were you with the quality of applicants?	62.5	82.5	66.7	79.5	77.2
6	My job announcement attracted the right applicants.	62.5	75.2	66.7	76.4	73.3
7	Did you receive an appropriate number of qualified applicants from the job posting?	62.5	75.4	100	73.6	70.8
9a	I have the flexibility I need to use: Recruitment incentives	0	33.7	33.3	43.4	31.9
9b	I have the flexibility I need to use: Relocation incentives	0	40.0	33.3	40.0	24.2
9c	I have the flexibility I need to use: Retention incentives	12.5	15.4	33.3	32.2	22.9
9d	I have the flexibility I need to use: Student loan repayments	0	8.3	33.3	22.4	12.9
9e	I have the flexibility I need to use: Pay setting flexibilities	0	17.3	33.3	35.2	27.0
10	Do you have the flexibility to use other hiring incentives? (% yes)	12.5	13.0	0	27.5	19.4
12	Do you need or want the flexibility to use other hiring incentives? (% yes)	62.5	47.6	33.3	49.0	49.8
<b>MSS AVERAGE</b>		<b>52.8</b>	<b>58.1</b>	<b>57.4</b>	<b>63.3</b>	<b>59.0</b>

Table 13

#	Applicant Satisfaction Survey ELEMENT SCORES	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 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 14

\* 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.

## 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 4Q FY07 MILESTONES:

- Provides progress report on accountability activities.
- Provides projected list of Accountability audit sites for FY 2009 to OPM.

### OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2007:

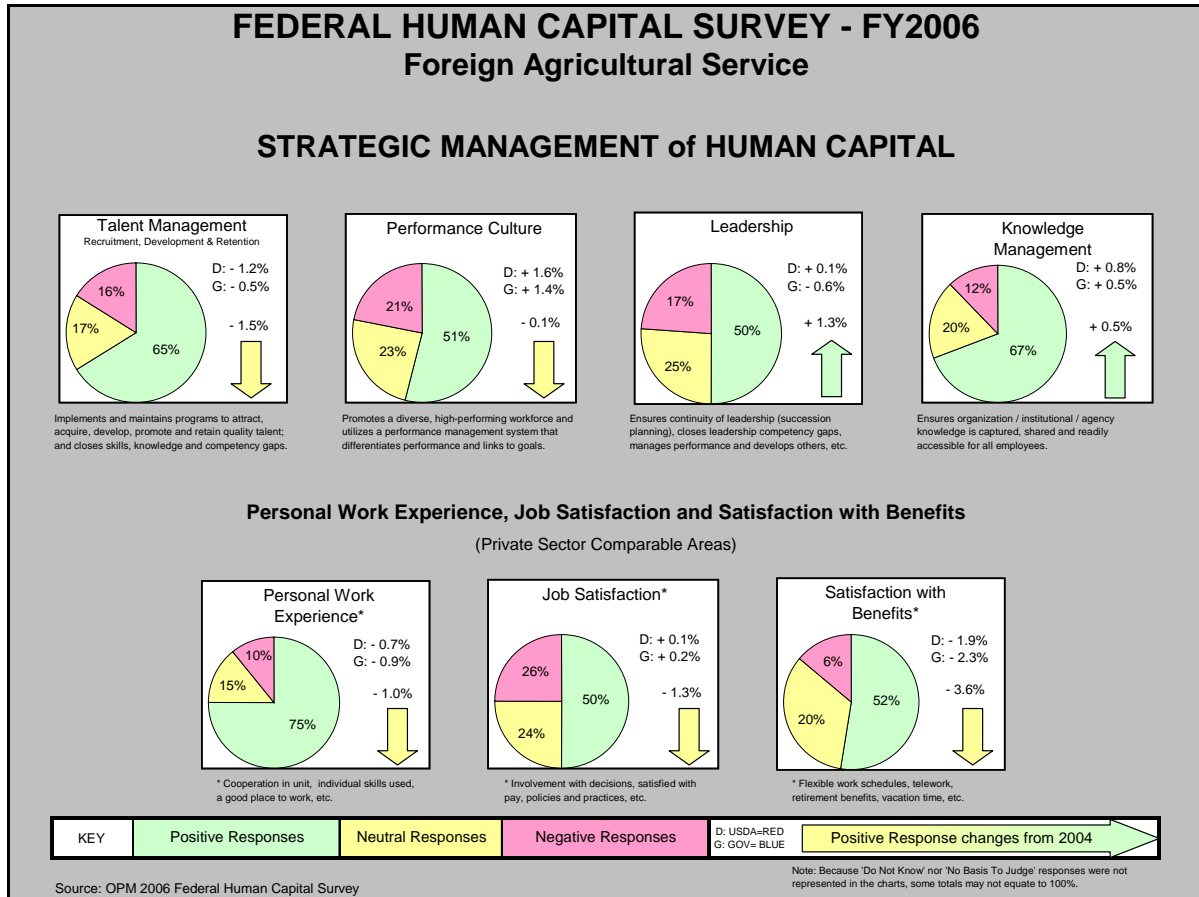
- Complete FY07 accountability audits.
- Report the agency's strategy for implementing the Annual Employee Survey (AES).

**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. Since HRD is not scheduled for an audit in 2007, HRD is reviewing the 43 cited actions to ensure continued compliance. This self-audit is targeted for completion during 4QFY07. In addition, HRD has identified and provides a skilled auditor to augment the USDA scheduled audits in 2007. The USDA Human Capital Accountability System Implementation Plan includes 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. Table 15, 16 and 17 depicts the draft format of reporting each Agency metrics.

**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** are finalizing their 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 Accountability Report will be developed by Q4 FY07 to provide trend analysis of each required metric. Table 1 depicts the draft format of reporting Agency metrics.

**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.

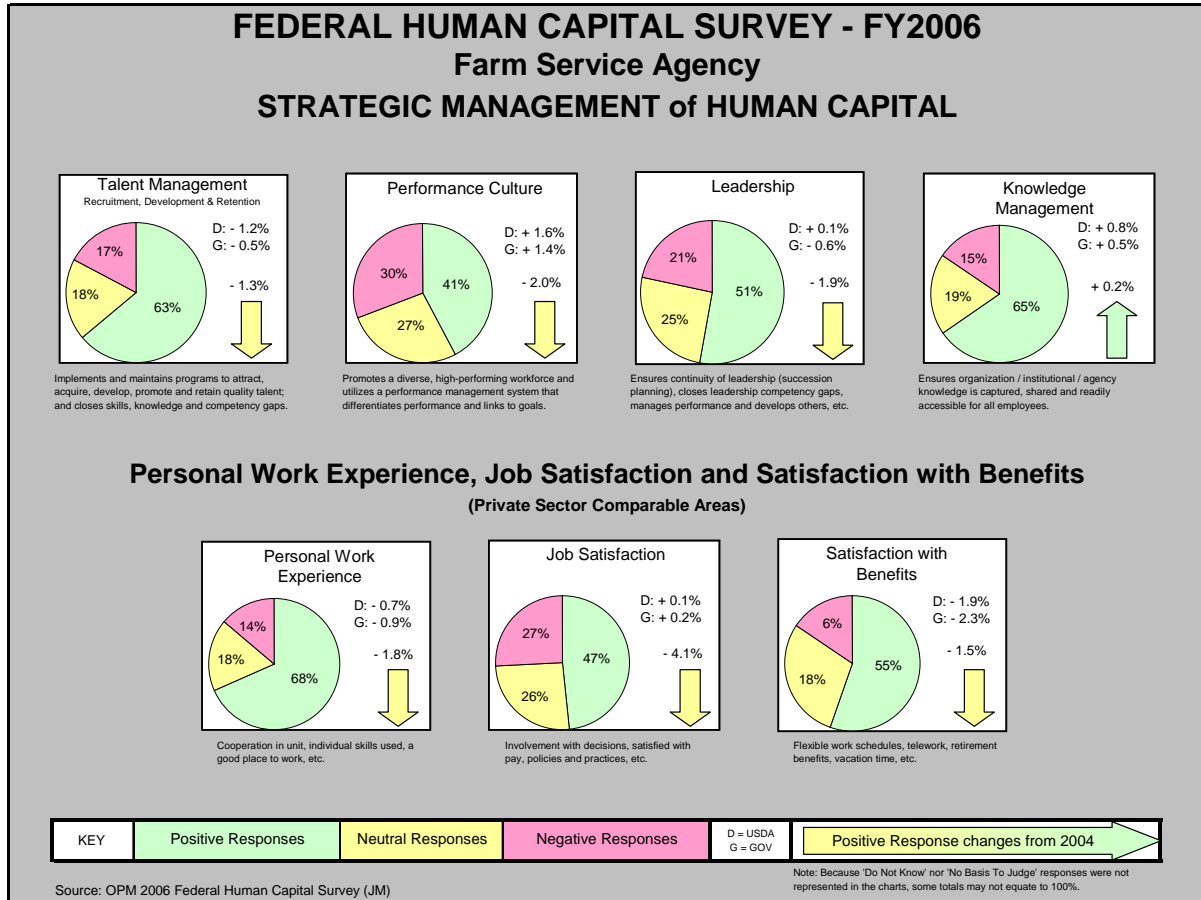
- **FAS** identified 29 organizational strengths and 24 improvement opportunities after reviewing the FHCS results. In addition, FAS conducted a similar survey in 3QFY07 to measure the impact of the reorganization implemented six prior. Results have been compared to the 2006 FHCS and action plans have been developed for implementation. Among 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>	88% of FAS employees claim the work they do is important (#20);
<b>Performance Culture:</b>	81% of FAS employees claim they are held accountable for achieving results (#32);
<b>Leadership:</b>	74% of employees feel that they are protected from health and safety hazards on the job (#41);
<b>Knowledge Management:</b>	90% of FSA employees claim they use information technology (i.e., intranet, shared networks) to perform work (#53);
<b>Personal Work Experiences:</b>	85% of FAS 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 jobs (#60);
<b>Satisfaction with Benefits:</b>	88% of employees are satisfied with their paid vacation time (#68);
FAS 2006 FHCS QUESTIONS WITH LOW POSITIVE RESPONSES INDICATING IMPROVEMENT OPPORTUNITIES	
<b>Talent:</b>	38% of FAS employees claim their work unit has improved in the past year (#15);
<b>Performance Culture:</b>	23% of FAS employees claim that pay raises depend on how well employees perform their jobs (#27);
<b>Leadership:</b>	40% of FAS employees feel their leaders generate high levels of motivation and commitment in the workforce (#37);
<b>Knowledge Management:</b>	33% of FAS employees state their training needs are assessed (#50);
<b>Personal Work Experiences:</b>	67% of FAS employees feel encouraged to come up with better new and better ways of doing things (#4).
<b>Job Satisfaction:</b>	36% are satisfied with the training they receive for their present job (#59)
<b>Satisfaction with Benefits:</b>	31% of employees are satisfied with telework/telecommuting (#72)

Table 15

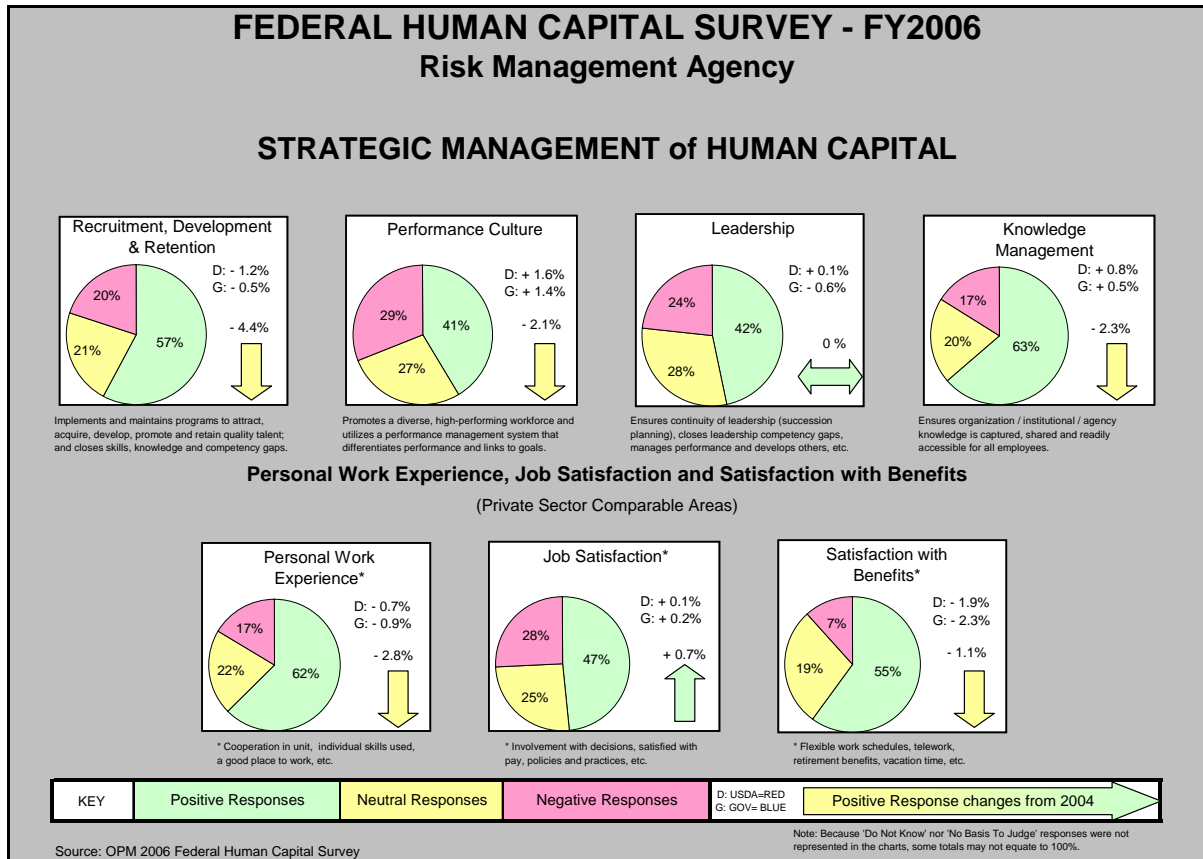
- **FSA identified 24 organizational strengths and 28 improvement opportunities** after reviewing the FHCS results. Action plans have been considered by Agency leadership. For instance, implementation of one action plan led to a revised Administrator's Award Program that was launched in 3QFY07.



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 16

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

Table 17

Prepared and submitted to MITS/USDA by:  
 FFAS, Human Resources Division  
 Joe Migyanka, Human Capital Management  
 (202-205 9282)  
 August 9, 2007

#	FOREIGN AGRICULTURAL SERVICE SYSTEMS, STANDARDS and METRICS	4QFY07	1QFY08	2QFY08	3QFY08
<b>LEADERSHIP and KNOWLEDGE MANAGEMENT</b>					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>RESULTS-ORIENTED PERFORMANCE CULTURE</b>					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>TALENT MANAGEMENT</b>					
1	Time to Fill Vacancy (SF52 in to Offer) - days	52.4			
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>CRITICAL HRD METRICS</b>					
1	Job Applications Received	736			
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					

Table 18

**DRAFT TEMPLATE**

#	FARM SERVICE AGENCY SYSTEMS, STANDARDS and METRICS	4QFY07	1QFY08	2QFY08	3QFY08
<b>LEADERSHIP and KNOWLEDGE MANAGEMENT</b>					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>RESULTS-ORIENTED PERFORMANCE CULTURE</b>					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>TALENT MANAGEMENT</b>					
1	Time to Fill Vacancy (SF52 in to Offer) - days	58.9			
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>CRITICAL HRD METRICS</b>					
1	Job Applications Received	2660			
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					

Table 19

**DRAFT TEMPLATE**

#	RISK MANAGEMENT AGENCY SYSTEMS, STANDARDS and METRICS	4QFY07	1QFY08	2QFY08	3QFY08
<b>LEADERSHIP and KNOWLEDGE MANAGEMENT</b>					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>RESULTS-ORIENTED PERFORMANCE CULTURE</b>					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>TALENT MANAGEMENT</b>					
1	Time to Fill Vacancy (SF52 in to Offer) - days	39.8			
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
<b>CRITICAL HRD METRICS</b>					
1	Job Applications Received	131			
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					

Table 20

**DRAFT TEMPLATE**