

Pending OPM approval
Missing PAA requirement

GOVERNMENT-WIDE INITIATIVES

Strategic Management of Human Capital

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Overall Status Score: GREEN (July 1, 2008)

GREEN Standards for Success

Agency:

- 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 (Achieved 4th Quarter, FY 2005);
- 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 (3rd Quarter, FY 2008);
- 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 (Achieved 2nd Quarter, FY 2007);

- 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 (3rd 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 (3rd Quarter, FY 2008);
- Implemented programs that are designed to recruit broadly, attract a diverse applicant pool and use the talents of the agency's workforce; has a process to sustain workforce diversity (Achieved 4th Quarter, FY 2005);
- 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 (2nd Quarter, FY 2008);
- 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 Senior Executive Service (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. (3rd Quarter, FY 2008); and,

- ☑ Took corrective and improvement action, within prescribed timeframes, based on the results of the accountability activities (2nd Quarter, FY 2008).

KEY MILESTONES for the Department of Agriculture

FY 2007 – Fourth Quarter *MM*

Career Patterns

- Provide an update on the use of career patterns to improve hiring throughout USDA and provide evidence to support improvement.

Skills Gaps

- 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.

Improving Hiring

- Submits Quarterly Hiring Timeline Chart (Apr – Jun data). ✓
- Maintains aggressive SES hiring timeline of 45 days or less. ✓
- Continues to meet the 45 day time to hire standard. ✓

Accountability

- Provides progress report on accountability activities. ✓

- Provides projected list of Accountability audit sites for FY 2009 to OPM.

Organization Improvement Plan

- For the U.S. Forest Service:
 - Reduce indirect costs to \$461 million or 10% of total obligations by the end of FY 2007.
 - Provide an update on the Forest Service Transformation goals.
 - Provide an updated report on the independent review and evaluation of cost reduction initiatives for Information Technology Infrastructure.
 - Achieve a 15% reduction in “as-is” staffing from 808 FTE baseline established in FY 2005.
- For the Farm Service Agency:
 - 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.
- For Rural Development:
 - Develop and implement annual marketing plans for all programs and all states by September 30, 2007.
- For the Natural Resources Conservation Service:
 - Complete and begin implementing an organizational structure review of the national headquarters’ office.
 - Complete and begin implementing a nationwide organizational structure efficiency review of the 52 state offices and field offices

FY 2008 – First Quarter

Career Pattern Action Items

- Provide an update on the use of Career Patterns (CP) and provide evidence of operation in career patterns environment.

Succession Strategies

- Reports leadership competency gap closure and bench strength results in the 2007 Human Capital Accountability Report.
- Sets and submits leadership and performance management competency targets.
- Submits leadership bench strength targets.

Skills Gaps

- Reports HRM, IT, and agency-specific MCO competency gap closure and staffing projection results in the 2007 Human Capital Accountability Report.
- Submits Gap Analysis and Improvement Plan for the Acquisition Occupation to OPM and OMB.

Improving Hiring

- Submit Quarterly Hiring Timeline Chart (July-Sep data).
- Reports management satisfaction survey results in the 2007 Human Capital Accountability Report.
- Maintains aggressive SES hiring timelines of 45 days or less.
- Continues to meet the 45 day time to hire standard.

Accountability

- Submits Annual Human Capital Accountability Report including required SSMs, and updated accountability plan.

Organization Improvement Plan

- For the Farm Service Agency:
 - Provide a progress report on the organizational structure review of state offices and the National Headquarters' office.
 - Complete a MIDAS business case.
- For the Forest Service:
 - Complete the transfer of Region 5 to Empower HR. This will complete the transfer of all regions to Empower HR.
- For the Marketing and Regulatory Service:
 - Grain, Inspection, Packers and Stockyards Administration (GIPSA) – Monitor and evaluate pilot programs #1, #2, and

- #3 to assess impact on service delivery organizational structure by November 30, 2007.
- GIPSA – Define and obtain space for centralized oversight activities by December 31, 2007.

FY 2008 – Second Quarter

Career Pattern Action Items

- Provide an update on the use of Career Patterns and demonstrate progress.

Performance Management

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

Skills Gaps

- Reports progress on HRM, IT, and agency-specific MCO competency gap closure efforts using the MCO Resource Tables and competency gap closure tables. (Note: Tables and charts only need to be submitted if significant changes occur. Otherwise, tables not due until June 15, 2008 along with results report.)

Improving Hiring

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

Accountability

- Continue Accountability audits and reviews and report progress.

Organization Improvement Plan

- For the Farm Service Agency:
 - Complete the organizational structure efficiency review of the national headquarters' office and state offices and begin implementing.

- For The Forest Service:
 - Complete the Human Capital centralization as outlined in the approved business case by March 2008.

FY 2008 – Third Quarter

Human Capital Planning

- Update the agency's workforce plan.

Career Pattern Action Items

- Provide progress report on use of Career Patterns through Hiring Improvement Plan status report.

Succession Strategies

- Submit bench strength results for Proud To Be (PTB) V.
- Update and submit Succession Management Plan when triggered by changes in the agency or from accountability activities. If no change needed, submit evidence to support retention of current plan and provide updated milestones and timelines.

Performance Management

- Confirm that 70% of employees are covered by an appraisal program that meets the President's Management Agenda (PMA) requirements.

Skills Gaps

- Submit Quarterly Hiring Timeline Chart (Use Jan-Mar data).
- Meets 45 day standard to notify applicants of final status for 70% of hires and meets targets for hiring process improvements based on CHCO Council criteria.
- Submit results for significantly reducing vacancies in MCOs using MCO Resource Tables.
- Submit results report for closing competency gaps and meeting staffing projections in IT.

- Continues to meet aggressive SES hiring timelines of 45 days or less.
- Continues to meet the 45 day time to hire standard.

Accountability

- Continue Accountability System Plan activities and report progress.

Organization Improvement Plan

- Report on progress of ongoing activities.

On-going

- Conduct periodic meetings with mission area human capital officers to improve PMA results.
- Track agency progress on succession management.
- Track agency progress on improving the hiring process/timeline.
- Agencies report on progress on closing competency gaps in mission critical occupations.
- Monitor bench strength for mission critical occupations within agencies and across Department.
- Agencies report on progress on performance management activities.
- Report on progress of accountability reviews.
- Improve workforce diversity, particularly in mission critical occupations and leadership ranks; establish processes to sustain diversity.
- Continue implementing field office organization structure alignment business plans. (Note: Plans should include all states by the end of this Administration.)

Overall Status Score: GREEN (July 1, 2009)

Explanation: USDA has established aggressive goals for its Strategic Management of Human Capital for the period July 1, 2008 through June 30, 2009. During this period of time, USDA will ensure that all previously implemented Proud to Be initiatives have been institutionalized among all of its agencies and staff offices. Each of the standards established require USDA to meet or exceed an 80% or greater metric and, in many instances, USDA has established a metric of 100% compliance Department-wide. Specifically, USDA has committed to improving its Performance Appraisal Assessment Tool score to 80 or above for all of its agencies. USDA has also committed that all of its agencies will categorize their positions by the new Career Patterns methodologies and that all USDA agencies will meet or exceed the SES and General Schedule timelines. Additionally, 90% of USDA agencies will meet their targets to close competency gaps for mission critical positions, and 80% will improve their hiring practices as measured by the Hiring Satisfaction Survey. Through these efforts, USDA will ensure an efficient, high-performing, diverse workforce, aligned with mission priorities and working cooperatively with partners and the private sector.

KEY RESULTS – We Would Be Proud to Achieve

Agency:

- All USDA agencies improve their performance management practices as measured by the Performance Appraisal Assessment Tool (PAAT) and achieve a score of 80 or better (by June 2009).
- USDA meets the 45 day hiring and applicant notification standards for 90% of non-SES hires.
- 100% of USDA agencies categorize their positions by the new Career Patterns to close competency gaps.
- USDA meets or exceeds SES hiring timeline of 45 days or better.
- USDA meets or exceeds General Schedule hiring timeline of 45 days or better.
- 90% of USDA agencies meet targets to close competency gaps for mission critical occupations (i.e., agency-specific, Human

Resources Management, Information Technology, Acquisition, and leadership) and demonstrate how closing competency gaps support organizational goals (by June 2009).

- 80 % of USDA agencies improve hiring practices as measured by the Hiring Satisfaction Survey.
- Continue to improve workforce diversity, particularly in mission critical occupations.

**President's Management Agenda
DEPARTMENT OF X**

Initiative	CURRENT STATUS (As of September 30, 2007)	PROGRESS Fourth Quarter FY 2007	COMMENTS
HUMAN CAPITAL Agency lead:	<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"><input type="radio"/></div> <div> <p>Human Capital Planning</p> <p><i>Comprehensive HC Plan</i></p> <ul style="list-style-type: none"> — aligns with agency mission and strategically integrates all HC planning efforts (Y) — results analyzed and used (G) <p><i>Organizational Structuring</i></p> <ul style="list-style-type: none"> — organizational structuring incorporates workforce planning (Y) — achieves efficiencies in performance, service, and cost (G) <p>Human Capital Implementation</p> <p><i>Leadership/Knowledge Management</i></p> <ul style="list-style-type: none"> — implements leadership succession strategy and meets milestones (Y) — meets competency gap and bench strength targets (G) <p><i>Results-Oriented Performance Culture</i></p> <ul style="list-style-type: none"> — performance pilot implemented (Y) — SES, mgrs.' performance plans aligned, etc (Y) — implements strategies to address workforce diversity (Y) — performance pilot completed (G) — 70% + of employees covered by PM systems (G) — utilizes workforce diversity to achieve results (G) <p><i>Talent Management</i></p> <ul style="list-style-type: none"> — meets competency gap closure milestones (Y) — implements improve-hiring strategy (Y) — meets competency gap targets and significantly reduces vacancies in MCOs (G) — meets hiring improvement targets (G) <p>Human Capital Evaluation</p> <p><i>Accountability</i></p> <ul style="list-style-type: none"> — delivers HCAR including SSM results (Y) — conducts audits (Y) — takes corrective action (G) </div> </div>	<p><u>Actions taken this quarter:</u></p> <ul style="list-style-type: none"> • Provide a brief summary of key actions. <p><u>Planned actions for next quarter:</u></p> <ul style="list-style-type: none"> • Outline key actions. 	<ul style="list-style-type: none"> • Assess general progress against Proud to Be goals (e.g., on track, aggressive, slippage, etc); highlight if change in momentum • Discuss critical actions planned for after FY 2007 Q1 (as appropriate) • If status is expected in change in next couple of quarters, what OMB/OPM assistance might be necessary. • Use additional bullets to explain or enhance discussion in first two columns (e.g., legislative barriers, or other risks to PWA implementation, management changes at agency, etc.)