QUARTERLY ACCOUNTABILITY REPORT

for

STRATEGIC MANAGEMENT of HUMAN CAPITAL

and update to

USDA INTERNAL PMA SCORECARD (MITS) CRITERIA

and

OMB PROUD - TO - BE V QUARTERLY MILESTONES

for

4QFY08

covering period

May 08, 2008 to August 08, 2008

for

Mission Area: Farm & Foreign Agricultural Services (FFAS)

USDA Internal MITS Scorecard – May 08, 2008	FFAS – as of 3QFY08		

USDA METRIC	FAS	FSA	RMA
1) Workforce Diversity	G	G	G
2) Skills Gap	G	G	G
3) Hiring Timelines for GS and Use of Hiring Flexibilities	Y	Y	Y
Hiring Timelines for SES and Use of Hiring Flexibilities	G	G	G
4) Organizational Structure	G	Y	G
5) Leadership/Succession Management	G	G	G
6) Performance Appraisals and Award Systems	G	G	G
7) Performance Pilot	Y	G	Y
8) Strategic Planning	G	G	G
9) Accountability System	G	G	G

3QFY08 Summary Score	Y	Y	Y

1) Workforce Diversity

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USDA/OMB GREEN CRITERIA:
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).

OMB YELLOW CRITERIA:
Implemented strategies to address workforce diversity, particularly in mission-critical occupations and leadership ranks.

USDA MITS YELLOW CRITERIA:
Recruitment plan implemented and positive results demonstrated.

USDA PROUD-TO-BE VI 4Q FY08 MILESTONES:
None

OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2008:
None

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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 USDA/OPM initiatives. The annual recruitment / training plans for each Agency 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, FSA and RMA have a process in place to sustain diversity; and trends are analyzed and reported quarterly. Table 1 identifies the changes for each agency from the previous quarter.

▪ **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 FFAS hiring data from April 1, 2008 through June 30, 2008, FAS had 29 hires (external to Agency), 21 (72.4%) of whom were in the 4 major represented groups. The profile of the total current permanent employment through 3Q 2008 indicates 51.5% Women - down by 0.4%, 25.2% Black – down by 0.3%, 5.1% Hispanic – up by 0.1%, 4.3% Asian - up by 0.1%, and 0.7% American Indian – up by 0.1%.

▪ **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 FFAS hiring data from April 1, 2008 through June 30, 2008, FSA had 165 hires (external to Agency), 111 (67.3%) of whom were in the 5 major represented groups. The profile of the total current permanent employment through 3Q 2008 indicates 57.3% Women – no change, 10.8% Black - down by .1%, 3.9% Hispanic – no change, 1.4% Asian –no change, 1.5% American Indian – no change.

▪ **RMA** – Civil Rights and HRD work together to ensure diversity initiatives are considered during all staffing processes in the Agency. Based on the FFAS hiring data from April 1, 2008 through June 30, RMA had 31 hires (external to Agency), 18 (58.1%) of whom were in the 2 major represented groups. The profile of the total current permanent employment through 3Q 2008 indicates 48.3% Women - down by 1.2%, 14.5% Black - down by 0.1%, 2.9% Hispanic - up by 0.2%, 2.3% Asian - sustained, and 1.1% American Indian – sustained.

WORKFORCE DIVERSITY TREND ANALYSIS

Based on USDA Minority Reports of 06/02/08 and FFAS Hiring Data	Total / Hire Federal FT **YTD**	WOMEN	BLACK	HISPANIC	ASIAN AMERICAN / PACIFIC ISL.	AMERICAN INDIAN / ALASKA
		RCLF: 43.9%	RCLF: 17.8%	RCLF: 7.8%	RCLF: 5.3%	RCLF: 2.0%
FAS Total	610	51.5% v	25.2% v	5.1% ^	4.3% ^	0.7% ^
FAS Hires	29	55.2% ^	27.6% ^	3.4% ^	13.8% ^	0% >
FSA Total	5025	57.3% >	10.8% ^	3.9% >	1.4% >	1.5% >
FSA Hires	165	57.6% v	13.9% v	6.1% ^	.6% v	.6% ^
RMA Total	475	48.3% v	14.5% v	2.9% ^	2.3% >	1.1% >
RMA Hires	31	41.9% ^	29.0% ^	0% >	0% >	0% v

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

Table 1

2) Skills Gap

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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.

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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%.

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USDA PROUD-TO-BE VI 4Q FY08 MILESTONES:
• Submit results report for closing competency gaps and meeting staffing projections in IT.
• Submit results for significantly reducing vacancies in MCOs using MCO Resource Tables.

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OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 3Q FY 2008:
• Submit measures results report for closing IT gaps and meeting staffing projections.
• Submit progress report for closing Acquisition competency gaps.
• Submit the required metrics MCO Competency profile and Resource charts.
• Submit the required metrics MCO Resource Chart outlining results for significantly reducing HRM vacancies.

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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/vacancy gaps in Mission Critical Occupations (MCO). 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 developmental 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; and competitive sourcing strategies, where required, will also incorporate current and future competencies.

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 focus HRD recruitment strategies and to ensure critical skills and resources are "on-board" in the Agency. The MCO Skills Gap (Vacancy) Profile predicts the percentage of vacant MCO positions for each Agency over the next fiscal quarter (see Tables 2, 3 and 4). The funded FTE (ceiling) data is provided by the respective Agency and prorated where specific MCO FTEs were not available. The OPM/USDA target is to keep the percentage of vacant positions at or below 3%.

▪ **FAS** – Of the 20 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to FAS; and 20% (133 of ~ 661) of the workforce are funded in these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 3 MCO's at or below the OPM/USDA target of a 3% vacancy gap; and 2 MCO's with a gap greater than 3%. The 4QFY08 vacancy gap is 1.5%; and the projected vacancy gap for all MCOs at the close of 1QFY09 is 3% or less. Vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

FAS MCO SKILLS GAP (VACANCY) PROFILE

USDA / **FAS** Mission Critical Occupations and Series (as of 6/30/08)	Federal Employees Onboard	Funded Positions	4Q Gap%	Projected 1QFY09 Gap%
0301 - Misc. Administrative	41	40	0.0%	0.00%
0343 - Management/Program Analyst	36	35	0.0%	0.00%
0401 - Gen Biological Science	5	7	28.6%	3.00%
1101 - Gen Business & Industry	10	8	0.0%	0.00%
2210 - Computer Specialist*	41	45	8.9%	1.00%
Totals	133	135	1.5%	< 3.0%

* OPM conducted Competency Assessment

Table 2

▪ **FSA** – Of the 20 Mission Critical Occupations identified and reported by USDA to OPM, 7 of the MCOs apply to FSA; and 72% (3672 of ~ 5148) of the workforce are funded in these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 3 MCO's at or below the OPM/USDA target of a 3% vacancy gap; and 4 MCO's with a gap greater than 3%. The 4QFY08 vacancy gap is 1.9%; and the projected vacancy gap for all MCOs at the close of 1QFY09 is 3% or less. Vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

FSA MCO SKILLS GAP (VACANCY) PROFILE

USDA / **FSA** Mission Critical Occupations and Series (as of 6/30/08)	Federal Employees Onboard	Funded Positions	4Q Gap%	Projected 1QFY09 Gap%
0201 - Human Resources Specialist*	92	97	5.2%	2.0%
0301 - Misc. Administrative	260	270	3.7%	1.0%
0343 - Management/Program Analyst	180	196	8.2%	3.0%
0401 - Gen Biological Science	4	5	20.0%	3.0%
1101 - Gen Business & Industry	1258	1260	0.2%	0.0%
1165 - Loan Specialist	1552	1595	2.7%	0.0%
2210 - Computer Specialist*	326	321	0.0%	0.0%
Totals	3672	3744	1.9%	< 3.0%

* OPM conducted Competency Assessment

Table 3

▪ **RMA** – Of the 20 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to RMA; and 57% (275 of ~482) of the workforce are funded in these occupations. Based on the number of funded positions to the number of employees on board per MCO, there are 2 MCO's at or below the OPM/USDA target of a 3% vacancy gap; and 3 MCO's with a gap greater than 3%. The 4QFY08 vacancy gap is 4.8%; and the projected vacancy gap target for all MCO's at the close of 1QFY09 is 3% or less. Vacancies are reviewed in respect to supporting organizational objectives and the annual recruitment plan prior to posting the vacancy.

RMA MCO SKILLS GAP (VACANCY) PROFILE

USDA / **RMA** Mission Critical Occupations and Series (as of 6/30/08)	Federal Employees Onboard	Funded Positions	4Q Gap%	Projected 1QFY09 Gap%
0301 - Misc. Administrative	16	15	0.0%	0.0%
0343 - Management/Program Analyst	17	21	14.3%	3.0%
1101 - Gen Business & Industry	205	199	0.0%	0.0%
1530 - Statistician	9	17	41.2%	3.0%
2210 - Computer Specialist*	28	37	24.3%	3.0%
Totals	275	289	4.8%	< 3.0%

* OPM conducted Competency Assessment

Table 4

HRD incorporates the Talent Management System elements and metrics of OPM's HR Practitioners' Guide and HCAAF - Systems, Standards and Metrics into its annual Human Capital Management Accountability and Performance Plans (HCMAPP) and the Quarterly Accountability Report to communicate, analyze and act on trends in Skills Gap Closure, Turnover, Management/Applicant Satisfaction, etc., to continue to improve the acquisition and utilization of talent.

b) Skills (Competency) Gaps - Training & Development and Recruitment Implications

Where Government-wide competency assessments have not been administered, core competencies of all Agency MCOs are generally aligned to the 34 Leadership Competencies defined by OPM. They include fundamental competencies for managing one's self and advanced competencies from managing teams or leading projects, to managing people, programs and performance, to leading organizations. For each Agency, developmental venues, e.g., AgLearn course work, Leadership Training, etc., are available on the HRD web site in order to assist employees and managers target their training needs and encourage self development. The developmental process for all employees is articulated in Notice PM-2570 - Continuous Learning and Succession Planning Tool for Developing Competencies.

▪ **FAS** – Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY08-FY11) 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 Notice PM-2570 - Continuous Learning and Succession Planning Tool for Developing Competencies. FAS reviews and assesses the closure of competency gaps for mission critical occupations on a quarterly basis.

▪ **FSA** – Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY08-FY11) 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 Notice PM-2570 - Continuous Learning and Succession Planning Tool for Developing Competencies. FSA reviews and assesses the closure of competency gaps for mission critical occupations on a quarterly basis.

▪ **RMA** – Agency specific Mission Critical Occupations have been identified from the workforce analyses (FY08-FY11) 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 Notice PM-2570 - Continuous Learning and Succession Planning Tool for Developing Competencies. RMA reviews and assesses the closure of competency gaps for mission critical occupations on a quarterly basis.

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, all Leadership positions, the Information Technology, Human Resources, and Acquisition occupations have been assessed using the OPM approved competency assessment tools (Table 5).

Of note, in April of 2007, the Office of Federal Procurement Policy (OFPP) and the Federal Acquisition Institute (FAI) conducted a voluntary and anonymous Acquisition Competencies Survey. The targeted audience included personnel in the 1102 series, civilian and military personnel who perform Contract Specialist duties, and personnel with Contract Officer Warrant authority. There were over 5,400 responses to the survey.

GOVERNMENT WIDE ASSESSMENTS COMPLETED

Government-wide Assessed MCOs	Assessment Tool Used	Date of Assessment(s)	Number of Core Competencies Assessed	Gap Analysis Report and Improvement Plan	USDA Targeted Competencies FY08
2210 Computer Specialist	OPM OCIO ITWCA CPAT	11/06	12 Clinger-Cohen Defined	USDA/OCIO May 2007	• IT Project Management - Decision Making, Leadership • IT Security/Information Assurance - Information Assurance, Information Systems/Network Security • Enterprise Architecture - Strategic Thinking, Technology Awareness • Solutions Architecture - Requirements Analysis, Information Technology Architecture
0201 Human Resource Specialist	OPM FCAT-HR	06/07	19 CHCO Defined	USDA September 2007	• Performance Management • Performance Management - Communications & Training
All Leadership Positions	OPM FCAT-M	06/07	34 CHCO Defined	TBD	• Facilitating • Understanding Performance Management
1102 Acquisition	FAI	04/07	17 Technical	FAI – October 2007	• Facilitating Project Management • Defining Requirements • Financial Management

Table 5

c) Federal Competency Assessment Tool for Human Resource Specialists (FCAT-HR)

OPM conducted its 2nd annual web-based competency assessment of Human Resource Specialists (0201 series) in 2QFY07. The FCAT-HR focused on 19 OPM-defined 0201 competencies and a summary of the HRD results are reflected in the Tables 6, 7 and 8. The results are under review by HRD and will be used to support the action plans considered from the HRD Organization Review - February 2007.

A department-wide work group also analyzed the 2007 FCAT-HR results; and USDA/OHCM identified two competencies to focus on and to close the skills gaps for - Performance Management and Performance Management - Training & Communication. Progress reports regarding the closure of these skill gaps will be included within the Proud-to-Be V quarterly milestones updates submitted by the Department to OPM/OMB. See Table 9.

For HRD, of all 19 competencies, the 5 competencies with the highest proficiency, the 5 competencies with the lowest proficiency and the 5 competencies with the greatest skills gaps are identified in Table 6.

FSA FCAT-HR Results - ALL 19 COMPETENCIES					
Highest Proficiency Competencies (HPC)	HPC Scores	Lowest Proficiency Competencies (LPC)	LPC Scores	Actual to Desired Competencies	GAP
Customer Service	4.39	Labor Relations	2.25	Client Engagement / Change Management	-0.76
Interpersonal Skills	4.25	Employee Relations	2.34	Performance Management Evaluation	-0.63
Teamwork	4.16	Performance Management Evaluation	2.36	Performance Management Communication and Training	-0.53
Problem Solving	4.07	Employee Benefits	2.39	Knowledge of the Agency's Business	-0.52
Technical Competence	3.84	Classification	2.41	Workforce Planning	-0.50

Table 6

Of the 7 General Competencies, the highest and lowest proficiency; and the greatest to least gap are sorted in Table 7.

FSA FCAT-HR Results - 7 GENERAL COMPETENCIES					
Highest Proficiency Competencies (HPC)	HPC Scores	Lowest Proficiency Competencies (LPC)	LPC Scores	Actual to Desired Competencies	GAP
Customer Service	4.39	Client Engagement / Change Management	3.14	Client Engagement / Change Management	-0.76
Interpersonal Skills	4.25	Project Management	3.16	Knowledge of the Agency's Business	-0.52
Teamwork	4.16	Knowledge of the Agency's Business	3.46	Project Management	-0.37
Problem Solving	4.07	Problem Solving	4.07	Teamwork	-0.35
Knowledge of the Agency's Business	3.46	Teamwork	4.16	Problem Solving	-0.24
Project Management	3.16	Interpersonal Skills	4.25	Interpersonal Skills	-0.21
Client Engagement / Change Management	3.14	Customer Service	4.39	Customer Service	-0.14

Table 7

Of the 12 Technical/Performance Management Competencies, the 5 Highest, the 5 Lowest and the 5 with the greatest gaps are reflected in Table 8.

FSA FCAT-HR Results - 12 Technical/Performance Management COMPETENCIES					
Highest Proficiency Competencies (HPC)	HPC Scores	Lowest Proficiency Competencies (LPC)	LPC Scores	Actual to Desired Competencies	GAP
Technical Competence	3.84	Labor Relations	2.25	Performance Management Evaluation	-0.63
Recruitment /Placement	3.00	Employee Relations	2.34	Performance Management Communication and Training	-0.53
Legal, Government and Jurisprudence	2.83	Performance Management Evaluation	2.36	Workforce Planning	-0.50
HR Information Systems	2.67	Employee Benefits	2.39	Labor Relations	-0.47
Employee Development	2.67	Classification	2.41	Performance Coaching and Facilitation	-0.44

Table 8

Format for Performance Management Planning and Reporting
For GS-201 Positions Employee Development Plans to Close Competency Gaps

Tactics (Strategies)	Rationale (Purpose)	Timetable By Quarter	Responsibility (Who)	Measurement (Completion Progress)
1. Utilize the currently developed FSA performance management AgLearn course, entitled "Performance Management for Non-Supervisors."	The FSA AgLearn course will offer a cost effective development tool designed to provide a better understanding of the components of the performance management system.	Quarter 2 to 3	• Supervisors • Employees	Certification by HR Director and HR supervisors Quarterly Accomplishments of Tactic Q 2 – memo to all targeted HR Specialists assigning the FSA Performance Management AgLearn course.
2. Add the performance management AgLearn course to the 201 HR specialist's IDPs.	IDPs target developmental goals on an individual basis by providing a roadmap for tracking progress.	Completion of AgLearn course by Quarter 3.	• Supervisors • Employees	Certification by HR Director and Supervisors that the performance management course has been added to 201 HR Specialist's IDPs. Quarterly Accomplishments of Tactic IDPs are in the process of being updated and completed.
3. Confirm the number of HR Specialist that have completed the performance management course.	To provide employees with the resource to gain additional performance management knowledge	Quarter 2 - 50% of the targeted population will have started the developmental activity. Quarter 3 - 100% of targeted. Population will have completed the AgLearn course.	• Supervisors • Employees • Agency AgLearn Administrator	Monitoring of participation in the course and other developmental opportunities. Quarterly Accomplishments of Tactic

d) FFAS HRD Competency Profile Chart - Human Resource Specialist (0201)

The Competency Profile Chart and formulae have been developed by OPM and used to track and report the competency gaps for the current fiscal year and for the long term - five years. For the two USDA-targeted competencies, FFAS HRD will need 16 more Human Resource Specialists to demonstrate the needed competency level for Performance Management and 20 more Specialists to demonstrate the needed competency level for Performance Management - Communication and Training by the end of FY08. Action plans are under development to address the competency proficiency level of current and future HRD specialists.

Competency Profile Chart for Mission Critical Occupation(s) (MCOs)

Agency Name	Farm Service Agency
Size of Total Workforce	97
Name of MCO(s)	Human Resources Specialist
Start Date of Measurement Year	October 1, 2007
End Date of Measurement Year	September 30, 2008
Date of Workforce Analysis	September 1, 2007
Date of this Report	
Years Agency Uses for Long-Term Goal	5 years
Agency Point of Contact (POC)	Clifton Taylor
OPM Human Capital Officer (HCO)	Lynn Matherly

Data from the Beginning of the Measurement Year (October 1, 2007)

Mission Critical Occupation(s) (MCOs): Human Resources Specialist

Measure	Critical Competencies							
	Client Engagement	Performance Mgmt	Performance Mgmt Coaching and Facilitation	Performance Mgmt Comm'n and Training	Performance Mgmt Evaluation			
(A) One-Year Target (To Be) for Number of Employees with the Needed Proficiency on the Competency by the End of This Measurement Year (September 30, 2008)		49		49				
(B) As Is on October 1, 2007, the Number of Employees Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year target for the Competency		35		29				
(C) Projected Attrition (in number of employees, use negative numbers for attrition) between October 1, 2007 and September 30, 2008		-2		0				
(D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap or surplus.) (B) + (C) - (A)		-16		-20				
(E) Long-Term Goal for Number of Employees with the Needed Proficiency on this Competency (e.g. target over 5 years, use negative numbers for attrition)		58		58				
(F) Projected Long-Term Attrition (projection over 5 years, use negative numbers for attrition)		-5		-6				
(G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap.) (B) + (F) - (E)		-28		-35				

Legend:
Enter information about dates, MCOs, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.
Other dates will be entered by the computer program based on what the agency enters at the top of the table.
Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.
Numbers in yellow cells show values that will be entered or calculated by the computer program.
Numbers in cells in blue must be completed by the agency at the end of a measurement year.
In each cell in Row (A), enter the one-year target or level for the number of employees needed with proficiency on the critical competency indicated in the column heading.
In each cell in Row (B), enter the number of employees who are at or above the proficiency level they need to do their work on the competency shown in the column heading.
In each cell in Row (C) enter the number of employees expected to attrit/separate during the year from the employees in the same column in Row (B). Cells will turn red if positive values are entered.
In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.
In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of employees needed with the competency indicated at the top of the column.
In each cell in Row (F) enter the projected long-term attrition from employees with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.
In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 9

3) 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 target 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 VI 4Q FY 2008 MILESTONES:
- Submit Quarterly Hiring Timeline Chart (April – June 2008 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.
- Continues to meet aggressive SES hiring timelines of 30 days or less.
- Continues to meet the 45 day time to hire standard.
- All USDA Mission areas/agencies that are included in the CHCO Management Satisfaction Survey identify targets and develop action plans to improve CHCO Management Survey Results.
- Provide progress report on use of Career Patterns and provide examples of vacancy announcements that include Career Pattern scenario language and where agency has used the Career Patterns template t include icons for USAJobs posting of announcement (Deliverable for each quarter).

OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 4Q FY 2008:
- Submit Quarterly Hiring Timeline Chart (April – June 2008 data).
- Meet all targets identified in the Improve Hiring Plan.
- Submit vacancy announcement and applicant data progress charts for the three Career Patterns occupations, GS-701, 630, and 696.

a) Hiring Timelines

Hiring Timelines, which includes the time to fill vacancies from the closing date of announcement to the date of offer (omitting non-workdays), are tracked by HRD and reported quarterly. USDA/OHCM established hiring timeline goals of 40 days for SES positions and 45 days for GS level positions. All three Agencies continue to aggressively pursue these goals as noted in Table 10.

- **FAS** – For the period April 1, 2008 to June 30, 2008, FAS recorded an average of 34 working days from the time the vacancy closed to the time management returned a decision. This represents 11 days under the target of 45 days. There were no SES hires during this period.

- **FSA** – For the period April 1, 2008 to June 30, 2008, FSA recorded an average of 24.1 working days from the time the vacancy closed to the time management returned a decision. This represents 20.9 days under the target of 45 days. There were no SES hires during this period.

▪ **RMA** – For the period April 1, 2008 to June 30, 2008, RMA recorded an average of 33.7 working days from the time the vacancy closed to the time management returned a decision. This represents 11.3 days under the target of 45 days. There were no SES hires during this period.

AGENCY (GS permanent) for period April – June 2008	FAS	FSA	RMA
1. Average # of Work Days per GS Hire - work days from SF52 in to Offer	70.6v	63.6v	90.0 ^
2. GS: Average # of Work Days per Hire - work days from Ann. Close to Offer (45 days = OPM Target/ 28 days = USDA Target)	34.0v	24.1^	33.7 v
3. Total # of Permanent Hires (offers made)	14	88	4
# of Permanent Hires offered under OPM 45 Day Measure	12	81	4
% of Permanent Hires offered under OPM 45 Day Measure (70% = OPM Target)	85.7% ^	92.0% ^	100% ^
4. Total # of Mission Critical Occupations Hires (offers made)	10	52	3
5. Total # of Applicants	263	1634	125
# Applicants notified of final status under OPM 45 Day Measure	157	1030	125
% Applicants notified of final status within OPM 45 day standard (70% = OPM Target)	59.7% ^	63.0% ^	100% ^
6. # of Hiring Flexibilities used for 'all' hires	10	18	9

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

AGENCY (SES) for period April – June 2008	FAS	FSA	RMA
Average # of Days per SES Hire (re: OPM 45 day criteria)	n/a	n/a	n/a
Total # of SES Hires	0	0	0

Table 10

b) Career Patterns

The Career Patterns Guide (A 21st 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 and HRD completed Steps 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.

A task force has been established to facilitate and capitalize on career pattern initiative by developing motivating marketing statements that attract the applicable career pattern scenarios. This team is also charged with incorporating the appropriate "Targeted Work Environment" icons in the vacancy announcement templates. Currently the icons are not available within the automated staffing system (USA Staffing) until the end of August 2008.   Vacancy announcements continue to be reviewed to optimize the use of career pattern language and to capitalize on the various core values characteristics of the career pattern scenarios.

The below vacancy announcement examples capture the Career Pattern language for the FFAS mission area agencies:

- **FAS** –

   Marketing statement - The Foreign Agricultural Service (FAS) is looking for people who want to work to improve foreign market access for U.S. products. FAS operates programs designed to build new markets and improve the competitive position of U.S. agriculture in the global marketplace.

   Benefits section - The Federal government offers a number of exceptional benefits to its employees. The following Web addresses are provided for your reference to explore the major benefits offered to most Federal employees.

   Flexible Spending Accounts - The Federal Flexible Spending Accounts Program (FSAFeds) allows you to pay for certain health and dependent care expenses with pre-tax dollars. For additional information visit: https://www.fsafeds.com/fsafeds/index.asp

   Health Insurance - The Federal Employees Health Benefits Program offers over 100 optional plans. For additional information visit: http://www.opm.gov/insure/health/index.asp

   Leave - Most Federal employees earn both annual and sick leave. For additional information visit: http://www.opm.gov/oca/leave/index.asp

   Life Insurance - The Federal Employees' Group Life Insurance Program (FEGLI) offers: Basic Life Insurance plus three types of optional insurance, for additional information visit: http://www.opm.gov/insure/life/index.asp

   Long Term Care Insurance - The Federal Long Term Care Insurance Program (FLTCIP) provides long term care insurance for Federal employees and their parents, parents-in-law, stepparents, spouses, and adult children. For additional information visit: http://www.ltcfeds.com/

   Retirement Program - Almost all new employees are automatically covered by the Federal Employees Retirement System (FERS). FERS is a three-tiered retirement plan. The three tiers are: Social Security Benefits, Basic Benefit Plan, and Thrift Savings Plan. For additional information visit: http://www.opm.gov/retire/index.asp

   This link provides and overview of the benefits currently offered to Federal employees. http://www.usajobs.opm.gov/ei61.asp

- **FSA** –

   Marketing Statement - The Farm Service Agency (FSA) is equitably serving all farmers, ranchers, and agricultural partners through the delivery of effective, efficient agricultural programs for all Americans.

   Benefits section - Permanent employees are eligible to elect life and health insurance coverage and will be covered by a Retirement System. Employees will earn annual and sick leave. For additional information on benefits, click here.

- **RMA** –

   Marketing statement - The Risk Management Agency (RMA) is looking for people who want to help to ensure farmers have the financial tools to manage their agricultural risks. RMA provides coverage through the Federal Crop Insurance Corporation, which promotes national welfare by improving the economic stability of agriculture.

   Benefits section - Permanent employees are eligible to elect life and health insurance coverage and will be covered by a Retirement System. Employees will earn annual and sick leave. For additional information on benefits, click here.

c) Management Satisfaction Survey (MSS) / 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 combined % of positive responses (Strongly Agree/Agree or Very Satisfied/Satisfied) for the Management Satisfaction Survey per quarter (May 01, 2008 through July 31, 2008) and the Applicant Satisfaction Survey (as of 3/31/07) are identified in Tables 11 and 12.

- **FAS** – Since June 30, 2007, either managers did not respond, or they did not receive the MSS request.

- **FSA** – For the period from May 01, 2008 to July 31, 2008, 28 FSA managers responded to the MSS with an overall satisfaction rate of 59.5% - up 2.0 % from 57.5% from the previous quarter. And 78.6% of the selecting officials are satisfied with the quality of applicants - down 4.7% from 83.3% from the previous quarter.

- **RMA** – For the period from May 01, 2008 to July 31, 2008, 2 RMA managers responded to the MSS with an overall satisfaction rate of 63.9% - up 1.2% from 62.7% from the previous quarter. And 100% of the selecting officials are satisfied with the quality of applicants – same percentage as the previous quarter.

- **USDA agency-wide –** For the period from May 01, 2008 to July 31, 2008, 269 managers responded to the MSS with an overall satisfaction rate of 60.8% – down .8% from 61.6% from the previous quarter. And 81.8% of the selecting officials are satisfied with the quality of applicants – up .1% from 81.7% from the previous quarter.

- **Government-wide (GW) –** For the period from May 01, 2008 to July 31, 2008, 3042 managers responded to the MSS with an overall satisfaction rate of 57.1% – down .4% from the previous quarter. And 75.7% of the selecting officials are satisfied with the quality of applicants – down 1.2% from 76.9% from the previous quarter.

#	Management Satisfaction Survey (from May 01, 2008 to July 31, 2008)	PERCENT POSITIVE RESPONSES by Quarter				
		FAS	FSA	RMA	USDA	GW
	Number of Respondents	0	28	2	269	3042
2a	The job summary accurately described the position.	0	92.8	100	94.1	91.6
2b	I was involved in the development of the evaluation criteria (e.g., qualifications, KSAs, competencies).	0	57.2	100	72.2	58.0
2c	The evaluation criteria encompassed the KSAs (knowledge, skills, and abilities) and competencies needed for the job.	0	92.8	100	92.9	85.1
2d	I received a referral list in a timely matter.	0	96.4	100	92.6	75.1
3	How satisfied were you with your level of involvement in the development of the job announcement?	0	71.4	100	86.3	73.5
4a	How satisfied were you with the Content (e.g., appropriate headings) of the resumes you received?	0	85.7	100	88.5	81.6
4b	How satisfied were you with the Organization of the resumes you received?	0	85.7	100	89.9	82.5
4c	How satisfied were you with the Amount of job-relevant information provided on the resumes you received?	0	85.7	100	89.3	81.2
5	How satisfied were you with the quality of applicants?	0	78.6	100	81.8	75.7
6	My job announcement attracted the right applicants.	0	71.4	100	77.3	72.6
7	Did you receive an appropriate number of qualified applicants from the job posting?	0	60.7	50.0	69.5	72.9
9a	I have the flexibility I need to use: Recruitment incentives	0	39.2	0	29.2	31.8
9b	I have the flexibility I need to use: Relocation incentives	0	35.7	0	29.7	23.0
9c	I have the flexibility I need to use: Retention incentives	0	21.5	0	21.3	22.4
9d	I have the flexibility I need to use: Student loan repayments	0	7.1	0	9.4	11.8
9e	I have the flexibility I need to use: Pay setting flexibilities	0	17.9	0	17.4	25.9
10	Do you have the flexibility to use other hiring incentives? (% yes)	0	21.4	0	10.6	18.1
12	Do you need or want the flexibility to use other hiring incentives? (% yes)	0	50	100	41.6	45.5
	MSS AVERAGE	0	59.5	63.9	60.8	57.1

Table 11

#	Applicant Satisfaction Survey ELEMENT SCORES (data as of 03/31/07, no data received from Department/OPM since this date)	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 12

* 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.

d) Placement Follow-up Survey Reports (internal – New Item)

This survey began approximately in 2003 by FSA HRD as a method to track feedback from hiring supervisors on new employees, and also feedback from those newly hired employees. HR Staffing Merit sends out a web link for the survey via an email automatically after 60 days to both the supervisor & employee. This is a voluntary request, so response rates vary. The survey has a satisfaction rating scale per question from one to five, with five identified as *very satisfied,* four as *satisfied*, three as *neither/nor*, two as *dissatisfied*, and one as *very dissatisfied*. Reports are generated from an internal website that display results for all three FFAS agencies (FAS, FSA, & RMA). The two charts below (tables 13 & 14) show the results from April 01, 2008 to June 30, 2008. The results are categorized into three areas: positive, neutral, and negative responses to each question. An overall average is calculated in order to establish baselines to measure improvement, and to identify areas that need improvement. The bottom of the chart provides the number of survey requests sent out, and the number of respondents.

- **FAS –** Although three requests were sent out to hiring supervisors, no responses have been received this quarter.

- **FSA –** Supervisors responded with 87.5% as the highest positive response rate for the area of *adaptation to the work environment*, a gain of 4.5% from last quarter. The c*ustomer service* positive response rate dropped 8% points to 75%; the *communication with peers* positive response rate dropped 12.5% points to 67%, and the *appropriate knowledge…* positive response rate dropped 8% points to 75%. *Displays creative thinking/innovation…* has received a 75% response rate, which is an 8% point gain from last quarter. Supervisor population response rates were lower this quarter, 8 as compared to 12 from last quarter. Overall positive, neutral, & negative response rate averages this quarter are: **75%,** (last Qtr, **77.8**%), **12.5%** (last Qtr, **19.4**%), **& 12.5**% (last Qtr, **2.8**%) respectively.

- **RMA** – No survey requests were sent out this quarter.

FFAS Internal Placement Follow-up Survey Supervisor Responses – April 01, 2008 to June 30, 2008 Responses: Positive = POS, Neutral = NUT, & Negative = NEG Request = Req & Response = Res								
	FAS			**FSA**			**RMA**		
Questions	**% POS**	**% NUT**	**% NEG**	**% POS**	**% NUT**	**% NEG**	**% POS**	**% NUT**	**% NEG**
1. Communication with peers	0%	0%	0%	62.5%	37.5%	0%	0%	0%	0%
2. Customer service	0%	0%	0%	75%	12.5%	12.5%	0%	0%	0%
3. Adaptation to the work environment	0%	0%	0%	87.5%	0%	12.5%	0%	0%	0%
4. Displays creative thinking/innovation in solving problems/performing task	0%	0%	0%	75%	12.5%	12.5%	0%	0%	0%
5. Appropriate knowledge, skills and abilities for successful job performance	0%	0%	0%	75%	12.5%	12.5%	0%	0%	0%
6. Progress towards meeting performance expectations	0%	0%	0%	75%	0%	25%	0%	0%	0%
Average	**0%**	**0%**	**0%**	**75%**	**12.5%**	**12.5%**	**83.3%**	**16.7%**	**0%**
Total Requests & Reponses			**FAS Req**	**FAS Res**	**FSA Req**	**FSA Res**	**RMA Req**	**RMA Res**
			3	**0**	**31**	**8**	**0**	**0**

Table 13

- **FAS –** Although only two responses were received out of the three requests that were sent out, both responses were 100% positive for all questions. The population response rate is two small this quarter, but this trend looks very promising.

- **FSA –** Both the *Ease of locating FFAS vacancy announcements* and *Application process* increased the % positive response rates from 77% to 81.8% and 55% to 68.2%, respectively. Both HR questions (3 & 5) continued on a downward % positive response rate trends. Overall positive, neutral, & negative response rate averages: **60.6%** (last Qtr, **69.4**%), **22.0%** (last Qtr, **20.4**%), & **17.4% (**Last Qtr, **10.2**%), respectively.

- **RMA –** No survey requests were sent out this quarter.

FFAS Internal Placement Follow-up Survey Employee Responses - April 01, 2008 to June 30, 2008 Responses: Positive = POS, Neutral = NUT, & Negative = NEG Request = Req & Response = Res									
	FAS			FSA			RMA		
Questions	**% POS**	**% NUT**	**% NEG**	**% POS**	**% NUT**	**% NEG**	**% POS**	**% NUT**	**% NEG**
1. Ease of locating FFAS vacancy announcements	100%	0%	0%	81.8%	9.1%	9.1%	0%	0%	0%
2. Application process	100%	0%	0%	68.2%	27.3%	4.5%	0%	0%	0%
3. Human Resources' ability to provide communication and feedback	100%	0%	0%	40.9%	22.7%	36.4%	0%	0%	0%
4. Interview process	100%	0%	0%	63.7%	31.8%	4.5%	0%	0%	0%
5. Human Resources' orientation process	100%	0%	0%	40.9%	22.7%	36.4%	0%	0%	0%
6. Assignment of job duties/tasks	100%	0%	0%	68.2%	18.2%	13.6%	0%	0%	0%
Average	**100%**	**0%**	**0%**	**60.6%**	**22.0%**	**17.4%**	**0%**	**0%**	**0%**
Total Requests & Reponses				**FAS Req** **3**	**FAS Res** **2**	**FSA Req** **31**	**FSA Res** **22**	**RMA Req** **0**	**RMA Res** **0**

Table 14

4) Organizational Structure

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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).

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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.

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USDA PROUD-TO-BE VI 4Q FY08 MILESTONES:
- Continue to monitor and progress of organizational restructuring activities at FSA.

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OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 3Q FY 2008:
Give update on FSA's Structure report/results.

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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.

- **FAS** – FAS leadership continually reviews the agency structure 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 FAS's direction and configuration based on the USDA mission, Agency priorities, current and projected budgets/funding levels, the need for redeployment, restructuring, or de-layering, and the impact to the organizational structure as a result of competitive sourcing and e-Gov solutions.
  - During the preparation of the FY2010 federal budget, FAS leadership analyzed its organizational structure from a program and service delivery perspective as defined in OMB Circular, A-11 (2008), Part 2, Section 85, Paragraph 85.1, '*How should my agency's budget address workforce planning and restructuring?*'.
  - No Voluntary Early Retirement Authority (VERA) or Voluntary Separation Incentive Payment Authority (VSIP), have been utilized by FAS in FY 2008.

- **FSA** – KnowledgeBank, Inc. delivered their final report from the organizational study for the National and State office structures on May 30, 2008. Under separate cover, FSA has submitted the progress update on implementation activities to address those findings, including specific activities for 4Q FY 2008 and 1Q FY 2009.

  FSA continues to collaborate with OPM and OMB to have an approved MIDAS business case. Detailed reports are provided by FSA ITSD 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.

5) Leadership Succession Management

USDA MITS/OMB GREEN CRITERIA:
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).

USDA/OMB YELLOW CRITERIA:
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.

USDA MITS YELLOW CRITERIA:
Has succession strategies and a leadership development program.

USDA PROUD-TO-BE VI 4 FY08 MILESTONES:
- Submit HCAAF/SSM Leadership Competency Chart (due date 9/15/08).

OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 3Q FY 2008:
Submit leadership bench strength SSM chart for PTB5.

a) Leadership Bench Strength Profile

Each Agency has applied OPM's Strategic Leadership Succession Model Assessment to identify Succession Targets and Talent Pool, Tables 13, 14 and 15 (data as of 08/18/06). 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** – Based on the Leadership Bench Strength Profile, the expected 'vacancy' gaps in career leadership positions present a minimum risk - all under 3% of FTE targets.

  - FAS held 26 teambuilding sessions, 1 senior leadership session - 23 attended, 16 cross agency sessions - 443 attended which included an overseas session, 9 program area sessions - 354 attended, and conducted 1 *Critical Thinking and Writing with Power* course.
  - As part of the FAS succession planning process, FAS has launched a 3-tier Leadership Academy beginning with a pilot program in August.
  - Also FAS has developed and will launch a program entitled the Development Ladder to address the need for continuous learning in all levels of employees by following the Leadership Journey of OPM defined critical competencies

- **FSA** – Based on the Succession Targets and Talent Pool profile, the expected gaps in career leadership positions present some risk, particularly in staffing future SES and GS-15 managers. Developmental action plans are currently under consideration.

- **RMA** – Based on the Succession Targets and Talent Pool profile, the expected gaps in career leadership positions present a minimum risk - all under 3%.

Format for Performance Management Planning and Reporting
For Leadership Positions Employee Development Plans to close Competency Gaps

Tactics (Strategies)	Rationale (Purpose)	Timetable By Quarter	Responsibility (Who)	Measurement (Completion Progress)
1. For FSA and RMA, utilize currently developed FSA performance management AgLearn course entitled, "Performance Management for Supervisors." OHCM has decided to adopt and adapt the FSA course for the DA. The DA course may be appropriate for FAS managers and supervisors. RMA is reviewing the course to meet their internal training needs.	The FSA AgLearn course will offer a cost effective developmental tool designed to provide a better understanding of both targeted management competencies. 1. Understanding Performance Management Process and Practices and 2. Facilitating Performance.	Quarter 1 and, 2 Completion rate - 85 % SES 65% GS-15 60% GS-14 55% GS-13	Managers and Supervisors	Certification by HR Director Quarterly Accomplishments of Tactic AgLearn course is on-line with managers and supervisors actively taking the course. Completion average is 50% for 1st Quarter FY 2008.
2. For FSA and RMA utilize the currently developed AgLearn course, "Advanced Performance Management." OHCM has decided to adopt and adapt the FSA course for DA. The DA course may be appropriate for FAS managers and supervisors. RMA is reviewing the course to meet their internal training needs.	To close the competency gaps for the two targeted performance management competencies, the Advanced FSA course will support the agencies' efforts to develop their managers and supervisors to the advanced and expert competency levels.	Quarter 3 and 4 Completion rate 85% SES 75% GS-15 70% GS-14 65% GS-13	Managers and supervisors	Certification by HR Director Quarterly Accomplishments of Tactic AgLearn course is on-line with managers and supervisors actively taking the course. Completion average is 50% for 1st Quarter FY 2008.

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

Table 13

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

Table 14

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

Table 15

b) Federal Competency Assessment Tool for Managers (FCAT-M)

OPM conducted the first annual web-based competency assessment of all career Leadership positions in 3QFY07. The FCAT-M focused on 34 OPM-defined leadership competencies and a summary of the results are reflected in the Tables 16, 17 and 18. The results are being used to ensure developmental venues are communicated, available and budgeted for FAS, FSA and RMA.

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. The Leadership Competency Profile Chart and formulae have been developed by OPM and used to track and report the leadership competency gaps for the current fiscal year and for the long term - five years. See Tables 19, 20 and 21.

- **FAS** – 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 are Financial Management, Technology Management and Conflict Management.

- **FSA** – 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 are Entrepreneurship, Political Savvy and Vision.

- **RMA** – 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.

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 16

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 17

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 18

d) Competency Profile Chart for Leadership Positions

The Competency Profile Chart and formulae have been developed by OPM and used to track and report the competency gaps for the current fiscal year and for the long term - five years. For the two USDA-targeted competencies, Facilitating Performance and Understanding Performance Management, competency gaps exist in predominantly the GS-15, 14 and 13 leadership positions for all three agencies. Progress reports regarding the closure of these skill gaps will be included within the Proud-to-Be V quarterly milestones updates submitted by the Department to OPM/OMB. See Tables 19, 20 and 21.

- **FAS** – The FAS Competency Profile Chart for Leadership Positions indicates a minor projected competency gap in the SES and GS-14 level for the Facilitating Performance and Understanding Performance Management competencies. However, a need to strengthen these competencies, especially for the GS-14 level, is projected for the long term. Action plans are under development to address the current and future competency needs.

- **FSA** – The FSA Competency Profile Chart for Leadership Positions indicates a projected competency gap in the GS-15 and GS-14 level for the Facilitating Performance and Understanding Performance Management competencies. The need to strengthen these competencies, particularly for the GS-15, GS-14 and GS-13 level, is evident for the long term. Action plans are under development to address the current and future competency needs.

- **RMA** – The RMA Competency Profile Chart for Leadership Positions indicates a projected competency surplus in all leadership levels for the Facilitating Performance and Understanding Performance Management competencies. However, a minor gap is projected in the long term. Action plans are under development to address the current and future competency needs.

Competency Profile Chart for Leadership Levels

Agency Name	FAS
Size of Total Workforce	SES (3), GS-15 (35), GS-14 (46), GS-13 (3)
Name of Leadership Level	Manager/Supervisors
Start Date of Measurement Year	October 1, 2007
End Date of Measurement Year	June 30, 2008
Date of Workforce Analysis	September 1, 2007
Date of this Report	Octover 1, 2007
Years Agency Uses for Long-Term Goal	5 years
Agency Point of Contact (POC)	Joe Miqyanka
OPM Human Capital Officer (HCO)	Lynn Matherly

FOREIGN AGRICULTURAL SERVICE

Data from the Beginning of the Measurement Year (October 1, 2007)
Leadership Level: Manager/Supervisors

Critical Competencies

Measure	Facilitating Performance (SES)	Understanding Performance Mgmt (SES)	Facilitating Performance (GS-15)	Understanding Performance Mgmt (GS-15)	Facilitating Performance (GS-14)	Understanding Performance Mgmt (GS-14)	Facilitating Performance (GS-13)	Understanding Performance Mgmt (GS-13)		
(A) One-Year Target (To Be) for Number of Leaders with the Needed Proficiency on the Competency by the End of This Measurement Year (June 30, 2008)	2	2	22	22	27	27	2	2		
(B) As Is on October 1, 2007, the Number of Leaders Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year Target for the Competency	2	2	26	26	27	27	3	3		
(C) Projected Attrition (in number of leaders, use negative numbers for attrition) between October 1, 2007 and June 30, 2008	-1	-1	-1	-1	-1	-1	-1	-1		
(D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus: a negative number is a gap. If 0, there is no gap or surplus.) (B) + (C) - (A)	-1	-1	3	3	-1	-1	0	0		
(E) Long-Term Goal for Number of Leaders with the Needed Proficiency on this Competency (e.g. 5-year target, use negative numbers for attrition)	2	2	26	26	32	32	2	2		
(F) Projected Long-Term Attrition (5-year projection, use negative numbers for attrition)	-1	-1	-3	-3	-4	-4	-1	-1		
(G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus: a negative number is a gap. If 0, there is no gap.) (B) + (F) - (E)	-1	-1	-3	-3	-9	-9	0	0		

Legend:
Enter information about dates, leadership levels, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.
Other dates will be entered by the computer program based on what the agency enters at the top of the table.
Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.
Numbers in yellow cells show values that will be entered or calculated by the computer program.
Numbers in cells in darker blue must be completed by the agency at the end of a measurement year.
In each cell in Row (A), enter the one-year target or level for the number of leaders with proficiency on the critical competency indicated in the column heading.
In each cell in Row (B), enter the number of leaders who are at or above the proficiency level they need to do their work on the competency shown in the column heading.
In each cell in Row (C) enter the number of leaders expected to attrit/separate during the year from the leaders in the same column in Row (B). Cells will turn red if positive values are entered.
In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.
In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of leaders needed with the competency indicated at the top of the column.
In each cell in Row (F) enter the projected long-term attrition from leaders with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.
In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 19

Competency Profile Chart for Leadership Levels

Agency Name	FSA
Size of Total Workforce	SES (9), GS-15 (95), GS-14 (83), GS-13 (386)
Name of Leadership Level	Manager/Supervisors
Start Date of Measurement Year	October 1, 2007
End Date of Measurement Year	June 30, 2008
Date of Workforce Analysis	September 1, 2007
Date of this Report	Octover 1, 2007
Years Agency Uses for Long-Term Goal	5 years
Agency Point of Contact (POC)	Joe Miqyanka
OPM Human Capital Officer (HCO)	Lynn Matherly

FARM SERVICE AGENCY

Data from the Beginning of the Measurement Year (October 1, 2007)
Leadership Level: Manager/Supervisors

Critical Competencies

Measure	Facilitating Performance (SES)	Understanding Performance Mgmt (SES)	Facilitating Performance (GS-15)	Understanding Performance Mgmt (GS-14)	Facilitating Performance (GS-14)	Understanding Performance Mgmt (GS-14)	Facilitating Performance (GS-13)	Understanding Performance Mgmt (GS-13)		
(A) One-Year Target (To Be) for Number of Leaders with the Needed Proficiency on the Competency by the End of This Measurement Year (June 30, 2008)	7	7	61	61	50	50	212	212		
(B) As Is on October 1, 2007, the Number of Leaders Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year Target for the Competency	7	7	52	52	47	47	231	231		
(C) Projected Attrition (in number of leaders, use negative numbers for attrition) between October 1, 2007 and June 30, 2008	-1	-1	-3	-3	-1	-1	-7	-7		
(D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus: a negative number is a gap. If 0, there is no gap or surplus.) (B) + (C) - (A)	-1	-1	-12	-12	-4	-4	12	12		
(E) Long-Term Goal for Number of Leaders with the Needed Proficiency on this Competency (e.g. 5-year target, use negative numbers for attrition)	7	7	71	71	58	58	250	250		
(F) Projected Long-Term Attrition (5-year projection, use negative numbers for attrition)	-2	-2	-6	-6	-6	-6	-29	-29		
(G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus: a negative number is a gap. If 0, there is no gap.) (B) + (F) - (E)	-2	-2	-25	-25	-17	-17	-48	-48		

Legend:
Enter information about dates, leadership levels, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.
Other dates will be entered by the computer program based on what the agency enters at the top of the table.
Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.
Numbers in yellow cells show values that will be entered or calculated by the computer program.
Numbers in cells in darker blue must be completed by the agency at the end of a measurement year.
In each cell in Row (A), enter the one-year target or level for the number of leaders with proficiency on the critical competency indicated in the column heading.
In each cell in Row (B), enter the number of leaders who are at or above the proficiency level they need to do their work on the competency shown in the column heading.
In each cell in Row (C) enter the number of leaders expected to attrit/separate during the year from the leaders in the same column in Row (B). Cells will turn red if positive values are entered.
In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.
In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of leaders needed with the competency indicated at the top of the column.
In each cell in Row (F) enter the projected long-term attrition from leaders with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.
In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 20

Competency Profile Chart for Leadership Levels

Agency Name	RMA (all)
Size of Total Workforce	SES (2), GS-15 (12), GS-14 (35), GS-13 (12)
Name of Leadership Level	Manager/Supervisors
Start Date of Measurement Year	October 1, 2007
End Date of Measurement Year	June 30, 2008
Date of Workforce Analysis	September 1, 2007
Date of this Report	October 1, 2007
Years Agency Uses for Long-Term Goal	5 years
Agency Point of Contact (POC)	Joe Migyanka
OPM Human Capital Officer (HCO)	Lynn Matherly

RISK MANAGEMENT AGENCY

Data from the Beginning of the Measurement Year (October 1, 2007)
Leadership Level: Manager/Supervisors

Critical Competencies

Measure	Facilitating Performance (SES)	Understanding Performance Mgmt (SES)	Facilitating Performance (GS-15)	Understanding Performance Mgmt (GS-15)	Facilitating Performance (GS-14)	Understanding Performance Mgmt (GS-14)	Facilitating Performance (GS-13)	Understanding Performance Mgmt (GS-13)		
(A) One-Year Target (To Be) for Number of Leaders with the Needed Proficiency on the Competency by the End of This Measurement Year (June 30, 2008)	1	1	7	7	21	21	6	6		
(B) As Is on October 1, 2007, the Number of Leaders Currently on Board who are At or Above the Proficiency Level that They Will Need According to the One-Year Target for the Competency	1	1	9	9	26	26	8	8		
(C) Projected Attrition (in number of leaders, use negative numbers for attrition) between October 1, 2007 and June 30, 2008	0	0	-1	-1	-1	-1	-1	-1		
(D) Targeted Competency Gap/Surplus to Close This Year, Including Projected Attrition (A positive number is a surplus: a negative number is a gap. If 0, there is no gap or surplus.) (B) + (C) - (A)	0	0	1	1	4	4	1	1		
(E) Long-Term Goal for Number of Leaders with the Needed Proficiency on this Competency (e.g. 5-year target, use negative numbers for attrition)	2	2	9	9	24	24	8	8		
(F) Projected Long-Term Attrition (5-year projection, use negative numbers for attrition)	0	0	-1	-1	-2	-2	-1	-1		
(G) Competency Gap/Surplus Relative to the Long-Term Goal as of October 1, 2007, Including Projected Attrition (A positive number is a surplus; a negative number is a gap. If 0, there is no gap.) (B) + (F) - (E)	-1	-1	-1	-1	0	0	-1	-1		

Legend:
Enter information about dates, leadership levels, and names in the rows at the top of the table and the critical competency names in the column headings in the grey cells in the table.
Other dates will be entered by the computer program based on what the agency enters at the top of the table.
Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Gaps and attrition should be represented as negative numbers and surpluses as positive numbers.
Numbers in yellow cells show values that will be entered or calculated by the computer program.
Numbers in cells in darker blue must be completed by the agency at the end of a measurement year.
In each cell in Row (A), enter the one-year target or level for the number of leaders with proficiency on the critical competency indicated in the column heading.
In each cell in Row (B), enter the number of leaders who are at or above the proficiency level they need to do their work on the competency shown in the column heading.
In each cell in Row (C) enter the number of leaders expected to attrit/separate during the year from the leaders in the same column in Row (B). Cells will turn red if positive values are entered.
In Row (D), the computer program will calculate the gap or surplus between the one-year goal and the number on board with the needed competency level after projected attrition.
In each cell in Row (E), enter the long-term goal (based on the number of years defined as "long term" by the agency) for the number of leaders needed with the competency indicated at the top of the column.
In each cell in Row (F) enter the projected long-term attrition from leaders with the competency shown at the top of the column. Define long-term the same as you did for Row (E). Cells will turn red if positive values are entered.
In Row (G), the computer program will calculate the gap or surplus between the long-term goal and number on board with the needed competency level including effect of projected long-term attrition.

Table 21

As the FCAT-M results 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 2 of this report.

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.

6) Performance Pilot, Appraisals and Award Systems

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 (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);

USDA MITS GREEN CRITERIA:
- Demonstrate that it has performance appraisals 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 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. 70%+ employees covered by PM systems as demonstrated by the above criteria for Green and validated by the following: The agency has completed a PAAT on the program(s) that cover at least 70% of all agency employees and the PAAT panel results showed that the agency scored at least 8 points on sections 6 through 9 and at least 6 points on section 10 of the PAAT by June 30, 2008.
- Implemented a performance pilot, providing evidence that at the pilot site clear expectations are communicated to employees; rating 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 PAAT on the original and expanded performance pilots by June 30, 2008.

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:
- 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. 1. Between 60 and 70% of agency employees' performance appraisal plans link to the strategic plan as demonstrated by the above criteria for Yellow. 2. All SES and managers performance plans are aligned and at the agency the SES appraisal system has been certified, provisional or full: and the agency demonstrates that all managers' performance plans are aligned, focused on results, and provide for making distinctions in performance; and awards data illustrates how the agency provides for consequences of performance.
- Implementing performance pilot, 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. 1. Performance Pilots Implemented: a. All agencies are participating in the Department-wide performance pilot, have implemented improvement plans, and meeting milestones for progress toward the June 30, 2009 requirements.

USDA PROUD-TO-BE VI 4Q FY08 MILESTONES:
All USDA will report performance management system improvement plan progress and achievement of milestones.

OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 3Q FY 2008:
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 has been added to the Performance Pilot in FY08. The initial Performance Appraisal Assessment Tool (PAAT) score for FAS stands at 25 (2 years ago). Pending submission of second PAAT to OPM by December 2008.

- **FSA** – FSA is actively involved with USDA in the Performance Pilot project. 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. The second PAAT was submitted in March of 2008 and was approved by OPM in May 2008 based on the FY 2007 performance ratings with a passing score of 80.

- **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 (2 years ago). Pending submission of second PAAT to OPM by December 2008.

7) 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 VI 4Q FY08 MILESTONES:
- Provide progress report on implementation of workforce planning activities.

OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 3Q FY 2008:
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 (HCAAF). 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 addresses the Agency's future challenges. Included in the Agency's Management Initiatives are several initiatives focused on Employee Recruitment and Development.

  - To begin FY09, FAS will implement an Agency HCP to reflect specific human capital initiatives identified in the FAS workforce analysis and Annual Recruitment Plan while incorporating the Final Regulation regarding the Chief Human Capital Officers Act.

  - The FAS workforce analysis is being reworked and updated to reflect the new organizational structure and will be completed end of 4th quarter. Results will be used to drive the Annual Recruitment and Training Plans.

- **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 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 FY08 that have been identified by HRD internal and external Agency customers and were incorporated into the HCMAPP for FY08. 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 2QFY08.

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 VI 4Q FY08 MILESTONES:
Continue Accountability System Plan activities and report progress.

OMB EXECUTIVE BRANCH MANAGEMENT USDA SCORECARD - Planned Actions for 3Q FY 2008:
- Obtain overdue installation responses to audit reports and continue Accountability audits and reviews and report progress.
- Complete and issue all outstanding accountability audit reports that are beyond the verbally agreed 60-day issuance timeframe and provide to installations.
- Continue Accountability audits and reviews and report progress.

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. HRD is using this audit to prepare for the FY08 scheduled HRD audits.

The USDA Human Capital Accountability System Implementation Plan considers 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. Tables 22, 23 and 24 are used to report each Agency's metrics on a quarterly basis; and Appendix 1 describes the relationship among the HCAAF systems.

The FFAS Quarterly Accountability Report and quarterly MITS entries serve as documented evidence of OPM Accountability requirements and standards, e.g., HCAAF, SSM and Merit Systems Principles.

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** include 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 Quarterly Accountability Report has been developed by Q4 FY07 to provide trend analysis of each required metric.

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 months earlier. Results have been compared to the 2006 FHCS and action plans have been developed for implementation. 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.

FEDERAL HUMAN CAPITAL SURVEY - FY2006
Foreign Agricultural Service

STRATEGIC MANAGEMENT of HUMAN CAPITAL

Talent Management
Recruitment, Development & Retention

D: - 1.2%
G: - 0.5%

- 1.5%

16%
17%
65%

Implements and maintains programs to attract, acquire, develop, promote and retain quality talent; and closes skills, knowledge and competency gaps.

Performance Culture

D: + 1.6%
G: + 1.4%

- 0.1%

21%
23%
51%

Promotes a diverse, high-performing workforce and utilizes a performance management system that differentiates performance and links to goals.

Leadership

D: + 0.1%
G: - 0.6%

+ 1.3%

17%
25%
50%

Ensures continuity of leadership (succession planning), closes leadership competency gaps, manages performance and develops others, etc.

Knowledge Management

D: + 0.8%
G: + 0.5%

+ 0.5%

12%
20%
67%

Ensures organization / institutional / agency knowledge is captured, shared and readily accessible for all employees.

Personal Work Experience, Job Satisfaction and Satisfaction with Benefits
(Private Sector Comparable Areas)

Personal Work Experience*

D: - 0.7%
G: - 0.9%

- 1.0%

10%
15%
75%

* Cooperation in unit, individual skills used, a good place to work, etc.

Job Satisfaction*

D: + 0.1%
G: + 0.2%

- 1.3%

26%
24%
50%

* Involvement with decisions, satisfied with pay, policies and practices, etc.

Satisfaction with Benefits*

D: - 1.9%
G: - 2.3%

- 3.6%

6%
20%
52%

* Flexible work schedules, telework, retirement benefits, vacation time, etc.

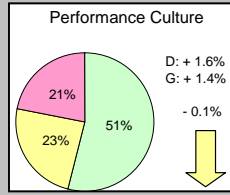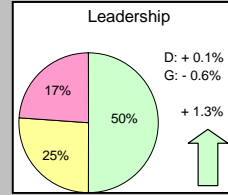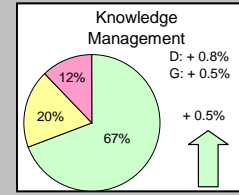| KEY | Positive Responses | Neutral Responses | Negative Responses | D: USDA=RED G: GOV= BLUE | Positive Response changes from 2004 |

Source: OPM 2006 Federal Human Capital Survey

Note: Because 'Do Not Know' nor 'No Basis To Judge' responses were not represented in the charts, some totals may not equate to 100%.

FAS 2006 FHCS QUESTIONS WITH HIGH POSITIVE RESPONSES EMPHASIZING REINFORCEMENT	
Talent:	**88%** of FAS employees claim the work they do is important (#20);
Performance Culture:	**81%** of FAS employees claim they are held accountable for achieving results (#32);
Leadership:	**74%** of employees feel that they are protected from health and safety hazards on the job (#41);
Knowledge Management:	**90%** of FSA employees claim they use information technology (i.e., intranet, shared networks) to perform work (#53);
Personal Work Experiences:	**85%** of FAS employees feel the people they work with cooperate to get the job done (#1);
Job Satisfaction:	**68%** of FSA employees are satisfied or very satisfied with their jobs (#60);
Satisfaction with Benefits:	**88%** of employees are satisfied with their paid vacation time (#68);
FAS 2006 FHCS QUESTIONS WITH LOW POSITIVE RESPONSES INDICATING IMPROVEMENT OPPORTUNITIES	
Talent:	**38%** of FAS employees claim their work unit has improved in the past year (#15);
Performance Culture:	**23%** of FAS employees claim that pay raises depend on how well employees perform their jobs (#27);
Leadership:	**40%** of FAS employees feel their leaders generate high levels of motivation and commitment in the workforce (#37);
Knowledge Management:	**33%** of FAS employees state their training needs are assessed (#50);
Personal Work Experiences:	**67%** of FAS employees feel encouraged to come up with better new and better ways of doing things (#4).
Job Satisfaction:	**36%** are satisfied with the training they receive for their present job (#59)
Satisfaction with Benefits:	**31%** of employees are satisfied with telework/telecommuting (#72)

Table 22

- **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.

FEDERAL HUMAN CAPITAL SURVEY - FY2006
Farm Service Agency
STRATEGIC MANAGEMENT of HUMAN CAPITAL

Talent Management
Recruitment, Development & Retention
D: - 1.2%
G: - 0.5%
- 1.3%
17% / 18% / 63%
Implements and maintains programs to attract, acquire, develop, promote and retain quality talent; and closes skills, knowledge and competency gaps.

Performance Culture
D: + 1.6%
G: + 1.4%
- 2.0%
30% / 27% / 41%
Promotes a diverse, high-performing workforce and utilizes a performance management system that differentiates performance and links to goals.
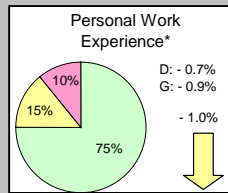
Leadership
D: + 0.1%
G: - 0.6%
- 1.9%
21% / 25% / 51%
Ensures continuity of leadership (succession planning), closes leadership competency gaps, manages performance and develops others, etc.

Knowledge Management
D: + 0.8%
G: + 0.5%
+ 0.2%
15% / 19% / 65%
Ensures organization / institutional / agency knowledge is captured, shared and readily accessible for all employees.

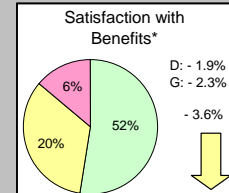### Personal Work Experience, Job Satisfaction and Satisfaction with Benefits
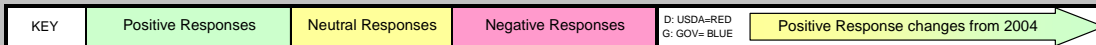**(Private Sector Comparable Areas)**

Personal Work Experience
D: - 0.7%
G: - 0.9%
- 1.8%
14% / 18% / 68%
Cooperation in unit, individual skills used, a good place to work, etc.

Job Satisfaction
D: + 0.1%
G: + 0.2%
- 4.1%
27% / 26% / 47%
Involvement with decisions, satisfied with pay, policies and practices, etc.

Satisfaction with Benefits
D: - 1.9%
G: - 2.3%
- 1.5%
6% / 18% / 55%
Flexible work schedules, telework, retirement benefits, vacation time, etc.

| KEY | Positive Responses | Neutral Responses | Negative Responses | D = USDA G = GOV | Positive Response changes from 2004 |

Source: OPM 2006 Federal Human Capital Survey (JM)

Note: Because 'Do Not Know' nor 'No Basis To Judge' responses were not represented in the charts, some totals may not equate to 100%.

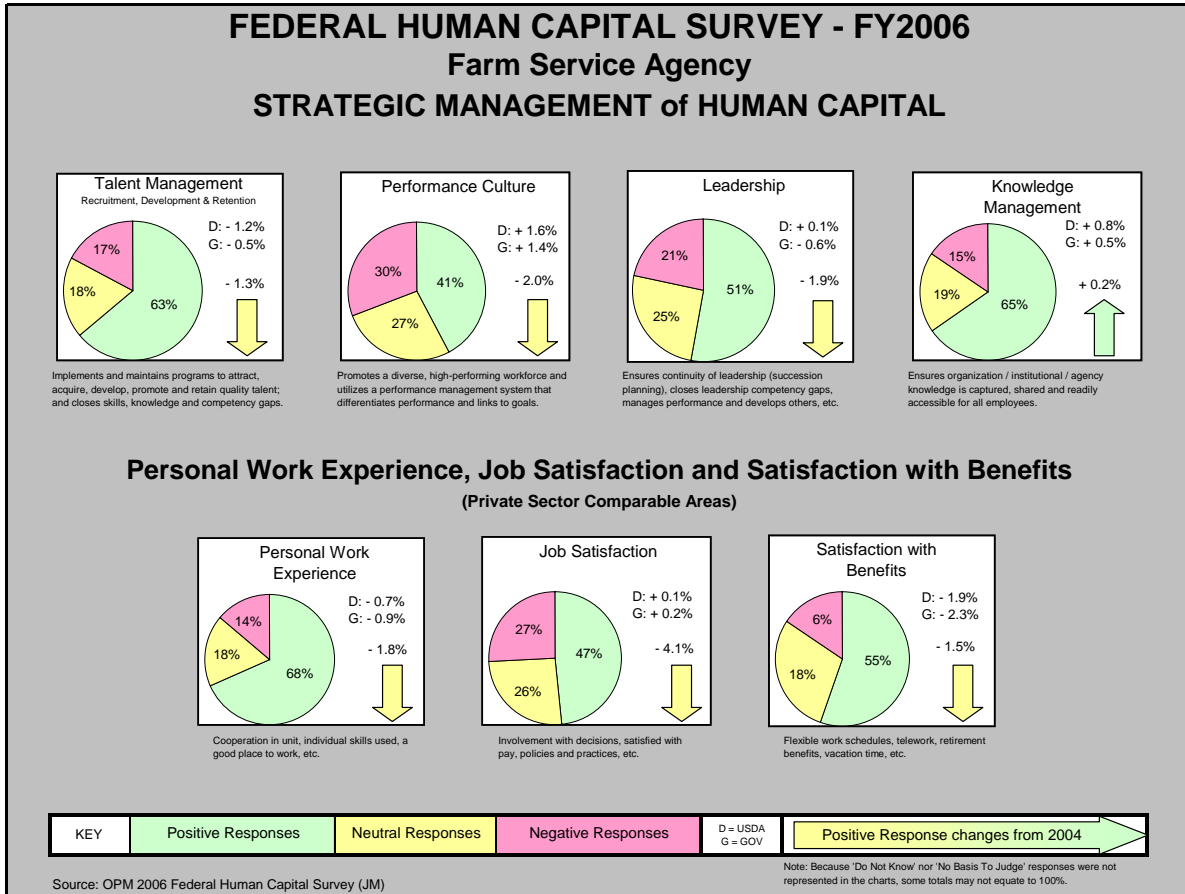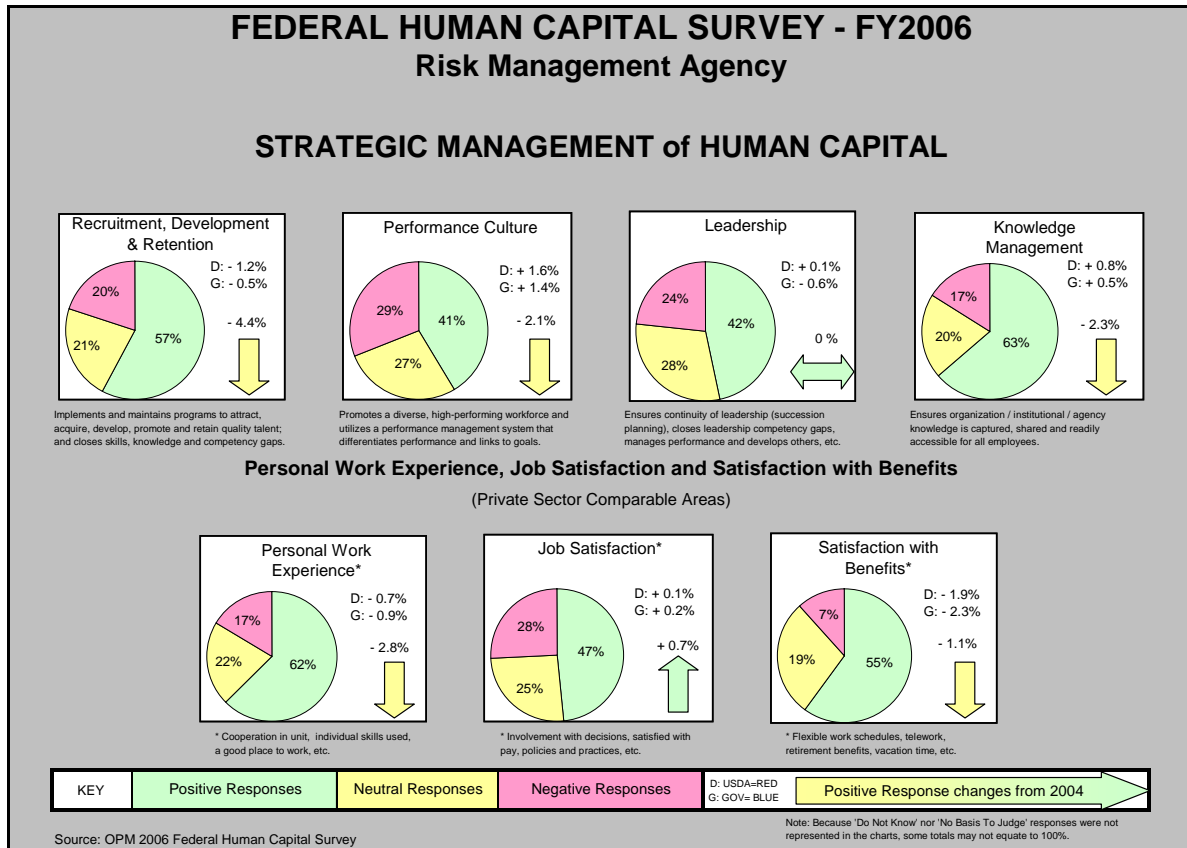| FSA 2006 FHCS QUESTIONS WITH HIGH POSITIVE RESPONSES EMPHASIZING REINFORCEMENT	
Talent:	**85%** of FSA employees claim the work they do is important (#20);
Performance Culture:	**79%** of FSA employees claim they are held accountable for achieving results (#32);
Leadership:	**75%** of employees feel that they are protected from health and safety hazards on the job (#41);
Knowledge Management:	**91%** of FSA employees claim they use information technology (i.e., intranet, shared networks) to perform work (#53);
Personal Work Experiences:	**85%** of FSA employees feel the people they work with cooperate to get the job done (#1);
Job Satisfaction:	**68%** of FSA employees are satisfied or very satisfied with their pay (#61);
Satisfaction with Benefits:	**95%** of employees are satisfied with their paid vacation time (#68);
FSA 2006 FHCS QUESTIONS WITH LOW POSITIVE RESPONSES INDICATING IMPROVEMENT OPPORTUNITIES	
Talent:	**33%** of FSA employees claim their work unit is able to recruit people with the right skills (#14);
Performance Culture:	**15%** of FSA employees claim that pay raises depend on how well employees perform their jobs (#27);
Leadership:	**31%** of FSA employees feel their leaders generate high levels of motivation and commitment in the workforce (#37);
Knowledge Management:	**42%** of FSA employees state their training needs are assessed (#50);
Personal Work Experiences:	**52%** of FSA employees feel encouraged to come up with better new and better ways of doing things (#4).
Job Satisfaction:	**34%** are satisfied with their opportunity to get a better job in their agency (#58)
Satisfaction with Benefits:	**24%** of employees are satisfied with telework/telecommuting (#72)

Table 23

- **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.

FEDERAL HUMAN CAPITAL SURVEY - FY2006
Risk Management Agency

STRATEGIC MANAGEMENT of HUMAN CAPITAL

Recruitment, Development & Retention
D: - 1.2%
G: - 0.5%
- 4.4%
20%, 21%, 57%
Implements and maintains programs to attract, acquire, develop, promote and retain quality talent; and closes skills, knowledge and competency gaps.

Performance Culture
D: + 1.6%
G: + 1.4%
- 2.1%
29%, 41%, 27%
Promotes a diverse, high-performing workforce and utilizes a performance management system that differentiates performance and links to goals.

Leadership
D: + 0.1%
G: - 0.6%
0 %
24%, 42%, 28%
Ensures continuity of leadership (succession planning), closes leadership competency gaps, manages performance and develops others, etc.

Knowledge Management
D: + 0.8%
G: + 0.5%
- 2.3%
17%, 20%, 63%
Ensures organization / institutional / agency knowledge is captured, shared and readily accessible for all employees.

Personal Work Experience, Job Satisfaction and Satisfaction with Benefits
(Private Sector Comparable Areas)

Personal Work Experience*
D: - 0.7%
G: - 0.9%
- 2.8%
17%, 22%, 62%
* Cooperation in unit, individual skills used, a good place to work, etc.

Job Satisfaction*
D: + 0.1%
G: + 0.2%
+ 0.7%
28%, 47%, 25%
* Involvement with decisions, satisfied with pay, policies and practices, etc.

Satisfaction with Benefits*
D: - 1.9%
G: - 2.3%
- 1.1%
7%, 19%, 55%
* Flexible work schedules, telework, retirement benefits, vacation time, etc.

KEY | Positive Responses | Neutral Responses | Negative Responses | D: USDA=RED G: GOV= BLUE | Positive Response changes from 2004

Note: Because 'Do Not Know' nor 'No Basis To Judge' responses were not represented in the charts, some totals may not equate to 100%.

Source: OPM 2006 Federal Human Capital Survey

RMA 2006 FHCS QUESTIONS WITH HIGH POSITIVE RESPONSES EMPHASIZING REINFORCEMENT	
Talent:	**84%** of RMA employees claim the work they do is important (#20);
Performance Culture:	**73%** of RMA employees claim they are held accountable for achieving results (#32);
Leadership:	**75%** of employees feel that they are protected from health and safety hazards on the job (#41);
Knowledge Management:	**94%** of RMA employees claim they use information technology (i.e., intranet, shared networks) to perform work (#53);
Personal Work Experiences:	**80%** of RMA employees rate the overall quality of work done by their work group as good or better (#10);
Job Satisfaction:	**72%** of RMA employees are satisfied or very satisfied with their pay (#61);
Satisfaction with Benefits:	**92%** of employees are satisfied with their paid vacation time (#68);
RMA 2006 FHCS QUESTIONS WITH LOW POSITIVE RESPONSES INDICATING IMPROVEMENT OPPORTUNITIES	
Talent:	**23%** of RMA employees claim their work unit is able to recruit people with the right skills (#14);
Performance Culture:	**13%** of RMA employees claim that pay raises depend on how well employees perform their jobs (#27);
Leadership:	**24%** of RMA employees feel complaints, disputes or grievances are resolved fairly in their work unit (#43);
Knowledge Management:	**40%** of RMA employees state their training needs are assessed (#50);
Personal Work Experiences:	**49%** of RMA employees feel encouraged to come up with better new and better ways of doing things (#4).
Job Satisfaction:	**29%** are satisfied with their opportunity to get a better job in their agency (#58)
Satisfaction with Benefits:	**46%** of employees are satisfied with telework/telecommuting (#72)

Table 24

FAS SCORECARD

#	FOREIGN AGRICULTURAL SERVICES SYSTEMS, STANDARDS and METRICS	4QFY07	1QFY08	2QFY08	3QFY08	4QFY08
	LEADERSHIP and KNOWLEDGE MANAGEMENT					
1	Organization Metric: Competency Gaps Closed for Management and Leadership	TBD	TBD	TBD	TBD	
2	Employee Perspective Metric: Leadership & Knowledge Management Index	← 57.55% →				
3	Merit System Compliance Metric: Merit-Based Execution of the Leadership and Knowledge Management System	TBD	TBD	TBD	TBD	
4	Bench Strength	TBD	TBD	TBD	TBD	
5	Time to Hire Critical Leadership Positions (SES: target = 40 days or less)	N/A	N/A	N/A	N/A	
6	Succession Sources	TBD	TBD	TBD	TBD	
7	Culture of Workforce Improvement	TBD	TBD	TBD	TBD	
8	% Career Development Completions	TBD	TBD	TBD	TBD	
	RESULTS-ORIENTED PERFORMANCE CULTURE					
1	Organization Metric: SES Performance/Organizational Performance Relationship as Linked to Mission	TBD	TBD	TBD	TBD	
2	Organization Metric: Workforce Performance Appraisals Aligned to Mission, Goals, and Outcomes	TBD	TBD	TBD	TBD	
3	Employee Perspective Metric: Results-Oriented Performance Culture Index	← 52.31% →				
4	Merit System Compliance Metric: Merit-Based Execution of the Performance Culture System	TBD	TBD	TBD	TBD	
5	Performance Ratings	TBD	TBD	TBD	TBD	
6	Awards	TBD	TBD	TBD	TBD	
7	Respect for Diversity	TBD	TBD	TBD	TBD	
8	Employee Grievances and Complaints	TBD	TBD	TBD	TBD	
9	PAAT SCORE (Target =80 Points or more)	25				
10	% Employees on Telework	TBD	13.54%	9.75%	TBD	14 %
11	Average Age of Employees	TBD	TBD	TBD	TBD	
12	Average Length of Service of Employees	TBD	TBD	TBD	TBD	
	TALENT MANAGEMENT					
1	Organization Metric: Competency Gaps Closed for Mission-Critical Occupations	TBD	TBD	TBD	TBD	
2	Employee Perspective Metric: Talent Management Index	← 56.61% →				
3	Employee Perspective Metric: Job Satisfaction Index	← 66.97% →				
4	Merit System Compliance Metric: Merit-Based Execution of the Talent Management System	TBD	TBD	TBD	TBD	
5	Turnover of Employees in Mission-Critical Occupations	TBD	TBD	TBD	TBD	
6	Turnover of Employees in Mission-Critical Occupations during Probationary Period	TBD	TBD	TBD	TBD	
7	Time To Hire (GS:target = 45 days or less)	32.8	42.3	37.3	37.5	
8	Management Satisfaction with the Hiring Process (% Favorable)	52.80%	52.80%	52.80%	52.80%	
9	Applicant Satisfaction with the Hiring Process	TBD	TBD	TBD	TBD	
10	Time to Fill Vacancy (SF52 in to Offer) – days	52.4	76.9	83.8	86.9	
11	Job Applications Received	736	878	751	702	
12	% Veterans	TBD	TBD	TBD	TBD	
13	% Hires from Student Programs	TBD	TBD	TBD	TBD	
14	Gains vs Losses Differential	TBD	TBD	TBD	TBD	
15	Quality of New Hires	TBD	TBD	TBD	TBD	
16	% Turnover of all New Employees under 90 days	TBD	TBD	TBD	TBD	
	KEY					
	OPM REQUIRED METRICS - defined in HCAAF Systems, Standard and Metrics					
	OPM SUGGESTED METRICS - defined in HCAAF HR Practioner's Guide					
	HRD CRITICAL METRICS - defined by FFAS HRD and Agency customers					

Table 25

FSA SCORECARD

#	FARM SERVICE AGENCY SYSTEMS, STANDARDS and METRICS	4QFY07	1QFY08	2QFY08	3QFY08	4QFY08
**LEADERSHIP and KNOWLEDGE MANAGEMENT**					
1	Organization Metric: Competency Gaps Closed for Management and Leadership	TBD	TBD	TBD	TBD	
2	Employee Perspective Metric: Leadership & Knowledge Management Index	← 54.28% →				
3	Merit System Compliance Metric: Merit-Based Execution of the Leadership and Knowledge Management System	TBD	TBD	TBD	TBD	
4	Bench Strength	TBD	TBD	TBD	TBD	
5	Time to Hire Critical Leadership Positions (SES: target = 40 days or less)	N/A	N/A	N/A	N/A	
6	Succession Sources	TBD	TBD	TBD	TBD	
7	Culture of Workforce Improvement	TBD	TBD	TBD	TBD	
8	% Career Development Completions	TBD	TBD	TBD	TBD	
**RESULTS-ORIENTED PERFORMANCE CULTURE**					
1	Organization Metric: SES Performance/Organizational Performance Relationship as Linked to Mission	TBD	TBD	TBD	TBD	
2	Organization Metric: Workforce Performance Appraisals Aligned to Mission, Goals, and Outcomes	TBD	TBD	TBD	TBD	
3	Employee Perspective Metric: Results-Oriented Performance Culture Index	← 47.53% →				
4	Merit System Compliance Metric: Merit-Based Execution of the Performance Culture System	TBD	TBD	TBD	TBD	
5	Performance Ratings	TBD	TBD	TBD	TBD	
6	Awards	TBD	TBD	TBD	TBD	
7	Respect for Diversity	TBD	TBD	TBD	TBD	
8	Employee Grievances and Complaints	TBD	TBD	TBD	TBD	
9	PAAT SCORE (Target = 80 points or more)	22				
10	% Employees on Telework	TBD	4.92%	3.76%	TBD	6.1%
11	Average Age of Employees	TBD	TBD	TBD	TBD	
12	Average Length of Service of Employees	TBD	TBD	TBD	TBD	
**TALENT MANAGEMENT**					
1	Organization Metric: Competency Gaps Closed for Mission-Critical Occupations	TBD	TBD	TBD	TBD	
2	Employee Perspective Metric: Talent Management Index	← 51.53% →				
3	Employee Perspective Metric: Job Satisfaction Index	← 65.94% →				
4	Merit System Compliance Metric: Merit-Based Execution of the Talent Management System	TBD	TBD	TBD	TBD	
5	Turnover of Employees in Mission-Critical Occupations	TBD	TBD	TBD	TBD	
6	Turnover of Employees in Mission-Critical Occupations during Probationary Period	TBD	TBD	TBD	TBD	
7	Time To Hire (GS:target = 45 days or less)	29.6	29.5	29.8	23.2	
8	Management Satisfaction with the Hiring Process (% Favorable)	58.00%	58.00%	58.00%	57.50%	
9	Applicant Satisfaction with the Hiring Process	TBD	TBD	TBD	TBD	
10	Time to Fill Vacancy (SF52 in to Offer) – days	58.9	59.2	56.8	71.8	
11	Job Applications Received	2660	1117	2074	1176	
12	% Veterans	TBD	TBD	TBD	TBD	
13	% Hires from Student Programs	TBD	TBD	TBD	TBD	
14	Gains vs Losses Differential	TBD	-55	TBD	TBD	
15	Quality of New Hires	TBD	TBD	TBD	TBD	
16	% Turnover of all New Employees under 90 days	TBD	TBD	TBD	TBD	
**KEY**					
	OPM REQUIRED METRICS - defined in HCAAF Systems, Standard and Metrics					
	OPM SUGGESTED METRICS - defined in HCAAF HR Practioner's Guide					
	HRD CRITICAL METRICS - defined by FFAS HRD and Agency customers					

Table 26

RMA SCORECARD

#	RISK MANAGEMENT AGENCY SYSTEMS, STANDARDS and METRICS	4QFY07	1QFY08	2QFY08	3QFY08	4QFY08
LEADERSHIP and KNOWLEDGE MANAGEMENT						
1	Organization Metric: Competency Gaps Closed for Management and Leadership	TBD	TBD	TBD	TBD	
2	Employee Perspective Metric: Leadership & Knowledge Management Index	← 47.95% →				
3	Merit System Compliance Metric: Merit-Based Execution of the Leadership and Knowledge Management System	TBD	TBD	TBD	TBD	
4	Bench Strength	TBD	TBD	TBD	TBD	
5	Time to Hire Critical Leadership Positions (SES: target = 40 days or less)	N/A	N/A	N/A	N/A	
6	Succession Sources	TBD	TBD	TBD	TBD	
7	Culture of Workforce Improvement	TBD	TBD	TBD	TBD	
8	% Career Development Completions	TBD	TBD	TBD	TBD	
RESULTS-ORIENTED PERFORMANCE CULTURE						
1	Organization Metric: SES Performance/Organizational Performance Relationship as Linked to Mission	TBD	TBD	TBD	TBD	
2	Organization Metric: Workforce Performance Appraisals Aligned to Mission, Goals, and Outcomes	TBD	TBD	TBD	TBD	
3	Employee Perspective Metric: Results-Oriented Performance Culture Index	← 46.71% →				
4	Merit System Compliance Metric: Job Satisfaction Index	TBD	TBD	TBD	TBD	
5	Performance Ratings	TBD	TBD	TBD	TBD	
6	Awards	TBD	TBD	TBD	TBD	
7	Respect for Diversity	TBD	TBD	TBD	TBD	
8	Employee Grievances and Complaints	TBD	TBD	TBD	TBD	
9	PAAT SCORE (From QAR - Need to confirm how many times we do annually)	19				
10	% Employees on Telework	TBD	17.74%	17.74%	TBD	15%
11	Average Age of Employees	TBD	TBD	TBD	TBD	
12	Average Length of Service of Employees	TBD	TBD	TBD	TBD	
TALENT MANAGEMENT						
1	Organization Metric: Competency Gaps Closed for Mission-Critical Occupations	TBD	TBD	TBD	TBD	
2	Employee Perspective Metric: Talent Management Index	← 48.10% →				
3	Employee Perspective Metric: Job Satisfaction	← 61.67% →				
4	Merit System Compliance Metric: Merit-Based Execution of the Talent Management System	TBD	TBD	TBD	TBD	
5	Turnover of Employees in Mission-Critical Occupations	TBD	TBD	TBD	TBD	
6	Turnover of Employees in Mission-Critical Occupations during Probationary Period	TBD	TBD	TBD	TBD	
7	Time To Hire (GS:target = 45 days or less)	16.4	34.6	38.5	36.6	
8	Management Satisfaction with the Hiring Process (% Favorable)	57.40%	60.60%	60.60%	62.7	
9	Applicant Satisfaction with the Hiring Process	TBD	TBD	TBD	TBD	
10	Time to Fill Vacancy (SF52 in to Offer) – days	39.8	65.7	71.5	80.8	
11	Job Applications Received	131	327	43	286	
12	% Veterans	TBD	TBD	TBD	TBD	
13	% Hires from Student Programs	TBD	TBD	TBD	TBD	
14	Gains vs Losses Differential	TBD	TBD	TBD	TBD	
15	Quality of New Hires	TBD	TBD	TBD	TBD	
16	% Turnover of all New Employees under 90 days	TBD	TBD	TBD	TBD	
KEY						
	OPM REQUIRED METRICS - defined in HCAAF Systems, Standard and Metrics					
	OPM SUGGESTED METRICS - defined in HCAAF HR Practioner's Guide					
	HRD CRITICAL METRICS - defined by FFAS HRD and Agency customers					

Table 27

**APPENDIX 1**

RELATIONSHIP AMONG THE HCAAF SYSTEMS
Source Document: OPM Systems, Standards and Metrics

The Human Capital Assessment and Accountability Framework (HCAAF) identifies five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government. The HCAAF fuses human capital management to the merit system principles—a cornerstone of the American civil service—and other civil service laws, rules, and regulations. Establishment of the HCAAF and its related standards and metrics, provided in the Systems, Standards and Metrics document, fulfills OPM's mandate under the Chief Human Capital Officers Act of 2002 (CHCO Act), as codified at 5 U.S.C. 1103(c) and implemented under subpart B of 5 CFR part 250, to design systems and set standards, including appropriate metrics, for assessing the management of human capital by Federal agencies.

The regulation at 5 CFR 250.203 establishes requirements for an agency to maintain a current human capital plan and submit to OPM an annual human capital accountability report. The requirements in the regulation are by design congruent with the planning and reporting requirements contained in OMB Circular A-11 and title 31 U.S.C.

The HCAAF outlines an ongoing process of human capital management in every Federal agency – planning and goal-setting, implementation, and evaluating results – using five systems:

1. Strategic Alignment (Planning and Goal-Setting)
2. Leadership and Knowledge Management (Implementation)
3. Results-Oriented Performance Culture (Implementation)
4. Talent Management (Implementation)
5. Accountability (Evaluating Results)
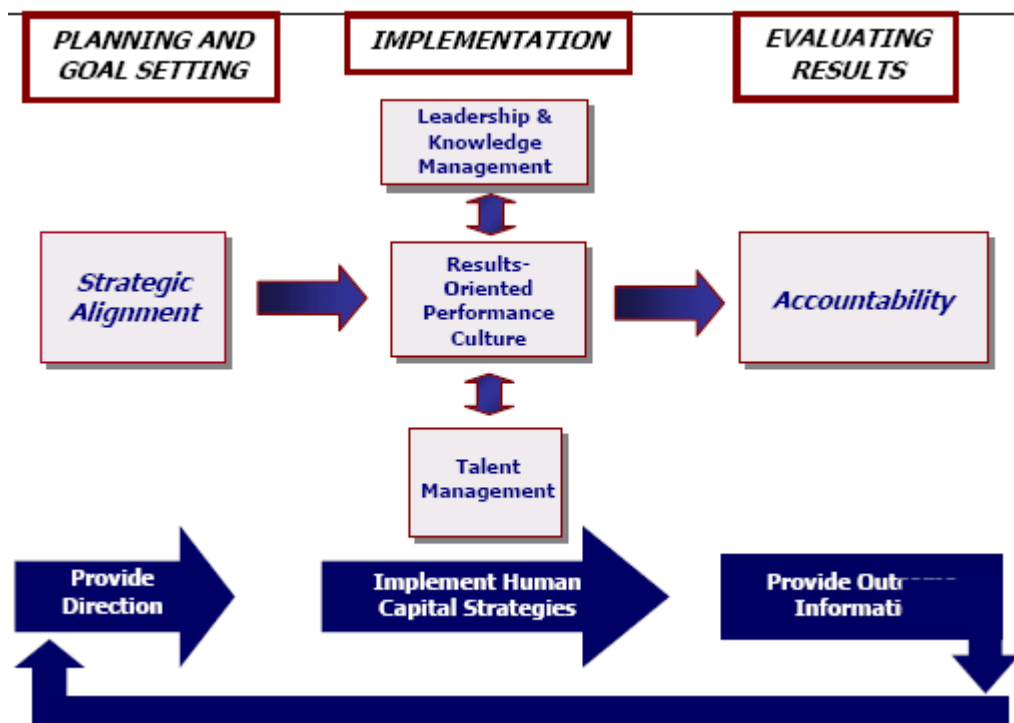
The required metrics for each HCAAF system that agencies must report through their annual Accountability reports are:

Strategic Alignment:

- Documented evidence of a current agency human capital plan that includes human capital goals, objectives and strategies; a workforce plan; and performance measures and milestones.

Leadership and Knowledge Management:

- Competency Gaps Closed for Management and Leadership;
- Leadership and Knowledge Management Index;
- Merit-Based Execution of the Leadership and Knowledge Management system.

Results-Oriented Performance Culture:

- SES Performance/Organizational Performance Relationship
- Workforce Performance Appraisals Aligned to Mission, Goals and Outcomes
- Results-Oriented Performance Culture Index
- Merit-Based Execution of the Results-Oriented Performance Culture system Talent Management:
- Competency Gaps Closed for Mission Critical Occupations
- Talent Management Index
- Job Satisfaction Index
- Merit-Based Execution of the Talent Management system

Accountability:

- Documented evidence of a Human Capital Accountability system that provides for annual assessment of agency human capital management progress and results including compliance with relevant laws, rules, and regulations.