



# Strategic Management of Human Capital Workforce Planning & Deployment Summary

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**FARM SERVICE AGENCY**

**Farm and Foreign Agricultural Services**

**FY 2007-2011**

UPDATED Jan 08



***Farm Service Agency***



# Workforce Planning & Deployment

## Executive Summary

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



# Workforce Planning & Deployment

## FY08 OMB/OPM Standards for Success

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

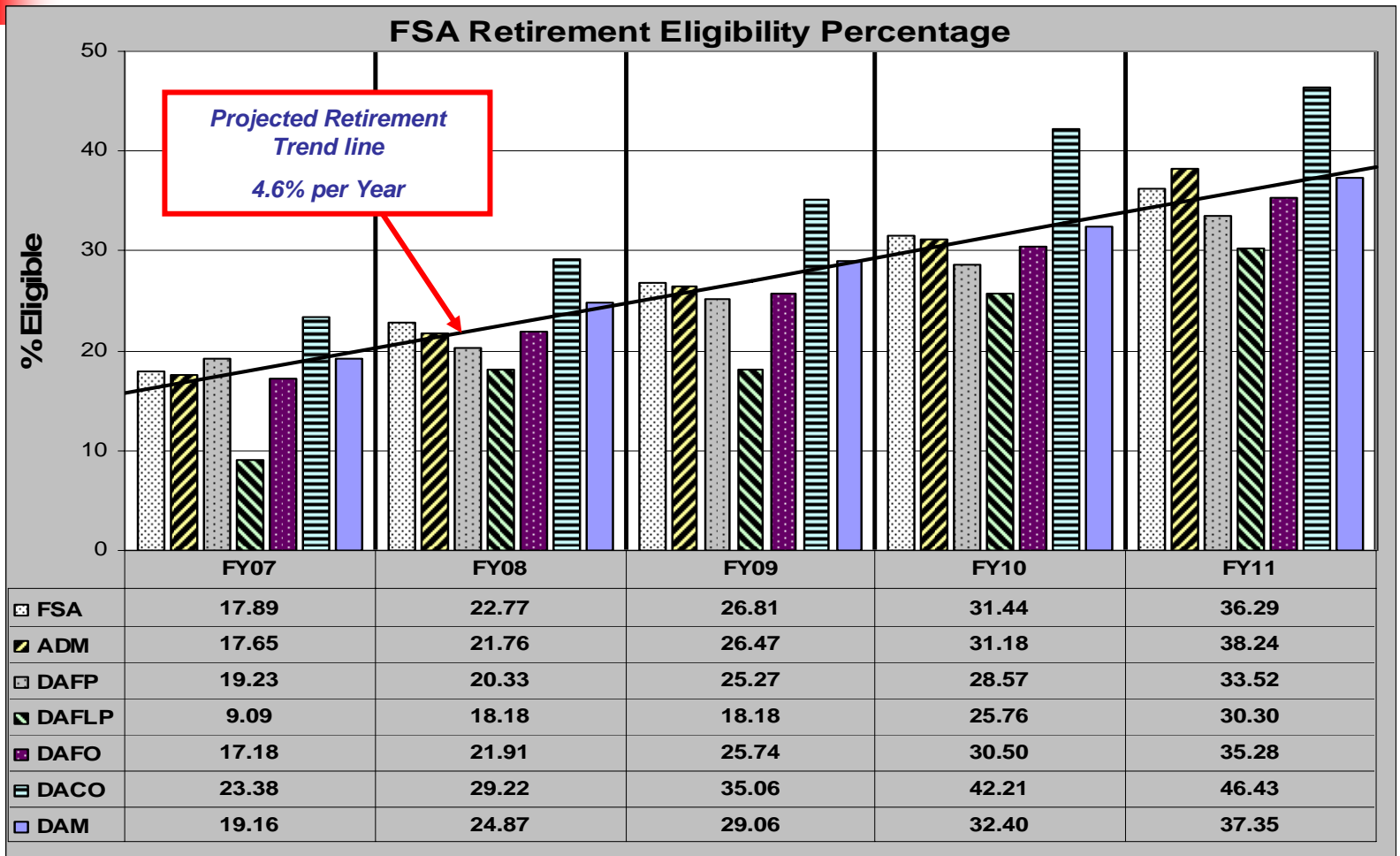
# Workforce Planning & Deployment

## FFAS Workforce Demographics Summary (2006)

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

# Workforce Planning & Deployment

## FSA Retirement Eligibility Forecast



# Deputy Administrator for Farm Programs (DAFP)

| <b>Mission Critical Occupations</b>                   | <b>Occupational GAP (attrition)</b>                    | <b>Competencies/Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i> |   | <b>GAP Closure Strategies</b>  |
|---|--|---|---|--|
| Agricultural Economist (0110)                         | 75% FY03-FY07<br>75% FY04-FY08<br>~50% FY07-FY11       | <b>Technical</b><br>▪ Contemporary economic skills  | <b>General</b><br>▪ Financial Management<br>▪ Problem Solving<br>▪ Oral Communication   | <ul style="list-style-type: none"> <li>▪ Provide basic/first Level Leadership Training</li> <li>▪ Recruitment and Diversity Plans include critical skills, working with Ag Colleges, etc.</li> </ul> |
| Agricultural Program Specialist (1145)                | 36.2% FY03-FY07<br>39.4% FY04-FY08<br>~28.3% FY07-FY11 | <b>Technical</b><br>▪ Program Management skills   | <b>General</b><br>▪ Flexibility<br>▪ Integrity/Honesty<br>▪ Written Communication<br>▪ Problem Solving/Decisiveness   | <ul style="list-style-type: none"> <li>▪ Provide basic/first Level Leadership Training</li> <li>▪ Recruitment and Diversity Plans include critical skills, working with Ag Colleges, etc.</li> </ul> |
| <b>Leadership Occupations</b>                         | <b>Occupational GAP (attrition)</b>                    | <b>Competencies/Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i> |   | <b>Leadership Continuity Strategies</b>  |
| Supervisory, Agricultural Economist (0110)            | 100% FY03-FY07<br>100% FY04-FY08<br>0% FY07-FY11       | <b>Technical</b><br>▪ HR Management<br>▪ Leadership skills  | <b>General</b><br>▪ Leveraging Diversity<br>▪ Financial Management<br>▪ Conflict Management<br>▪ Public Service Motivation<br>▪ Problem Solving<br>▪ Oral/Written Communication | <ul style="list-style-type: none"> <li>▪ Provide Mid/High Level Leadership Training</li> <li>▪ Develop Knowledge Management process</li> </ul>   |
| Director, Production, Emergency and Compliance (1101) | 100% FY03-FY07<br>100% FY04-FY08<br>0% FY07-FY11       | <b>Technical</b><br>▪ Knowledge of Banking<br>▪ Economic Skills<br>▪ Leadership Skills  | <b>General</b><br>▪ Integrity/Honesty<br>▪ Oral/Written Communication<br>▪ Interpersonal Skills   | <ul style="list-style-type: none"> <li>▪ Provide Mid/High Level Leadership Training</li> <li>▪ Develop Knowledge Management process</li> <li>▪ Assess 'back up' pool</li> </ul>                      |

# Deputy Administrator for Farm Loan Programs (DAFLP)

| <b>Mission Critical Occupations</b> | <b>Occupational GAP (attrition)</b>                  | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i>   |   | <b>GAP Closure Strategies</b>   |
|-------------------------------------|--|--|---|---|
| Loan Officer / Specialist (1165)    | 25% FY03-FY07<br>28.2% FY04-FY08<br>~27.0% FY07-FY11 | <b>Technical</b> <ul style="list-style-type: none"> <li>▪ Interviewing Skills</li> <li>▪ Knowledge of Ag fundamentals</li> <li>▪ Accounting principles skills</li> <li>▪ Knowledge of Banking &amp; Economic Skills</li> <li>▪ HR Management</li> <li>▪ People Skills</li> </ul> | <b>General</b> <ul style="list-style-type: none"> <li>▪ Oral/Written Communication</li> <li>▪ Interpersonal Skills</li> <li>▪ Integrity/Honesty</li> <li>▪ Problem Solving</li> <li>▪ Decisiveness</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Establish database for tracking emerging crops (Farm Equity Manager)</li> <li>▪ Recruitment and Diversity Plans include critical skills, working with Ag Colleges, etc.</li> <li>▪ Provide Basic/First Level Leadership Training, including Intro to 'new markets', 'root crops' and emphasis on 'interviewing' skills</li> <li>▪ See companion Field Operations Strategies</li> </ul> |
| <b>Leadership Occupations</b>       | <b>Occupational GAP (attrition)</b>                  | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i>   |   | <b>Leadership Continuity Strategies</b>   |
| Farm Loan Manager (1165)            | 40% FY03-FY07<br>50% FY04-FY08<br>~20% FY07-FY11     | <b>Technical</b> <ul style="list-style-type: none"> <li>▪ Knowledge of Ag Fundamentals</li> <li>▪ Leadership skills</li> <li>▪ Accounting principles knowledge</li> <li>▪ HR Management</li> </ul>   | <b>General</b> <ul style="list-style-type: none"> <li>▪ Interpersonal Skills</li> <li>▪ Leveraging Diversity</li> <li>▪ Conflict Management</li> <li>▪ Service Motivation</li> <li>▪ Problem Solving</li> <li>▪ Oral/ Written Communication</li> <li>▪ Flexibility</li> </ul> | <ul style="list-style-type: none"> <li>▪ Provide Mid/High Level Leadership Training</li> <li>▪ Continue "Buddy System" orientation program as recruitment/retention strategy</li> <li>▪ Use available flexibilities in recruitment and relocation</li> <li>▪ See companion Field Operations Strategies</li> </ul>   |

# Deputy Administrator for Field Operations (DAFO)

| <b>Mission Critical Occupations</b>      | <b>Occupational GAP (attrition)</b>                | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart. See page 11 for current outline.</i>                          |   | <b>GAP Closure Strategies</b>   |
|--|--|---|---|---|
| Loan Technician (1101)                   | 40% FY03-FY07<br>50% FY04-FY08<br>~16.7%FY07-FY11  | <b>Technical</b><br>▪ Knowledge of banking and economic skills  | <b>General</b><br>▪ Integrity/Honesty<br>▪ Oral/Written Communication<br>▪ Interpersonal Skills                                   | <ul style="list-style-type: none"> <li>▪ Enhance In-House Training, orientation to 'new' environment</li> <li>▪ Recruitment and Diversity Plans include critical skills</li> </ul>  |
| Loan Specialist (1165)                   | 25% FY03-FY07<br>30% FY04-FY08<br>~25.8% FY07-FY11 | <b>Technical</b><br>▪ Knowledge of banking and economic skills<br>▪ Knowledge of Ag Fundamentals<br>▪ Accounting Principles Skills<br>▪ HR Management | <b>General</b><br>▪ Interpersonal Skills<br>▪ Integrity/Honesty<br>▪ Oral/Written Communication<br>▪ Problem Solving/Decisiveness | <ul style="list-style-type: none"> <li>▪ Enhance In-House Training, orientation to 'new' environment</li> <li>▪ Recruitment and Diversity Plans include critical skills</li> </ul>  |
| Program Technician (1101)                | 30% FY03-FY07<br>30% FY04-FY08<br>30.4% FY07-FY11  | <b>Technical</b><br>▪ Knowledge of banking and economic skills  | <b>General</b><br>▪ Resilience<br>▪ Integrity/Honesty<br>▪ Oral/Written communication<br>▪ Interpersonal Skills                   | <ul style="list-style-type: none"> <li>▪ Enhance In-House Training, orientation to 'new' environment</li> <li>▪ Recruitment and Diversity Plans include critical skills</li> <li>▪ Sustain level of 'back up' pool</li> </ul>   |
| <b>Leadership Occupations</b>            | <b>Occupational GAP (attrition)</b>                | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart. See page 11 for current outline.</i>                          |   | <b>Leadership Succession Strategies</b>   |
| COTS/CED (1101)                          | 30% FY03-FY07<br>30% FY04-FY08<br>FY07-FY11        | <b>Technical</b><br>▪ Banking and economic skills<br>▪ Change Management skills<br>▪ HR Management  | <b>General</b><br>▪ Conflict Management<br>▪ Oral/Written Communication<br>▪ Problem Solving<br>▪ Technical Credibility           | <ul style="list-style-type: none"> <li>▪ Enhance In-House Training, including orientation to 'new' environment</li> <li>▪ Recruitment and Diversity Plans include critical skills</li> <li>▪ Sustain 'pool' levels</li> <li>▪ Implement CED Intern/Mentoring Program to enhance diversity representation in states</li> </ul>                   |
| District Director (1101)                 | 50% FY03-FY07<br>% FY04-FY08<br>62.4% FY07-FY11    | <b>Technical</b><br>▪ Knowledge of banking<br>▪ Change Management skills<br>▪ HR Management   | <b>General</b><br>▪ Conflict Management<br>▪ Problem Solving<br>▪ Oral/Written Communication<br>▪ Technical Credibility           | <ul style="list-style-type: none"> <li>▪ Include in Recruitment and Diversity Plans; and Training Programs <ul style="list-style-type: none"> <li>▪ Orientation to 'new' environment</li> <li>▪ OJT with Subject Matter Experts</li> <li>▪ Consider certifications</li> </ul> </li> <li>▪ Provide Mid/High Level Leadership Training</li> </ul> |
| Assistant to Deputy Administrator (0301) | 0% FY07-FY11                                       | <b>Technical</b><br>▪ Executive Leadership<br>▪ HR Management   | <b>General</b><br>▪ Conflict Management<br>▪ Problem Solving<br>▪ Oral/Written Communication<br>▪ Technical Credibility           | <ul style="list-style-type: none"> <li>▪ Develop Knowledge Management Process to transfer incumbent knowledge</li> </ul>  |



# Deputy Administrator for Commodity Operations (DACO)

| <b>Mission Critical Occupations</b>      | <b>Occupational GAP (attrition)</b>                   | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i> |  | <b>GAP Closure Strategies</b>   |
|--|---|--|--|---|
| Commodity Program Specialist (1101)      | 37.5% FY03-FY07<br>57.9% FY04-FY08<br>61.9% FY07-FY11 | <b>Technical</b><br>▪ Technical Skills   | <b>General</b><br>▪ Integrity/Honesty<br>▪ Oral/Written Communication<br>▪ Interpersonal Skills  | <ul style="list-style-type: none"> <li>▪ Identify technical skills</li> <li>▪ Recruitment Plan to include critical skills</li> <li>▪ Provide Basic/First Level Leadership Training</li> </ul> |
| Agricultural Marketing Specialist (1146) | 30% FY03-FY07<br>45% FY04-FY08<br>45.1% FY07-FY11     | <b>Technical</b><br>▪ Knowledge of grain & agriculture   | <b>General</b><br>▪ Integrity/Honesty<br>▪ Oral/Written Communication<br>▪ Flexibility<br>▪ Decisiveness   | <ul style="list-style-type: none"> <li>▪ Recruitment Plan to include Ag Colleges</li> <li>▪ Provide Basic/First Level Leadership Training</li> </ul>  |
| <b>Leadership Occupations</b>            | <b>Occupational GAP (attrition)</b>                   | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i> |  | <b>Leadership Continuity Strategies</b>   |
| Supervisory, Ag/Grain Specialist (1146)  | 25% FY03-FY07<br>60% FY04-FY08<br>57.1% FY07-FY11     | <b>Technical</b><br>▪ Leadership Skills<br>▪ HR Management   | <b>General</b><br>▪ Leveraging Diversity<br>▪ Conflict Management<br>▪ Public Service Motivation<br>▪ Oral/Written Communication<br>▪ Problem Solving<br>▪ Technical Credibility | <ul style="list-style-type: none"> <li>▪ Provide Mid/High Level Leadership Training</li> <li>▪ Develop Knowledge Management Process to transfer incumbent knowledge</li> </ul>                |

# Deputy Administrator for Management (DAM)

| <b>Mission Critical Occupations</b>      | <b>Occupational GAP (attrition)</b>                    | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i>   |   | <b>GAP Closure Strategies</b>   |
|--|--|--|---|---|
| Contract Specialist (1102)               | 42.9% FY03-FY07<br>69.2% FY04-FY08<br>75.0% FY07-FY11  | <b>Technical</b> <ul style="list-style-type: none"> <li>A-76 Knowledge</li> <li>Contract Formation &amp; Administration</li> <li>IT Skills</li> <li>Analytical Report Analysis</li> <li>Problem-solving across functional areas</li> <li>Acquisition Planning</li> </ul> | <b>General</b> <ul style="list-style-type: none"> <li>Team Building</li> <li>Integrity/Honesty</li> <li>Customer Service</li> <li>Oral/Written Communication</li> </ul>   | <ul style="list-style-type: none"> <li>Recruitment Plan to include focus on required skills</li> <li>Provide Basic/First Level Leadership Training</li> <li>Provide IT training, e.g., AgLearn.Gov</li> <li>Expand In-House Training Programs</li> </ul>      |
| Information Technology Specialist (2210) | 30.0% FY03-FY07<br>42.0% FY04-FY08<br>~34.8% FY07-FY11 | <b>Technical</b> <ul style="list-style-type: none"> <li>IT Suite</li> <li>Financial Management</li> </ul>  | <b>General</b> <ul style="list-style-type: none"> <li>Integrity/Honesty</li> <li>Flexibility</li> <li>Written Communication</li> <li>Decisiveness/Interpersonal Skills</li> </ul>   | <ul style="list-style-type: none"> <li>Provide IT training, i.e., AgLearn.gov</li> <li>Upgrade current Training Programs</li> </ul>   |
| Budget Analyst (0560)                    | 40% FY03-FY07<br>33.3% FY04-FY08<br>43.5% FY07-FY11    | <b>Technical</b> <ul style="list-style-type: none"> <li>Analytical skills</li> <li>Financial System Requirements</li> <li>Financial Controls</li> <li>Business Process Analysis</li> <li>Redesign</li> </ul>   | <b>General</b> <ul style="list-style-type: none"> <li>Financial Management</li> <li>Interpersonal Skills/Integrity/honesty</li> <li>Oral/Written Communication</li> <li>Technical Credibility</li> <li>Problem Solving/Flexibility</li> </ul>       | <ul style="list-style-type: none"> <li>Expand In-House Training Programs</li> <li>Recruitment Plan to include focus on required skills</li> </ul>   |
| <b>Leadership Occupations</b>            | <b>Occupational GAP (attrition)</b>                    | <b>Competencies /Skills GAP</b><br><i>General Competencies are based off the OPM Chart.<br/>See page 11 for current outline.</i>   |   | <b>Leadership Succession Strategies</b>   |
| Supervisory, Contract Specialist (1102)  | 50.0% FY03-FY07<br>50.0% FY04-FY08<br>50.0% FY07-FY11  | <b>Technical</b> <ul style="list-style-type: none"> <li>A-76 Knowledge</li> <li>IT Skills</li> <li>Change Management skills</li> <li>HR Management</li> </ul>  | <b>General</b> <ul style="list-style-type: none"> <li>Resilience/Conflict Management</li> <li>Leveraging Diversity</li> <li>Public Service Motivation</li> <li>Oral/Written Communication</li> <li>Problem Solving/Technical Credibility</li> </ul> | <ul style="list-style-type: none"> <li>Provide First/Mid Level Leadership Training</li> <li>Recruitment Plan to include focus on required skills</li> <li>Provide IT training, e.g., AgLearn.Gov</li> <li>Incorporate Knowledge Management process</li> </ul> |
| Supervisory, Financial Analyst (0501)    | 0.0% FY07-FY11   | <b>Technical</b> <ul style="list-style-type: none"> <li>Change Management skills</li> <li>Performance Management skills</li> <li>HR Management</li> </ul>  | <b>General</b> <ul style="list-style-type: none"> <li>Resilience/Conflict Management</li> <li>Leveraging Diversity/Service Motivation</li> <li>Oral/Written Communication</li> <li>Problem Solving/Technical Credibility</li> </ul>                 | <ul style="list-style-type: none"> <li>Provide First/Mid Level Leadership Training</li> <li>Provide IT training, e.g., AgLearn.Gov</li> <li>Incorporate Knowledge Management process</li> </ul>   |
| Supervisory, IT Specialist (2210)        | 55.0% FY03-FY07<br>55.0% FY04-FY08<br>~42.5% FY07-FY11 | <b>Technical</b> <ul style="list-style-type: none"> <li>Change Management skills</li> <li>Performance Management skills</li> <li>Technical Credibility</li> <li>HR Management</li> </ul>   | <b>General</b> <ul style="list-style-type: none"> <li>Conflict Management/Leveraging Diversity</li> <li>Public Service Motivation</li> <li>Oral/Written Communication</li> <li>Problem Solving</li> </ul>   | <ul style="list-style-type: none"> <li>Provide First/Mid Level Leadership Training</li> <li>Provide IT training, e.g., AgLearn.Gov</li> <li>Incorporate Knowledge Management process</li> </ul>   |

# OPM Competency Chart

## The Leadership Journey

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



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



# FSA FCAT-M Competency Assessment

## FY07 Summary

| <b>FSA FCAT-M Results</b>              |            |                                       |            |                                   |       |
|--|------------|---------------------------------------|------------|-----------------------------------|-------|
| 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 |

In addition, a department-wide work group analyzed the 2007 FCAT-M results; and USDA/OHCM identified two competencies to focus on and to close the skills gaps for - Facilitating Performance and Understanding Performance Management in FY08.



# Workforce Planning & Deployment

## Workforce Planning & Deployment Overview

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- **Objective for Workforce Planning**

- Institutes and maintains an Agency practice of conducting workforce planning
- Timed with the Budget Cycle
- Enables the Agency to prevent skills gaps in Mission Critical Occupations
- Ensures continuity of Leadership or Leadership Bench Strength

- **Related Agency Performance Measures identified in the USDA Human Capital Plan**

- Reduction of Skills Gaps of Mission Critical Occupations
- Increase Leadership Bench Strength

- **Continual collaboration between HR and Management to develop:**

- Annual Recruitment and Diversity Plans
- Annual Training & Development Plans
- Leadership/MCO Succession and Retention Strategies
- Knowledge Management Initiatives
- Human Capital Management Investments