![USDA]

STRATEGIC HUMAN CAPITAL MANAGEMENT

update to

USDA INTERNAL PMA SCORECARD REPORT

covering period

August 10, 2006 to October 31, 2006

for

Mission Area: Farm & Foreign Agricultural Services (FFAS)

USDA Internal Scorecard - August 2006	FFAS		

USDA METRIC	FSA	FAS	RMA
1) Strategic Planning	G	G	G
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8) Hiring Timelines for SES and Use of Flexibilities	R	N/A	N/A
9) Accountability System	G	Y	Y

SUMMARY SCORE	Y	Y	Y

1) Strategic Planning

USDA GREEN CRITERIA:	USDA YELLOW 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.	Human Capital Plan integrated with USDA strategic plan and results analyzed.

Each Agency uses the FFAS Human Capital Plan (HCP) that clearly is aligned to support their overall strategic plan and annual performance goals. The FFAS HCP is organized to support the USDA Strategic Human Capital Plan and the OPM Human Capital Assessment and Accountability Framework. The FFAS HCP includes human capital goals, strategies, a workforce analysis focus, performance measures and milestones; and it is fully integrated with the Agencies' (GPRA) strategic plans.

- **FAS** – The FAS Strategic Plan has been revised after analyzing its current organizational structure and addressing the agency's future challenges. In its development, FAS management reviewed the results of the OPM 2004 Federal Human Capital Survey and is currently incorporating improvement actions as part of their PMA Action Plans, e.g., leadership development, HCM communications, applying the results of the Performance Appraisal Assessment Tool, etc. Furthermore, FAS identified the International Trade Specialist as a key Mission Critical Occupation and is analyzing the competency needs to meet their objectives.

- **FSA** – The FSA Strategic Plan is in its final form, and in its revision, FSA management reviewed the results of the 2004 Federal Human Capital Survey and incorporated improvement actions as part of their Crosscutting Goals, e.g., leadership development, HCM communications, applying the results of the Performance Appraisal Assessment Tool, etc. The FSA Strategic Plan currently includes Closing Competency Gaps and Reducing the Time to Fill Vacancies as reportable measures.

- **RMA** – The RMA Strategic Plan is in final review and includes future challenges; and management has incorporated some of the results of the 2004 Federal Human Capital Survey and has identified improvement actions as part of their future plans, e.g., leadership development, dealing with poor performers, applying the results of the Performance Appraisal Assessment Tool, etc. The RMA Strategic Plan currently articulates an initiative, Improve Human Capital Management, which includes linking the recruitment strategy to address skills gap and leadership training. RMA also includes a skills gaps reduction measure for mission critical occupations in its strategic plan.

Performance results and trends of the FFAS HCP strategies and goals are analyzed by agency management on a quarterly basis whereby appropriate decisions and corrective actions can be applied. In addition the FFAS Human Resources Division (HRD) continues to incorporate the Strategic Alignment System elements of the OPM HR Practitioners' Guide into its Human Capital Management Annual Performance Plan (HCMAPP) initiatives. For instance, the HRD Director assessed several major projects for FY07 that have been identified by HRD internal and external agency customers and were incorporated as into the HCMAPP for FY07.   The status report of these projects is reviewed with management every quarter to demonstrate HRD's continual improvement, increased service to its customers, and support of agency.

2) Organizational Structure

USDA GREEN CRITERIA:	USDA YELLOW CRITERIA:
Analyzed existing organizational structures from service and cost perspectives and is implementing a plan to effectively deploy, restructure, delayer and use competitive sourcing, E-Gov solutions, as necessary; and has process(es) in place to address future challenges in business needs.	Agency has analyzed existing organizational structure and has implemented a plan to optimize restructuring, delayering, competitive sourcing, etc., to meet business needs.

At least annually, each agency analyzes its existing organizational structures from a program and service delivery perspective as defined in OMB Circular, A-11, Part 2, Section 85, Paragraph 85.1. However, Agencies continually review their structures to accommodate budgetary and departmental initiative challenges. In addition, as part of the USDA Workforce Planning and Succession Guidance and scheduled updates of the Workforce Analyses, key leaders consider the agency's direction and configuration based on the USDA mission, current and projected budgets and funding levels, the need for redeployment, restructuring, or delayering, and the impact to the organizational structure as a result of competitive sourcing and eGov solutions.

- **FAS** – FAS has completed its re-organization under the new Administrator and FAS leadership is communicating and implementing its structure. For example, the agency identified a need to refocus its resources on priority activities related to market access, international trade development and agricultural development. The newer structure is streamlined and maximizes current technologies relative to accomplishing its mission. Additionally, emphasis on emerging skill needs will drive the recruitment and development plans over the next 2-3 years.

- **FSA** – FSA is actively fine-tuning its organizational structures in the county offices. The FSA Administrator had requested the State Executive Directors to conduct independent local-level reviews of the efficiency and effectiveness of their FSA offices while exploring joint-effort opportunities with other USDA agencies. FSA leaders have worked with OPM, OMB and the Department to identify a long term plan to optimize their field office structures and will be tracked as part of the Proud To Be 4 process. Some of the primary objectives include: 1) to streamline and reduce the level of overhead and indirect costs associated with delivering programs, 2) to streamline and modernize its local, state, and national office structure, and 3) to modernize its suite of information technology tools with the goal of improved customer service and more efficient program delivery.

- **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 have minimized any functional overlap and redundancies in its reorganization. One of the workforce challenges identified by RMA management in reviewing its organizational structure, particularly the Risk Compliance Division, is to ensure employees have the requisite regulatory and compliance competencies to meet the growing demands of its programs.

In reference to OMB Circular A-11 (2006), Section 85 (Estimating Employment Levels and The Personnel Summary), FAS, FSA and RMA management identify the human capital management and development objectives, key activities and associated resources that are needed to support their agency's accomplishment of programmatic goals. In addition agency management identifies specific activities or actions planned to meet the standards for success under the human capital initiative of the President's Management Agenda, the associated resources, the expected outcomes, and how performance will be measured. These include the impact of any organizational changes, such as organizational layers and reduction of time to make decisions.

3) Succession Strategies

<table>
<tr><td>USDA GREEN CRITERIA:
Succession strategies, including structured leadership development programs, result in a leadership talent pool and agency meets it targets for closing leadership competency gaps and development of staff, training, recruitment and retention for mission critical occupations.</td><td>USDA YELLOW CRITERIA:
Has a Succession Plan which includes structured executive development programs, targets for closing leadership competency gaps, and has implemented gap closure strategies.</td></tr>
<tr><td colspan="2">ADDITIONAL OHCM REQUIREMENT for 1QFY07:
Describe the agency succession strategies, including structured executive development programs. As a result of the strategies, how has the agency met its targets for closing leadership competency gaps?</td></tr>
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The succession strategies for each Agency are driven by using the results of the FY04-FY08 USDA (FFAS) Workforce Planning and Succession Guidance. The Guidance addresses both Mission Critical Occupations and Leadership Positions in terms of current and future needs (gaps) based on the result of the 2004-2008 workforce analyses for each Agency. Furthermore, each agency has completed OPM's Strategic Leadership Succession Model Assessment to help determine gap closure strategies. HRD is working with USDA OHCM to begin implementation a department-wide Strategic Leadership Succession Plan to assist agencies in meeting their targets for closing leadership gaps (both competency gap and vacancy gap) and build upon the talent pool of future leaders. Agency leaders and managers strive to effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance, and provide a means to share critical knowledge across the agency.

- **FAS** – The FAS Workforce Analysis Summary is currently being updated to include FY06 to FY10 data. One strategy that FAS continues to apply is its Rotation Program for managers to ensure a stronger talent pool. It is an integral part of its succession planning process and executive development program. After using the Strategic Leadership Succession Model (see FAS chart below), the expected gaps in leadership positions are indicated in the SES classification and the expected gap presents minimal risk. However, management will continue to apply the 29 OPM-identified Leadership competencies to develop current and future leaders; and FAS will use government-wide programs to fill the leadership pipeline, e.g., President Management Fellows Program, Executive Readiness Program, Mike Mansfield Fellowship, and the SES Federal Career Development Program. In addition, to address internal agency leadership competency gaps, FAS will focus on development in Labor Management Relations, Managing Change, and Teambuilding. Gap closure strategies for mission critical occupations are addressed in Section 7a.

Mission Area: Farm & Foreign Agricultural Services
Agency: Foreign Agricultural Service
Date: August 18, 2006

Position Category	Current On-Board	FY06 Retirement Eligiblity	% FY06 Retirement Eligiblity	Estimated % FY06 Retirement	Estimated FY 06 Separations	Estimated % FY 06 Separations	Estimated FY 06 Acc. & Promos	Estimated % FY 06 Acc & Promos	GAP Expected 6/30/06?
SES	5	2	40.0%	3.2%	2	40.0%	1	20.0%	YES
GS-15	42	6	14.3%	3.2%	10	23.8%	0	0.0%	NO
GS-14	59	4	6.8%	3.2%	3	5.1%	2	3.4%	NO
GS-13	5	2	40.0%	3.2%	0	0.0%	0	0.0%	NO
Total Key Leaders	111	14	12.6%	3.2%	5	4.5%	3	2.7%	

- **FSA** – The FSA Workforce Analysis Summary is currently being updated to include FY06 to FY10 data. After using the Strategic Leadership Succession Model (see FSA chart below), the expected gaps in leadership positions are indicated in the SES classification and the expected gap presents minimal risk. However, management will continue to apply the OPM-identified Leadership competencies to develop current and future leaders; and FSA will use government-wide programs to fill the leadership pipeline, e.g., Aspiring Leader Program, Congressional Fellows Program,

Executive Potential Program, the SES Federal Career Development Program, and the Federal Executive Institute Program. Gap closure strategies for mission critical occupations are addressed in Section 7a.

Mission Area: Farm & Foreign Agricultural Services
Agency: Farm Service Agency
Date: August 18, 2006

Position Category	Current On-Board	FY06 Retirement Eligiblity	% FY06 Retirement Eligiblity	Estimated % FY06 Retirement	Estimated FY 06 Separations	Estimated % FY 06 Separations	Estimated FY 06 Acc. & Promos	Estimated % FY 06 Acc & Promos	GAP Expected 6/30/06?
SES	13	2	15.4%	6.0%	2	15.4%	1	7.7%	YES
GS-15	84	7	8.3%	6.0%	9	10.7%	1	1.2%	NO
GS-14	83	15	18.1%	6.0%	12	14.5%	1	1.2%	NO
GS-13	387	100	25.8%	6.0%	37	9.6%	3	0.8%	NO
Total Key Leaders	567	124	21.9%	6.0%	60	10.6%	6	1.1%	

- **RMA** – RMA Workforce Analysis Summary is currently being updated to include FY06 to FY10 data. RMA is currently updating its mission critical occupation competency needs and leadership development needs. After using the Strategic Leadership Succession Model (see RMA chart below), the expected gaps in leadership positions are indicated in the SES, GS-15 and GS-14 classifications. To address the expected gaps, management will continue to apply the OPM-identified Leadership competencies to develop current and future leaders; and RMA will use government-wide programs and internal programs to fill the leadership pipeline. Gap closure strategies for mission critical occupations are addressed in Section 7a.

Mission Area: Farm & Foreign Agricultural Services
Agency: Risk Management Agency
Date: August 18, 2006

Position Category	Current On-Board	FY06 Retirement Eligiblity	% FY06 Retirement Eligiblity	Estimated % FY06 Retirement	Estimated FY 06 Separations	Estimated % FY 06 Separations	Estimated FY 06 Acc. & Promos	Estimated % FY 06 Acc & Pro	GAP Expected 6/30/06?
SES*	3	0	0.0%	4.3%	0	0.0%	1	33.3%	YES
GS-15	11	1	9.1%	4.3%	2	18.2%	1	9.1%	YES
GS-14	34	5	14.7%	4.3%	3	8.8%	2	5.9%	YES
GS-13	15	2	13.3%	4.3%	0	0.0%	0	0.0%	NO
Total Key Leaders**	63	8	12.7%	4.3%	5	7.9%	4	6.3%	

The FY07 Training and Recruitment needs resulting from the FFAS Workforce Analysis have been included into the budget submission. Leadership training to support succession plans are included as are the recruitment initiatives to ensure a high performing, diverse workforce. The FFAS 5-year Training & Development Strategy and the FFAS 5-year Recruitment Strategy provide the focus for agencies to develop annual recruitment and development plans that address the Expected GAPS in Key Leader Positions reports of August 2006. In addition, FFAS HRD is incorporating the Leadership and Knowledge Management System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

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

4) Performance Appraisals

Management officials from each agency (**FAS**, **FSA** and **RMA**) have verified that 100% of their employees' performance plans are linked to their respective Agency's Strategic Plan, Mission and Goals. Records of these verifications 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 were provided training and web based information, e.g., Alignment Matrix Guide. HRD verified alignment by having unit heads certify, in writing, the alignment of their employees' performance plans. In May 2006, HRD initiated the review of actual Performance Appraisal documents for distinct linkage to agency mission, goals and outcomes. In conjunction with OHCM, a 10% hard-copy sample for each agency is underway will be completed and maintained in HRD by April 1, 2007. This is an OPM required metric for SES and Employee Performance Appraisals.

Web-based training for Performance Management at FSA/FAS/RMA is available through AgLearn. It informs management how to write measurable performance standards and communicate them to their employees. HRD will assure AgLearn linkage to the OPM recommended courses, *Measuring Performance* and *Addressing and Resolving Poor Performance*. In addition FFAS HRD is incorporating the Results-Oriented Performance Culture System elements of the OPM HR Practitioners' Guide into its Human Capital Management initiatives.

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

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

5) Under Representation

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

- **FAS** – Civil Rights management and HRD collaborated to develop diversity initiatives in staffing and training; and Civil Rights has a robust presence in the Agency's Strategic Plan. Based on the USDA Employment/Hires Minority Profile (09/24/06), FAS had 7 hires (external to agency) through 4Q 2006, 2 (28.6%) of whom were in represented groupings. The overall employment through 4Q 2006 indicates 52.4% Women - up by 0.5%, 26.3% Black - up by 0.2%, 5.8% Hispanic - sustained, 3.5% Asian - up by 0.2%, and 0.8% American Indian - sustained. The Hispanic, Asian and American Indian groupings remain below the RCLF of 9.8%, 4.5% and 1.1% respectively.

- **FSA** – In collaboration with Civil Rights, HRD continues to enhance the long term relationship with the National Society for Minorities in Agriculture Natural Resources and Related Sciences (MANRRS) by identifying feeder groups for future agricultural-related job opportunities. Based on the USDA Employment/Hires Minority Profile (09/24/06), FSA had 188 hires (external to agency) through 4Q 2006, 145 (77.1%) of whom were in represented groups. The overall employment through 4Q 2006 indicates 56.3% Women - down by 0.1%, 11.0% Black - sustained, 3.8% Hispanic - up by 0.1%, 1.2% Asian - sustained, and 1.4% American Indian - down by 0.1%. The Hispanic and Asian groupings remain below the RCLF of 9.8% and 4.5% respectively.

- **RMA** – Civil Rights and HRD work together to ensure diversity initiatives are considered during all staffing processes. Based on the USDA Employment/Hires Minority Profile (09/24/06), RMA had 15 hires (external to agency) through 4Q 2006, 4 (26.7%) of whom were in represented groups. The overall employment through 4Q 2006 indicates 47.8% Women - up by 0.5%, 14.1% Black - down by 0.1%, 2.2% Hispanic - sustained, 2.3% Asian - down by 0.1%, and 0.8% American Indian - sustained. The Women, Hispanic, Asian and American Indian groupings are below the RCLF of 49.9%, 9.8%, 4.5% and 1.1% respectively.

Based on USDA Minority Reports of 09/24/06	Totals / Hires Fed FT **YTD**	WOMEN	BLACK	HISPANIC	ASIAN AMERICAN / PACIFIC ISL.	AMERICAN INDIAN / ALASKA
		RCLF: 49.9%	*RCLF: 9.5%*	*RCLF: 9.8%*	*RCLF: 4.5%*	*RCLF: 1.1%*
FAS Total	620	52.4% ^	26.3% ^	5.8% >	3.5% ^	0.8% >
FAS Hires	7	0% >	14.3% >	14.3% >	0% >	0% >
FSA Total	5137	56.3% v	11.0% >	3.8% ^	1.2% >	1.4% v
FSA Hires	188	58.5% v	11.7% ^	2.7% v	2.6% v	1.6% v
RMA Total	471	47.8% ^	14.1% v	2.2% >	2.3% v	0.8% >
RMA Hires	15	0% >	13.4% v	0% >	6.7% v	6.7% v

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

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

7) Skills Gaps

USDA GREEN CRITERIA: Meets targets for closing competency gaps in mission-critical occupations (i.e., agency-specific, information technology, and leadership), and integrates appropriate competitive sourcing and E-Gov solutions into gap closure strategy; meets targets for closing gaps in human resource management.	USDA YELLOW CRITERIA: Agency has no skill gaps exceeding 3%.

ADDITIONAL OHCM REQUIREMENT for 1QFY07:
Describe the strategies the agency has used for meeting targets for closing competency gaps in mission critical occupations, to include the use of competitive sourcing and E-Gov solutions

a. Skills (Competency) Gaps

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

- **FAS** – 10 Mission Critical Occupations have been identified in FAS and integrated to the workforce analysis. Core competencies are aligned to OPM's *The Leadership Journey* competencies, and have been preliminarily identified for these occupations. Developmental venues, e.g., AgLearn course work, will be available on the HRD web site 2QFY07 to assist employees and managers target their training needs. FAS has an OPM-required metric to track the closure of competency gaps for mission critical occupations. In addition, the FAS Human Capital Working Group will develop competency models for the International Trade Specialist series and Foreign Agricultural Affairs Officer series.

- **FSA** – 11 Mission Critical Occupations have been identified and integrated to the workforce analysis. Core competencies are aligned to OPM's *The Leadership Journey* competencies, and have been preliminarily identified for these occupations. Developmental venues, e.g., AgLearn course work, will be available on the HRD web site 2QFY07 to assist employees and managers target their training needs. FSA has an OPM required metric to track the closure of competency gaps for mission critical occupations.

- **RMA** – 6 Mission Critical Occupations have been identified and integrated to the workforce analysis. Core competencies are aligned to OPM's *The Leadership Journey* competencies, and have been preliminarily identified for these occupations. Developmental venues, e.g., AgLearn course work, will be available on the HRD web site 2QFY07 to assist employees and managers target their training needs. RMA has an OPM required metric to track the closure of competency gaps for mission critical occupations.

Since the AgLearn reporting function is not yet operational, no data has been available to trend the OPM required/recommended metric (Competency Gaps Closed for MCOs) in FY06. However, a review of basic data provided to date indicates that participation of MCOs in training is increasing, and thus it can be assumed that their skills gaps are closing.

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

b) Skills (Vacancy) Gaps – The on board count and the budgeted FTEs were identified for each Agency; and the data was confirmed by the respective budget divisions. This data provided the input for the determination of the number of vacancies in the Agency. Each Agency applied a pro-rated percentage of vacancies to the 19 Mission Critical Occupations identified and provided by USDA.

▪ **FAS** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to FAS; and 38% of the employees are within these occupations. Based on the number of funded positions to the number of employees on board, there is an overall Skills (Vacancy) Gap of 19.1% with a 1QFY07 end Gap of 3.0%. All vacancies are currently under review.

▪ **FSA** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 6 of the MCOs apply to FSA; and 75% of the employees are within these occupations. Based on the number of funded positions to the number of employees on board, there is an overall Skills (Vacancy) Gap of 2.9% with a 1QFY07 end Gap of 2.5%.

▪ **RMA** – Of the 19 Mission Critical Occupations identified and reported by USDA to OPM, 5 of the MCOs apply to RMA; and 58% of the employees are within these occupations. Based on the number of funded positions to the number of employees on board, there is an overall Skills (Vacancy) Gap of 11.6% with a 1QFY07 end Gap of 2.5%. All vacancies are under review.

USDA / **FAS** Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	4Q Gap%	Projected 1QFY07 Gap%
0301 - Misc. Administrative	81	102	20.6%	3.0%
2210 Computer Specialist	44	51	13.7%	3.0%
0343 - Management/Program Analyst	47	57	17.5%	3.0%
0401 - Gen Biological Science	8	12	33.3%	3.0%
1101 - Gen Business & Industry	9	12	25.0%	3.0%
Totals	189	234	19.2%	3.0%

USDA / **FSA** Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	4Q Gap%	Projected 1QFY07 Gap%
0301 - Misc. Administrative	242	255	0.5%	1.0%
2210 Computer Specialist	305	316	3.5%	1.5%
0343 - Management/Program Analyst	193	199	3.0%	2.0%
0401 - Gen Biological Science	2	3	33.0%	0%
1101 - Gen Business & Industry	1257	1291	2.6%	1.5%
1165 - Loan Specialist	1576	1619	2.6%	1.5%
Totals	3575	3683	2.9%	2.5%

USDA / **RMA** Mission Critical Occupations and Series	Full Time Federal Employees Onboard	Funded Positions	4Q Gap%	Projected 1QFY07 Gap%
0301 - Misc. Administrative	14	17	17.6%	3.0%
2210 Computer Specialist	43	48	10.4%	2.0%
0343 - Management/Program Analyst	16	18	11.1%	2.5%
1101 - Gen Business & Industry	183	207	11.6%	2.5%
1530 - Statistician	10	11	0.9%	0%
Totals	266	301	11.6%	2.5%

8) Hiring Timelines (GS and SES)

USDA GREEN CRITERIA - GS:	USDA YELLOW CRITERIA - GS:
Meets 28-day time to hire standard, meets 45-day standard to notify applicants of hiring decisions for 50% of hires, meets targets for hiring process improvements based on CHCO Council criteria. Use hiring flexibilities to meet recruiting and staffing challenges.	Agency meets hiring timeline of 45 days for GS and has used hiring flexibilities to meet recruiting and staffing challenges.
USDA GREEN CRITERIA - SES:	**USDA YELLOW CRITERIA - SES:**
Sets and meets SES hiring timeline of 30 days or less. Use hiring flexibilities to meet recruiting and staffing challenges.	Agency meets hiring timeline of 40 days for SES and has used hiring flexibilities to meet recruiting and staffing challenges.

Time to fill Vacancies from closing date of announcement until date of offer (omitting non-workdays) has been established by FFAS HRD and reported quarterly. USDA/OHCM have established hiring timeline goals of 30 days for SES positions and 28 days for GS level positions. All three Agencies continue to aggressively pursue these goals as noted in the charts below.

AGENCY (permanent)	FAS	FSA	RMA
GS: Average # of Work Days per Hire (re: OPM 45 day criteria)	32.4	33.9	40.7
Total # of Permanent Hires (offers made)	12	103	14
# of Permanent Hires offered under OPM 45 Day Measure	10	79	9
% of Permanent Hires offered under OPM 45 Day Measure	72.7%	77.9%	80.0%
Total # of Mission Critical Occupations Hires (offers made)	5	54	5
# of Hiring Flexibilities used for 'all' hires	1	30	12
Average # of Work Days per Hire (SF-52 received to offer)	75.2	63.3	39.4
Total # of Applicants	292	1911	706
% Applicants notified of final status within OPM 45 day standard (50%)	76.4%	81.0%	54.1%

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

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

9) Accountability System

USDA GREEN CRITERIA:	USDA YELLOW 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.	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.

ADDITIONAL OHCM REQUIREMENT for 1QFY07:
Describe the methodology by which the agency conducts accountability reviews. As a result of the reviews, how are findings of corrective and improvement action based monitored and reported to agency leadership?

FFAS HRD completed its initial accountability review with OPM participation in FY05. The OPM Audit Report (10/17/05) cited 11 Required Actions and 31 Recommended Actions whereby corrective and improvement actions have been completed or developed. OPM closed the review/audit satisfactorily on April 18, 2006. In addition, FFAS HRD completed the Agency Self-Assessment of Human Capital (HC) Accountability System on September 30, 2005 and submitted results to USDA/OHCM. These results and those of other USDA agencies were used by OHCM to develop (in conjunction with OPM oversight) the USDA Human Capital Accountability System Implementation Plan; and it includes 43 required metrics. FFAS HRD is incorporating the Accountability System elements of the OPM HR Practitioners' Guide and the USDA Accountability Plan elements into its Human Capital Management initiatives.

FFAS HRD collaborates quarterly with agency management and uses outcome measures to make human capital decisions, demonstrate results, and drive continuous improvement in human capital standards.

Currently, the Time to Fill Vacancies and the Mission Critical Skill Gap Closure Rate are measures incorporated into the **FSA** Strategic Plan and reported quarterly. **RMA** and **FAS** are finalizing their human capital related measures in their respective strategic plans. Nonetheless, the USDA Internal PMA Scorecard has prompted each agency to report metrics critical to accomplishing programmatic goals, e.g., time to fill vacancies, flexibility usage, leadership and MCO skill gap closure, etc. Metrics identified in the USDA Human Capital Accountability System Implementation Plan and those indicated in the OPM HR Practitioners' Guide are under review and a Mission Area Dashboard will be developed by Q2 FY07 to provide trend analysis of each required metric.

Prepared and submitted to MITS/USDA by:

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October 31, 2006