



*Farm Service Agency*

# Strategic Management of Human Capital Training & Development Strategy

**Farm and Foreign Agricultural Services**

**FY 2008-2013**





# Training & Development Strategy

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# Training & Development Strategy

## Strategy, Outcomes and Means

### Strategy

- Sustain a Continuous Learning Environment and Leadership Continuity by providing responsive, worldwide Training and Development services for our employees to accomplish the Agencies' missions in the FFAS mission area.

### Outcomes

- Reduce the competency gaps of mission critical occupations with skill needs (**current** and future)
- Increase the develop of and participation in MCO (skill gap closure) training programs
- Increase the leadership talent pool (succession planning)

### Means

- Incorporate the Workforce Analysis results into the **5 year Training & Development Strategy** and/or the **Agency Annual Training & Development Work Plans** in order to efficiently and effectively address the skills and competencies needs of current mission critical occupations
- Develop and utilize T&D work plans (e.g., annual tasks, HR implementing projects) and Knowledge Management initiatives (e.g., AgLearn, etc.) to close identified workforce skills gaps or address competency needs as defined by OPM (*see last page*), linking to OPM's MOSAIC, current position descriptions, and Subject Matter Experts.
- Promote a learning culture that provides opportunities for continuous development and encourages employee participation.
- Identify investments in education, training, and other developmental initiatives to help leaders and their employees build mission-critical competencies and to develop future leaders.
- Support the organization to systematically provide resources, programs, and tools for knowledge-sharing across the mission area.
- Ensure the development of individual, team, and organizational competencies are linked to the agency's mission and goals.
- Ensure economies of scale by leveraging Government wide and Department/Agency Programs.
- Continually improve the T & D activities by assessing performance results.

# Training & Development Strategy

## Roles and Responsibilities

(Training & Development Branch (TDB) and Employee Development Branch (EDB))

### **Trains and develops FSA, FAS, and RMA employees:**

- The Agencies have well-trained employees who have the competencies to be productive and to perform well on their jobs
- Quality training is provided using the most cost effective and efficient tools available

### **Formulates, develops and implements training policy**

TDB/EDS provides FAS, FSA, and RMA managers and employees with:

- Instructions and guidelines for training (Handbooks, amendments, notices, etc.)
- Clarification of training regulations and requirements

### **Administers/Coordinates Training**

TDB/EDS processes training requests and ensures that employee training is recorded, tracked and approved for payment.

This ensures that:

- Training is cost effective
- Employees attend training appropriate to job duties
- Training regulations are followed

### **Provides Career Development Services**

TDB/EDS provides a variety of activities and services to National and Field Office FFAS employees. Services include:

- Individual confidential career counseling
- Access to the Learning Center with its:
  - Training Resources Library
  - Training Multimedia Lab
  - Computer Workstations with software to support career development and to draft and print resumes.
- Announcement of and guidance for individuals participating in Leadership Training Programs (Headquarters and Field Offices)

# Training & Development Strategy

## Overview – Process Flow Diagram





# Training & Development Strategy

## Summary of Annual Agency T & D Work Plan Activities

### **Step 1: Review Agency Mission and Identify Training & Development Implications**

- Review the Agency Strategic and Budget Performance Plans, the Annual Performance Report of its mission, goals and performance indicators. Determine possible training & development activities and resource needs required to support the accomplishment of the Agency mission.

### **Step 2: Examine Workforce Analysis Results (turnover, retirement projections, competency needs, demographics, trends, etc.) with Agency Management**

- Evaluate Workforce Analysis results (per USDA Workforce Planning and Succession Planning Guidance provided by HRD Director's office) to:
  - Review existing T&D programs to ensure they address MCO Competency Gaps and Leadership Talent Pool needs.
  - Revise/upgrade existing T&D programs to improve competencies and/or add 'new' ones
  - Develop new T&D Programs to identify necessary or additional resources (outside vendors, partnering arrangement with other agencies, budget/resources needs and availability, etc.)
  - Work with other organizations or units , i.e., DAFO, HR, etc., to balance economies of scale in other agency initiatives, e.g., E-Gov.

### **Step 3: Evaluate Impact / Outcomes of Training and Development Programs**

- Analyze and evaluate previous T&D plans, performance outcomes, lessons learned, barriers, and best practices; and identify improvement opportunities to improve T & D effectiveness. Assess previous outcome data re: leadership talent pool ratio, retention rate, participation in MCO oriented programs, and reduction of mission critical occupations with competency needs (gaps).

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# Training & Development Strategy

## Summary of Annual Agency T & D Work Plan Activities

### **Step 4: Develop and Execute the Agency Annual Training and Development Work Plan**

- Develop Agency Annual Training & Development Work Plan and consider the following major elements;
  - Effective and efficient utilization of available resources (e.g., budgets, FTEs, etc.)
  - Mandated and elective training courses
  - Consideration or application of the Core Competencies identified by OPM
  - Performance outcomes / indicators; data analysis and reporting requirements
  - Agency-wide competency development needs from employee IDPs
  - AgLearn and other e-Gov initiatives
  - Agency and Government-wide leadership programs
  - Web based systems, on-line collaboration tools, web meetings, on-line degree work, 24/7 training and development activities access
  - Relationships with professional organizations, colleges/universities,
  - Diversity initiatives
  - Departmental and Government-wide initiatives and scheduled events
  - Specific T & D team and individual tasks and accountabilities

### **Step 5: Consider justification of overall Training and Development investments for a period two years out from the current FY**

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

# Training & Development Strategy

## Core Competencies - OPM's Executive Core Qualifications

*Competencies* – the knowledge, skills, abilities and other observable and measurable behavioral characteristics required for successful performance of a job.

