



STRATEGIC HUMAN CAPITAL MANAGEMENT
 update to
USDA INTERNAL PMA SCORECARD (MITS) REPORT
 and
Proud – to – Be IV Report

for period
November 01, 2006 to February 15, 2007

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

USDA Internal Scorecard - November 2006	FFAS – 1QFY07
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USDA METRIC	FSA	FAS	RMA
1) Strategic Planning	G	G	G
2) Succession Strategies	G	G	G
3) Performance Appraisals	G	Y	Y
4) Under Representation	G	G	G
5) Skill Gap	G	G	G
6) Hiring Timelines for GS and Use of Flexibilities	Y	Y	Y
7) Accountability System	G	G	G
8) Organizational Structure	G	G	G

SUMMARY SCORE	G	Y	Y
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Farm Service Agency

1) Strategic Planning

<p>USDA INTERNAL PMA SCORECARD 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.</p>	<p>USDA YELLOW CRITERIA: Human Capital Plan integrated with USDA strategic plan and results analyzed.</p>
<p>PROUD-TO-BE IV 2QFY07 MILESTONES: None</p>	<p>OMB SCORECARD - Planned Actions for Q2 FY 2007: None</p>

Each Agency continues to use the FFAS Human Capital Plan (HCP) that 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.
- **FSA** – The FSA Strategic Plan is in its final form. 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 applied. 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 as 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 of the agency.

FFAS HRD is currently revising the Mission Area's Human Capital Plan to include those revisions to the USDA Human Capital Plan and changes provided by the agencies. The revised HCP will be completed 3QFY07.

2) Organizational Structure

<p>USDA GREEN CRITERIA: Analyzed existing organizational structures from service and cost perspectives and is implementing a plan to effectively deploy, restructure, delayer and use competitive sourcing, E-Gov solutions, as necessary; and has process (es) in place to address future challenges in business needs.</p>	<p>USDA YELLOW CRITERIA: Agency has analyzed existing organizational structure and has implemented a plan to optimize restructuring, delayering, competitive sourcing, etc., to meet business needs.</p>
<p>PROUD-TO-BE IV 2QFY07 MILESTONES:</p> <ul style="list-style-type: none"> • For the Farm Service Agency: Develop milestones and a timeline for information technology modernization. 	<p>OMB SCORECARD - Planned Actions for Q2 FY 2007:</p> <ul style="list-style-type: none"> • Complete organizational improvement deliverables for FSA • Complete FSA MIDAS Business Case

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, 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.

- **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 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 fine-tuning its organizational structures in the county offices and continues its independent local-level reviews of the efficiency and effectiveness of their FSA offices while exploring joint-effort opportunities with other USDA agencies. FSA leaders continue to work with OPM, OMB and the Department to review its progress of the **organizational improvement** plan to optimize their field office structures. The organizational improvement plan include: 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. The primary **MIDAS business case** was completed in 4QFY06 and FSA continues to collaborate with OPM and OMB in respect to the FY08 and FY09 budget cycles. 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 (2006), 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 under the human capital initiative of the President's Management Agenda, the associated resources, the expected outcomes, and how performance will be measured. These include the impact of any organizational changes, such as organizational layers and reduction of time to make decisions.

3) Succession Strategies

<p>USDA GREEN CRITERIA: Succession strategies, including structured leadership development programs, result in a leadership talent pool and agency meets its targets for closing leadership competency gaps and development of staff, training, recruitment and retention for mission critical occupations.</p>	<p>USDA YELLOW CRITERIA: Has a Succession Plan which includes structured executive development programs, targets for closing leadership competency gaps, and has implemented gap closure strategies.</p>
<p>PROUD-TO-BE IV 2QFY07 MILESTONES:</p> <ul style="list-style-type: none"> • USDA meets its targets for closing leadership competency gaps. 	<p>OMB SCORECARD - Planned Actions for Q2 FY 2007: None</p>

The succession strategies for each Agency are driven by using the results of the FY04-FY08 USDA (FFAS) Workforce Planning and Succession Guidance. The Guidance addresses both Mission Critical Occupations and Leadership Positions in terms of current and future needs (gaps) based on the result of the 2004-2008 workforce analyses for each Agency. Furthermore, each agency has completed OPM's Strategic Leadership Succession Model Assessment to help determine gap closure strategies. HRD is working with USDA OHCM to begin implementation a department-wide Strategic Leadership

Succession Plan to assist agencies in meeting their targets for closing leadership gaps (both competency gap and vacancy gap) and build upon the talent pool of future leaders. 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 FY06 to FY10 data. One 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. Using the Strategic Leadership Succession Model (SLSM), the expected gaps in leadership positions present minimal risk. However, management continues to apply the OPM-identified Leadership competencies to develop current and future leaders; and 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, and Teambuilding. Gap closure strategies for mission critical occupations are addressed in Section 7a of this report.
- **FSA** – The FSA Workforce Analysis Summary is currently being updated to include FY06 to FY10 data. After using the Strategic Leadership Succession Model (SLSM), the expected gaps in leadership positions present minimal risk. However, management will continue to apply the OPM-identified Leadership competencies to develop current and future leaders; and 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 mission critical occupations are addressed in Section 7a of this report.
- **RMA** – RMA Workforce Analysis Summary is currently being updated to include FY06 to FY10 data. RMA is currently updating its mission critical occupation competency needs and leadership development needs. After using the Strategic Leadership Succession Model (SLSM), the expected gaps in leadership positions are indicated in the SES, GS-15 and GS-14 classifications. To address the expected gaps, management will continue to apply the OPM-identified Leadership competencies to develop current and future leaders; and RMA will use government-wide programs and internal programs to fill the leadership pipeline. Gap closure strategies for mission critical occupations are addressed in Section 7a.

The FY07 Training and Recruitment needs resulting from the FFAS Workforce Analysis have been included into the budget submission. 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 GAPS in Key Leader Positions reports of August 2006.

In addition, FFAS 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 will utilize the Management Competency Assessment Tool (MCAT) released by OPM to identify leadership skill gaps and develop subsequent gap closure plans.

Performance indicators and viable metrics are not available because the AgLearn reporting function is not yet operational; and no data has been available to trend several internal metrics and the required OPM and USDA Accountability Plan metrics in FY07.

4) Performance Appraisals

<p>USDA 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 rating above Fully Successful); and provide consequences based on performance. In addition, at a beta site, 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 beta site and is working to include all agency employees under such system.</p>	<p>USDA YELLOW CRITERIA: Between 60% & 99% performance appraisal plans link to the strategic plan.</p>
<p>PROUD-TO-BE IV 2QFY07 MILESTONES:</p> <ul style="list-style-type: none"> • Make and report improvements to performance management at expanded beta site as outlined in the action plan. 	<p>OMB SCORECARD - Planned Actions for Q2 FY 2007:</p> <ul style="list-style-type: none"> • Implement FSA expanded beta site improvement plan and report on status.

Management officials from each agency (**FAS, FSA and RMA**) continue to finalize their employees' 2007 performance plans that link to their respective Agency's Strategic Plan, Mission and Goals. Verifications of the linkage will be 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 is underway will be completed and maintained in HRD by April 1, 2007. 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, *Measuring Performance and Addressing and Resolving Poor Performance*. In addition FFAS HRD is incorporating the Results-Oriented Performance Culture System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

Approved by OHCM, **FSA and RMA** implemented a new multi-level performance management system replacing the Pass/Fail system effective October 1, 2005, New Performance Management System PM 2482. Briefings (Multi Tier Performance Appraisal Briefing) and/or training by HRD began in the third quarter of FY05 to introduce the system to all employees. **RMA** is currently customizing their system to reflect agency specificity; and **FAS** has had an active multi tier performance appraisal in place for several years (5-PM FFAS Performance Management System).

All three Agencies' Performance Appraisal Systems are fair, credible and transparent; adhere to merit systems principles; hold supervisors accountable for managing employee performance; include employee involvement and feedback; and differentiate between various levels of performance that will support varying degrees of recognition. Completion of the OPM Performance Appraisal Assessment Tool (PAAT) for each agency has been completed (1QFY06) and improvement opportunities are under review. A PAAT is scheduled to be completed at the end of the FY06; and it is an essential part of the establishment of the BETA site for **FSA**. In addition, FFAS HRD is incorporating the Results-Oriented Performance Culture System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

The expanded FSA BETA SITE improvement plan is on schedule and reported in detail under separate cover to OHCM.



FSA BETA SITE
UPDATE

5) Under Representation

USDA GREEN CRITERIA: Reduced under representation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity.	USDA YELLOW CRITERIA: Recruitment plan implemented and positive results demonstrated.
PROUD-TO-BE IV 2QFY07 MILESTONES: None	OMB SCORECARD - Planned Actions for Q2 FY 2007: None

To help reduce and sustain under representation, particularly in mission critical occupations and leadership positions, FFAS HRD established a long term FFAS Recruitment Strategy and a long term FFAS Training & Development Strategy, both coupled to the FEORP and annual recruitment and training plans.

- FAS** – Civil Rights management and HRD collaborated to develop diversity initiatives in staffing and training; and Civil Rights has a robust presence in the Agency's Strategic Plan. Based on the USDA Employment/Hires Minority Profile (01/14/07), FAS had 4 hires (external to agency) through 1Q 2007, 2 (50.0%) of whom were in represented groups. The profile of the total current permanent employment through 1Q 2007 indicates 52.2% Women - down by 0.2%, 26.1% Black - down by 0.2%, 5.5% Hispanic – down by 0.3%, 3.6% Asian - up by 0.1%, and 0.9% American Indian - up by 0.1%. The Hispanic, Asian and American Indian groupings remain below the RCLF of 9.8%, 4.5% and 1.1% respectively.
- FSA** – In collaboration with Civil Rights, HRD continues to enhance the long term relationship with the National Society for Minorities in Agriculture Natural Resources and Related Sciences (MANRRS) by identifying feeder groups for future agricultural-related job opportunities. Based on the USDA Employment/Hires Minority Profile (01/14/07), FSA had 62 hires (external to agency) through 1Q 2007, 57 (91.9%) of whom were in represented groups. The profile of the total current permanent employment through 1Q 2007 indicates 56.4% Women - up by 0.1%, 11.0% Black - sustained, 3.8% Hispanic - sustained, 1.3% Asian - up by 0.1%, and 1.4% American Indian - sustained. The Hispanic and Asian groupings remain below the RCLF of 9.8% and 4.5% respectively.
- RMA** – Civil Rights and HRD work together to ensure diversity initiatives are considered during all staffing processes in the agency. Based on the USDA Employment/Hires Minority Profile (01/14/07), RMA had 18 hires (external to agency) through 1Q 2007, 4 (22.3%) of whom were in represented groups. The profile of the total current permanent employment through 1Q 2007 indicates 47.7% Women - down by 0.1%, 14.9% Black - up by 0.8%, 2.0% Hispanic - down by 0.2%, 2.2% Asian - down by 0.1%, and 0.8% American Indian - sustained. The Women, Hispanic, Asian and American Indian groupings are below the RCLF of 49.9%, 9.8%, 4.5% and 1.1% respectively.

Based on USDA Minority Reports of 01/14/07	Totals / Hires Fed 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	609	52.2% v	26.1% v	5.5% v	3.6% ^	0.9% ^
FAS Hires	4	0% >	50.0% ^	0% v	0% >	0% >
FSA Total	5088	56.4% ^	11.0% >	3.8% >	1.3% ^	1.4% >
FSA Hires	62	66.1% ^	16.1% ^	3.2% ^	4.8% ^	1.6% >
RMA Total	484	47.7% v	14.9% ^	2.0% v	2.2% v	0.8% >
RMA Hires	18	0% >	22.3% ^	0% >	0% v	0% v

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

In addition FFAS HRD is incorporating the Results-Oriented Performance Culture System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

7) Skills Gaps

<p>USDA GREEN CRITERIA: Meets targets for closing competency gaps in mission-critical occupations (i.e., agency-specific, information technology, and leadership), and integrates appropriate competitive sourcing and E-Gov solutions into gap closure strategy; meets targets for closing gaps in human resource management.</p>	<p>USDA YELLOW CRITERIA: Agency has no skill gaps exceeding 3%.</p>
<p>PROUD-TO-BE IV 2QFY07 MILESTONES:</p> <ul style="list-style-type: none"> • Submit updated Gap Analysis and Improvement Plan for IT occupation based on Governmentwide IT competency assessment results. 	<p>OMB SCORECARD - Planned Actions for Q2 FY 2007:</p> <ul style="list-style-type: none"> • Submit updated Gap Analysis and Improvement Plan for IT based on government-wide IT competency assessment results.

a. Skills (Competency) Gaps

Each Agency utilizes its workforce analysis to identify competency gaps in mission critical occupations and develop short term strategies to close the competency gaps. These gap closure strategies include fundamental training, recruitment and retention programs. For instance, eGov solutions will include AgLearn participation and net meetings, where appropriate. Also, competitive sourcing strategies, where required, will be considered by Agency management. Long term strategies include implementing web-based competency assessment tools in conjunction with OPM / USDA / OHCM in FY07, e.g., supporting the utilization of the Management Competency Assessment Tool.

- **FAS** – 10 Mission Critical Occupations have been identified in FAS and integrated to the workforce analysis. Core competencies are aligned to OPM's *The Leadership Journey* competencies, and have been preliminarily identified for these occupations. The core competencies for Leadership positions include the OPM defined 28 (ECQ) competencies and 6 Performance Management competencies recently defined in the Management Competency Assessment Tool (MCAT). 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. In addition, the FAS Human Capital Working Group will develop competency models for the International Trade Specialist series and Foreign Agricultural Affairs Officer series.
- **FSA** – 11 Mission Critical Occupations plus all Leadership positions have been identified and integrated to the workforce analysis. Core competencies are aligned to OPM's *The Leadership Journey* competencies, and have been preliminarily identified for these occupations. The core competencies for Leadership positions include the OPM defined 28 (ECQ) competencies and 6 Performance Management competencies recently defined in the Management Competency Assessment Tool (MCAT). 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 Mission Critical Occupations have been identified and integrated to the workforce analysis. Core competencies are aligned to OPM's *The Leadership Journey* competencies, and have been preliminarily identified for these occupations. The core competencies for Leadership positions include the OPM defined 28 (ECQ) competencies and 6 Performance Management competencies recently defined in the Management Competency Assessment Tool (MCAT). 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) in FY07. However, a

review of basic data provided to date indicates that participation of MCOs in training is increasing, and thus it can be assumed that their skills gaps are closing.

The results of the Governmentwide IT Competency Assessment have not been distributed to either HRD or the IT to date. Therefore, a gap analysis, nor an improvement plan was not completed; but HRD anticipates these to be accomplished during the third quarter.

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

b) Skills (Vacancy) Gaps

The on board count and the budgeted FTEs were identified for each Agency; and 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 the 19 Mission Critical Occupations identified and provided by USDA.

- **FAS** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to FAS; and 38% of the employees are within these occupations. Based on the number of funded positions to the number of employees on board, there is an overall Skills (Vacancy) Gap of 19.1% with a 2QFY07 end Gap of 3.0%. All vacancies are currently under review.
- **FSA** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 6 of the MCOs apply to FSA; and 75% of the employees are within these occupations. Based on the number of funded positions to the number of employees on board, there is an overall Skills (Vacancy) Gap of 2.9% with a 2QFY07 end Gap of 2.5%.
- **RMA** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to RMA; and 58% of the employees are within these occupations. Based on the number of funded positions to the number of employees on board, there is an overall Skills (Vacancy) Gap of 11.6% with a 2QFY07 end Gap of 2.5%. All vacancies are under review.

USDA / FAS Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	1Q Gap%	Projected 2QFY07 Gap%
0301 - Misc. Administrative	81	102	20.6%	3.0%
2210 Computer Specialist	44	51	13.7%	3.0%
0343 - Management/Program Analyst	47	57	17.5%	3.0%
0401 - Gen Biological Science	8	12	33.3%	3.0%
1101 - Gen Business & Industry	9	12	25.0%	3.0%
Totals	189	234	19.2%	3.0%

USDA / FSA Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	1Q Gap%	Projected 2QFY07 Gap%
0301 - Misc. Administrative	242	255	0.5%	1.0%
2210 Computer Specialist	305	316	3.5%	1.5%
0343 - Management/Program Analyst	193	199	3.0%	2.0%
0401 - Gen Biological Science	2	3	33.0%	0%
1101 - Gen Business & Industry	1257	1291	2.6%	1.5%
1165 - Loan Specialist	1576	1619	2.6%	1.5%
Totals	3575	3683	2.9%	2.5%

USDA / RMA Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	1Q Gap%	Projected 2QFY07 Gap%
0301 - Misc. Administrative	14	17	17.6%	3.0%
2210 Computer Specialist	43	48	10.4%	2.0%
0343 - Management/Program Analyst	16	18	11.1%	2.5%
1101 - Gen Business & Industry	183	207	11.6%	2.5%
1530 - Statistician	10	11	0.9%	0%
Totals	266	301	11.6%	2.5%

8) Hiring Timelines (GS and SES)

<p>USDA GREEN CRITERIA - GS: Meets 28-day time to hire standard, meets 45-day standard to notify applicants of hiring decisions for 50% of hires, meets targets for hiring process improvements based on CHCO Council criteria. Use hiring flexibilities to meet recruiting and staffing challenges.</p>	<p>USDA YELLOW CRITERIA - GS: Agency meets hiring timeline of 45 days for GS and has used hiring flexibilities to meet recruiting and staffing challenges.</p>
<p>USDA GREEN CRITERIA - SES: Sets and meets SES hiring timeline of 30 days or less. Use hiring flexibilities to meet recruiting and staffing challenges.</p>	<p>USDA YELLOW CRITERIA - SES: Agency meets hiring timeline of 40 days for SES and has used hiring flexibilities to meet recruiting and staffing challenges.</p>
<p>PROUD-TO-BE IV 2QFY07 MILESTONES:</p> <ul style="list-style-type: none"> • Submit Status Report on improving hiring process based on CHCO Council Management and Applicant Satisfaction Surveys (due January 2007) • Submit Quarterly Hiring Timeline Chart (Using Oct-Dec data) • Career Patterns: For the period through June 2007, USDA needs to be completing Step 3 of the Analytic Tool, show the HCO that they are making progress in enhancing existing or building new work environments. This progress leads to meeting the operational goal that all CHCO agencies use Career Patterns to hire. • Hold an agency-wide Human Capital forum and share human capital best practices. 	<p>OMB SCORECARD - Planned Actions for Q2 FY 2007:</p> <ul style="list-style-type: none"> • Submit Status Report on actions for improving hiring process based on CHCO Management Survey.

a) The Chief Human Capital Officer (CHCO) **Management Satisfaction Survey (MSS)** was initiated by OPM in May 2006. The OPM web-based survey includes 12 questions with 18 responses. It is requested by HRD to have all managers who have hired employees complete the 15 minute survey questionnaire focused on improving the overall hiring process within the Agency. The base line included results collected in 4QFY06 and have been distributed to HRD staffing specialists for review, reinforcement of positive practices and improvement of not-so-positive practices. Cumulative survey results will be reported by OPM routinely. HRD (specifically FSA) has chosen question **# 6 - My job announcement attracted the right applicants** – to monitor for improvement. A target of 86.1% (a 2% improvement) over the combined base line positive response rate of 84.1% has been established with USDA and OPM. The following actions by HRD staffing specialists have been initiated to ensure the right skills are with the right candidates:

1. Utilize 'competency-based' job summary, vacancy announcement, and interview questionnaire to identify accurate job requirements.
2. Apply government-wide initiatives where practical, e.g., Career Patterns, Student Programs, Hiring Flexibilities, etc., to secure future candidates.
3. Implement internal survey to monitor 'quality of new hires' 90 days after EOD.

b) Hiring Timelines, that includes time to fill vacancies from closing date of announcement until date of offer (omitting non-workdays) has been established by FFAS HRD and reported quarterly. USDA/OHCM have established hiring timeline goals of 30 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 charts:

AGENCY (permanent)	FAS	FSA	RMA
GS: Average # of Work Days per Hire (re: OPM 45 day criteria)	12.3	33.3	37.2
Total # of Permanent Hires (offers made)	11	98	6
# of Permanent Hires offered under OPM 45 Day Measure	11	78	4
% of Permanent Hires offered under OPM 45 Day Measure	100%	79.6%	66.6%
Total # of Mission Critical Occupations Hires (offers made)	10	61	4
# of Hiring Flexibilities used for 'all' hires	10	20	2
Average # of Work Days per Hire (SF-52 received to offer)	21.5	58.1	64.7
Total # of Applicants	96	1911	209
% Applicants notified of final status within OPM 45 day standard ^(50%)	96.9%	81.0%	82.3%

AGENCY (permanent)	FAS	FSA	RMA
SES: Average # of Days per Hire (re: OPM 30 day criteria)	n/a	n/a	n/a
Total # of SES Hires	0	0	0

c) The **Career Patterns** Guide (A 21st Century Approach to Attracting Talent) was initiated by OPM in June 2006. A progressive implementation schedule began July 2006, and quarterly milestones are included in USDA's Proud-to-Be IV document. FAS, FSA and RMA utilized the Career Patterns Guide to complete Steps 1 and 2 of the Analytic Tool for the Mission Critical Occupations. The OPM Career Patterns initiative is a new approach to bring the next generation of employees into Federal Government positions. This method views recruitment and retention objectives and identifies opportunities and action plans to ensure employment efforts are successful. The purpose of Step 1 is to help HRD staffing specialist 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. Current implementation status for the agencies is indicated below:

- **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. Step 3 is being completed and on schedule. Addition Mission Critical Occupations will be added to the Career Patterns process by 4QFY07.
- **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. Step 3 is being completed and on schedule. Addition Mission Critical Occupations will be added to the Career Patterns process by 4QFY07.
- **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. Step 3 is being completed and on schedule. Addition Mission Critical Occupations will be added to the Career Patterns process by 4QFY07.

d) USDA/OHCM has yet to schedule an agency-wide **Human Capital Forum** to share human capital best practices. HRD has a representative on the USDA / OHCM task team.

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

9) Accountability System

USDA 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.	USDA 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.
PROUD-TO-BE IV 2QFY07 MILESTONES: <ul style="list-style-type: none">• Continue Accountability audits and reviews.	OMB SCORECARD - Planned Actions for Q2 FY 2007: <ul style="list-style-type: none">• Analyze FHCS results in preparation for developing an action plan during the following quarter.• Continue implementation of accountability system.

a) FFAS 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 FFAS 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. FFAS HRD continues to incorporate 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.

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.

b) The 2006 Federal Human Capital Survey (**FHCS**) results are completed for **FAS**, **FSA** and **RMA** and have been distributed to Agency leadership for their review. 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.

- **FAS** identified 29 organizational strengths and 24 improvement opportunities after reviewing the FHCS results. Action plans can be developed by analyzing these reports.
- **FSA** identified 24 organizational strengths and 28 improvement opportunities after reviewing the FHCS results where action plans may be developed. Action plans can be developed by analyzing these reports.
- **RMA** identified 19 organizational strengths and 38 improvement opportunities after reviewing the FHCS results where action plans may be developed. Action plans can be developed by analyzing these reports.

The FHCS reports will be available on the FFAS HRD internet March 1, 2007.

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