

**FISCAL YEAR 2010**

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**ANNUAL  
HUMAN CAPITAL MANAGEMENT  
REPORT**



**DEPARTMENT OF AGRICULTURE  
DECEMBER 2010**

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# Table of Contents

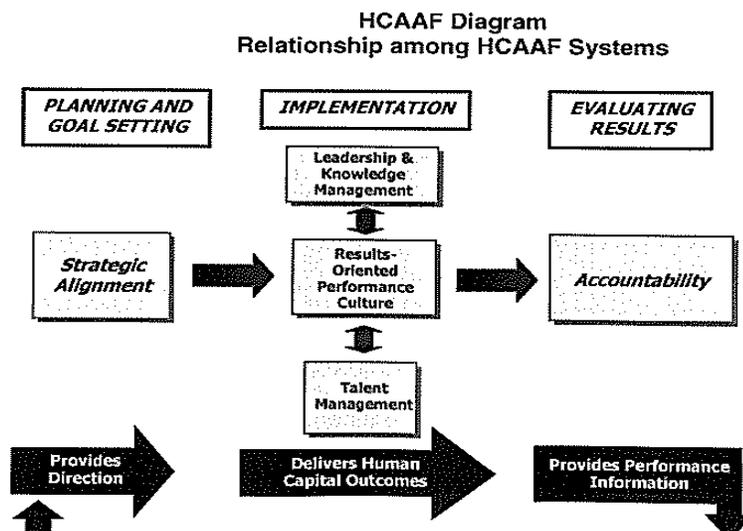
<i>Contents</i>	<i>Page Number</i>
Introduction .....	3
Section I: Agency Information .....	5
Section II: Executive Summary .....	6
Section III: Agency-Specific Initiatives .....	18
Natural Resources Conservation Services (NRCS) .....	21
Forest Service .....	23
Rural Development .....	27
Food, Nutrition, and Consumer Services .....	30
Food Safety .....	33
Research, Education, and Economics (REE).....	36
Marketing and Regulatory Programs .....	40
Farm Services Agency .....	45
Section IV: Government-Wide Initiatives.....	48
A. Hiring Reform .....	49
B. American Reinvestment and Recovery Act .....	51
C. Worklife (Telework and Health and Wellness).....	54
D. Employee Viewpoint Survey Action Planning .....	55
E. Veterans' Employment.....	56
F. Extension of Benefits to Same-Sex Domestic Partners of Federal Employees.....	58
G. Managing Talent in Government-Wide Mission Critical Occupations.....	59
H. HCAAF Implementation Systems.....	63
<input type="checkbox"/> Results-Oriented Performance Culture.....	63
<input type="checkbox"/> Leadership and Knowledge Management.....	66
<input type="checkbox"/> Talent Management .....	68
Section V: Accountability and Evaluation .....	71
Section VI: Adjustments .....	79
Appendix A: Systems, Standards, and Metrics .....	86
End-to-End Hiring Metrics:.....	86
Evaluation of Workforce Performance Appraisal Systems Chart.....	87
Mission Critical Occupations (MCO) Chart.....	88
Acquisition Workforce Chart.....	89

## Introduction

The Human Capital Management Report (HCMR) is an annual report that is required under 5 CFR Part 250, Personnel Management in Agencies. The Office of Personnel Management (OPM) requires agencies to evaluate their human capital (HC) systems, which includes an annual assessment of the agency's progress and results in three areas: (1) implementing its strategic HC plan; (2) implementation of its accountability system and; (3) compliance with relevant laws, rules and regulations.

The HCMR enables agencies to systematically assess, analyze and report the results of their HC initiatives and its' impact on mission accomplishment. It provides an excellent opportunity for agencies to tell their human capital story. In addition, the HCMR is a tool that can benefit agencies in many ways. By rigorously analyzing performance indicators, an agency can assess the results of its HC initiatives and learn which strategies are productive and which need to be adjusted. In this way, the HCMR informs senior leaders on the success of the current HC and workforce strategies and aides their decision making on strategies for the future. Because the HCMR is an important evaluation tool which measures progress on achieving human capital/human resource goals, it encourages a culture of continuous process improvement and informs the next cycle of planning and implementation.

The 2010 HCMR is based on the Human Capital Assessment and Accountability Framework (HCAAF) below, specifically the three phases of the human capital life cycle which are: (1) Planning and Goal Setting; (2) Implementation; and (3) Evaluation. The HCAAF establishes and defines five human capital systems that together provide a single, consistent definition of human capital management for the Federal Government; it fuses human capital management to the merit system principles.



The 2010 HCMR is divided into the following six sections:

- Section I: Agency Information
- Section II: Executive Summary
- Section III: Human Capital Agency-Specific Initiatives
- Section IV: Human Capital Government-Wide Initiatives
- Section V: Accountability and Evaluation
- Section VI: Adjustments
- Appendices
  - A. Systems, Standards and Metrics (SSM) Charts
  - B. Supporting Material

*Section I: Agency Information*

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- Name of agency

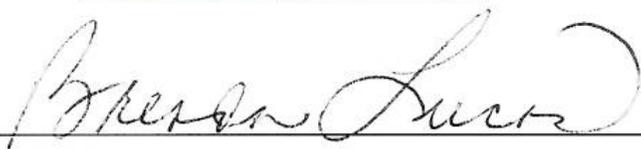
United States Department of Agriculture

- Fiscal year covered by the HCMR

FY2010

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The name and signature of the Chief Human Capital Officer (CHCO) or senior agency official who has reviewed and approved the HCMR.

Karen A Messmore  
Director  
Office of Human Resources Management



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Date report was signed 12-15-10

# **Section II: Executive Summary**

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## Section II: Executive Summary

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The United States Department of Agriculture (USDA) is a diverse, complex organization with programs that touch the lives of all Americans, every day, through more than 300 programs worldwide, leveraging an extensive network of Federal, State, and Local cooperators. USDA's mission is *to provide leadership on food, agriculture, natural resources, and related issues based upon sound public policy, the best available science, and efficient management.*

USDA carries out its mission through a workforce of more than 100,000 Federal employees, including a permanent workforce of approximately 90,000, and a temporary workforce of approximately 22,000. USDA employees serve in a vast range of occupations, represented by approximately 340 job series, in all states in the United States and in over 50 foreign countries.

In FY2010 the Department established Cultural Transformation as its strategic priority and the following human capital goals in support of this priority are to: (1) enhance leadership; (2) encourage employee inclusion; (3) increase employee satisfaction; and (4) improve employee engagement.

### **USDA's Cultural Transformation**

Throughout FY2010, USDA has been heavily engaged in the cultural transformation effort. This initiative is sponsored by Agriculture Secretary Thomas Vilsack, who is personally committed to making a cultural transformation within USDA by creating a diverse, inclusive, and high-performing organization. Since this initiative was launched in September, 2009, USDA has been working to transform itself into a model organization. By strengthening management operations and engaging employees, the Department will improve customer service, increase employment satisfaction, and develop and implement strategies to enhance leadership, performance, diversity, and inclusion. The following management initiatives support the FY2010 cultural transformation strategic priority.

USDA expects to:

- Transform itself into a model Federal department for effective program delivery by enhancing leadership, encouraging employee inclusion, and focusing on improving customer and employee satisfaction;
- Provide civil rights leadership to its employees, applicants, and customers by reducing the inventory of program civil rights complaints, analyzing field operations for systemic improvements, and increasing the use of early resolution processes (a form of alternative dispute resolution) for civil rights and equal employment opportunity complaints;
- Coordinate outreach efforts to increase access to its programs and services among women and minority farmers;
- Use resources more effectively by incorporating new strategies and policies into its management practices that increase performance, encourage efficiency, and align activities to the Department's strategic goals;

## Section II: Executive Summary

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- Implement modern information technology systems and policies in a cost effective manner that improve program delivery and internal and external communications capabilities to better serve USDA constituents;
- Maximize its “green” operations by increasing recycling and the use of bio-preferred products and alternative energy, and decreasing water and energy usage at its facilities;
- Improve Departmental emergency preparedness and security measures to protect its employees and the public to ensure the continued delivery of its products and services; and
- Enhance human resources policies and practices to develop a workforce more representative of the national population and that has the necessary skills to ensure the continued and improved delivery of services.

The cultural transformation process included six employee listening sessions and a session with Union representatives across the United States between March 31, and May 14, 2010. Based on feedback from the listening sessions, five key focus areas were established. They are: (1) Leadership; (2) Employee Development; (3) Talent Management; (4) Recruitment and Retention; and (5) Customer Focus and Community Outreach.

Within these five areas, a list of 80 action items were developed that, once completed, will result in a transformed USDA that is characterized by a highly engaged workforce that is motivated, empowered to succeed, and trained to meet future challenges.

The Department's Office of Human Resources Management (OHRM) led the development of initiatives and strategies to address more than 50 of the 80 cultural transformation action items that were completed in FY2010. Following is a partial list of those accomplishments:

- Established hiring criteria to ensure the candidate pool is diverse and the hiring decisions are based on selecting the best qualified applicants. As part of the government-wide hiring reform initiative, OHRM issued guidance that requires management involvement in the recruitment and hiring process. Hiring managers and human resources representatives will work jointly to identify recruitment strategies that result in a diverse and high quality applicant pool, and develop and use applicant assessment tools that identify the best qualified candidates.
- Developed a global USDA training entity called the Virtual University, focused on preparing all current USDA employees and student interns for professional excellence and career advancement to achieve USDA succession planning, diversity and program objectives. The Virtual University programs will use a full range of learning approaches, including web seminars, classroom training, distance learning courses, and learning support tools. OHRM launched the USDA Virtual University in October

## Section II: Executive Summary

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2010. The Virtual University coordinates with Training Officers throughout USDA to ensure that all employees have access to a variety of training and development opportunities. Organizational components of the University include Academy for Interns and Scholars; School of Talent Management; and College of Leadership and Professional Development.

- Academy for Interns and Scholars: The Academy provides guidance and training opportunities that will improve the internship experience by standardizing the on-boarding process across USDA, improving communication and resource sharing among USDA recruiters and internship coordinators and developing supervisory skills for those supervisors who will be in direct contact with interns. In addition, the Academy will provide basic job skills training for interns, familiarize them with career opportunities within USDA, and provide them with mentoring to enable them to be successful on the job. In 2010, USDA increased its number of summer interns by 2,000. This program will ensure that USDA more fully utilizes the intern programs as a pipeline for talent.
- School of Talent Management: The School provides career development guidance and training for current USDA employees addressing skill development in general areas such as communication, conflict resolution, ethics, team performance, project management, professionalism and career management.
- College of Leadership and Professional Development: The College provides advanced, executive leadership development guidance and training for current USDA employees holding leadership positions. The College implements and manages the Senior Executive Service Certification Development Program (SES CDP), provides executive training and coaching for members of the SES, and conducts professional development activities for individuals who become SES certified as a result of completing an SES CDP. The College will also ensure that all USDA component agencies have standardized training and development programs for new and experienced supervisors, and oversees the Presidential Management Fellows program for USDA.
- Established a system to hold leadership accountable for reports of employee mistreatment, conducting performance appraisals in a fair and equitable manner, managing conflicts to minimize EEO complaints, rewarding and recognizing top performers and disciplining and removing poor performers. OHRM has implemented the New Senior Executive Service Performance Regulations increasing accountability at the senior level. The USDA Virtual University will provide supervisory and leadership training USDA-wide, on performance management, conflict resolution, EEO, rewarding and recognizing high-performing employees, employee development, etc.

## Section II: Executive Summary

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- Provided incentive awards for employees. OHRM made great strides in FY2010 in the administration and execution of both monetary and honorary employee recognition. One key finding of the Employee Viewpoint Survey was that many respondents felt they are not being duly recognized for their performance. One of the ways USDA responded in FY2010 was by enhancing the Secretary's Honor Awards Program to include more award categories for recognizing employee achievement, which is why they are the most prestigious awards presented by USDA. The 2010 program, themed "Every Day in Every Way", focused on the positive and lasting impact USDA employees are having on the country. Secretary Vilsack honored employees who are successfully revitalizing rural communities, providing America's children with safe and nutritious meals, conserving and restoring the country's natural resources, and promoting agricultural production while increasing food security. In all, 28 groups and eight individuals were recognized, totaling 500 award winners in eight award categories. Now, there is increased interest in the 2011 Secretary's Honor Awards, and the addition of a new award category recognizing accomplishments in diversity and recruitment will provide more deserved employee recognition. In a culture where employees are positively motivated and engaged, these awards reinforce behaviors that improve individual and team performance and result in the overall improvement of the workforce. In addition, and consistent with the strategic management initiative to better engage USDA employees and to transform USDA into a model agency, especially in the area of increasing the satisfaction of USDA employees, OHRM promoted monetary award programs among all of the component agencies and provided further support by issuing policies, such as the new Departmental Regulation on Employee Awards and Recognition.
  
- Published a new Telework Department Regulation (DR) for USDA. The new DR is aligned with H.R. 1722, the new Telework Enhancement Act of 2010, which not only grants the authority for Federal employees' eligibility to telework, but expands its applicability. The new DR also defines criteria for Regular and Recurring and Ad-hoc or Unscheduled Telework and defines requirements incorporating Telework into Continuity of Operations (COOP) plans. The DR mirrors the legislation's requirement to establish Agency-level Telework policies and to designate a Telework Managing Officer in addition to the following actions:
  - Within 180 days:
    - Establish policy for eligible employees to telework
    - Determine employee eligibility
    - Notify all employees of their eligibility
  - Establish interactive training programs for teleworkers and telework managers
  - Include telework in business continuity (COOP) plans
  - Designate a Telework Managing Officer
    - *Mr. William Milton, OHRM Deputy Director is USDA's TMO*
  - Provide annual progress reports to the Office of Personnel Management

## Section II: Executive Summary

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- Developed a DR for Mentoring. This regulation describes all components of mentoring to be provided throughout USDA. The components include training, planning, and evaluation, following OPM guidance. Mentoring programs are to be open to a diverse group of employees. The policy requires USDA component agencies to provide mentoring programs for new supervisors, employees in the Presidential Management Fellows program, individuals participating in the SES CDP, and new employees in 2011
- Developed the program proposal for an SES Candidate Development Program to develop a diverse and talented group of future leaders for USDA. This program incorporates a number of changes and improvements based on a comprehensive evaluation of the 2007 USDA SES CDP and benchmarking best practices with other federal agencies. The program proposal has been submitted to OPM and is awaiting final approval with plans to launch in 2011.
- Established a uniform USDA Student Internship Program that included, for the first time, a performance management system, an on-boarding component, a capstone experience, individual development plans, exit surveys for interns and other accountability measures. In the summer of FY2010, no less than 8,600 USDA interns were on board, surpassing the goal of 8,000.
- Revised the Administrative Leave regulation that allows granting of leave for any Officially Sanctioned Activity. In response to the recommendation to provide administrative leave to employees who volunteer in Ag-related organizations, the revised regulation expands and clarifies the definition of an officially sanctioned activity.

### **Alignment of the Employee Viewpoint Survey (FedView) Findings with the Cultural Transformation Listening Session Feedback**

Human Capital issues continue to present some of the greatest challenges to achieving USDA's mission and goals. Challenges of recruitment and retention, employee development and employee engagement rank among the highest in FY2010. The FedView focuses on employee perceptions regarding these critical areas of their work life; areas which drive employee satisfaction, commitment, and ultimately retention in the workforce. The FedView results are aligned with the cultural transformation's key areas and discussed below.

**Leadership** – The feedback from the listening sessions coincides with the lower scores in the areas of: (1) Leadership not dealing with poor performers; (2) inequities in merit principles; (3) supporting innovation and creativity; and (4) ill-equipped supervisors. However, there has been substantial improvement in the areas of performance management and communication.

**Employee Development** – The feedback clearly indicated a need for improved employee development across the board, and unfortunately, USDA is trending downward in this area. Results from previous years' Federal Human Capital Survey (FHCS) and FedView show that maintaining the status quo will simply lead to USDA falling further behind in critical areas such

## Section II: Executive Summary

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as employee satisfaction and motivation. Training and development for employees and supervisors is needed to bring about positive changes. USDA officials are employing strategies to achieve the vision of building a high performance culture to enable the Department's workforce and leadership to address the challenges of the 21<sup>st</sup> century.

The USDA Virtual University ensures consistency in policy, structure, and implementation of training programs and career development across USDA. Standing up the USDA Virtual University specifically addresses employee feedback on survey items related to the following issues:

- The ability of leaders to generate motivation and commitment among employees;
- Employee satisfaction with leadership;
- Employee satisfaction with their supervisors;
- Employee satisfaction with career development and leadership opportunities; and
- Level of employee engagement

Increases in these areas will have a positive impact on USDA's ability to recruit and retain high performing employees, and to deliver its mission effectively.

***Recruitment and Retention*** – By embracing the principles of the 09' Hiring Reform Initiative, USDA has made significant strides in improving the hiring process; specifically, streamlining job announcements and simplifying the language in the announcements, as this was an item pointed out in the listening session as a serious impediment to attracting the right talent and bringing them on board in a reasonable timeframe. The Virtual University's Academy for interns and scholars will serve as a feeder pool for many of the mission-critical occupations (MCOs) This program places emphasis on diversity and improving the caliber of core competencies for entry-level professional and technical positions. This program also ensures that USDA more fully utilizes the intern programs as a pipeline for talent. By introducing this program, managers now see the value in aggressively recruiting new hires through special hiring authorities that target current and recent graduates.

***Talent Management*** – The feedback from the listening sessions once again reiterated the concern that some USDA managers are not adhering to merit principles when determining the candidate(s) with the best qualifications, leading to ill-equipped supervisors and team members of work units not fully equipped to maintain an appropriate or proportionate workload. One way in which OHRM has addressed this feedback is through the creation and implementation of the USDA Virtual University's School of Talent Management. Current USDA employees are provided with guidance and training for development and skill building that will enhance their qualifications, supervisory and team building skills.

### **Reorganization**

In concert with the Cultural Transformation Initiative, the Department underwent a major reorganization of its Departmental Staff Offices and Departmental Administration in October, 2009. The purpose of the reorganization was to reduce fragmentation, increase efficiency and

## Section II: Executive Summary

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improve quality of services within a transparent environment. The Office of Human Capital Management was renamed the Office of Human Resources Management (OHRM).

Under this reorganization, the Office of Ethics was moved under OHRM.

OHRM was established to provide the strategic HR vision, coordination, and accountability to move the USDA workforce forward to ensure mission accomplishment. Some of the major human capital/human resources accomplishments are listed below:

- Established and manages the Mission Area Human Resources Directors Human Resources Board (MAHRD) which serves as a decision making body to address key USDA HR policy issues and program initiatives from a corporate perspective. This Board played a critical role in accomplishing the transition to the new Department human resources organization and ensures that USDA is on target to meet strategic human capital goals and requirements.
- Developed the “ONE USDA” Human Resources (HR) Enterprise Solution initiative in order to establish a USDA HR footprint across all component agencies and offices that minimizes redundancies, increases efficiencies and leverages information technology (IT) enterprise solutions, by:
  - Designing a system which supports flexible service delivery capabilities and is aligned with the needs of a geographically dispersed workforce;
  - Clearly articulating the intent and value in shifting from a transaction-oriented HR organization to a strategic advisory HR services organization;
  - Designing an integrated technology suite for USDA Human Resources that is an intuitive, user-friendly, integrated solution which provides seamless access to all HR applications and services; and
  - Implementing enhanced information management services thereby enabling business decision support.

This initiative received approval for Agency-wide system targets in FY 2010 from the USDA MAHRDs, and component agency subject matter experts (SMEs) came to consensus on all HR functional requirements for development of an enterprise system that meets the goals one “ONE USDA” HR Enterprise Solution.

- Created the USDA succession Planning Framework. This document provided all component agencies with a framework to use as they develop their Agency-specific succession plans, and ensured measurable results.
- Led the successful implementation of the President's Executive order (EO) 13522, Creating Labor-Management Forums to Improve Delivery of Government Services. The plan was forwarded to the National Council on Federal Labor-Management Relations, where it received certification in the first round (Note: less than half of the plans submitted received certification). USDA is also only one of seven Departments

## Section II: Executive Summary

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that has an agency/union partnership participating in the Order's (b)(1) Bargaining Pilot Program. The USDA (b)(1) Pilot Forum will be working on a project that will replace paper based legal research and case handling to an electronic system with online research of internal documents and electronic case management capabilities.

The USDA Labor-Management Forum created under the authority of the Order is the national level body through which the Order is implemented in the Department. The USDA Labor-Management Forum is responsible for implementing the Executive Order by delivering the highest quality services to the American people, improving the quality of work life for USDA employees, and promoting good labor-management relations throughout USDA. Through the USDA Labor-Management Forum, USDA involved its unions pre-decisionally in a number of ways at the national level. Union's were invited to participate as members of workgroups establishing a website for the Cultural Transformation Initiative, developing enterprise social networking tools, and developing department-wide minimum standards for on-boarding new employees. Unions were also consulted on proposed new and revised Departmental Regulations (e.g., telework, individual development plans, mentoring, referral bonus awards, advances in pay, administrative leave, employee awards and recognition, and category rating). Unions were also asked for their ideas on how the Department's 2010 Employee Viewpoint Survey scores could be improved. The USDA Labor-Management Forum established a reporting schedule for all its labor-management forums, councils, and committees and will monitor their progress and intervene, where necessary, to assure the Order's goal of improving mission and service delivery by raising employee satisfaction and engagement and creating a cooperative labor relations environment is met.

- Led the successful implementation of the President's Executive Order (EO) 13518, establishment of a Department-wide Veterans Employment Program staffed with a full time Veterans Program Manager. As a result, USDA employed 10,860 veterans in FY2010.
- Established a Department-wide diversity office that created the USDA 2011-2012 Diversity Road Map. The Road Map outlines a two year strategy to achieve a diverse model workforce via six components: (1) Leadership Accountability and Commitment; (2) Outreach and Partnership; (3) Recruitment and Hiring; (4) Retention and Promotion; (5) Diversity Training and Awareness; and (5) Employee Development and Recognition. This Road Map mandates quarterly reporting on professional development, hires, promotions, awards, separations and disciplinary actions as of Q1 FY2011.
- Hired a full time, Department-wide Disability Program Manager in concert with the requirements of the President's EO13548 increasing hiring of people with disabilities.
- Created formal relationships with National Employee Organizations via official Memorandum of Understanding (MOUs). USDA signed MOUs with Federally Employed Women (FEW), Federal Asian Pacific American Council (FAPAC), Asian

## Section II: Executive Summary

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- American Government Executives Network (AAGEN), National Image Inc., Federal Managers Association (FMA), Society of American Indian Government Employee (SAIGE), and Conference on Asian Pacific American Leadership (CAPAL).
- Created a Department-wide task force to develop and implement USDA's plan for the White House Initiative on Asian American and Pacific Islanders.
  - Successfully piloted a new on-boarding program which is welcoming new employees to USDA and assisting them in becoming quickly acclimated to the workplace. The on-boarding initiative is assisting new employees to become more productive and attain success in their careers.
  - Developed and implemented an entirely new SES performance appraisal system to include receipt of OPM performance appraisal system provisional certification for 2009.
  - Developed a new Departmental Regulation and new performance plan template for the new SES system
  - Developed and issued a new Departmental Regulation for position management and vacancy control that addresses USDA's need to establish internal controls for vacancy management to ensure responsible stewardship and accountability of resources; align its supervisory ratios and organizational structures for optimum performance; and provide a structured and uniform framework for managing the utilization of positions and the filling of vacancies throughout USDA. This directive requires mission areas to assess workforce characteristics and needs to align the organization's human resources policies and programs with the agency's mission, strategic goals and performance objectives. In addition, the directive establishes accountability reviews and reporting requirements to validate progress toward meeting these objectives.
  - Implemented the Equal Opportunity Accountability Initiative in May, 2010 to hold individuals accountable and responsible for their actions resulting in a finding of liability against the USDA, to implement program improvements to ensure availability of all services in a non-discriminatory manner, and to raise awareness of individuals in decision-making positions to make responsible decisions. Actions taken under this initiative in FY2010 included proposed disciplinary or adverse actions ranging from a reprimand to a 45-day suspension.
  - The Office of Ethics received the U.S. Office of Government Ethics 2010 Award in Education and Communications for "Outstanding Achievement" in developing educational and internet-based learning projects that foster an ethics culture. The educational materials on the Office of Ethics website are utilized by employees throughout USDA as well as by 26 separate Federal agencies.

### Summary

USDA is proud to report on its many human capital/human resources (hc/hr) accomplishment for FY2010. This Human Capital Management Report (HCMR) outlines the major accomplishments that support the USDA mission, strategic initiatives such as the Cultural Transformation, and Human Capital initiatives, both government-wide and agency-specific. It demonstrates the Agency's commitment to its workforce which is its greatest asset. USDA met its human capital challenges by employing effective strategies. This report also details challenges that were encountered along the way, the adjustments that were made and the end result.

The USDA mission of providing a safe and sustainable food supply for our nation and much of the world is a common strength throughout USDA component agencies, as are our programs and workforce. There is strong tenure of senior leadership, managers and supervisors as shown in the SSM chart in Appendix A. In addition, the FedView results confirms that USDA employees know the mission and how their work relates to the agency's goals and priorities (83%), like the kind of work they do (85%) and believe that it is important (90%). These are positive indicators that help to retain the workforce. The End-To-End Measurement Chart in Appendix A shows a strong retention rate even in the midst of increasing retirements.

Two high risk areas of concern for FY11 are:

- Staffing - sufficient staff to achieve the mission. The current workforce that is rapidly approaching retirement is concerning. It is estimated that 50% of USDA's workforce will be eligible for retirement within the next few years.
- Financial resources - shrinking budgets and spending cuts provides an opportunity to redistribute resources. Securing sufficient resources will be an on-going challenge in the present economy. Fewer financial resources will impact the Department's ability to recruit, develop, and retain a motivated workforce.

Senior-level management officials in USDA are provided hc/hr accountability information in a number of ways. Component agencies provide monthly or quarterly updates on hc/hr initiatives, OHRM staff meet with mission area representatives to provide guidance and obtain information, and internal updates such as monthly reports to the Assistant Secretary for Administration are provided. Survey results are also used to communicate accountability information to senior-level management officials as well as to inform the next cycle of planning. Both the Federal Human Capital surveys and End-To-End Survey results that are posted on MAX are used in this manner. Survey data is analyzed for trends and measured against the appropriate metrics. When the goal or target is not met, improvement action plans are developed and implemented, milestones are set and the progress is monitored. The results are used to inform the Agency's evaluative results, workforce planning, strategic plan, and business case for implementation. The findings from the 2010 FedView survey offer an indication of USDA employees' perceptions of workforce management in the Department. By looking at trends across the different survey administrations, USDA leadership also will determine how far the Department has come and what remains to be done.

## *Section II: Executive Summary*

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OHRM developed a share point site where updates and current status reports on hc/hr activity within USDA are housed and easily accessible for review. The cultural transformation website was launched on October 15, 2010 and serves as a platform to create a dialogue among employees to share ideas, discuss topics and gain insights into how USDA is creating a new legacy through this important initiative. "My USDA" is a new publication that was developed to report progress on USDA's Cultural Transformation. These are additional information vehicles that are used to provide hc/hr information to senior -level management officials in USDA and inform the next cycle of planning.

## Section III - Agency-Specific Initiatives

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### Section III: Agency-Specific Initiatives

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USDA accomplishes its mission and achieves its strategic goals with overall guidance from the Secretary of Agriculture, Assistant Secretaries, senior policy officials, and staff offices. USDA programs are delivered through the seven mission areas (component agencies) below, which are led by Under Secretaries.

**Natural Resources and Environment (NRE)** – The Natural Resources and Environment mission area consists of the *Forest Service (FS)* and the *Natural Resources Conservation Service (NRCS)*. These agencies work to ensure sustainable management of both public and private lands. The Forest Service manages 192 million acres of National Forests and Grasslands for the American people. The Natural Resources Conservation Service assists farmers, ranchers, and other private landowners in managing their acreage for environmental and economic sustainability. Both agencies work in partnership with Tribal, State, and Local Governments, communities, and other Federal agencies to protect the Nation’s soils, watersheds, and ecosystems.

**Rural Development (RD)** – The Rural Development mission area consists of the *Rural Utilities Service (RUS)*, the *Rural Housing Service (RHS)*, and the *Rural Business and Cooperative Service (RBCS)* and focuses on creating economic opportunities and improving the quality of life in rural America. From rural infrastructure projects that finance the delivery of everything from safe running water to high-speed Internet access to housing programs and economic development initiatives, this mission area unites a variety of valuable programs that, together, comprise the backbone of Federal efforts to ensure rural communities are full participants in economic and other community opportunities.

**Food, Nutrition, and Consumer Services (FNCS)** – The Food, Nutrition, and Consumer Service mission area consists of the *Food and Nutrition Service (FNS)*, which administers Federal nutrition programs and the *Center for Nutrition Policy and Promotion (CNPP)*, which provides science-based dietary guidance to the Nation. USDA’s Federal nutrition assistance programs include the Food Stamp Program, Child Nutrition Programs, such as school lunches, and the Special Supplemental Nutrition Program for Women, Infants and Children. These programs provide vital access to nutritious food and support for better dietary habits for one in five Americans. USDA’s nutrition research and promotion efforts aid all Americans by linking cutting-edge scientific research to the nutritional needs of consumers.

**Food Safety (FSIS)** – The Food Safety Mission Area consists of the *Food Safety and Inspection Service (FSIS)*, which ensures the safety, wholesomeness, and correct labeling and packaging of meat, poultry, and egg products. The Food Safety and Inspection Service establishes public health performance standards for food safety, and inspects and regulates meat, poultry, and egg products in interstate and international commerce, including imported products. This mission area has significant responsibilities coordinating efforts among various Federal agencies, including the Department of Health and Human Services and the Environmental Protection Agency.

**Research, Education, and Economics (REE)** – The Research, Education, and Economics mission area brings together all of the efforts underway throughout USDA to advance a safe, sustainable, and competitive U.S. food and fiber system through science and the translation of science into real-world results. The mission area consists of the *Agricultural Research Service (ARS)*, the *Cooperative State Research, Education and Extension Service (CSREE)*, the *Economic Research*

### Section III: Agency-Specific Initiatives

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*Service (ERS), the National Agricultural Library (NAL), and the National Agricultural Statistics Service (NASS).*

**Marketing and Regulatory Programs (MRP)** – The Marketing and Regulatory Programs mission area consists of the *Agricultural Marketing Service (AMS)*, the *Animal and Plant Health Inspection Service (APHIS)*, and the *Grain Inspection, Packers and Stockyards Administration (GIPSA)*. This mission area facilitates the domestic and international marketing of U.S. agricultural products, including food and fiber, livestock, and grain through a wide variety of efforts, including the development of national and international agricultural trade standards via Federal, State, and International cooperation. This mission area also conducts increasingly critical and sophisticated efforts to protect U.S. Agriculture from plant and animal health-related threats, and ensures the humane treatment of animals.

**Farm and Foreign Agricultural Services (FFAS)** – The Farm and Foreign Agricultural Services mission area consists of the *Farm Service Agency (FSA)* which delivers the most traditional farm programs, the *Foreign Agricultural Service (FAS)*, which assists with U.S. agricultural exports, and the *Risk Management Agency (RMA)*, which manages programs that assist farmers and ranchers weather the unavoidable challenges inherent in agriculture, such as natural disasters. This mission area also includes two Government-owned corporations. The Commodity Credit Corporation is the financial mechanism by which agricultural commodity, credit, export, conservation, disaster, and emergency assistance is provided, thereby stabilizing farm income and prices to ensure an adequate, affordable supply of food and fiber. The Federal Crop Insurance Corporation improves the economic stability of agriculture through a sound system of crop insurance.

#### *The Human Capital Story*

Following, USDA component agencies tell an abbreviated version of their human capital story. The condensed version highlights one or two goals in most cases, even though the agencies listed several goals and accomplishments and provided a complete HCMR. The narrative for each agency will follow the format below and also encompass the following information:

- GOALS - Human Capital/Human Resources (HC/HR) goals that supported the Agency's strategic goal(s), and applicable targets.
- ACTIONS - How agency actions during the fiscal year contributed to achieving its hc/hr goals.
- RESULTS - How hc/hr outcomes support and contribute to the agency's mission accomplishment.
  - Performance measures and milestones the agency used to assess/evaluate its progress toward these goals.
  - A statement as to whether the agency met its goals, milestones or targets during the year and if targets were set for the next fiscal year.
  - If goals, targets, or milestones were not met, an explanation of the reason, including the factors that contributed to that result such as budget constraints, changing mission, etc.

Natural Resources Conservation Services (NRCS) - The NRCS Story

**GOALS:**

- Leadership - Develop leaders to ensure NRCS achieves conservation success through cooperative and innovative approaches for its investment in and delivery of products, technology, and services.
- **Leadership Targets**- Development of 21 competency models for the MCOs  
- Development of competency assessments using web-based management systems

**ACTIONS:**

**Competency Model Development**

In 2010, NRCS developed competency models for 21 mission critical occupations. The competency model includes four levels as follows:

- Foundational Competencies - Agency-wide competencies and apply across all job series. Examples include communication skills and conflict resolution.
- Occupational-Specific Competencies identify the technical knowledge, skills, and abilities for a specific position.
- Leadership and Management Competencies identify the competencies for supervisors, managers, and technical leaders.
- Executive Competencies identify the competencies for the Senior Executives as defined by the Office of Personnel Management.

**Competency Assessments**

A web-based management system is under development that will allow both employee and supervisor to conduct assessments to determine competency gaps, thereby providing basis for the individual development plan.

**Closing Competency Gaps**

NRCS uses a pre and post-test in most training sessions to gauge the effectiveness in closing competency gaps. The course evaluations from class participants are also used. Their feedback on the course materials, instructor performance, and effectiveness of exercises and field activities is solicited and given considerable weight in determining the training effectiveness.

**Highlights of FY2010**

- 1) Completed the draft 21 mission-critical occupation competency models, awaiting validation
- 2) Worked towards closing of competency gaps for MCOs
- 3) Developed framework for implementation of USDA Business Management Leaders Program
- 4) Graduated 28 participants from the National Leadership Development Program (NLDP)
- 5) Developed and implemented processes defined for the Emerging Leaders Development Program.

**RESULTS:**

NRCS conducted Training Needs Inventory, which resulted in a determination of courses needed. Approximately 140 training sessions (which includes six sessions of Conservation Boot camp) were delivered in FY2010 to approximately 3500 employees to close competency gaps. These outcomes support and contribute to the agency's mission accomplishment of conservation success through its leadership. The leadership training and development programs increased the effectiveness of current agency leaders and managers, and also prepares the next generation of leaders.

**Performance Measures**

NRCS senior leadership developed a framework entitled the ConservationStat (ConStat) to support the measurement and tracking of progress towards meetings internal objectives. The ConStat was used to measure many of the agency's initiatives in FY2010. NRCS also developed a HR Quarterly Report used to provide an update to senior leadership on the results of the workforce changes and highlights the successes of the various programs throughout the agency.

Competency Models will be considered successful when they have been installed in a web-based system; employees and supervisors can use them to develop realistic individual development plans; and the agency can use the information to schedule appropriate interventions (training, recruitment, workforce planning) necessary to close competency gaps.

The assessment tools within the competency models must be clear enough to enable both employees and supervisors ascertain proficiency levels.

NRCS met its FY2010 targets and have established targets for FY2011.

**Initiatives for FY2011**

**Workforce Strategies**

- Implement strategies for increasing the knowledge and skills of employees, using the following:
  - a. Implement the new Emerging Leaders Program
  - b. Implementation of the newly developed competency models, to close gaps
  - c. Active enrollment in the Department's Virtual University
  - d. Implementation of the Business Management Leaders Program
  - e. Continued comprehensive training strategy
  
- Implement strategies for improving organizational culture (environment) within NRCS, using the following:
  - a. Enhanced cultural transformation training
  - b. Enhanced Civil Rights Compliance Review Process
  - c. Newly improved Performance Management system
  - d. Develop and implement Matrix Management
  - e. Enhanced Organizational Design
  - f. Improved Employee Safety
  - g. Updated Space planning (Facilities Updates)

### Section III: Agency-Specific Initiatives

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- h. Employee Satisfaction
  - i. Newly Developed Wellness Program
- o Implement Strategies for Recruitment and retention of employees
  - a. Continued Hiring Reform implementations
  - b. Newly developed Recruitment strategy
- o Implement Enhanced Tools and Techniques for Human Resources Information Systems
  - a. Continued effort with Department for the One USDA Enterprise systems
  - b. Implement Workforce Planning
- o Implement Outreach Strategies
  - a. Roll out Comprehensive outreach strategy
  - b. Implement program for Tribal Consultation

All milestones of the NRCS Human Capital Management area were met and plans are in place to ensure the successful implementation of FY2011 milestones.

Milestones for key initiatives follow:

**Highlight of major milestones met:**

- 1) Developed competency assessment tool.
- 2) Identified competencies needed for the workforce to enhance and improve agency performance. Closed competency gaps by conducting training and assessing the workforce upon the completion of training.
- 3) Obtained senior leader concurrence in the publishing of the Diversity Strategy, it will be implemented with the FY2011 initiatives.
- 4) Cascaded SES performance plans to the entire workforce – 100% of workforce's performance plans were aligned to the agency senior leadership.
- 5) Workforce planning efforts – the use of an automated system (ABC system) of capturing and assessing the workforces' tasks, objectives, and accomplishments.
- 6) USA Staffing in place and ready to implement by the new fiscal year, along with a completed questionnaire and development of data in the new enhanced automated hiring system.

*Natural Resources and Environment - The Forest Service Story*

**GOALS:** HRM - Priority 3. -- Stabilize and improve HR operations, policies, and work processes

**ONE YEAR TARGETS:**

- Streamline the classification and staffing process to expedite delivery of staffing and classification services.
- Develop and implement consistent policy, SOPs, and How-to guides across the Forest Service.
- Complete updates and distribution of FS policies and handbooks.
- Design a consistent approach to policy implementation.
- Maximize application of AVUE.

**ACTIONS:**

The Process Improvement section of The Director's Action Group (DAG) was stood up in September, 2009. The primary purpose of this section is to:

- Perform lean-based analysis of existing systems, procedures and programs;
- Facilitate and track efficiency and effectiveness improvement efforts within the HRM; and
- Develop and maintain a positive working relationship through communications in supporting USDA/FS and FS mission, goals and priorities.

In accordance with its charter, the Process Improvement section aligns work flow processes and operations with OPM and FS policies, programs and priorities which address the HRM Goal 3.

**RESULTS:**

The DAG and its Process Improvement section contributes to the Forest Service Goal #5 by supporting a wide range of natural resource challenges such as those identified as outcomes in the Forest Service Strategic Plan pertaining to administrative facilities, information systems, and landownership management. Below are the results of the analysis conducted regarding systems, procedures, and programs.

1. Perform lean-based analysis of existing systems, procedures and programs

- 80 Day Hiring Model: The 80 Day Hiring Model is Part 3 of the five part End-to-End Hiring Initiative mandated by OPM. HRM organized a team of cross functional subject matter experts (SMEs) who analyzed the current state of hiring processes and determined future state requirements. A gap analysis was performed to identify areas for improvement. The team then developed a 360 degree plan to close the identified gaps. Action items, including education and communication for HRM and line employees, were on track for completion and implementation on November 1, 2010.

### Section III: Agency-Specific Initiatives

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- Position and Organization Management: The main focus of the Position and Organizational Management Improvement Event (POMIE) was to streamline the classification and staffing process to expedite hiring actions. Prior to initiating improvement efforts, the SF-52 Recruit & Fill (R&F) requests were directed to staffing. Through the POMIE, HRM was able to define a streamline process for all R&F actions to be routed through Classification for processing prior to being assigned to Staffing for the hiring action. Modifications of processes and systems within HRM was scheduled for completion on November 1, 2010 to coincide with implementation of the web based eTracker system and the 80 Day Hiring Model.
  - Personnel Action Request (PAR) Improvement Event: DAG was assigned the responsibility to conduct an Improvement Event within PAR to improve efficiencies and standardize processes within PAR workgroups. DAG is conducting an improvement effort which consists of 4 phases: current state analysis, opportunities/discovery for improvement, future state development, and implementation/execution. This event began August, 2010, and has an estimated completion date of November 30, 2010.
  - eTracker: The FS currently uses several tracking systems to process and track personnel action requests. HRM leadership has directed that the systems be combined into one comprehensive system allowing for increased customer satisfaction, quality processing and tracking capabilities for management reports. The development of the web-based eTracker system is a multi-phase plan. The first phase of the implementation plan is to provide a mirror image of the current SF-52 tracker used throughout the FS. The first phase is scheduled to roll-out November 1, 2010. The second phase, with enhanced capabilities for the eTracker system is scheduled to be on-line February 1, 2011.
  - 72- Hour eAuthentication: New employees currently wait at least two weeks to receive eAuthentication credentials to access the FS connectHR. HRM leadership directed that eAuthentication be provided to the new FS employee within 72 hours of Entry on Duty (EOD). The DAG facilitated a working group of functional area SMEs, to identify gaps between current processes and the new 72 hour requirement. The action plan addressed short comings in the current processes, and as a result, the eAuthentication within 72 hours of EOD initiative was expected to roll out in conjunction with the 80 Day Hiring Model on November 1, 2010.
2. Facilitate and track efficiency and effectiveness improvement efforts within the HRM
- Standard Operating Procedures: Starting in January, 2010, FS implemented a three-phase plan to update, combine and define standard process requirements. The first phase, supporting the HRM Redesign Service Team implementation, included 6 functional areas, and was completed on March 31, 2010. The second phase which was completed on June 30, 2010 included 5 functional areas in support of the HRM Centralized Services. Phase Three, which is scheduled to be completed by the end of CY 2010, encompasses the remaining HRM functions.

### Section III: Agency-Specific Initiatives

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- Processes in each functional area were documented into a single standard format. During the documentation stage each step of the process was vetted for accuracy, process flow and compliance with applicable policies and regulations. After the vetting process was completed, the SOPs were rolled-out in formal training sessions to employees in each functional area.
  - The DAG continues to facilitate development of new SOPs, as well as developing processes to change current SOPs. The group is currently working with several functional areas as they develop new SOPs for their perspective work areas/functions. The DAG is actively involved in maintaining the integrity and standardization of current SOPs by maintaining the master library of active SOPs and by using a documented and trackable change and annual review process.
3. Develop and maintain a positive working relationship through communications in supporting USDA/FS and FS mission, goals and priorities.

#### Improve communications:

- ✓ Facilitated and participated in several field trips to local FS field units to communicate customer service improvement efforts.
- ✓ Provided constant “floor” updates and clarification on the latest and greatest changes. On an on-going basis, communicate to HR employees to gain a better and clearer understanding of the need to improve processes, to update them on what has been happening and also, what to expect next.
- ✓ Planned and provided training through various communication media, updated training and briefing materials for program changes and project updates.

#### **Performance measures and milestones**

- eTracker is being designed to track progress in implementing the 80-Day Hiring Model through the use of performance metrics. Annually, Forest Service will report on Hiring Reform progress to the Department who in turn reports to OPM.
- eTracker is also being assessed for its applicability in tracking some aspects of performance management.

HRM is on track for meeting the above goals. Targets are set for next fiscal year as indicated to be November 1, 2010.

The DAG process improvement group has met current milestones. The creation of eTracker was completed September 30, 2010. Testing began on October 1, 2010 with training scheduled to follow toward the end of October. Beginning November 1, 2010 eTracker will be live with additional training occurring throughout the month.

The eTracker system is expected to go live on January 1, 2011 for use by all Forest Service.

Forest Service goals and targets were met.

*The Rural Development Story*

**GOALS:**

1. Transform RD into a Model Agency that benefits from leadership at all levels
2. Increase Performance, Efficiency, and Alignment
3. Enhance the RD Human Resources Process to Recruit and Hire Skilled, Diverse Individuals to Meet the Program Needs of USDA

**TARGETS:**

1. Enhance strategic planning to include leadership positions at all levels of the organization
2. Develop and implement strategy to improve performance in priority areas
3. Improve the hiring process, increase hiring manager involvement
4. Develop a tool to track the agency's hiring process
5. Develop and implement the Hiring Management System including Mission Critical Occupation series.
6. Increase employee satisfaction by improving employee perceptions and attitudes.
7. Promote and encourage training among HR staff and HR leaders (refresher courses as needed)

**ACTIONS:**

The outcomes listed below directly relate to USDA's priorities as listed in the Department's Strategic Plan, specifically initiative numbers 1, 4, and 8.

- RD expanded the succession planning effort and found that of the mission critical occupational series identified (301, 343, 1101 and 1165) the 301 series had a staffing gap in 2009 and a projected shortage in the upcoming fiscal year 2010. (**goal linkage**-priority 1: Transform RD into a Model Agency that benefits from leadership at all levels and priority 3: Enhance the RD Human Resources Process to Recruit and Hire Skilled, Diverse Individuals to Meet the Program Needs of USDA)
- A new Supervisory Training Program (STP) was developed to include the human resources and leadership competencies necessary to effectively lead people and programs at a high level, as well as increase the capability to respond to new and rapidly changing demands. The STP identifies and addresses leadership competencies, and also serves as a vehicle to ensure knowledge transfer. Additionally, the program can effectively serve both the new or aspiring leader as well as seasoned leaders/supervisors. (**goal linkage**-priority 7: Promote and encourage training among HR staff and HR leaders (refresher courses as needed))

### Section III: Agency-Specific Initiatives

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- The Employee Viewpoint Survey (FedView) provided insight on perceptions and attitudes of the employees within the agency. RD will take what was learned to continue to develop ways to promote open communication, facilitate an environment where everyone feels valued and where training and advancement is provided, (goal linkage-priority 6: Improving Employee Perceptions and Attitude Towards Agency)
- The audits conducted during the Management Control Review in FY2010 identified areas of strengths as well as weakness. The recommendations received enable RD to make decisions and take actions necessary to enhance operations, procedures and programs and policies, (**goal linkage**-priority 2: Increase Performance, Efficiency, and Alignment)

#### **RESULTS:**

Rural Development took action right away on all recommendations received from the Management Control Review audit and achieved the following results:

- Executed the plan for transferring OPFs to the National Personnel Records Center and other Federal agencies in a timely manner.
- Standard Operating Procedures (SOPs) are under development to print, review and centrally file SPPS generated payroll adjustments and to compare the requested actions to NFC generated reports.
- The Chief of the Field Services Branch (FSB) will provide written verification to the Assistant Administrator of Human Resources when the backlog of OPFs is sent to or received by the appropriate locations.
- The Chief of the FSB will review OPM's Guide to Personnel Recordkeeping with all St. Louis Servicing Team members to ensure understanding and compliance with requirements.
- Operating procedures were revised to ensure garnishments and/or child support orders are received and tracked properly. The tracking system assists Rural Development's Designated Agent in identifying exactly where delays are occurring in the process.

As a result of the Employee View Point Survey Responses, Rural Development established a workgroup of employees from each area to initiate the action planning improvement process.

Rural Development is revising the Telecommute/Telework Policy to clarify/expand the positions that are eligible, and include those positions in the Continuity of Operations Plan (COOP) for USDA.

RD implemented a new Supervisory Training Program (STP) that supports the HCAAF's Leadership and Knowledge Management System in that it identifies and addresses agency leadership competencies so that continuity of leadership is ensured; and promotes an

### *Section III: Agency-Specific Initiatives*

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environment of continuous learning that serves as a driver for continuous improvement in agency performance.

In summary, five of the seven target dates were met. The agency has developed 2011 deliverables (see document attached in Appendix B), however, it is in the approval stages.

With the exception of two goals, the agency focused more on target dates rather than milestones within a specific target date. Goal #1 was not met; there were no specific target dates identified regarding carrying out strategic planning to include leadership positions at all levels of the organization, expanded succession planning was conducted and found that of the mission critical occupational series identified (301, 343, 1101 and 1165) the 301 series had a staffing gap in 2009 and foresee such shortages for that series in the upcoming fiscal years. Goal #5 was not met; to have at least 80% of mission critical position series in the Hiring Manager Database by the end of FY2010 has yet to be achieved.

Of the seven goals identified two have not been met, the following explains why:

Goal #1: While there was no specific target identified, additional emphasis will be placed on recruitment and retention to mitigate the shortages in the 301 series. In addition, staffing levels will be closely monitored to ensure all MCOs are adequately staffed and levels remain stable.

Goal #5: Plans to have at least 80% of the mission critical occupation series in the Hiring Manager Database by the end of FY2010 has yet to be achieved. However, work is still on-going to get it completed as soon as possible.

*Food, Nutrition, and Consumer Services - The FNS Story*

**GOALS:**

1. Implement “Great for 8” (hours) initiative.
2. Implement new FNCSU and incorporate enhancements to FNCSU programs.
3. Implement Hiring reform initiative.
4. Implement WebTA functionality across FNCS.
5. Improve labor/management relations.
6. Improve HR efficiencies.
7. Develop EVS Response (2009) and Action Plan (2010) for improvement.

**ACTIONS:**

“Great for 8” was initiated by Administrator Julie Paradis. The core thrust, beyond making FNCS a more congenial place to work, is to help motivate employees to contribute extra effort and creative suggestions needed to create an environment conducive to efficiently producing effective results so employees can be “Great for every hour on the job.” Creating a more positive work environment is important for encouraging employees to focus on attaining the agency’s strategic initiatives. Already the EVS results are evidencing significant improvements, consistent with improved perceptions of working conditions.

To improve FNCS University (FNCSU), several improvements were implemented. New Employee Orientation was enhanced to become more customer-focused and comprehensive. It has received favorable reviews from attendees. The Leadership Institute, based on OPM competencies, was improved by reducing class size, modifying the grade structure to GS 12-14, incorporating a month-long rotation, and pre-determining an agency-essential project. Similarly, it is important to develop the skills of aspiring leaders and make quality training available to seed the organization for continued strong execution of agency strategic initiatives.

Hiring Reform, a major goal for all Federal agencies, is being implemented at FNCS in collaboration with the FNCS operations service provider, the Administrative Resource Center (ARC) of the Bureau of the Public Debt. Focusing on efforts to accelerate the speed of the hiring process, the agency has seen some improvement in time to hire and is now focusing on removing obstacles at each step in the hiring time line. A simpler, quicker hiring process with a broader pool of applicants provided by category rating will have a major positive impact on all FNCS strategic initiatives.

FNCS expects to bring WebTA enhancements on line in January 2011. These enhancements will speed up attendance and time reporting and facilitate leave management for both the employee and supervisor, while permitting the compilation of telework information. This will contribute to a more positive environment by eliminating the need for sign in/out logs.

Labor Relations (LR) goals during the year included decreasing the number of Unfair Labor Practices (ULPs) and grievances, quickly negotiating Memoranda of Understanding (MOUs) between the union and management, completing the negotiations of the primary collective bargaining unit agreement (CBA) and associated training, completing all notices, reports, and

### *Section III: Agency-Specific Initiatives*

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meetings as required by the CBA, and when arbitrations do occur ensure that management's positions are well-grounded, defensible and forcefully presented. These goals were largely met. The "interest based bargaining" workshop for both management and union officers facilitated communication during the negotiating process.

New LR staff quickly gained credibility in working conduct and performance issues referred to them by managers and supervisors. LR staff responsibilities in the field were adjusted to better utilize skill sets. There had been service issues in Employee Relations/Labor Relations in the past and the new staff and reorganization quickly put those issues to rest. Working through performance/conduct issues and labor contract issues are high priority to managers/supervisors and being able to resolve these issues quickly and correctly allows more time to address their strategic and operational goals.

Communication between HRD and the workforce is critical. A "HR Summit" was conducted in April 2010 to improve interaction between HRD, HR liaisons in the regions, and administrative officers. This is the first time in 10 years that such a "summit" had been held. It continues to contribute to improved communications and coordination.

#### **RESULTS:**

The "Great for 8" concept incorporates cultural transformation. It is already a Departmentally-recognized success. It will be developing and having an impact on employee satisfaction and productivity over time.

The outcomes of FNCS University produce more effective and efficient employees who are more engaged while they are at work. The programs that are offered give employees the tools and resources to do their jobs more efficiently and help the agency become a higher-performance organization.

The Career Connector application system was revised to support hiring reform in specific ways. Another important area of support success within FNCS includes the use of data results from the manager satisfaction survey that served as a resource for input in the agency's revised action plans. Hiring speed has increased marginally and will accelerate once all Hiring Reforms are fully implemented.

Employees are getting paid on time, and with fewer discrepancies than with paper reporting systems. Electronic filing reduces time spent on T&A functions by timekeepers, identifies potential problems early, and frees up time to perform responsibilities that support the agency's mission.

Most grievances are settled before arbitration. The arbitration at MPRO we have determined to be necessary. The Collective Bargaining Agreement was finalized and the Bargaining Unit was trained in all regions. Managers in all regions were also trained. Collaboration has increased.

#### **Performance measures and milestones**

"Great for 8" was reviewed on September 28, 2010. The agency will be better able to measure its effectiveness in FY 2011, after additional Great for 8 initiatives are implemented. However,

### Section III: Agency-Specific Initiatives

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early indications are that employees are greatly encouraged by the program, as measured by the number of suggestions and initiatives they have submitted for consideration.

Measurements on the EVS will track progress and will enable the organization to adjust employee engagement strategies as necessary.

All FNCS University training is based on competencies identified as needing development in the agency's skill gap analysis, Foundations of Continual Learning (FOCL). FOCL is administered once every three years, and a 3-year corporate learning plan is developed based upon its results. Evaluations are completed at each session of FNCS-101 and Leadership Institute Core Seminar to determine the effectiveness and make improvements where needed. In addition, an overall evaluation of the Institute is undertaken following the graduation of each class. Based on the evaluations from FNCS 101, the employees feel that this program has been beneficial to them.

Using a "SWOT" team approach, FNCS positioned itself to successfully implement results of actions taken in the hiring reforms change phase. Examination of processes revealed opportunities to identify and remove barriers to impediments to hiring processes with the development of a hiring reform action plan for the agency and the development of a draft agency policy on Category Rating. Days consumed in each segment of the hiring process are being tracked.

To assess the effectiveness of the ER/LR reorganization, the Regional Administrators were canvassed by the HR Director to determine satisfaction, which was positive. The HR Director also queried HQ managers/supervisors on ER effectiveness. There was an expression of satisfaction in the new setup. It is also noteworthy that the ER staff conducted several successful investigations in concert with senior executives professionally and effectively.

FNS met its goals and targets during the year.

- EVS data improved significantly after implementation of "Great for Eight."
- New enhancements to the FNCS-University curriculum were made. Targets were set for numbers to be trained under the auspices of a new training opportunity initiative.
- Reduced the average time to hire to meet long-term goal of 80 days.
- All employees will complete training in Web-TA by the end of January 2011.
- Communication was greatly improved during FY 2010 as evidenced by feedback. HRD believes that the initiatives discussed here and the reorganization of the ER/LR function are noteworthy efforts to increase effective communication.
- Employee satisfaction scores on the lowest-rated questions dealing with employee/senior leadership relationship from the 2010 survey are, on average, nearly 10 percent higher in the FY 2011 results. On the two questions in 2010 dealing with training, the 2011 scores are 1.6 percent higher, indicating a lesser degree of success across all employees. However, FNCSU evaluation data indicates widespread satisfaction with program improvements that were made.

*Food Safety - The Food Safety and Inspection Service Story*

The recently revised FSIS Human Capital Plan has a set of new goals and objectives for 2010 – 2013 that are consistent with the FSIS Strategic Plan. The revised goals, objectives and measures align with the agency’s current goals and priorities. The following targets were identified in the FSIS Office of Management Annual Performance Plan and relate to the human capital plan activities:

- Utilize best practices human capital management to recruit, structure, deploy and retain a diverse workforce that is prepared to achieve the FSIS public health mission
- Build and support a work environment that fosters employee engagement and productivity and employee wellness and work/life balance.

**GOAL:** FSIS Goal #4: Attract, hire, develop, reward and retain a diverse workforce that possesses and demonstrates competencies needed to achieve the agency’s public health mission.

**ACTIONS:**

- FSIS aggressively uses the hiring flexibilities and authorities that are available to attract talent, particularly in mission critical occupations and for hard-to-fill locations. FSIS continued to work with USDA and OPM to address the 2009 Government Accountability Office report, “*Actions Are Needed to Ensure Sufficient Capacity for Protecting Public and Animal Health,*” to address emergency planning and the potential shortage of veterinarians in the Federal workforce in the future. The partnership was formed to devise the workforce planning parameters that will enable the Federal government to address recruitment efforts to attract veterinarians to the public sector in the future. FSIS employs the most Veterinary Medical Officers (VMO) at USDA and in the Federal government.
- FSIS continued to modernize and streamline the vacancy announcement process. FSIS staff worked to streamline, clarify, and shorten vacancy announcements for the standing registers used for mission critical positions, which comprise 80% of FSIS employees.
- FSIS implemented a newly defined and “optimal” Student Employment Program (SEP). This new program shows a clearly defined correlation between recruitment and student employment and is designed to complement the Secretary’s Cultural Transformation efforts to bring new talent into USDA. This enhanced program serves as a key human capital strategy to build and strengthen the FSIS workforce.
- FSIS played a leadership role in the major Cultural Transformation Initiative begun by the Secretary and USDA leadership. FSIS successfully led the Talent Management Action Planning Team as a member of the Secretary’s Transformation Task Force initiative and oversaw a significant department-wide effort to develop an innovative concept plan for a new virtual university.

### Section III: Agency-Specific Initiatives

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- FSIS was one of three USDA agencies to participate in the design of the USDA Business Management Leaders Program (BMLP), an innovative two-year leadership program that uses the career intern hiring authority to bring leadership talent to USDA. The design of the FSIS BMLP was initiated with emphasis on establishing a program that targets strategic and essential leadership competencies for administrative functions of the agency.
- FSIS conducted listening sessions with employees as a result of the USDA Cultural Transformation Initiative and to gain a broader perspective on ways to transform the agency's culture. The facilitated sessions were organized to solicit feedback, ideas and suggestions and as a means of gaining employee views about the agency. The listening sessions were also viewed as a retention tool by agency leaders who actively listened to what employees had to say and who have taken steps to address employee concerns and make improvements. Twelve employee listening sessions were held at headquarters and five in field locations.
- FSIS conducted a thorough analysis of the results of the OPM 2010 Federal Employee Viewpoint (FedView) survey. Actions are being taken to address low employee satisfaction areas and are included in the FSIS Cultural Transformation Initiative. FSIS is taking a proactive approach in dealing with the issues and is engaging the workforce in the process.
- FSIS staff attended the National Congress of American Indians (outreach to more than 50 eligible applicants), and the Thurgood Marshall College Fund Leadership Conference (more than 100 students). FSIS led recruiting efforts at various military bases and veteran networking events (Fort Hood, Texas; Fort Sam Houston, Texas; and Walter Reed Army Medical Center, Washington, D.C.) in an effort to target and recruit persons with disabilities and disabled veterans.

#### **RESULTS:**

- FSIS has implemented aggressive recruitment approaches and has used hiring authorities and flexibilities to close the vacancy rate in its field locations. The vacancy rate for veterinarians during fiscal year 2010 has, for the most part, been less than 10% which is considerably lower than the 15% vacancy rate in FY 08 and the 12% vacancy rate in FY 09.
- FSIS continued to attract a diverse pool of applicants for mission critical positions by attending 121 recruitment events, 21 more than was identified as a goal. Forty-eight of the events were held at minority designated schools or conferences which is 18 more than the initial goal of 40. FSIS continues to maintain Memorandums of Understanding (MOUs) with veterinary colleges, other colleges/universities and affinity groups to further promote diversity and inclusion.
- FSIS achieved a nearly 90% reduction in the length of vacancy announcements while simultaneously simplifying the application process, as well as implementing a multi-

### Section III: Agency-Specific Initiatives

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point communication process to keep applicants continuously informed. FSIS has three standing registers to more efficiently align applicants with actual job opportunities.

- For mission critical positions covered by standing registers, the average number of days to issue a hiring certificate has improved 33%. There is a five day time standard from the date the request is received to the issuance of the certificate. In fiscal year 2009 FSIS averaged a four day turnaround and in fiscal year 2010, the turnaround time was three days. The average number of days to audit a hiring certificate has improved 25%. There is a 60 day standard and in fiscal year 2009, FSIS was averaging 25 days. In fiscal year 2010, that number decreased to 20 days. While the pre-employment process goal was to achieve a three-day reduction, FSIS accomplished a six-day reduction which resulted in better protection of public health by more expeditiously filling mission critical positions.
- The agency's shortened vacancy announcements are easier for the applicants to understand and complete resulting in a better customer experience and reducing the number of calls from job applicants. FSIS continues to work to modernize its workforce by supporting the future deployment of the Public Health Information System by creating position descriptions for nearly 3,000 Consumer Safety Inspector positions to reflect duties under the Public Health Information System. Applicants on the Food Inspector and Public Health Veterinarian registers are at an all-time high.
- In fiscal year 2010, FSIS surpassed its target for student employment, filling 144 positions across the country with the recruitment and placement of student interns, a 25% increase in student hires over fiscal year 2009.
- The annual FSIS Diversity Training Conference was held with more than 300 participants from the field locations and headquarters coming together to participate in workshops and training seminars. Interactive workshop topics covered a wide range of subjects including diversity, EEO, civil rights, career and personal development. FSIS leaders also presented key agency priorities during a live town hall meeting for participants.
- As a result of the open dialogue sessions, FSIS has formed the FSIS Cultural Transformation Workgroup. The workgroup, consisting of agency leaders and employees, will collaborate to implement recommendations to make FSIS a better place to work.
- FSIS achieved an 84% response rate to the Employee Viewpoint Survey. The results show an upward trend in many areas indicating that employee satisfaction is improving. FSIS' ranking as a best place to work as identified by the Partnership for Public Service, improved from 113 in 2009 to 91 in 2010.

### **TARGETS and MILESTONES**

- FSIS more than met its milestones during fiscal year 2010.

*Research, Education, and Economics (REE)*

**GOAL:**

Establish the congressionally mandated reorganization of the Cooperative State Research, Education, and Extension Service (CSREES) to the National Institute of Food and Agriculture (NIFA). NIFA was established October 1, 2009 with the reorganization work occurring during FY 2010 culminating with Department approval August 18, 2010.

**TARGETS:**

- a. Establish an outcome-based structure that aligns NIFA programs with the Department and effectively integrates research, education, and extension programs across the NIFA organization.
  - Establish four new outcome-based science institutes within NIFA consisting of multi-disciplinary teams organized to address critical national needs.
  - Establish mission critical trans-disciplinary teams to address the grand societal challenges facing our nation and the world.
  - Ensure integration of the NIFA educational functions across the four institutes.
  - Establish a new Center for International Programs to ensure NIFA is recognized as a globally engaged science agency.
- b. Elevate the standing and stature of agricultural sciences within the Federal science enterprise to grow support for agricultural research, education, and extension.
  - Establish Principal Scientist positions within the four institutes to ensure assigned programs are strategically positioned in terms of science and technology.
  - Establish a Science Leadership Council to provide a forum for agency-wide cooperation, coordination, and shared leadership.
  - Establish a Science Policy Task Force to enhance the coordination, development, and implementation of science policy across NIFA.
- c. Optimize the organizational structure to effectively serve stakeholders and enhance the quality, relevance, and performance of NIFA programs.
  - Establish a Competitive Programs Task Force to ensure overall integrity and quality of the competitive peer review process for all competitive programs.
  - Establish an Infrastructure and Capacity Task Force to ensure overall integrity and quality of the review process for all non-competitive programs.

**RESULTS:**

In 2010 NIFA's human capital actions focused on planning and implementing a new organizational structure. Diversity issues were carefully analyzed and considered and will continue to be important as positions in the new structure are filled. The new NIFA structure was approved at the Department level on August 18, 2010 and was implemented on October 10, 2010. The milestones established for FY 2010 were accomplished.

**GOAL:**

### Section III: Agency-Specific Initiatives

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Ensure that the ARS training programs are consistent with the agency succession plan and meet the goal of the Federal Workforce Flexibility Act ensuring the agency is developing better federal managers.

#### **TARGETS:**

- a. Conduct a Supervisory Training Program Needs Assessment to identify and establish a comprehensive program framework.
  - The needs assessment was conducted via survey and on-site focus groups in each of the eight ARS area offices and at Headquarters during FY 2010.
  - Assessment confirmed that the most significant competency for supervisory development is interpersonal communication as it relates to setting expectations and providing feedback on expectations, addressing conflict in the workplace, and negotiation and persuasion. The needs assessment confirmed reported results from the 2009 FHCS and 2010 EVS results.
  - Developed a training proposal for management review. Feedback on the proposal and executive level endorsement are expected by the end of the 1<sup>st</sup> Q FY11 for program piloting in the 3<sup>rd</sup> Q FY11.
  
- b. Evaluation and curriculum revision for the New Research Leader Training Program (NRLTP).
  - One of the primary ARS goals is to attract, develop, and retain effective research leaders to meet the needs of the Agency and its scientific mission.
  - Evaluate the course content to reflect current best practices and to target leadership competencies essential for supervisors and managers to effectively lead employees and increase individual and organizational performance.
  - Provide multi-media access and reduce overall Agency cost.
  
- c. Develop and conduct joint EEO/Employee Relations training and revise the instructional design "Performance Management Training" for supervisors and managers.
  - Ensure that supervisors and managers consider employee issues from multiple dimensions and to avoid or reduce agency vulnerabilities in EEO complaints and MSPB appeals.
  - Utilize needs assessment and survey feedback (FHCS and EVS) to increase supervisory and managerial knowledge for effectiveness and efficiency in carrying out performance accountability requirements.

#### **RESULTS:**

- a) The supervisory training curriculum is being finalized with the program anticipated to commence in the 3<sup>rd</sup> Q FY11.
- b) The revised curriculum for the NRLTP was completed and implemented in FY10 resulting in a reduction of 50% in cost of tuition and a 25% reduction in participants' time away from their labs.
- c) The joint EEO/Employee Relations training has been presented at several leadership conferences and other large meetings. The questions and follow-up consultations that follow this training show that while some revisions to the

### Section III: Agency-Specific Initiatives

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curriculum may be beneficial, participants are much more aware of all the facets of employee issues.

**GOAL:** Enhance Performance Management accountability in REE agencies

**ACTIONS:**

- a. ARS utilized a work team of Research Leaders and others to develop standardized performance plans to cover all lead scientists in the agency in order to provide a consistent framework of expectations.
  - The standardization will provide employees a clear line of sight between their work (accomplishments) and specific agency goals and mission.
  - The standardization will also minimize vulnerability to disparate treatment claims.
  - ARS also developed standardized performance criteria for two administrative series and is considering its usage for other positions.
  
- b. The Human Resources Division conducted a modified PAAT (Performance Appraisal Assessment Tool) of the REE agencies in the spring 2010 to identify strengths and weaknesses of the performance management program and obtain the necessary information to develop action plans and improvement strategies.
  - The PAAT identified three areas as requiring action or improvement strategies.
  - Proposed action plans are being developed to address the noted deficiencies.
  
- c. The REE agencies participated in internal and external accountability reviews.
  - OPM and the Department conducted a review of the ARS Human Resources Division (HRD) in January 2010.
  - ARS conducted five Consolidated Assistance Review and Evaluations (CARE) at various location/areas in 2010. The program is designed to provide on-site assistance to field locations and provide them with methods to best implement changes towards meeting initiative or regulatory requirements.
  - NASS conducted a Human Resources Management Evaluation of one of their state offices in July 2010. The program is designed to improve the management of human resources both identifying what is working well and identifying improvement areas.
  - The ARS Southern Plains Area did an exhaustive review of their awards program to increase its effectiveness in recognizing employees and motivating high performance.

**RESULTS:**

The ARS standardized performance plans implemented early in FY10 and their viability will be assessed in early FY11. The ARS CARE and NASS HRME programs have both been active for many years. Agency priorities and budget limited their usage in FY 2010. Under both programs, reports contain recommendations or requirements for improvement which are tracked for completion.

*Marketing and Regulatory Programs – The APHIS Story*

**TARGETS FOR HC/HR GOALS:**

1. Develop and publish tools and support for supervisors to identify, assess and develop future leaders.
2. Develop a Recruitment Plan for FY 2010 to increase diversity in APHIS Recruitment.
3. Improve process for Veterans hired throughout MRP.
4. Implement an updated PPQ Union Agreement and communicate associated implications.
5. Provide service and development opportunities for Senior Leaders.
6. Provide decision support, tools, and opportunities that improve hiring managers' ability to acquire and hire skilled and diverse talent.
7. Reduce reasonable accommodation based complaints and case load (implement strategies and integrate with experienced supervisor/manager training program).
8. Provide the templates, data, and decision support for Workforce and Succession Planning.
9. Reward and recognize supervisors and managers who exceed the HR Management element.

**APHIS ACTIONS:**

The HRD reorganization better aligned services to meet the Agency's strategic initiatives of succession planning and leadership development as identified in the APHIS Administrator's Top Goals Study. To support APHIS' organizational priority of valuing and investing in employees, leadership development and succession planning needed to be less fragmented across the agency. HRD gained the training function, refocused on employee and leadership development, and created support functions to assist with executive development. The integration of these functions enhanced the Division's ability to respond to the Agency's current and future human resource needs. As such, HRD has undergone a dramatic expansion of its operations and service responsibilities over the past year in order to support MRP programs and activities.

In the past year, APHIS focused on leadership development by providing tools and support for agency leaders and all employees to strengthen the agency's overall human resources. The following actions were accomplished:

- The Agency began delivering basic, intermediate and advanced leadership training programs linked to the competencies of the Agency's Leadership Roadmap to develop employees at all levels of the organization.
- In response to Executive Order 13522, creating Labor-Management Forums, meetings were held with national representatives from seven unions to obtain input on elements of the Department's Implementation Plan. Subsequently, the Plan has been approved by the National Council on Federal Labor-Management relations.
- Customized career development support is now being provided to GS-14, 15, and senior executives through coaching, leader effectiveness assessments, and leader orientation for new agency managers.

**APHIS RESULTS:**

- Increased cooperative relationships between labor and management in response to the Executive Order 13522 resulted in the receipt of the 2010 Labor Management Cooperation Award from the Society of Federal Labor and Employee Relations Professionals (SFLERP) for HRD and Plant Protection and Quarantine's (PPQ) contributions to improving the relations between labor and management.
- Leadership programs are offered to employees at all levels, with a focus on encouraging a combination of training and developmental experiences that help shape the talents of APHIS' future leaders. Seventy three (73) employees attended the newly established/ revised leadership development courses: 24 in the Basic Leadership Development, 25 in the Intermediate Development, and 24 in the Advanced Leadership Development.
- In support of the agencies' goals to recruit and hire skilled, diverse individuals to meet the program needs of USDA, the MRP Mission Area exceeded its student hiring goal of 398 with a total of 426 hired and representation exceeded the Civilian Labor Force statistics for Females, African Americans and Asians. APHIS also exceeded the agency Veteran hiring goal of 10%; 13.8% of hires in FY 2010 were Veterans.

**Performance measures and milestones**

- The labor grievance data reviewed indicated activity in the area has been in response to disciplinary actions, pay matters, and non-selection. Trends were noticeable but predictable, and generally indicate that there is a collaborative and productive climate of partnership between management and labor.
- Summary/trends from the agencies' organizational assessments and Human Capital Surveys were reviewed and it was found that the agencies have been attentive to the results and responded to areas identified for improvement.
- Town Halls/Listening Sessions/follow-up survey associated with the MRP Management Review, focus groups, FHCS/EVS responses, and feedback and evaluations from training courses is used to plan actions needed to address employee needs and concerns.
- Workforce data is used to formulate agency workforce and succession planning efforts to identify gaps and plan strategies to close those gaps.

APHIS met its goals and milestones, and targets for fiscal year 2011 are already being formulated, although many of them will be driven by government-wide and department-wide established initiatives.

Actions planned for FY 2010 were initiated or completed however, numerous mandated actions from the Department and OPM (e.g. VMO Workforce planning group, Management Review, USDA WFSP group, Hiring Reform, etc.) added challenge to completing some plans.

Implementation of activities related to the Executive Order 13522 and on-going efforts toward cooperative relations with labor and management will continue to be an area of significant focus addressed by HRD's Labor Relations staff.

*Marketing and Regulatory Programs – The GIPSA Story*

**GIPSA TARGETS for HC/HR GOALS:**

1. Launch Leadership Development Program (LDP) 2010; initiate 360-degree assessments to identify needed training and development areas for individuals.
2. Establish Change Control Working Groups in place in both programs (Packers and Stockyards Programs and Federal Grain Inspection Service).
3. Establish electronic archival system to store historical documents.
4. Identify specific training needs for future and current leadership at all levels using the LDP and 360 results.
5. Use the Federal Career Intern Program, the mentoring program, and enhanced technical training to engage new hires.
6. Communicate agency strategy and goals through a newsletter, email, and meetings – including Packers and Stockyards Program national meeting.

**GIPSA ACTIONS:**

- Announced the GIPSA Leadership Development Program (LDP) and implemented a selection process to identify 20 participants for a 12-month program. The program design was a collaborative effort with OPM's Eastern Management Development Center.
- Completed a biennial 360-degree assessment. Each participant identified the three competencies on which to focus during the following year and develops an Individual Development Plan to identify the specific training or developmental experiences in those identified areas.
- GIPSA and the American Association of Certified Fraud Examiners (ACFE) designed Agency-specific technical training to include investigative interviewing, causes of fraud, dealing with difficult people, planning and conducting investigations, how to testify, and case management. The goal is to provide all employees whose function requires these skills with the knowledge and skill to be successful. Five sessions have been conducted.
- GIPSA developed a 12-module course with the Grain Elevator and Processing Society (GEAPS) and Kansas State University. The first semester finished in July 2009 with additional course offerings scheduled for FY 2010. Student comments were extremely positive on the course material. The course is offered to prospective inspectors at universities and in the grain industry. It provides consistent basic information for new GIPSA employees in this mission critical occupation. Further, it is an opportunity for those interested in exploring employment with GIPSA to acquire a basic understanding of grain inspection to increase their viability as candidates for future positions within the official inspection system.
- The Packers and Stockyards Program (P&SP) Change Control Working Group (CCWG), established as a single P&SP clearinghouse for all continuous improvement initiatives to ensure all P&SP employees have a voice in the direction and decision making of GIPSA, continues its work. The FGIS program is launching a similar program. CCWG administers a structured procedure to evaluate change requests and facilitate implementation of those

### **Section III: Agency-Specific Initiatives**

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changes, which enhance operational efficiency and effectiveness. The group consists of eight employees from across the program.

#### **GIPSA RESULTS:**

There is a direct link between having a technically capable workforce and experienced leaders and the accomplishment of GIPSA's mission and goals. GIPSA's Packers and Stockyards Program works to ensure that the Packers and Stockyards Act provides a safety net for livestock producers and poultry growers in rural America by prohibiting unfair, deceptive, and fraudulent practices in the livestock, poultry, and meatpacking industries. As such, compliance with the Act is a measure of the level of protection provided in the marketplace. The Agency strives to increase industry compliance to maximize the level of protection afforded to all market participants. GIPSA conducts routine and ongoing regulatory inspections and audits to assess whether subject entities are operating in compliance with the Act, and conducts often complex investigations of potential Act violations. All activities are carried out by professionals including economists, attorneys, accountants, and agricultural marketing professionals. Ensuring that this staff of professionals is trained and equipped with the skills needed to conduct both routine and complex audits and investigations is essential the accomplishment of the Agency's mission.

#### **Performance measures and milestones**

GIPSA has established two key, strategic measures to evaluate its progress toward meeting its goals and mission: (1) percent of industry compliance with the Packers and Stockyards Act; and (2) Percent of market-identified quality attributes for which GIPSA has provided standardization.

GIPSA targeted 83% industry compliance with the Packers and Stockyards Act in FY 2010. Actual compliance was 80%. For FY2011, GIPSA established a target of 85%.

GIPSA targeted 87% as the percentage of market-identified quality attributes needed for trading for which GIPSA has provided standardization. The actual level of performance was 85.4%. For fiscal year 2011, GIPSA has established a target of 89%.

With regard to the first measure (i.e., industry compliance), the lower than expected rate is attributed to two factors not known when GIPSA made its target forecast. One is the current financial turmoil the industry is experiencing and how that influences compliance with custodial account and prompt payment provisions. The second is the new legislation regarding poultry contracts which is resulting in larger than expected contract violations until the contract terms are fully adjusted to the new law and regulations. Neither factor is attributable to the human resource capabilities.

With regard to the second measure, the lower than expected performance was due to a slight delay (i.e., from late FY 2010 to mid FY 2011) in the implementation of an improved soybean oil and protein testing calibration. The delay is not attributed to human resource capabilities.

*Marketing and Regulatory Programs - The Agricultural Marketing Service (AMS) Story*

**AMS GOALS:**

1. Implement and evaluate the effectiveness of Human Resources and Procurement Service-Level Agreements in support of Agency and Program missions, goals, and objectives.
2. Develop and implement the FY 2010 AMS Annual Operating Plan to support the goals of the AMS Strategic Plan, which consists of Agency priorities and supporting performance actions. FY 2010 priorities include organics, Know Your Farmer/Know Your Food, food safety initiatives, Market News, commodity grading and procurement, and information technology.
3. Identify and implement action strategies to advance the Agency's cultural transformation initiative, based upon the USDA Cultural Transformation work contained in the FY 2010 AMS Annual Operating Plan performance actions.

**AMS ACTIONS:**

AMS successfully developed Annual Operating Plans and used those plans to drive Agency and Program performance and accountability, including Human Capital management. AMS continued work on an AMS-APHIS Strategic Support Partnership initiative, which is designed to clearly define and strengthen the alignment of Human Capital support for AMS and Program missions, goals, and objectives.

Participated in the Listening Session held in DC, and the Secretary's Tele-Town Hall. Also participated on the MRP Management Review Team, following up on specific areas identified in the Secretary's Listening Sessions.

AMS participated in the USDA Cultural Transformation Taskforce and followed up with briefings to the AMS senior leadership on key events, initiatives, and action strategies. AMS Cultural Transformation Plan performance actions were implemented, including participating in all meetings of the USDA Cultural Transformation Taskforce.

Created Human Resources and Procurement Service-Level Agreements (SLA) to more effectively define, strengthen, and align administrative support for Agency and Program missions, goals, and objectives.

Continued to ensure that 100% of Senior Executive Service (SES), management, and employee performance standards are linked to AMS Strategic Plan goals and objectives and have credible performance measures.

**AMS RESULTS:**

The AMS Annual Operating, and the AMS-APHIS Strategic Support Partnership initiative are results-oriented and support the President's and the Secretary's priorities. All Senior

### ***Section III: Agency-Specific Initiatives***

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Executive performance standards are linked to USDA and AMS Strategic Plans goals and objectives; all AMS management and employee performance standards are aligned with the AMS Strategic Plan and have credible performance measures.

#### **Performance measures and milestones**

1. The Service Level Agreements (SLA) that includes current Agency-wide and Program-specific Human Capital performance metrics data, including hiring timeliness, illustrate substantive improvement in Human Capital support for AMS since the Partnership's genesis in 2007 (AMS-APHIS Strategic Support Partnership initiative information is available via the Agency website).
2. AMS FY 2010 organizational performance was evaluated via the FY 2010 AMS Annual Performance and Accountability Report (APAR) and the FY 2010 AMS Annual Operating Plan.

AMS met its goals, targets and milestones during the year. Priorities and SLAs that have multi-year implementations have been carried over into FY2011 planning.

***Farm and Foreign Agriculture Service (FFAS) - The Farm Services Agency (FAS) Story***

The Farm Service Agency's (FSA) strategic priorities for the year were derived in large part from the recommendations resulting from the FY 2008 Organizational Assessment (OA). In light of those recommendations, FSA expended much of its resources in FY 2009 towards developing plans to implement the recommendations from the OA. In addition, several human capital initiatives were derived from the OA and were the focus of the Agency's human capital activities in FY2009 and FY2010. The noteworthy initiatives were:

**GOALS:**

1. Redesign human capital management governance
2. Develop an annual strategic human capital plan
3. Restructure and transform HRD from a heavy transaction-based organization to a "strategic business partner" with a clear focus on improving customer satisfaction
4. Engage executives at National Headquarters in setting agency priorities for key human capital strategies and the field in planning and execution. Establish a new branch within FSA to develop, execute and monitor progress against human capital management goals.

**TARGETS:**

The FSA Strategic Plan contains five **Crosscutting Management Strategies** to support FSA's strategic goals. One of the five strategies specifically focused on "**Strategically Managing Human Capital**" and identified four human capital goals as follows:

- Reduce percentage of skills gaps in mission critical occupations;
- Reduce average processing time to fill vacancies;
- Through training and certification, increase percentage of targeted employees who have an understanding of FSA programs;
- Through training and certification, increase percentage of targeted employees who have an understanding of FSA responsibilities.

**ACTIONS:**

In FY2010, the Human Capital strategies that supported the first two goals were implemented, and are listed below:

**Reduce percentage of skills gaps in mission critical occupations**

Over the course of FY2010, the reduction in skill gaps in mission critical occupations (MCO) was assessed through a targeted initiative within one MCO – IT Specialist – 2210 Series. The skills gap assessment was designed to determine the vulnerability within this MCO for future skill gap closure. This initiative was part of a set of planned initiatives that derived from the Organizational Assessment.

In addition, a selection assessment tool project was launched that would improve the effectiveness and efficiency of the selection process therefore improving process times. This project was launched in Q3 of FY2010 and will continue into FY2011.

### **Reduce average processing time to fill vacancies**

The planned initiatives associated with the End-to-End Hiring Reform were directly in support of this FSA strategic goal. Better and consistent tools to track and measure the improvements in average processing times to fill vacancies were adopted. Baseline information on average time to fill rates was ascertained as a part of this on-going initiative. This effort was given a new focus with the introduction of the Hiring Reform initiative in May, 2010. Hiring Reform included additional initiatives that were designed to expand the scope that the End-to-End Hiring Reform commenced in FY 2009. This initiative helped focus not only on the efficiency of the hiring processes but also easing the applicant's work to apply. This initiative is part of a multi-year process to improve the overall perception of applicants and increase the efficiency and effectiveness of the recruitment and selection processes.

The Agency's actions contributed to achieving the Human Capital goals through the implementation of many of the initiatives that were identified in the Organizational Assessment. The focus on the governance structure created the Executive Leadership Council and the Human Capital Standing Committee that established a formalized process to enable the human capital reporting and guidance. This redesign of the human capital governance structure enabled a strategic focus for addressing human capital requirements. Through this effort, the transformation of HRD, the creation of the Human Capital Strategic Planning and Initiatives Branch within HRD was established. As this organizational framework was put in place, the Agency created a methodology for priority-setting to focus future efforts.

Human Capital outcomes supported and contributed to the agency's mission accomplishment by enabling a more focused and customer-centered approach to the human capital and human resource activities. The Organizational Assessment recommended that HRD move towards a "strategic business partner" relationship with the client/customers. The HRD Transformation initiatives have been set in process and accordingly will better enable HRD to support and contribute to the agency's mission accomplishments.

FSA is working on a project to develop more precise applicant assessment instruments that will enable us to improve the quality of the applicant pool we recruit. Personnel Psychologist and Human Resource professionals are jointly working with external consultants in the development of streamlined assessments for mission critical occupations, which include the elimination of narrative responses in the initial phase of selection. Furthermore, alternative assessments tools are being developed for mission critical occupations that require a different approach in order to improve quality of candidates referred. The first phase of the project focuses on the following MCOs in addition to a management selection tool:

The Organizational Assessment set in place a process that would require multiple years to fully address certain initiatives. For example, the HRD transformation will require more than the FY 2010 time period to complete. The Executive Leadership Council (ELC) created

### *Section III: Agency-Specific Initiatives*

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the framework for monitoring and evaluating the initiatives, strategies and goals that will be addressed. The Organizational Assessment framework created the milestones for FY 2010.

#### **RESULTS:**

The Human Capital management governance structure was redesigned in FY 2010. The ELC adopted the charter to create the Human Capital Standing Committee (HCSC) in early FY 2010. Members of the HCSC were appointed in June, 2010 and the first meeting of the Committee occurred in September, 2010.

With the inception of the HCSC, the development of an annual strategic human capital plan was formalized. The human capital strategic plan is in the process of development, aligning it with the development of the FSA strategic plan. Both plans are anticipated to be adopted by the ELC in January, 2011.

The HRD Transformation initiative commenced in early FY 2010 and the organizational restructuring was completed by the end of Q2, FY 2010. A key element within this transformation was the establishment of a new branch within FSA HRD to develop, execute and monitor progress against human capital goals. This new branch, The Human Capital Strategic Planning and Initiatives Branch (HCSPIB) was established at the end of the HRD transformation process. As an element within the new strategic focus of HRD, the framework for monitoring and evaluating customer satisfaction within the HRD was put in place. In May, 2010, a customer satisfaction task force was established to review and implement customer service changes. The task force completed the assessment and made recommendations for a series of actions in September, 2010.

## Section IV: Government-Wide Initiatives

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Please provide a narrative on the results of your agency's implementation efforts for the following government-wide initiatives;

**A. Hiring Reform**

On May 11, 2010, President Obama issued a memorandum "Improving the Federal Recruitment and Hiring Process," in response to issues that agencies and hiring officials brought to the attention of OPM. The President's memorandum directed Departments and Agencies to overhaul the way they recruit and hire to enable Americans to apply for Federal jobs through a common sense hiring process. Further, the memorandum directs agency managers and supervisors to assume a leadership role in recruiting and selecting employees from all segments of our society. Successful implementation of the President's reforms is critical to achieving USDA and Mission Area (component agencies) goals and will require sustained leadership support. We are proceeding with the President's initiative with clear objectives and detailed guidance.

In addition to being a visible Federal-wide initiative led by OPM and OMB, hiring reform is identified as being one of the strategic management initiatives in the USDA Strategic Plan for 2010-2015. Specifically, the goal is to enhance the USDA human resources process to recruit and hire skilled, diverse individuals to meet the program needs of USDA by:

- Addressing current or future gaps in skill sets and workforce capacity;
- Increasing diversity in its workforce;
- Aligning its human resources policies;
- Streamlining hiring processes; and
- Establishing an employee satisfaction action team.

Consistent with OPM guidance, USDA launched six initiatives to focus on:

- Eliminating narrative KSA's at the initial stage of the application process;
- Allowing an applicant to apply for a Federal position with a resume and cover letter.
- Implementing category rating;
- Increasing hiring managers' accountability;
- Improving the quality and speed of hiring; and
- Notifying applicants about their status at four key stages in the application process.

USDA has made significant progress toward achieving this strategic initiative, however, it is recognized that this is not just the beginning; rather, it is the foundation of our on-going comprehensive hiring reform. Because hiring reform is a Department-wide issue that affects the entire workforce, USDA has worked in collaboration with the National Labor Council. USDA developed and refined strategies to expedite the hiring process

and make it as user-friendly as possible. To ensure the 2010 Hiring Reform initiative was implemented beginning November 1, 2010, USDA took the following action:

- Developed a category rating policy and supplemental materials to educate HR specialists and hiring managers about category rating;
- Issued formal instructions to component HR offices to revise job announcement language so that they comply with hiring reform requirements, specifically that KSA essays are not required at the initial stage of the application process, resumes/cover letters in any format will be accepted, and applicants will be rated and ranked using category rating procedures.
- Continued efforts to shorten and simplify vacancy announcements with more user-friendly language. In the FY2009 HCMR feedback from OPM, it was recommended that USDA leverage the opportunity to continue to streamline JOAs. In order to keep the momentum of streamlining JOAs moving forward, OHRM audited active JOAs on OPM's USAJobs site. One of the findings from the audits is that the average JOA length for mission critical occupations is now down to 5 or 6 pages. This, along with several other findings, has resulted in the development of a JOA template that is reduced to only 3 pages and is intended to be used USDA-wide.
- Established specific Department-wide time frames for applicant notification at four key stages of the application process.
- The results of USDA's assessment of the hiring process was the identification of several barriers to achieving the 80-day hiring model. One such barrier was a policy effected nearly 10 years ago with the intent to increase Hispanic hiring. This policy required agencies to recruit "all sources" for administrative and professional positions at the GS-5 through 15 grade levels, and to post the job announcements for a minimum of 30 days. In addition to not achieving its intended goal, this policy represented a substantive barrier to achieving the 80-day hiring model. To improve the efficiency and timeliness of the hiring process Department-wide, this policy was rescinded.
- Completed and posted a Hiring Reform Action Plan and Pre-Implementation Checklist as required by the Office of Personnel Management and Office of Management and Budget. Each USDA component prepared an action plan and pre-implementation checklist to document and monitor actions to be completed, target dates, and readiness to implement hiring reform.
- Convened hiring reform work groups and held weekly teleconferences for hiring reform contacts in all components to ensure a corporate, participatory approach to policy development related to hiring reform and to solicit continuous input from all components.
- Identified and communicated expectations for supervisors and hiring managers to help them transition into their new roles. The Department is making progress toward more manager involvement, including better initial discussion, managers involved in writing JOAs and actively recruiting; and training managers on the fundamentals of recruiting and hiring.
- Developed and implemented a USDA-wide communication strategy to provide USDA leaders, managers and supervisors and the human resources community an

outline of the desired approach to communicate a consistent message regarding both the requirements and progress of USDA's implementation of the President's Hiring Reform to inquirers from the media, employee organizations and the public.

Specifically, this communication plan addresses USDA's initiative to:

- Transform the manner in which applicants apply for Federal jobs and re-engineer the applicant-assessment processes;
- Increase engagement and accountability of hiring managers and supervisors in recruiting and selecting candidates; and
- Improve the speed, quality, and satisfaction of all stakeholders in the hiring process.

USDA component agencies took additional action such as purchasing automated systems, developing valid content for the automated systems, and implementing plans to improve hiring managers' engagement. In addition, new vacancy announcements for existing vacancies were opened to accommodate the category rating process, electronic SF-52 Request for Personnel Actions were developed along with notification prompts that alert hiring officials at certain stages in the process and the status of certificates. These modifications will allow HR personnel to process personnel actions in a timely manner and thus will contribute positively to meeting the 80-day hiring model requirements.

The FY2010 average time to hire for USDA was 131 days. However, please note that the time to hire is severely impacted by the time an applicant needs to report to work, which can be lengthy depending on the circumstances. A Public Health Veterinarian, for example, who must sell a practice or move across country may need significantly longer than the established two-week period to report to work.

#### **B. American Reinvestment and Recovery Act**

The American Recovery and Reinvestment Act (ARRA) provided a new health insurance opportunity for former employees who were eligible for temporary continuation of coverage (TCC) under the Federal Employees Health Benefits (FEHB) Program due to involuntary termination between the covered dates. Under the law, former Federal employees could request premium assistance for their TCC under the FEHB Program. The premium assistance required former agencies to make a government contribution of 65% of the TCC premiums for the former employees' FEHB enrollment. FSIS informed all employees meeting the criteria of their rights. In fiscal year 2010, 31 former employees met the criteria for premium assistance, of which 13 elected assistance.

Rural Development received a large sum of ARRA funds to invest in projects to revitalize rural communities by providing financial and technical resources to preserve homeownership, develop essential community facilities, build and update infrastructure, expand broadband service, create jobs, and to stimulate economic growth. To achieve these goals, 311 employees were hired to carry-out ARRA programs. Of the 311 hires, 228, or 73%, were hired into grades 1-9 and 27% into grades 11-14. Rural Development also received delegated authority to waive dual compensation for

reemployed annuitants in job series 201, 510, 1101, 1165, and 2210 positions at certain grade levels. This delegated authority expired on September 30, 2010.

The USDA Plan for Reemployment of Annuitants in Acquisition Positions is in effect until December 31, 2011, or the expiration of any extension of the authorizing statute. The plan establishes policies, procedures, and requirements for reemploying, in acquisition positions, individuals receiving an annuity from the Civil Service Retirement and Disability Fund without discontinuing or reducing the individuals' annuity, also referred to as a waiver. The authority has allowed USDA to expand its capability to attract and retain individuals in critical acquisition positions on a temporary or occasional basis. Through the last reporting cycle of the plan USDA had reemployed 21 annuitants.

NRCS began construction on 100 watershed projects with ARRA funds. Twenty six of those projects have been completed while 74 remain under construction. Twenty watershed rehabilitation projects have completed engineering designs and six of those projects are under construction. Regarding Options to Purchase, 245 floodplain easements are obligated, 184 easements closed and 44 restoration projects completed. NRCS has obligated 74% of its ARRA funds; Watershed Rehab Funds 69.8% obligated; Floodplain Easement Funds 83.4% obligated as of 8/30/10.

The ARRA authorized \$1.15 billion to the USDA Forest Service to help reinvigorate the economy while restoring natural resources. Forest Service ARRA funds were directed towards 705 projects throughout the nation, the District of Columbia, Puerto Rico and Virgin Islands. These projects addressed a wide range of conservation issues, including the impact of climate change, reduced tree vigor, reducing the threat of wildfires, as well as improving the quality of trails, roads, and efficiency of facilities. In support of these projects, nearly 1,000 appointments were made in an expeditious and successful manner.

FSA has responsibility for four ARRA targets:

- \$173 million in Direct Operating Loans to qualified farmers and ranchers with demonstrated needs
- \$50 million to aquaculture producer through state distribution
- \$50 million to modernize and stabilize the agency's information technology system (MIDAS)
- More than \$700 million to supplement disaster recovery programs
- ARRA-related FSA Recovery Act Plan for Agricultural Disaster Assistance Transition (2008 Transition Assistance)

The Agricultural Disaster Assistance allows producers to become eligible for 3 distinct disaster assistance programs who did not previously obtain statutorily required insurance coverage for crop year 2008. The Recovery Act provided the authority for producers who suffered natural disaster losses, to become eligible for Supplemental Revenue Assistance Payments (SURE), Tree Assistance Program (TAP) benefits, and Emergency Assistance

for Livestock, Honey Bees, & Farm-Raised Fish (ELAP). The Congressional Budget Office originally estimated the cost of the authority provided in the Recovery Act to be \$744 million. However based on the most recent signup data, the Farm Service Agency estimates the cost of the additional Recovery Act authority to be \$380 million.

### **Direct Operating Loans**

- FSA initially used Recovery Act funds to address an OL backlog of 1,783 loans valued at \$130 million on March 4, 2009.
- Once the OL backlog was eliminated, FSA used stimulus money to fund applications received on a daily basis until the FY 2009 appropriation became available. By March 26, 2009, 99 percent of the original ARRA funding was obligated.
- FSA began obligating the FY 2010 ARRA funds in February 2010 and within two weeks greater than 99 percent of funds were obligated.
- Funds were targeted to minority and beginning farmers as required by the CONACT.

### **Projects and Activities**

- FSA anticipates that approximately 2,750 low-income family farmers and ranchers will receive financial assistance as a result of the additional Direct OL funding made available through the Recovery Act.
- Estimated Amount of Funding (per award type): \$181,482,063
- Estimated \$ Total - Non-Federal Recipients: \$181,482,063
- The Recovery Act originally provided \$173 million in loan authority for the Direct OL program. A change in the loan subsidy rate for Fiscal Year 2010 provided an additional \$8.1 million in loan authority, resulting in a total loan level value of more than \$181 million.
- Targeted Type of Recipient/Beneficiaries: Recovery Act funds will be targeted to both beginning and socially disadvantaged farmers and ranchers according to the existing program requirements established in the CONACT.
- Methodology for Award Selection: Loans will be issued to eligible borrowers on a first come, first served basis. The maximum loan amount is \$300,000.

### **FSA IT Stabilization and Modernization**

- \$50 million in funding has been provided to support FSA IT stabilization and modernization. \$31 million is planned for stabilization and \$19 million is planned for modernization (MIDAS).
- The Stabilization effort includes improving the management, monitoring and performance of the current web-based system networks, hosting environments applications, databases and reporting capabilities needed to support customer business transactions on USDA's Common Computing Environment.
- MIDAS is an initiative to "Modernize and Innovate the Delivery of Agricultural Systems." Its objective is to streamline FSA business processes and develop an effective long-term IT system and architecture for FSA farm program delivery.

### C. **Worklife (Telework and Health and Wellness)**

USDA recognizes that work/life programs for employees provide a very high return on investment that adds significant value to the agency. Results from employee satisfaction surveys indicate that employees continually identify work place flexibility and work/life programs as the most important aspect when selecting a job. For this reason, offering work/life programs continue to be an important strategy in improving recruitment and retention.

There has been a concerted USDA-wide effort to increase opportunity for participation in the Telework Program for those employees who occupy positions that are eligible for telework arrangements. This is another area in which USDA employees, through the Employee Viewpoint Survey, expressed dissatisfaction. OHRM has issued new telework policy that addresses this area of dissatisfaction and aligns policy and practice with the strategic management initiative to engage USDA employees to transform USDA into a model agency and the administration's telework philosophy.

All REE agencies utilize telework in varying degrees. As a result of the Secretary's Listening Sessions, as well as input from the 'Your 2 Cents' initiative, ARS established a workgroup to modify its existing program to strengthen the framework, provide more telework opportunities and still meet the needs of the customers. The task force will also look at ways to measure program effectiveness and properly educate and train employees and supervisors.

Approximately 19% of MRP employees telework on a regular basis, and responses from the 2010 Federal Employee Viewpoint Survey (EVS) indicate that these employees are generally satisfied with telework flexibilities, and that MRP management is supportive of telework opportunities. In conjunction with the newly developed USDA directive on telework, all eligible MRP employees will be afforded increased opportunities to telework .

FSIS has more than 10,000 employees in the workforce. However, due to the regulatory nature of the FSIS public health mission, approximately 6870 employees, or more than 74% of the total workforce, are not eligible to telework because they must be physically present to perform their required work duties. Of the 2,451 employees who are eligible to telework, approximately 553, or 23% have current telework agreements in place.

A ***“Telework Guide for Managers: Preparing and Responding to Emergencies”*** was developed and is ready for agency-wide distribution. The guide provides information on how managers can prepare and respond to emergencies, informs employees who are named in the COOP and/or Human Pandemic Plans that they are required to have current telework agreements in place, and alerts managers to the need for annual testing of FSIS telework capability. FSIS is working to design a model/format to use for testing the telework capacity early in fiscal year 2011.

FSIS has taken steps to ensure that work/life services are in place and communicated to employees. The agency introduced employee wellness and work/life balance concepts and theory into its leadership development programs. FSIS has used before and after physical assessments using laboratory measures that are incorporated into the instructional wellness programs. The demonstration of “real-life” experience and the correlation between health, wellness, and work/life balance is an essential component of the program. Evaluations collected from leadership programs that integrated health wellness and work/life balance components suggest that the lessons learned were vital to empowering the workforce by providing them with tools and methods that help to maintain energy for high performance.

FSIS has also taken steps to increase utilization of existing Employee Assistance Program (EAP). Since the agency implemented vigorous outreach and marketing efforts, the FSIS overall activity and EAP utilization rate has increased to 11.4% and the employee satisfaction rate of EAP climbed to 98.9%. Approximately 99.5% of all FSIS EAP users would recommend the EAP to their family, friends and co-workers.

#### **D. Employee Viewpoint Survey Action Planning**

USDA employees participated in the Federal Employee Viewpoint Survey (FedView) from February 24 through March 26, 2010. Of the 24,466 USDA employees invited to complete the survey, 13,911 employees (or 57%) responded. Food Safety and Inspection Service (FSIS) had the highest response rate at 84% and the Foreign Agricultural Service (FAS) had the lowest response rate at 31%.

The 2010 FedView Survey included 78 items plus 11 demographic items. Upon receipt of the survey results from OPM, USDA and sub-component agencies analyzed the data to identify areas that received low levels of satisfaction and developed an action plan to address the 10 lowest rated items. USDA showed strength on 32 items where positive ratings of 65 percent or more were received, and weaknesses in five areas where negative ratings of 35 percent or more were received. There were 22 items where USDA scored five percentage points or more below the Government-wide average.

Agency action plans are underway and are directly tied in to the FSIS Cultural Transformation Initiative with specific emphasis on employee engagement and improving customer and employee satisfaction.

Recommendations for improvement will be the starting point for further developing improvement plans and action. USDA is also developing strategies/approaches to engage the workforce in the improvement efforts.

To improve employee engagement including increasing the USDA response rate on future employee surveys, USDA has outlined the following plan.

1. Publish the 2010 FedView results;

2. Focus on obtaining and assessing information necessary to begin creating a model wellness program.
3. Engage stakeholders in a dialogue about key infrastructure requirements. These requirements include: organization, governance, measurement, data sources and business processes.
4. Ensure that employee's have access to mentoring, as well as Individual Development Plans, and will provide training to develop employee's at every stage in their career through the USDA Virtual University.
5. Develop and implement effective performance management, accountability and recognition systems, in order to support the Secretary's commitment that promotes a diverse, high performing workforce.
6. Ensure that USDA's senior leaders are responsible for leading change and committed to achieving a cultural transformation of USDA.

The results of USDA's efforts will be evident on the upcoming FY2011 FedView and also future surveys.

#### **E. Veterans' Employment**

Veterans Employment Initiative: Executive Order (EO) 13518. Agencies covered under this initiative shall report on its activities related to the Government-wide Veterans Recruitment and Employment Strategic Plan's four key elements: (1) Leadership Commitment; (2) Skills Development and Employment; (3) Marketing; and (4) the Information Gateway

Leadership Commitment: USDA established a Veterans Employment Program Office (VEPO) and appointed a program manager with full-time responsibility for managing both the Department's Veterans' Employment and Disability Employment programs (D&VEPM).

USDA developed an Operational Plan for the Employment of veterans which was approved by OPM. (A copy of the Operational Plan is included in appendix B). Fiscal year hiring goals have been established for both veterans and disabled veterans and training was provided on the goals, strategies and special appointment authorities for Veterans and Disabled veterans.

In FY10, veterans and disabled veterans represented 12.7% of ARS hires, 13.2% of MRP hires and nearly 30% of hires in Forest Service. FSIS has realized a 46% increase in the hiring, converting and incoming transfers of 10-point preference veterans.

To market the program USDA participated in numerous networking and recruitment events. The Agency also posted information on the FedHireVets website. As a direct result of this action, USDA received more than 400 requests for counseling from external customers, and provided career counseling to over 350 veterans.

USDA participated in Job Readiness workshops sponsored by the Department of Veteran Affairs and the District of Columbia's Department of Rehabilitative Services, and also participated in monthly Employer Networking events at Walter Reed Army Medical Center. USDA is an active participant in OPM's quarterly VEPO meetings and contributes to the efforts of the Department of Defense (DoD) and Veteran Affairs (VA).

Agency HR officials and Veterans Employment Program Managers were provided training on the programs sponsored by the VA's Vocational Rehabilitation and Employment program; and, DoD's Operation Warfighter program. Each agency is encouraged to partner with these programs to train disabled veterans to fill mission critical and hard-to-fill positions. Each Agency will report participation to the departmental VEPO in their quarterly report of activities.

USDA is coordinating with DoD and VA to promote further development and application of assistive technology designed to assist transitioning service members and veterans with disabilities. USDA's VEP Manager attended the Veterans Employment Symposium sponsored by OPM. Through this event, the Agency established partnerships with OPM, VA, DOD, DOL, Department of Education, DHHS, and the Bureau of Prisons to share resources and best practices. The DEP and VEP assisted the USDA TARGET Center with their technology showcase. This event served the purpose of bringing awareness to the Agency about assistance technology and new developments in assistance technology. USDA identified 11 key occupations for which the agency will actively recruit veterans and provide them with job counseling and training to better enable them to meet agency staffing needs. USDA's Forest Service has an aggressive Wildland Firefighter Apprenticeship Program where approximately 200 entry level firefighters are hired each year. Recently, the Forest Service hired 196 positions and more than 60 of those hires were Veterans.

FSIS continues to develop an aggressive outreach program for veterans. During fiscal year 2010, FSIS placed an agency-wide advertisement in the Memorial Day issue of Veteran's Life Magazine, participated in several recruitment events, and six veteran job readiness workshops as an employer as well as a panel member.

FSIS has also established a partnership with the U.S. Department of Labor Office (DOL), Office of Disability Employment Policy, and Policy Advisor who chair a veterans networking group.

APHIS established the Buddy system in collaboration with its Work Life Wellness Branch. The Buddy System is an informal support/mentor system intended to support the retention of current and incoming Veteran employees by providing social and professional support, especially during their federal civilian acclimation process. The program provides a network of Veteran employees and non-Veteran employees who understand the needs of Veterans in the workplace. The program also serves as an information gateway for information about external Veterans groups and organizations.

As a result of APHIS' early planning and educational activities related to the hiring of Veterans, the agency exceeded its FY 2010 goal of 10% of new hires are Veterans.

GIPSA has registered with the Operation Warfighter Program, Vetsuccess, and Homefront Connections as recruitment resources for the Veterans hiring initiatives.

Rural Development also established a Veterans Employment Coordinator with responsibility for overseeing the program. In addition, RD developed a Veterans Outreach application that serves as a tool for marketing and outreach activities. In FY10 there were a total of 2,474 outreach activities, that resulted in a total of 112,553 individuals being reached. Of those individuals who were reached, 105 were Veterans.

#### **F. Extension of Benefits to Same-Sex Domestic Partners of Federal Employees**

In response to the President's directive, OPM Director, John Berry's guidance and USDA's strategic goal of transforming the culture at USDA by creating a diverse, inclusive, and high-performing organization, all benefit programs under USDA administration, including any authorities outside of Title 5, US Code was reviewed to determine which benefits currently being offered could be made available to same-sex domestic partners and their children. Following this review all benefits programs identified were officially extended to same-sex domestic partners of Federal employees, and heir children, where applicable. USDA embraced this opportunity to achieve greater equal access for all of its' workforce and to assist the Federal Government (including USDA) to better compete with the private sector for the best and brightest employees.

Following is a limited, not all inclusive list of the benefits extended by USDA:

- The Family Medical Leave Act (FMLA) was extended to children of same sex domestic partners and Family Friendly Sick Leave and regular sick leave have been extended to care for a same-sex partner.
- 100,000 OWCP Death benefit – an employee can designate an “alternative” beneficiary who may receive up to 50% of the death gratuity.
- 24-hour LWOP for family support – may be used for an employee’s same sex domestic partner or the partner’s children for: 1) school and early educational child activities, 2) routine family medical purposes, 3) elderly relative’s health care needs.
- Employee Assistance Program – The domestic partner who resides in the home of an eligible employee is also eligible for the services/benefits.
- Long Term Care benefits
- Access to fitness facilities;
- Access to medical treatment;
- Access to lodging or allowances;
- Joint consideration of transfers; and
- Accidental death and dismemberment insurance.

- Hardship transfers to maintain or improve the health of a domestic partner to the same extent provided to opposite-sex spouses;
- Planning and counseling services (including briefings on employee pay and allowances, career counseling, retirement counseling, financial counseling, resource and referral services, planning sessions for permanent change of duty station, deployment support, parenting support groups, and elder care support groups);
- Family and morale/wellness/recreation (MWR) events (including barbeques, golf outings, or awards ceremonies);
- Continued promotion of equal opportunity benefits for same sex-partners, including Federal Occupational Health (FOH) access, as well as any other services allowed by law.

USDA will continue this effort and mission areas will report on their progress monthly to ensure all benefit programs under USDA have been and remain extended to cover same-sex domestic partners and their children.

**G. Managing talent in government-wide mission critical occupations:**

- a. Information Technology, (IT),
- b. Acquisition,
- c. Veterinarian Medical Officer,
- d. Human Resources Management, and
- e. Leadership

**a. Information Technology (IT)** – The REE mission area agencies developed hiring plans based on the 2007 IT Capability Assessment and have used and modified the plans to ensure adequate educated staff in the ever advancing world of information technology. The four agencies have been able maintain viable and efficient IT staffs.

In an effort to increase IT workforce proficiency, Forest Service created standardized 2210 competency and proficiency level templates and launched the pilot for the Competencies and Skills Self-Assessment Tool in AgLearn. In 2011, after the completion of the pilot, this computer-based assessment tool will be evaluated for the process and ability to assist employees and supervisors to engage in discussions about employee development and take steps to close mission critical skill, knowledge, and competency gaps.

In addition to the pilot to assess competencies, over 200 IT employees took advantage of training specific to 2210's at the Forest Service National University in FY10.

In previous years, FSIS experienced difficulty in attracting and hiring highly qualified IT specialists. However, FSIS has been able to close the gap in this occupational series by

using direct-hire authority, recruitment incentives, payment of transportation and travel to first duty station and submitted requests for higher pay.

NRCS is incorporating alternate/flexible hiring authorities and using Direct Hiring authority to fill critical Security related IT positions.

**b. Acquisition** - Forest Service is in the development stage of implementing national tools to improve recruitment, hiring, retention, training, communication and knowledge management for the acquisition workforce. Projects include mapping career ladders and core competencies, succession planning, mentoring, improved employee on-boarding experience, etc.

NRCS is incorporating alternate/flexible hiring authorities and used Retention pay and Superior qualifications to attract and maintain quality candidates.

**c. Veterinary Medical Officer (VMO)** – ARS has utilized a specific DVM/PHD internal program to recruit, train, and retain VMO employees. In addition, the agency has used the SSRS hiring authority (program allows agency to remain salary competitive with non-government entities) to recruit senior VMO scientists. However, recruiting for VMO research positions continues to present a challenge because of the unique qualifications of the positions.

FSIS, the largest employer of veterinarians in USDA and the Federal government, has increased its use of hiring flexibilities, such as direct-hire authority, recruitment incentives, and student loan repayment, to attract VMOs to the agency. These steps have contributed to an all-time high number of applicants for mission critical positions and resulted in a veterinarian vacancy rate that is below 10% which is considerably lower than the 15% vacancy rate in FY2008, and 12% in FY2009. FSIS is also continuing its work with USDA and OPM to address the future potential shortage of veterinarians in the Federal government and to identify alternative methods that can be used to attract veterinarians to Federal employment.

APHIS announces VMO positions in a manner that provides eligibility to veterinary students who are within nine months of graduation. Students can now be considered and interviewed prior to graduation, in the same manner as in private industry. In addition, APHIS participates in the government-wide Talent Management Advisory council (TMAC) which is developing a VMO workforce plan.

**d. Human Resources Management** - The Forest Service HRM Academy has completed development of a Competitive Service Appointments Workshop, which will be delivered soon. Afterwards, the Academy will conduct Merit Promotion and Excepted Service Appointments workshops. The Academy has had the Master Task Lists (MTL) loaded for OWCP and HSPD-12. Benefits MTL is undergoing revision and then updates will be loaded into the Training Needs Assessment (TNA) tool. The Academy conducted a TNA workshop for Classification, Benefits, Retirement, HSPD-12, and OWCP for supervisors in August. Collaboration continues with HRIS staff to expand the

capabilities of the web-based TNA tool to meet the objectives of the Career Education and Training Plan. The Academy will have built-in HRIS capability to retrieve data so that reports can be run and analysis conducted to make decisions about mission critical training needs and assessments.

CareerTrak was piloted in Forest Service in October, 2010, and Pay will be released to other areas of HRM in the near future. CareerTrak is a career-modeling and employee mobility tool that allows employees access to position information through a dynamic and interactive web-based tool. The application is designed especially for HRM employees to assist in mapping out future career paths so that career goals become a reality.

NRCS utilized flexible working arrangements. By using both multi-day telework and/or remote work area management to support the growth in the NRCS population, NRCS expects to benefit from employees that are more productive and experience reduced cost of operations as well as actively supporting the Administration's Energy initiative.

**e. Leadership** - Both AMS and APHIS provide unique opportunities for aspiring supervisors through the "So, You Think You Want to Be a Supervisor?" program. This program provides early exposure and self-assessment opportunities for individuals' interested in the work/profession of supervision and leadership. It is also an excellent succession planning and knowledge management tool - affording high-performing, experienced supervisors an opportunity to candidly and effectively share their skills, expertise, and advice.

APHIS established a Talent Management and Leadership Development Board (TMLDB) which developed an agency-wide Succession Plan. The strategies outlined in the Plan seek to increase the diversity in APHIS' leadership and create the infrastructure necessary to support and direct Agency succession planning and employee development activity.

APHIS Provides customized career development support to senior executives, GS-15s and GS-14s through coaching, leader effectiveness assessments and leader orientation for new agency managers. This resulted in an internal coaching program designed to facilitate institutional knowledge from seasoned Agency leadership to those developing their leadership capacity.

GIPSA's Leadership Development Program (LDP) competitively announced and selected 20 participants for the 12-month program. The program design and delivery was a collaborative work with the Office of Personnel Management's Eastern Management Development Center. LDP provides an interactive forum through which participants explore practical and conceptual methods for more effectively managing the issues, challenges, and opportunities facing them in the everyday workplace. Participants develop products and processes that have direct application to their work, and therefore support GIPSA's mission accomplishment. The structure includes residential training,

interviews, readings, shadowing, and coursework. The LDP is tied to OPM's Executive Core Qualifications and 28 leadership competencies.

GIPSA's formal mentoring program was established in January 2009. Mentors and mentees develop relationships and transfer knowledge through meetings and by working together in conducting regulatory activities and investigations. The mentors work with the new employee's supervisors to ensure a transfer of information and necessary experiences to support a successful career in the Agency. Consideration of expanding the mentoring program to include a broader group of employees is currently underway. AMS developed and conducted training, "AMS Values and Crucial Conversations" and incorporated the AMS Values in its Career Learning Plan and core training. AMS also issued a directive requiring (1) a minimum of 40 hours of basic supervisory training; (2) an Individual Development Plan (IDP) and; (3) acquire an additional 40-hours of management and executive development annually.

FSA has a variety of leadership development programs and training opportunities available for its employees such as the ones below that impact a large number of employees.

#### **County Committee Orientation Training Program**

This one day course provides the basics for newly elected County Committee Members (COC) and Advisors on their roles and responsibilities. The module topics include: Course Introduction, Overview of the COC Role, Ethics & Equal Opportunity, Performance Management for County Committees, How the COC Operates, and Reconsiderations/Appeals. This training program supports over 8,000 County Office Committee (COC) members for 2,300 USDA Service Centers nationwide.

#### **National District Director Mentoring Program**

DDs (District Directors) are critical to the FSA mission, and this mentoring program provides one-on-one feedback in support of their roles and responsibilities. The mentors are provided a well-stocked DD Toolkit that can be used throughout the mentoring process. This program is continuous and a proven success. It is a prerequisite to "Leading from the Center: Advanced Leadership Skills for the District Director."

#### **Farm Loan Officer Trainee (FLOT) Orientation**

FLOT is a developmental position that enables employees to become full-fledged Farm Loan Officer. This program ensures the timely and proper readiness of its trainees, who play a vital role in the organization through supervised credit and farm production management.

#### **Credit and Financial Analysis Training (CFAT)**

CFAT is a national training program offered as a five-day course for Farm Loan Officer Trainees (FLOTS) after completing Orientation training. Completion of CFAT allows trainees to work more closely with the Farm Loan Manager on farm production management and credit lending activities.

## H. HCAAF (Implementation) Systems:

- **Results-Oriented Performance Culture**

One of the core values, and expected outcomes of USDA's cultural transformation initiative is the transformation of USDA into a high-performing organization. The compelling business case supporting cultural transformation is first and foremost, fulfilling USDA's mission *to provide leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management*. Second is performing this mission in the most efficient and effective manner in terms of performance, productivity, and profitable operation.

The ultimate purpose of a performance management system is to proactively hold employees accountable. To this end, USDA re-engineered the Senior Executive Service (SES) performance appraisal system and implemented the new system in December 2009. The new system was designed to correct discrepancies OPM identified in the previous appraisal system. The new system holds SES accountable for individual and organization performance; links performance to organizational goals; measures customer and employee perspective; measures the performance management of subordinates; requires that measurable results make up at least 60 % of the summary rating; and allows for meaningful distinctions in performance and recognition. When developing the system, USDA benchmarked the SES performance appraisal systems of other like agencies in order to mirror best practices of other effective systems. USDA also convened a focus group of SES employees to provide valuable feedback on the design of the system. This collaborative effort ensured SES feedback was considered and provided for system buy-in. In implementing the system, USDA offered 16 webcast training sessions in January 2010 to executives about their new appraisal system and provided performance management training as needed.

Likewise, USDA also developed and implemented a new performance appraisal system for Senior Level (SL) and Scientific or Professional (ST) employees in May 2010. This system was developed in response to the Senior Professional Performance Act of 2008, covering SL/ST employees under pay-for-performance. The new system holds SL/ST employees accountable for individual and organization performance; links performance to organizational goals; measures customer and employee perspective; measures the performance management of subordinates; requires measurable results make up at least 60 % of the summary rating; and allows for meaningful distinctions in performance and recognition. USDA convened a focus group of SL/ST employees to provide valuable feedback on the design of the system. This collaborative effort ensured SL/ST feedback was considered and provided for system buy-in. In implementing the system, USDA offered 6 webcast training sessions in June 2010 to senior employees on their new appraisal system and provided performance management training as needed.

The Department submitted its requests for SES and SL/ST performance appraisal system certification to OPM in June 2010. Requests included the required Performance

Appraisal Assessment Tools and sample performance plans. Provision certification was received for both systems in October 2010.

To meet requirements for supervisory accountability and responsibility in the Hiring Reform initiative, OHRM developed and implemented standard performance measures for all supervisory positions including SES and SL/ST positions. The new measures will hold supervisors accountable for workforce recruitment, hiring, retention, and succession planning, as well as for performance management. These new measures are effective with the implementation of performance plans for the FY 2011 appraisal cycle, beginning October 1, 2010. The Departmental Directive (DR) 4040-430 will be edited to reflect these new requirements

OHRM, working with the Agency performance management contacts developed Performance Appraisal Assessment Tool (PAAT) strategies for improvement and identified three select categories where USDA fell short of a full 10 points each on the last PAAT. These are balanced credible measures-6 points out of 10 possible, distinctions between the level of performance-3 points out of 10 possible, and consequences-5 points out of 10 possible. OHRM is developing a basic corporate action plan where efforts are focused on FY 2011 to increase the USDA PAAT score.

Another key element to creating a high-performing organization is the systematic investment in a most valuable asset: people. One tool available to USDA is the establishment of dynamic Individual Development Plans (IDP) for employees.

IDPs are an important part of succession planning in that they help employees develop skills that will be needed both now and in the future. This approach is supported by senior USDA leaders. As part of long-term career planning, employees, supervisors and training managers can use IDPs to outline training, and more importantly, create activities that will lead to a more engaged, effective, and skilled workforce.

OHRM established a web site that provides guidance and tools for the creation and use of IDPs ([www.IDP.usda.gov](http://www.IDP.usda.gov)). The process of creating IDPs is a shared responsibility between supervisors and employees. Employees are responsible for working with their supervisor to create and maintain an IDP and for taking responsibility for identifying opportunities for self development and improvement on a continual basis.

A Departmental Regulation establishing USDA's policy for IDPs is in final clearance. The Regulation specifies that Supervisors are responsible for ensuring employees have an IDP and that the IDP remains current; providing feedback to employees about job strengths and areas for improvement; and supporting employee training and development, providing training opportunities and funding if related to the Department's mission and ensuring funds are available. The development of the IDP regulation was based on the Secretary's listening sessions and the identified need to develop employee skills and value to USDA.

For the FY2010 performance appraisal cycle, OHRM revised the Form AD-435 “Employee Performance Plan and Appraisal Record” and piloted it within OHRM. This revised form mirrors the new performance appraisal plan and rating form for the SES and SL/ST performance management systems. For the FY 2011 performance appraisal cycle, OHRM invited Departmental Management Offices, OCE, OC, OGC, OCR, and Subcabinet officials to participate in the pilot.

OHRM revised DR 4040-451-1, USDA Employee Awards and Recognition Program in response to the Employee Viewpoint Survey results. The DR provides the framework for recognizing exceptional talent and outstanding achievement.

USDA is committed to developing a performance culture that motivates and rewards employees for high performance and ensures that all employees are committed to achieving strategic goals that are clearly linked to mission accomplishment. Following is a summary of performance management outcomes within USDA component agencies in FY2010.

FSIS continues to audit and make improvements to the performance management system. Performance appraisals for bargaining unit employees were audited to ensure that employees received a mid-year progress review as required by 5 CFR 430. This requirement was met for more than 95% of employees reviewed. A review was conducted on approximately 70% of the performance plans for this fiscal year to ensure the plans were aligned to the FSIS Strategic Plan and contained credible measures. One-hundred percent of the plans reviewed showed the alignment and 95% included credible measures. For those plans that did not include credible measures, the agency is working with the supervisors to update the plans. In addition, FSIS is working directly to update the field employee performance plans to include clear measures, and to develop standardized “exceeds fully successful” expectations for those positions. FSIS scored 83 points on the last PAAT.

Rural Development’s performance appraisal program description requires that employee performance plans align with organizational goal(s). Based on the 10% sample of 2008 performance plans, 100% of the plans were in alignment.

MRP created a webinar entitled “Appraising Performance – Tips for Preparing Effective Performance Plans and Communicating Ratings,” which provides managers and supervisors an opportunity to “refresh” their understanding of the performance management process, and learn and share best practices. The Performance Management web page was expanded to include USDA, APHIS, AMS, and GIPSA Strategic Plans to assist managers in developing employee performance plans that are aligned with and in support of organizational goals. A policy update to the Directive for an Outstanding Supervisor Award was completed to recognize the critical role of supervisors by rewarding leadership and management accomplishments. A performance guide that provides tips for writing accomplishment reports, was e-mailed to all MRP employees and posted on the MRP performance management web page.

USDA component agencies are monitoring and running Overdue Appraisal Reports and follow up with performance management liaisons and senior management. It should be noted that in MRP, for example, *the overdue appraisal rate dropped from 11% for FY 2008 to 2.9% for FY 2009.*

As part of USDA's cultural transformation efforts, in support of the employment of disabled veterans, and in compliance with the Americans with Disabilities Amendment Act (ADAA), APHIS underwent a comprehensive review of the MRP Reasonable Accommodation Program in FY2010. After the review was completed, specific goals were established in an effort to improve overall education in MRP and reduce the number of complaints of discrimination citing reasonable accommodation as a basis. Over the last three months, new training curriculum has been developed and is being rolled-out through AgLearn and on-site presentations throughout the country. APHIS met its FY2010 goal of training its entire workforce utilizing the new Aglearn module and over 1,000 APHIS employees and managers through on-site presentations. The total number of completed ADAA courses, both on-site and through AgLearn are over 7,000.

- **Leadership and Knowledge Management**

Forest Service Senior Leader Program provides training to 40 GS 13-14 employees per year. Additional external training opportunities for senior leaders are available through Leadership Development Opportunities. These participants are approved by the Forest Service Executive Leadership Team each year.

Forest Service (FS) also provides a National Middle Leader program for GS 11-12 employees. A maximum of 90 FS employees are selected each year. The training consists of three residential weeks and emphasizes leadership competencies and the competencies identified in the FCAT-M.

FS is currently redesigning the mandatory Supervisory course into a distanced web-based curriculum. The pilot for the redesign is scheduled for Q2 FY11. This course will allow a greater number of supervisors to complete the training without travel requirement and within their first year as a supervisor.

NRCS developed the Business Management Leaders Program which is a two-year program that will provide participants with hands-on experience through a series of rotational assignments in up to seven different NRCS locations. One hundred participants will be selected for the program, although more than 8000 applicants have applied. Program Leaders have begun interviewing applicants to select the best-qualified candidates all across the country. There is high confidence that all (100%) of the 100 candidates will be hired and 34% of them will commence training in January 2011. Training for the next group will commence several months later.

FSIS has taken a proactive approach to identify competencies and to ensure managers are provided with developmental opportunities to enable them to assume future leadership positions. Succession planning strategies have already been identified and are being

incorporated into the final stages of the agency's workforce planning activities. FSIS trained nearly 470 employees in its supervisory, management, and executive leadership development programs during fiscal year 2010.

The *FSIS Career Development Guide* and IDPs are used to promote further development. FSIS started to develop options for creating and implementing formalized mentoring and detail programs and expanding opportunities for developmental assignments, all by-products of the FSIS Cultural Transformation Initiative listening sessions.

FSIS supported talent management in its government-wide mission critical occupations by concentrating its resources on the development of the agency's leadership through multiple training programs. These include Basic Supervisory Training (BST); New Supervisor Program (NSP); Frontline Supervisor Program (FLS); Frontline Supervisor (FLS) Star Performer/Emotional Intelligence Program; Leadership Potential Program (LPP); Leadership Assessment and Development Program (LADP); Leadership Link Pilot Program (LLPP); Federal Executive Institute (FEI); Senior Executive Service - Candidate Development Program (SES-CDP); Excellence in Government (EIG) Fellows Program; FSIS Executive Coaching Program (ECP); and the Senior Executive Service Forum Series (SES).

APHIS recently established a Talent Management and Leadership Development Board (TMLDB), made up of SES and senior managers. This Board guided the development of an agency-wide Succession Plan and leadership development programs bringing both elements into a more clear and consistent vision for the Agency. Ongoing work includes assessing leadership potential and recommending talent development opportunities for individual APHIS employees using an APHIS-wide lens, facilitating the development and tracking of metrics for leadership and talent development, selecting leadership trainees and generating their action learning projects, and providing input to the HR Division on top goals related to leadership and talent development.

The recently published APHIS Succession Plan identifies the organization's anticipated leadership gaps over the next five years and includes several broad strategies to close them. The Plan includes needs and supply forecasting, gap analysis, gap closure strategies, implementation and communication plans, and establishes performance measures to evaluate plan effectiveness.

As APHIS accelerated its efforts in the area of leadership development, it began delivering basic, intermediate and advanced leadership training programs linked to the competencies of the Agency's Leadership Roadmap. These programs apply blended learning strategies, and make use of individual, applied learning opportunities, using Agency leaders as trainers.

APHIS is also engaged in a number of other developmental and support activities. One example is the recently launched internal coaching program designed to facilitate the passing of institutional knowledge from seasoned agency leadership to individuals in the process of developing their leadership capacity. The agency also provides just-in-time

coaching services that focus on a particular challenge or situation a leader may be facing. The coaching process tends to be for a limited period of time and supports the leader in exploring previously unseen possibilities within existing circumstances. Lastly, APHIS contracts for external coaching services for use by agency senior leaders. Currently, five coaching firms and a group of fifty professional coaches are “on call” to meet the external coaching needs of APHIS leaders.

In addition to coaching, APHIS also offers transition management services to new leaders. All managers transitioning into new positions are contacted and offered transitional coaching services. The services could range from organizational briefings to situational coaching, a Leadership Transition workshop, or team building. Members of APHIS’ Human Resources Division contact newly hired supervisors and managers and offer to assist them in settling into their new role and improve their chance of success.

To ensure the continued development of existing agency leadership, a coaching clinic was conducted in FY 10 along with two Leadership Seminars: *Leaders as Teachers and Making the Most of Your Turning Points through Employee Engagement*. AMS undertook a comprehensive needs assessment of its non-technical training needs, and adjusted its training to meet the newly identified direction, and updated the Career Learning Program. That document is nearly completed, and will be placed on the AMS intranet as an interactive document. Leadership, Supervisory and Management training remains a cornerstone of the program. The agency has conducted 360-degree evaluations for supervisors by request, and incorporates the results into the agency management development program.

- **Talent Management**

In 2010, NRCS developed the draft competency models for 21 mission critical occupations, currently awaiting validation. The competency model includes four levels as follows:

- A. Foundational Competencies - The Foundational Competencies are Agency-wide competencies and apply across all job series. Examples include communication skills and conflict resolution.
- B. Occupational-Specific Competencies - The Occupational Specific competencies identify the technical knowledge, skills, and abilities for a specific position.
- C. Leadership and Management Competencies - The Leadership and Managerial competencies identify the competencies for supervisors, managers, and technical leaders.
- D. Executive Competencies - The Executive Competencies identify the competencies for the Senior Executives as defined by the Office of Personnel Management.

The NRCS Competency Model strategy represents “best practice” because it identifies the competencies that distinguish top performers from average performers and includes proficiency levels with behavioral descriptions for each competency. This will allow NRCS to:

- 1) Target hiring to applicants that have demonstrated the competencies of top performers in the job series.
- 2) Focus learning and development programs on the competencies of top performers.
- 3) Identify skill gaps by ascertaining the competencies of the present workforce and comparing it to both current and future needs.
- 4) Compare an employee's current competencies to the competencies of a targeted position and develop an individual development plan to prepare for the position.
- 5) Improve the quality of the performance standards.

### **Closing Competency Gaps**

Ninety-eight percent (98%) of training sessions scheduled were delivered. The 2% course cancellations were due to low enrollment numbers that were below the threshold, and instructor challenges due to emergencies.

### **Competency Model Development**

Development of models for 21 mission critical series is complete; surveys to employees for feedback is currently in progress; overall status of model is about 85% complete.

### **Competency Assessments**

Surveys currently in progress should determine the effectiveness of the assessment tools; hence, the assessment tools are 85% complete.

During the FY10 realignment, a division was established within the human resources area to focus on the recruitment and retention programs throughout NRCS. The Division combines utilization of all special programs related to recruitment, hiring and retention. In the past, programs were spread throughout the agency, NRCS staff was frequently unaware of programs and the best utilization, and there was no holistic approach to initiate evaluation or measurement. All student programs, scholarship programs, the ACES program and specially developed programs are handled under one umbrella in Talent Management. Goals for FY 2011 include the following: Establish specific recruitment and retention programs for each identified group: Asian American and Pacific Islanders (AAPI), Hispanics, Blacks, Veterans, Women, and Disabled. Develop a comprehensive Retention Strategy. Publish a recruitment strategy and implement recruitment strategies, ( i.e., need for metrics, establishing a trained recruitment cadre in each state, etc.).

GIPSA and the American Association of Certified Fraud Examiners (ACFE) designed Agency-specific technical training to include investigative interviewing, causes of fraud, dealing with difficult people, planning and conducting investigations, how to testify, and case management. The goal is to provide all employees, whose function requires these skills, with the knowledge and skill to be successful. To date, five sessions have been conducted.

GIPSA also developed a 12-module course with the Grain Elevator and Processing Society (GEAPS) and Kansas State University, and the first semester finished in July 2009 with additional course offerings scheduled for FY 2010. Student comments were extremely positive on the course material. The course is offered to prospective inspectors at universities and in the grain industry. It provides consistent basic information for new GIPSA employees in this mission critical occupation. Further, it is an opportunity for those interested in exploring employment with GIPSA to acquire a basic understanding of grain inspection to increase their viability as candidates for future positions within the official inspection system.

The FSIS Outreach and Recruitment plan is a comprehensive strategy that lays the foundation to effectively recruit qualified individuals for all FSIS positions and to efficiently manage the human capital that is required to carry out the agency's mission.

Workforce and succession planning activities are underway and will continue well into fiscal year 2011 to better position the agency to meet current and future demands.

The FSIS Cultural Transformation Initiative will provide for several developmental programs for all employees. Mentoring programs, detail programs and the use of the FSIS Career Development Guide and Individual Development Plans (IDPs) will be institutionalized at FSIS to ensure employees have developmental opportunities.

Aside from the leadership development programs, other training programs which supported developmental needs of the agency's workforce at large were the FSIS Cross-Cutting Training Program (CCTP), and the Career Express Workshop Series.

## **Section V: Accountability and Evaluation**

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**A. How was your agency's accountability system used to (1) evaluate HC/HR programs and operations and (2) inform future implementation planning and HC goal setting and planning?**

FSIS program areas work collaboratively to provide evaluation feedback and assistance in goal setting and planning by providing workforce data and preparing reports reflecting employment activity by race, sex, national origin, and gender (RSNOG) and by providing data related to the Title VII compliance review program. FSIS uses the Equal Employment Opportunity Advisory Committee (EEOAC), a group of employees serving as an advisory tool and communication conduit between employees and management, to assess the "wellness" of the Equal Employment Programs and provides advice on EEO matters. This year, FSIS used employment data of Hispanic employees within FSIS from 2007-2009 to assist in the development of a Hispanic recruitment schedule for the third and fourth quarters of fiscal year 2010.

FSIS evaluates the agency's Affirmative Employment Programs (AEP) to ensure compliance with Federal laws and regulations, particularly Title VII of the Civil Rights Act of 1964. To ensure compliance, FSIS conducts Compliance Assistance, Review, and Evaluation (CARE) reviews of the agency's organizational units (program areas and districts). FSIS conducted CARE reviews and conducted focus group interviews of small groups of employees to elicit responses regarding satisfaction with diversity, morale and equity within their work environment and at FSIS. The agency uses the review as an opportunity to provide management with technical assistance, and to make recommendations to achieve and/or improve the Civil Rights/Equal Employment Opportunity (CR/EEO) program goals and objectives. All of the data gathered as part of the CARE review process is shared with the respective agency leaders and managers. The data will be used for future planning

As part of the final report, FSIS identify barriers to equal employment opportunity. The agency will also analyze workforce data and prepare reports reflecting employment activity by RSNOG and grade level to assess the representation of minorities and women in major occupations and by PATCOB (professional, administrative, technical, clerical, other and blue collar) categories.

The OPM 2010 Federal Employee Viewpoint (FedView) survey results revealed several upward trends indicating that employee satisfaction improvements have been made since the 2006 and 2008 OPM surveys. However, FSIS also has areas that can be improved and the agency is using the survey results as an indicator of the most critical needs to be address. In addition to the survey results, FSIS conducted 17 listening sessions with employees, both at headquarters and in field locations, to obtain employee input on how FSIS can better use its resources. Recommendations from the listening sessions, along with numerous activities identified as part of the FSIS Cultural Transformation Initiative, have been incorporated into the human capital planning process and will be monitored throughout fiscal year 2011 for improvements.

Under Title 5, Chapter 47, the Demonstration Project Authority requires ongoing evaluation and assessment over the life of the project. As part of the evaluation of the PHHRS Demonstration Project, OPM conducted an implementation evaluation survey of PHHRS employees, managers and supervisors. During April and May 2010, OPM administered an online survey and conducted random focus groups.

As a result of the implementation survey and focus groups, OPM concluded that the agency needs to clarify the following PHHRS policies: pay pool process, career ladder promotions, classification system, pay setting, reconsideration process, and developmental pay increase process. Performance goals will be in place by October 31, 2010, to ensure that the issues raised are addressed in 2011.

FSIS is using OPM's findings to make improvements to the PHHRS Demonstration Project Policies and Procedures Handbook. The agency also plans to make changes to the project's *Federal Register Notice* to address some issues that have arisen.

In response to the Office of Personnel Management's (OPM's) issuance of 5 *CFR Parts 410* and *412*, FSIS assessed funded supervisory, management, and executive development programs. Kirkpatrick's Model of Evaluation Levels was used to identify the evaluation focus of each program. Also assessed were classroom hours, assignment and project durations, and training sources. As a result of this assessment, the New Supervisor Program (NSP) will be replaced in 2011 by the Supervisor Skill Training Program (SSTP), currently being designed in partnership with OPM. FSIS plans to launch a non-consecutive two-week in-residence program in alignment with the OPM mandate to provide training to \*non in-plant supervisors on (1) Unacceptable performance (2) Mentoring employees (3) Improving employee performance and productivity, and (4) Conducting employee performance appraisals

*\* (In-plant supervisors may be included based on space availability)*

MRP uses its HC/R accountability review program to measure and assess mission alignment, effectiveness, efficiency, and compliance with merit system principles and civil service laws, rules, and regulations governing the competitive examining process and the terms and conditions of the Interagency Delegated Examining Agreement between OPM and USDA. The audit team examined 69 case examining announcement files selected randomly from FY 2009. The report findings are described below.

The MRP management review team reviewed on-line feedback and found 18 comments from MRP employees. There were wide-ranging comments and some creative recommendations pertinent to the subject of this review including career advancement, potential for cross training, mentoring, employee development and fiscal challenges related to training and development activities. There were positive comments from employees related to leadership development activities and there were no patterns that emerged regarding unfair selection practices.

Commitment to early involvement by managers during the pre-complaint process has resulted in significant percentages of complaints resolved at early stages. Increased use of Alternative Dispute Resolution (ADR) across all three agencies and various training opportunities in place for new/experienced supervisors, managers and employees has also reduced complaints.

GIPSA's Civil Rights staff routinely conducts organizational climate surveys and assessments. The objective of these efforts is to advance and improve relationships within the work units and across the organization. As part of an on-going survey and assessment effort, GIPSA recently conducted two follow up surveys and site visits in Colorado to determine if changes have occurred since the initial survey was conducted. The MRP Review Team factored these efforts and activity into account, along with no discernible pattern in the listening session transcripts and on-line feedback. It was determined no additional session is needed in Colorado with MRP employees at this time.

The Agricultural Marketing Service (AMS) is concurrently undergoing a comprehensive, agency-wide Civil Rights Compliance Review initiated and led by the Office of the Assistant Secretary for Civil Rights. Workforce profile data collection and analysis, interviews with managers and employees in headquarters and field offices, and a random sample employee survey is being conducted within the same time as the MRP Management Review. Human Resources and Procurement Service-Level Agreements (SLA) were created to more effectively define, strengthen, and align and monitor administrative support for Agency and Program missions, goals, and objectives.

Rural Development utilized the MCR assessments and Surveys conducted by OPM to obtain information to evaluate HC/HR program and operations. The assessment results are being viewed against the HCAAF metrics. Once the discrepancies become apparent, strategies can be developed for corrective action and on-going compliance. SOPs were written to rectify operational deficits relating to OPF transfers, garnishment and child support order being received, as well as printing, reviewing and centrally filing Special Payroll Processing System (SPPS) generated payroll adjustments and comparing the requested actions to NFC generated reports.

The STP supports the HCAAF's Leadership and Knowledge Management System in that it identifies and addresses agency leadership competencies so that continuity of leadership is ensured; and promotes an environment of continuous learning that serves as a driver for continuous improvement in agency performance, (for additional information please see appendix A).

NRCS senior leadership used a variety of systems to measure the accountability of the agency including the ConservationStat, OPM reviews, Departmental Management reviews, HCAAF metrics, Performance Results, and Quarterly workforce reports.

**B. What compliance measures were identified to ensure the agency was following merit system principles, laws, and regulations?**

Rural Development (RD) identified the Merit Systems Principles and other metrics such as Hiring Reform as a means to ensure and measure compliance. In accordance with such measures, RD instituted new and/or revised policies and procedures and provided follow-up to ensure compliance.

In addition, RD conducted an internal self assessment to ensure compliance with Management Directive 715 (MD 715). This Directive provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity under Section 717 of Title VII (PART A) and effective affirmative action programs under Section 501 of the Rehabilitation Act (PART B). The Directive also sets forth general reporting requirements (PART C). The assessment allowed RD to realize some deficiencies based on the essential elements described in MD 715. As a result, RD Mission Area has developed a strategy to eliminate identified barriers and obtain compliance with this Directive.

NRCS's Compliance Division within the Strategic Planning & Accountability (SPA) Deputy area is responsible for overall agency compliance ensuring compliance is met across the agency to include Conservation Programs and all supporting programs, to include human resources management.

Administrative audits are used to ensure compliance and report any findings that need senior leadership involvement and tracking tools are used to follow-up, as necessary. NRCS is currently reviewing the administrative audit process to ensure proper steps are included in evaluating compliance standards to include but not limited to, MSPB standards, laws, and regulations.

**C. Briefly summarize major findings identified through the agency's independent audit program or OPM led evaluation, if applicable.**

OPM performed a routine accountability audit of the FSIS human resources functions in August 2010, and the results are expected to be received in November, 2010. The three functional areas that were reviewed include Talent Management, Results-Oriented Performance Culture, and Leadership Knowledge Management as follows:

1. Talent Management
  - Delegated Examining
  - Merit Promotion
2. Results-Oriented Performance Culture
  - Awards
  - Performance
3. Leadership and Knowledge Management
  - Training

FSIS is still awaiting the results of the OPM audit; however, some preliminary findings were noted by the OPM examiners. In the area of Talent Management, FSIS is successfully providing human resources services to agency employees. The agency has a strong recruitment program and uses innovative ways to recruit Food Inspectors and Public Health Veterinarians. Standing registers operate effectively and efficiently. The areas of concern include inconsistency with referring candidates, job analysis and policies.

In the area of Results-Oriented Performance Culture, OPM found that FSIS makes extensive use of flexibilities in the area of talent and performance culture. The PHHRS covered positions show an improvement of descriptions in the various performance levels. Employees are using IDPs and are receiving training they need to perform their job. Areas of concern surround better definitions of exceeding requirements in Food Inspector performance standards and the timing of processing awards. The PHHRS performance cycle is lengthy with appraisals completed in October and meetings with employees the following January. Employees expressed concern about not receiving the training programs they had identified on their IDPs.

The OPM preliminary findings in the areas of Leadership and Knowledge Management revealed that FSIS continues to do a good job in the areas of training, mentoring and succession planning. The area of concern is the lack of computers for entry level Food Inspectors which inhibits their ability to take online training.

Prior to the OPM audit the agency performed pre-audit reviews of all requested materials to ensure that the internal checklist systems were in place and were accurate.

Due to the lack of job analysis, future plans will also be developed to ensure that they are accurately performed and provided in each case file.

The agency independent Delegated Examining audit will be scheduled one year from the OPM 2010 audit, with a tentative date of August 2011.

The USDA/OPM review of the REE mission area Human Resources Division in January 2010 found very few deficiencies (all correctable) and in general praised the Division for their customer service, work performed, and adherence to regulations. The few minor deficiencies were corrected and a report issued in the spring 2010 noted that requisite corrections were made and/or recommended courses of action were adopted.

The results of the APHIS audit concluded that there were no illegal appointments, violations of merit systems principals, prohibited personnel practices, rule of three or veterans' preference. Shortcomings identified were minimal, and corrective actions have been, or will be, taken. Following is a summary of audit findings:

- HR does not solicit RNO data from applicants, and a minimal amount of diversity information was gathered from selecting officials for positions at the GS-13 and above level. Selecting officials are asked to complete a satisfaction survey for

each selection certificate. However, the response rate is low so it is difficult to measure applicant quality.

- There was inconsistency in the level of documentation of qualification determinations and KSA scores, however, most files were well documented. A few lacked enough detail for reconstruction, even though rating sheets were used prompting the rater for this information.
- Errors were found in the qualification determinations of two applicants. Both applicants were disqualified, but provided enough information in their applications to support an eligible rating.
- Scores were not listed on a GS-5 certificate, but veterans' preference was annotated. The self-assessment scores were recorded on the applicant listing.

Two cases were not audited and one case was audited with incorrect coding to document the actions that took place. A Management Control Review was conducted in Rural Development in 2009 to assess, evaluate and identify strengths and weaknesses. The following results were identified from the MCR review:

**Strengths**

- The Headquarters Personnel Services Branch (HPSB) developed new applications for tracking the status requests of personnel action and current work. The systems are both easier to maintain than manual logs and also accessible to all HR staff and the Branch Chief.
- The St. Louis Field Services Branch designed a New Employee Orientation Handbook to answer many questions a new employee may have. It is meant to be a reference tool for employees, and is frequently updated to reflect the most current information.
- SOPs and Checklists have been implemented to reduce mistakes or missteps in the procedure or process. The SOPs and checklists have proven to be beneficial to new Human Resources employees and make the transition into their positions easier.
- A new tracking system was developed for classifications, awards, performance appraisals etc. The new system provides a more detailed system of tracking the status and is easier to maintain than the former manual log.

**Weaknesses**

- In HPSB, the results stated that Official Personnel Folders (OPFs) of separated employees were not always transferred in a timely basis to the National Personnel Records Center or to Federal agencies to which employees transferred.

- HPSB does not maintain central records of special pay actions generated through the Special Payroll Processing System (SPPS).
- Garnishments and Child Support Orders associated with Rural Development employees are not always being submitted to Rural Development's Designated Agent to accept for the Agency for processing as required by 5 CFR 581, Appendix A. The report cited frequent instances of courts sending garnishments and Child Support Orders to the State Offices rather than the Designated Agent in the National Office.
- In FSB, OPFs were not transferred in a timely manner to the National Personnel Records Center or other Federal agencies in cases when the employee had transferred.

NRCS did not conduct nor receive any audits in FY2010. Under the framework of the newly created Compliance Division, human resources will be a part of a larger effort to ensure compliance of all programs and functions across the agency for the coming fiscal year. The final plan of action is forthcoming. There are Annual DEU audits that have been conducted that are on file with the appropriate office of responsibility.

In the FY2011, all state administrative reviews will resume and ensure compliance for the agency. The management of DEU audits will be completed by the Office of the Chief Human Resources Officer for NRCS.

**D. How were results (outputs and outcomes) used to assess the effectiveness of the agency's accountability system?**

The results of the Performance Appraisal Assessment Tool (PAAT), CHCO Manager and Applicant surveys, and portions of Employee Viewpoint Survey (EVS) were used to assess the effectiveness of the agency's accountability system. Action plans were created to address areas needing improvement. New metrics will be developed to measure the effectiveness of the employees' satisfaction in improvement areas, such as leadership, telework, and job satisfaction to ensure agencies systems are in place and measuring the appropriate functions of policy.

**E. What methods were used to evaluate the effectiveness of HC planning? Did the goals, targets, implementation methods, etc. yield the HC outcomes stated in Section IV?**

The HCAAF metrics were used to evaluate the effectiveness of human capital programs. They were used to guide the evaluation process in ensuring proper targets were set to ensure support of the agency's missions. The HCAAF metrics were also used to ensure human capital outcomes were measured consistently across the agency and that all human resources offices were targeting and measuring the same items for the direct correlation to agency objectives and goals.

## **Section VI: Adjustments**

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**A. What actions did your agency undertake to correct deficiencies or violations identified through your accountability system, program evaluations, employee surveys, independent audits, or other similar sources?**

In 2009, the Forest Service was ranked 206 out of 216 agencies in a “Best Places to Work in the Federal Government” report. In response to this report, senior Forest Service leadership began efforts to assess and improve employee morale. Through regional and national sensing groups and additional analysis, the agency is engaging employees in discussions of morale issues and how they can be addressed to produce a safer, more productive and satisfying workplace.

In response to Office of Inspector General (OIG) Official Draft Audit Report No. 08601-54-SF: Forest Service’s Firefighting Succession Planning Process. – The Forest Service is in the development stages of a National Fire and Aviation Management Workforce and Succession Strategic Plan. The Plan will address all levels of the agency, all fire management staff both primary and Establish an interdisciplinary “Workforce and Succession Planning Strategic Team” (WST) which includes staff from Human Resources Management (HRM), Fire and Aviation Management (FAM), and other national, regional and local line and staff, as applicable. The WST will document the results of its analysis and present its findings/ recommendations to the FS executive leadership. The WST will coordinate with HRM Workforce Planning Group. HRM will supply critical workforce planning skills to assist the effort, assure alignment with larger agency workforce needs, and supply crucial data and analysis to this effort.

Based on the 2010 Employee Viewpoint Survey, NRCS will begin working on areas such as – workplace/wellness, to include Work/Life Programs; improved performance culture; and development of new or enhanced leadership programs. The development of action plans to address areas of needed improvement throughout the agency were used to make improvements. Additionally, a position was established and filled for a person dedicated to work on agency policy.

FSIS is preparing to launch a PHHRS awareness campaign to clarify PHHRS policies and procedures which were identified as “unclear” to employees. As part of the awareness campaign, FSIS will hold Q&A sessions to address folks’ concerns and answer their questions. FSIS will continue to offer PHHRS trainings. Enhancements were also made to the Performance Rating Tool (PRT) which is the tool used to input, review and process employee appraisals. These enhancements were based on feedback received from supervisors and pay pool managers and data administrators using the tool.

Upon receipt of the OPM audit findings, FSIS will have an opportunity to review the Final Report and provide a response to OPM. The report will contain Required Actions, Recommended Actions and Corrective Actions for FSIS to address. There will be a follow-up to ensure adequacy of recommended and corrective action completion.

FSIS is working with OPM to navigate the new requirements of the 2010 Hiring Reform initiative.

FSIS is preparing Standard Operating Procedures (SOP) and written policy for the Delegated Examining Unit (DEU) for processing veteran preference eligibles.

MRP/HRO converted to the Enterprise version of the Hiring Management on-line application system. This version includes questions about applicants' RNO data, and this information is used to measure the diversity of the applicant pools for all three agencies. In order to increase the response rate to the hiring satisfaction surveys, MRP/HR has communicated the message to managers in a variety of forums (e.g., FAHRM training, webinars, presentations by specialists) about the importance of their feedback. In addition, the hiring satisfaction survey information was placed more prominently in the instructions that accompany all certificates. MRP/HR will also determine if there are alternatives for delivering the survey that will result in a higher response rate. All staff members were reminded of the importance of documenting their rating decisions. Compliance was monitored through the staffing section's quality review process, and spot checks of announcement files will continue to be conducted.

The information regarding auditing certificates on the announcement file closing checklist was recently updated. All staff members were reminded of this requirement, and compliance will be monitored through the staffing section's quality review process. A comprehensive review of the MRP Reasonable Accommodation Program was completed. After the review was completed, specific goals were established in an effort to improve overall education in MRP and reduce the number of complaints of discrimination that are based on reasonable accommodations.

Rural Development took action right away on all recommendations received from the Management Control Review audit. The following actions have been taken:

- Executed the plan for transferring OPFs to the National Personnel Records Center and other Federal agencies in a timely manner.
- Standard Operating Procedures (SOPs) are under development to print, review and centrally file SPPS generated payroll adjustments and to compare the requested actions to NFC generated reports.
- The Chief of the Field Services Branch (FSB) will provide written verification to the Assistant Administrator of Human Resources when the backlog of OPFs is sent to or received by the appropriate locations.
- The Chief of the FSB will review OPM's Guide to Personnel Recordkeeping with all St. Louis Servicing Team members to ensure understanding and compliance with requirements.
- Operating procedures were revised to ensure garnishments and/or child support orders are received and tracked properly. The tracking system assists Rural Development's Designated Agent in identifying exactly where delays are occurring in the process.

As a result of the Employee View Point Survey Responses, Rural Development will establish a workgroup of employees from each area to initiate the action planning improvement process.

Rural Development is revising the Telecommute/Telework Policy to clarify/expand the positions that are eligible, and include those positions in the Continuity of Operations Plan (COOP) for USDA.

A new Supervisory Training Program was developed to include the human resources and leadership competencies necessary to effectively lead people and programs at a high level, as well as increasing the capability to respond to new and rapidly changing demands.

**B. What modifications were made to agency policies, programs, practices, operations, or strategies?**

A review of FNCS internal policies and procedures was conducted and as applicable, our policies were updated in accordance with current regulations.

The 2010 Employee Viewpoint Survey (EVS) has revealed that there are several human resource related areas where improved methods or strategies are needed to assist the REE agencies. Performance in these areas could have impact on achieving the strategic goals. The REE agencies have received their EVS results and focus groups are being established to determine what, if any, actions are necessary to provide better service to all employees. Their recommendations will determine what changes are necessary.

Complete review of all agency policy in NRCS was directed by the Agency Chief to be completed by December 31, 2010.

FSIS proposed updates to the PHHRS Demonstration Project Policies and Procedures Handbook to include clarifying language as it relates to staffing, pay administration, and performance management. The revision is now with the Office of Personnel Management for review and concurrence.

A few minor deficiencies such as nature of action codes and incorrect dates were corrected while the OPM audit was underway.

In Forest Service, modifications across the HR functional groups such as more streamlined processes, documentation of processes and procedures, accountability with priorities and methods for reporting accomplishments have contributed to the closer alignment with the HCAAF systems.

**C. How did the agency's HC/R programs, policies, and operations across all HCAAF systems help or hinder the agency in achieving its strategic goals?**

MRP/HRD has undergone expansion and reorganization of its operations and service responsibilities over the past two years in order to support agency programs and activities. The agency has been helped to achieve its strategic goals by improving workforce and succession planning processes, ensuring that leadership and supervisory development needs are met, and establishing milestones and deadlines to accomplishing goals (such as in the area of hiring reform).

The hiring reform act has changed the way human resources operates and thus will impact how the REE agencies will meet their strategic goals. Vacancy announcements have been written to conform with the hiring reform mandates (should be met in early FY 2011) and adjustments to the hiring process have been completed. Metrics will be implemented in REE agencies in FY11 to track key hiring reform components. Guidance and training for hiring managers is being developed to ensure that they fully understand their responsibilities and actively participate in the hiring process.

The Forest Service operations across the HCAAF systems has contributed to a better understanding of accountability and reporting, which has in turn provided better communication and documentation of results.

FSIS has many accomplishments across all the HCAAF systems, beginning with the updated and revised human capital plan which more fully integrates agency priorities and initiatives into the plan's goals and objectives. The agency has several activities in place to address ongoing leadership and knowledge management, results-oriented performance culture and talent management development. The accomplishments in this report are indicative of the strong FSIS commitment to human capital management.

In the development and implementation of NRCS' human capital and resources programs, policies, and operations, NRCS has been successful in helping the agency reaching agency goals –

- Goal # 2 – Improve Agency internal controls and increase accountability by reforming financial processes, streamlining business processes, enhancing the workforce, and increasing information quality, which will result the organization becoming more efficient and effective.
- Goal #3 – Create a climate where the Agency can succeed by strengthening a culture of innovation and performance and enhancing relationships, resulting in positioning the Agency for the future.

A few of the FY2010 program and operational outcomes that were effective in the agency meeting goals are, part of linked strategies of the Human Capital Strategy –

1. Responsive, flexible, and resilient workforce making informed, data-driven, decisions that allow for constant HR program evaluation and improvements; by ensuring that the Agency maintains a skilled, knowledgeable, and motivated

workforce that can exceed customer expectations and respond quickly to shifting environmental demands.

2. Provided a firm foundation on which NRCS can build an integrated and strategically aligned HR system to support the entire employment life-cycle, by creating foundational, leadership, and technical competency models that guide recruitment, selection and promotion, performance appraisal, training and development, and strategic workforce planning.
3. Developed leadership training and development programs that increased the effectiveness of current agency leaders and managers, and that prepares the next generation of leaders.

Finally, the updating of human capital program policy, the Agency Chief, directed all agency policy to be updated by December 31, 2010, of which, 75% of all human capital program policy has been updated. These updates help the agency in reaching its goals by doing the following:

1. Directly aligning to Departmental guidance and legislative requirements;
2. Improving the hiring process through detailed Hiring Reform procedures;
3. Improving leadership development programs and processes to ensure diversity; and
4. Improving training programs to close MCO competency gaps through updated training processes and procedures.

**D. Based on the evaluation of the agency's HC/R programs, what adjustments in future planning, implementation, measures, targets or deliverables will the agency make?**

Beginning in fiscal year 2011, FSIS will make better use of established processes and will develop alternative assessment tools and systems to monitor human capital goals, objectives, and activities across the agency. The 2010 human capital planning action plans will be evaluated and adjusted to ensure agency-wide activities are more clearly captured.

Based on the evaluation of Forest Service HR priorities and programs, the process has helped identify areas for future improvement. As many of the identified priorities are ongoing across several Fiscal Years, new implementation measures such as a compliance and policy group, a project management group and a committee for human resource management reporting will ensure a more efficient reporting process and provide alignment with the HCAAF systems.

Based on the National Headquarters realignment in NRCS, the human capital office was realigned to perform a dual function strategy and accountability. The newly developed and expanded Human Resources Strategy & Accountability Division has two branches

one for HR Strategy and the other for HR Accountability. The function of this newly designed division will be to create effective human resources strategy and program and measure the effective implementation and use of the human capital programs of the agency.

Specifically, within the HR Accountability branch there will be collaboration with the agency Deputy Area for Strategic Planning & Accountability. Working with the Compliance Division, HR Accountability will create new measures and revise existing ones to ensure complete agreement, alignment to mission and goals of NRCS. This new branch will work with other divisions within the human resources area to ensure measures are in place and working to count and account for the right elements that will make NRCS successful. There will be new processes put in place, based on new measures, and correction to those that currently exist in regards to human capital program throughout the Federal Government.

The development of a comprehensive compliance program is underway in the agency and will be aligned with program areas of NRCS to ensure human capital or human resources programs meet targets and goals, the agency has developed. The Deputy Area for Strategic Planning & Accountability will develop the National Compliance Framework, which will be used by the human resources accountability team to measure the human resources area of the agency to ensure compliance is met and achieved. All human resources divisions are engaged with the Strategic Planning & Accountability staff to ensure that HC strategy is aligned with agency priorities and strategic plan, while in process of updating human capital strategic plan. Additionally, the Strategic Planning & Accountability Deputy area has established new development processes now being implemented such as strategic planning, workforce planning, and budget & allocation planning. Two additional projects, Lean Six Sigma and Conservation Streamline Initiative, are also in process that target process and efficiency improvements.

The REE mission area human resources Division will continue to monitor and review the tenets of the hiring reform act to ensure its goals are fully met.

MRP will continue to value and invest in its employees, a key organizational priority in its Strategic Plan. It will also continue to plan and guide activities that help ensure that its workforce has the requisite skills and operates within organizational structures necessary to achieve Agency goals. No adjustments are planned at this time.

RD is committed to improving its agency at all levels. As a result of the Hiring Reform initiative, a Category Rating policy is being developed along with trainings and briefing sessions to ensure compliance. A streamlined hiring process is in place by November 1, 2010. In addition, RD is planning strategies that will increase morale, productivity, and efficiency.

Appendix A: Systems, Standards, and Metrics End-to-End Hiring Metrics:

End-To-End Measures Chart			Revised for FY10	HCMR						
Agency Name			Department of Agriculture							
Start Date of Measurement Year			October 1, 2009							
End Date of Measurement Year			September 30, 2010							
Date of this Report			December 15, 2010							
Agency Point of Contact (POC)			Brenda Lucas							
OPM Human Capital Officer (HCO)			Jodi Guss							
End-To-End Measures	Data Sources	Employees Covered	STARTING POINT (DATA FROM BEGINNING OF MEASUREMENT YEAR)			RESULTS ACHIEVED (END OF YEAR)				
			(A) One-Year Target (To Be) on the Measures by the End of This Measurement Year (September 30, 2010)	(B) Baseline as of October 1, 2009	(C) Difference Between Baseline and One-Year Target (October 1, 2009) (B) - (A)	(D) Actual Result on Measures for (October 1, 2009 - September 30, 2010)	(E) Actual Employee Population (October 1, 2009 - September 30, 2010)	(F) Difference Between Actual Results and One-Year Target (D) - (A)	(G) Target (To Be) on the Measures by the end of FY2011	
<b>Workforce Planning</b>										
(1) Percent of managers reporting they are fully involved in the workforce planning process including determining current and future workforce requirements	CHCO Manager Survey	All managers survey	60	62	2	63	617	3	90	
(2) Percent of annual staffing projection achieved.	HCMR MCO Resource	All employees in MC	90	100	10	100	54,786	10	100	
<b>Recruitment</b>										
(3) Percent of applicants reporting hearing about the job from agency recruitment efforts	CHCO Applicant Survey	All applicants survey	65	65	0	0	279	-65	5	
(4) Percent of new employees reporting hearing about the job from agency recruitment efforts	New Hire Survey	All new hires	54	54	0	17	6,061	-37	5	
<b>Hiring</b>										
(5a) Percent of employees hired within 80 calendar days	Hiring Timeline Data	Competitive DEU/Pe	34	34	0	52	6,061	18		
(5b) Average number of calendar days per hire	Hiring Timeline Data	Competitive DEU/Pe	131	131	0	107	6,061	-24	100	
(6) Percent of applicants who indicated they were able to obtain information on current state of their application	CHCO Applicant Survey	All applicants survey	33	35	2	90	279	57	95	
(7) Percent of employees reporting regular communications throughout the entire hiring process	New Hire Survey	All new hires	33	49	16	58	6,061	25	100	
(8) Percent of managers reporting that they were referred applicants with the skills needed to perform the job	CHCO Manager Survey	All managers survey	33	42	9	80	617	47	85	
(9) Percent of new employees reporting satisfaction with the hiring process	New Hire Survey	All new hires	33	54	21	79	6,061	46	90	
<b>Security and Suitability</b>										
(10) Percent of security clearance investigations submitted within 14 days of the e-QIP submission	Agency's Security Data	All new hires	87	10	-77	87	254	0	95	
(11) Percent of clearance adjudications completed within 20 days	Agency's Security Data	All new hires	53	5	-48	53	373	0	90	
<b>Orientation</b>										
(12) Percent of employees reporting satisfaction with the orientation process	New Hire Survey	All new hires	33	44	11	78	6,061	45		
(13a) Percent 1-year retention rate	HRIS/Database	All permanent hires	96	89	-7	96	96,354	0		
(13b) Percent 2-year retention rate	HRIS/Database	All permanent hires	97	80	-17	97	96,354	0		

**Legend:**

Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year. Enter percentages as whole numbers (e.g., enter 85 for 85%, rather than .85).

Numbers in cells in blue must be completed by the agency at the end of a measurement year. Enter percentages as whole numbers (e.g., enter 75 for 75%, rather than .75).

Yellow cells show values that will be entered or calculated by the computer program.

Enter information about dates and names in the rows at the top of the table. The computer program will enter dates in column headings as appropriate based on what the agency enters at the top of the table.

Enter percent values on the table's rows.

In each cell in Column (A) = enter the one-year target desired for each metric by the end of this measurement year.

In each cell in Column (B) = enter the percent value for each metric when the table is initially submitted at the beginning of the measurement year.

In Column (C) = the computer program will calculate the difference between the one-year goal and the percent value at the beginning of the measurement year.

In each cell in Column (D) = enter the percent for each metric at the end of the measurement year.

In each Blue cell in Column (E) = enter the employee population for that measure.

In Column (F) = the computer program will calculate the difference between the value at the end of the measurement year and the one-year goal.

In each Blue cell in Column (G) = enter the employee population for that measure.

In Row (1) = enter the percent of managers reporting they have the information needed to make effective decisions regarding staffing requirements using CHCO Manager Survey results.

In Row (2) = enter the percent of annual staffing projection achieved using agency's total number of employees on board at the end of the measurement year and total desired number of employees to be on board at the end of the measurement year.

In Row (3) = enter the percent of applicants reporting hearing about the job from agency recruitment efforts using CHCO Applicant Survey results.

In Row (4) = enter the percent of new employees reporting hearing about the job from agency recruitment efforts.

In Row (5a) = enter the percent of employees hired within 80 calendar days using agency's Hiring Timeline Data and/or Tracking System.

In Row (5b) = enter the average number of calendar days per hire using agency's Hiring Timeline Data and/or Tracking System.

In Row (6) = enter the percent of applicants who indicated they were able to obtain information on current state of their application using CHCO Applicant Survey results.

In Row (7) = enter the percent of employees reporting regular communications throughout the entire hiring process.

In Row (8) = enter the percent of managers reporting that they were referred applicants with the talent needed to perform the job using CHCO Manager Survey results.

In Row (9) = enter the percent of new employees reporting satisfaction with the hiring process.

In Row (10) = enter the percent of security clearance investigations submitted within 14 days of the e-QIP submission.

In Row (11) = enter the percent of clearance adjudications completed within 20 days.

In Row (12) = enter the percent of employees reporting satisfaction with the orientation process.

In Row (13a) = enter the percent 1-year retention rate using agency HRIS data.

In Row (13b) = enter the percent 2-year retention rate using agency HRIS data.



### Talent Management

#### Mission Critical Occupation (MCO) Resource Chart

Agency Name	Department of Agriculture
Size of Total Agency Workforce	96,354
Start Date of Measurement Year	October 1, 2009
End Date of Measurement Year	September 30, 2010
Date of Workforce Analysis	November 10, 2010
Date of this Report	November 15, 2010
Years Agency Uses for Long-Term Goal	5 Years
Agency Point of Contact (POC)	Brenda Lucas
OPM Human Capital Officer (HCO)	Jodi Guss

Mission Critical Occupations and Series	STARTING POINT (DATA FROM BEGINNING OF MEASUREMENT YEAR)										RESULTS ACHIEVED (END OF YEAR)		
	(A) Target (To Be) for Number of Employees (Staffing Level to Reach by End of this Measurement Year) (September 30, 2010)	(B) Number of Employees On Board as of October 1, 2009	(C) Projected Attrition for This Year (October 1, 2009 to September 30, 2010) (Enter Negative Numbers for Attrition)	(D) Targeted Staffing Gap(-) /Surplus(+) to Close This Year (target as set on October 1, 2009) (B) + (C) - (A)	(E) Target for Number of Employees to Reach by End of FY2011	(F) Projected Attrition for end of FY2011 (Oct 1, 2010 - Sept 30, 2011)(Enter Negative Numbers for Attrition)	(G) Long-Term Target for Number of Employees to Reach by end of FY2015	(H) Projected Long-Term Attrition for end of FY2015 (Oct 1, 2011 - Sept 30, 2015) (Enter Negative Numbers for Attrition)	(I) Staffing Gap (-)/ Surplus (+) to Close by the end of FY2011 (Including Attrition) (B) + (C) + (F) - (E)	(J) Staffing Gap (-)/ Surplus (+) to Close Long-Term by end of FY2015 (Including Attrition) (B) + (C) + (F) + (H) - (G)	(K) Actual Number of Employees On Board on September 30, 2010	(L) Actual Attrition of Employees (October 1, 2009 to September 30, 2010) (Enter Negative Numbers for Attrition)	(M) Was One-Year Target Met for Closing the Gap/Surplus? (yes if 0; no if + result and trying to reduce surplus; no if - result and trying to close gap) (K) - (A)
0110 - ECONOMIST	526	518	-26	-34	526	-26	501	-61	-166	526	-24	0	
0201 - PERSONNEL MANAGEMENT	1,151	1,085	-156	-222	1,151	-156	916	-378	-923	1,151	-130	0	
0301 - MISCELLANEOUS ADMINISTRATION &	2,814	2,666	-204	-352	2,814	-204	2,468	-1,021	-557	2,814	-175	0	
0343 - MANAGEMENT & PROGRAM ANALYSIS	1,743	1,715	-122	-150	1,743	-122	1,392	-608	-271	1,743	-115	0	
0401 - GEN BIOLCL SCI	5,044	4,948	-229	-325	5,044	-229	4,788	-1,143	-553	5,044	-212	0	
0404 - BIOLCL TECHN CN	2,310	2,314	-130	-126	2,310	-130	2,517	-648	-255	2,310	-93	0	
0457 - SOIL CONSERVATION	4,223	4,127	-205	-301	4,223	-205	2,126	-1,025	-506	4,223	-181	0	
0458 - SOIL CONSV TECHN CN	1,384	1,348	-251	-287	1,384	-251	905	-1,254	-538	1,384	-204	0	
0460 - FORESTRY	1,820	1,890	-136	-66	1,820	-136	1,635	-679	-202	1,820	-111	0	
0462 - FORESTRY TECHNICIAN	9,054	8,714	-632	-972	9,054	-632	8,960	-3,160	-1,604	9,054	-507	0	
0470 - SOIL SCIENCE	1,087	1,109	-79	-57	1,087	-79	626	-395	-136	1,087	-70	0	
0501 - FINANCIAL ADMINISTRATION & PROGRAM	460	453	-27	-34	460	-27	731	-134	-61	460	-35	0	
0630 - DIETICIAN & NUTRITIONIST	137	129	-10	-18	137	-10	89	-49	-28	137	-9	0	
0696 - CONSUMER SAFETY	318	280	-13	-51	318	-13	153	-65	35	318	-12	0	
0701 - VETERINARY MEDICAL SCIENCE	1,728	1,685	-107	-150	1,728	-107	1,762	-533	-256	1,728	-98	0	
1101 - GENERAL BUSINESS AND INDUSTRY	3,930	3,953	-287	-264	3,930	-287	3,733	-1,435	-551	3,930	-238	0	
1102 - CONTRACTING	639	591	-80	-128	639	-80	776	-401	-209	639	-59	0	
1146 - AGRIL MKTG SPECIALIST	477	466	-23	-34	477	-23	463	-116	-58	477	-20	0	
1165 - LOAN SPECIALIST	3,875	3,843	-235	-267	3,875	-235	3,368	-1,173	-501	3,875	-189	0	
1530 - STATISTICIAN	561	553	-27	-35	561	-27	584	-133	-61	561	-15	0	
1862 - CONSUMER SAFETY INSPECTION	3,896	3,927	-161	-130	3,896	-161	2,955	-804	-291	3,896	-159	0	
1863 - FOOD INSPECTION	2,763	2,734	-178	-207	2,763	-178	3,925	-890	-385	2,763	-148	0	
1980 - AGRIL COMMODO GRDNG	1,327	1,345	-97	-79	1,327	-97	1,151	-483	-175	1,327	-67	0	
2210 - INFORMATION TECHNOLOGY SPECIALIST	3,519	3,490	-204	-233	3,519	-204	3,412	-1,019	-437	3,519	-217	0	
<b>Leadership</b>													
Executives (SES only)	364	337	-49	-76	364	-49	364	-243	-124	364	-30	0	
Managers/Supervisors (GS-15)	1,884	1,804	-268	-348	1,884	-268	1,884	-1,341	-617	1,884	-212	0	
Managers/Supervisors (GS-14)	2,604	2,517	-166	-253	2,604	-166	2,604	-831	-420	2,604	-155	0	
Managers/Supervisors (GS-13)	4,079	3,967	-141	-253	4,079	-141	4,079	-706	-395	4,079	-104	0	
<b>Totals</b>	<b>63,717</b>	<b>62,508</b>	<b>-4,240</b>		<b>63,717</b>	<b>-4,240</b>	<b>58,864</b>	<b>-21,198</b>		<b>63,717</b>	<b>-3,589</b>		

**Legend:**

- Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year.
- Numbers in cells in blue must be completed by the agency at the end of a measurement year.
- Yellow cells show values that will be entered or calculated by the computer program.
- Enter information about dates and names in the rows at the top of the table. Underlined dates in the table will be entered by the computer program based on what the agency enters at the top of the table.
- Enter names of MCOs on the table's rows. Gaps, attrition, and losses should be shown as negative numbers and surpluses as positive numbers.
- Column (A) = projection of employees needed by end of fiscal year 2010.
- Column (B) = the number of employees on board at the beginning of fiscal year 2010.
- Column (C) = the projected attrition the occupation is expected to experience during fiscal year 2010 based on workforce analysis and planning; cells will turn red if positive values are entered.
- Column (D) = the gap (or surplus) between on board employees (B) and employees needed this fiscal year (A) plus projected attrition for this row (C).
- Column (E) = projection of employees needed by the end of FY 2011.
- Column (F) = attrition occupation is expected to experience during FY2011 (Oct 1, 2010 - Sept 30, 2011); this should be based on workforce analysis and planning; cells will turn red if positive values are entered.
- Column (G) = long-term projection of employees needed by FY 2016.
- Column (H) = the long-term attrition occupation is expected to experience by the end of FY2015 (Oct 1, 2011 - Sept 30, 2015); this should be based on workforce analysis and planning; cells will turn red if positive values are entered.
- Column (I) = the gap (or surplus) between on board employees (B) and employees needed by FY2011 (E) plus projected attrition (F) for this row.
- Column (J) = the gap (or surplus) between on board employees (B) and employees needed long-term by the end of FY2015 (G) plus projected long-term attrition (H) for this row.
- Column (K) = the actual number of employees on board at the end of fiscal year 2010.
- Column (L) = the actual number of employees to attrit/separate during fiscal year 2010 from the employees in the same column in Row (B) at the end of the measurement year.
- Column (M) = the difference between (K) and (A) values for this row; target was met if = 0; if closing a gap, positive number means surpassed target, and negative means under target; if reducing a surplus, negative number means surpassed target, and positive means under target.

Appendix A: Systems, Standards, and Metrics (SSMs)

Mission Critical Occupation (MCO) Resource Chart													
Agency Name		Department of Agriculture											
Size of Total Agency Workforce		96,354											
Start Date of Measurement Year		October 1, 2009											
End Date of Measurement Year		September 30, 2010											
Date of Workforce Analysis		October 25, 2010											
Date of This Report		November 12, 2010											
Years Agency Uses for Long-Term Goal		5 Years											
Agency Point of Contact (POC)		Brenda Lucas											
OPM Human Capital Officer (HCO)		Jodi Guss											
Acquisition Workforce Functional Area	STARTING POINT (DATA FROM BEGINNING OF MEASUREMENT YEAR)										RESULTS ACHIEVED (END OF YEAR)		
	(A) Target (To Be) for Number of AWF Members (Staffing Level to Reach by End of this Measurement Year) (September 30, 2010)	(B) Number of AWF Members On Board as of October 1, 2009	(C) Projected Attrition for This Year (October 1, 2009 to September 30, 2010) (Enter Negative Numbers for Attrition)	(D) Targeted Staffing Gap(-) /Surplus(+) to Close This Year (target as set on October 1, 2009) (B) + (C) - (A)	(E) Target for Number of AWF Members to Reach by End of FY2011	(F) Projected Attrition for end of FY2011 (Oct 1, 2010 - Sept 30, 2011)(Enter Negative Numbers for Attrition)	(G) Long-Term Target for Number of AWF Members to Reach by end of FY2015	(H) Projected Long-Term Attrition for end of FY2015 (Oct 1, 2011 - Sept 30, 2015) (Enter Negative Numbers for Attrition)	(I) Staffing Gap (-)/ Surplus (+) to Close by the end of FY2010 (Including Attrition) (B) + (C) + (F) - (E)	(J) Staffing Gap (-)/ Surplus (+) to Close Long-Term by end of FY2015 (Including Attrition) (B) + (C) + (F) + (H) - (G)	(K) Actual Number of AWF Members On Board on September 30, 2010	(L) Actual Attrition of AWF Members (October 1, 2009 to September 30, 2010) (Enter Negative Numbers for Attrition)	(M) Was One-Year Target Met for Closing the Gap/Surplus? (yes if 0; no if + result and trying to reduce surplus; no if - result and trying to close gap) (K) - (A)
1) Contract Specialists (1102) (grades 5-7-9 or	19	63	-5	39	19	-5	123	-25	34	-95	90	-5	71
2) Contract Specialists (1102) (grades 11-12 or	400	345	-34	-89	400	-34	405	-170	-123	-298	359	-34	-41
3) Contract Specialists (1102) (grades 13-15 or equiv)	190	185	-19	-24	190	-19	248	-95	-43	-196	203	-19	13
4) Non-1102s with Contracting Officer Warrants**	1,115	1,113	-111	-113	1,114	-111	1,116	-555	-223	-780	1,115		0
<b>Totals</b>	<b>1,724</b>	<b>1,706</b>	<b>-169</b>		<b>1,723</b>	<b>-169</b>	<b>1,892</b>	<b>-845</b>					
5) FAC-C Level I certified	15	31	-2	14	20	-2	81	-10	7	-64	15	Note	0
6) FAC-C Level II Certified	82	30	-8	-60	113	-8	174	-40	-99	-200	82	Note	0
7) FAC-C Level III certified	44	59	-4	11	61	-4	122	-20	-10	-91	44	Note	0
<b>Totals</b>	<b>141</b>	<b>120</b>	<b>-14</b>		<b>194</b>	<b>-14</b>	<b>377</b>	<b>-70</b>					
8) Acquisition Program Managers Entry Level	7	6	0	-1	1	0	2	0	5	4	7	Note	0
9) Acquisition Program/Project Managers Mid Level	7	6	0	-1	0	0	1	0	6	5	7	Note	0
10) Acquisition Program/Project Managers Senior Level	6	5	0	-1	0	0	1	0	5	4	6	Note	0
<b>Totals</b>	<b>20</b>	<b>17</b>	<b>0</b>		<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>16</b>				
11) FAC-PPM Entry Level Certification	1	0	0	-1	1	0	2	0	-1	-2	1	Note	0
12) FAC-PPM Mid Level Certification	0	0	0	0	0	0	1	0	0	-1	0	Note	0
13) FAC-PPM Senior Level Certification	0	0	0	0	0	0	1	0	0	-1	0	Note	0
<b>Totals</b>	<b>1</b>	<b>0</b>	<b>0</b>		<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>-1</b>				
14) COTRs in agency	4150	4133	-410	-427	4150	-410	4150	-2050	-837	-2,887	4,150	Note	0
15) FAC-COTR certifications	2587	2570	-258	-275	2614	-258	2722	-1290	-560	-1,958	2,587	Note	0
<b>Totals</b>	<b>6,737</b>	<b>6,703</b>	<b>-668</b>		<b>6,764</b>	<b>-668</b>	<b>6,872</b>	<b>-3,340</b>			<b>8,666</b>	<b>-58</b>	

\*Note: The Department is unable to track attrition rates based on functional responsibilities such as Acq Program Mgr and COTR, or by technical certification levels.

**Legend:**  
 Numbers in cells in aqua must be completed by the agency at the beginning of a measurement year.  
 Numbers in cells in blue must be completed by the agency at the end of a measurement year.  
 Yellow cells show values that will be entered or calculated by the computer program.  
 Enter information about dates and names in the rows at the top of the table. Underlined dates in the table will be entered by the computer program based on what the agency enters at the top of the table.  
 Enter names of MCOs on the table's rows. Gaps, attrition, and losses should be shown as negative numbers and surpluses as positive numbers.  
 Column (A) = projection of employees needed by end of fiscal year 2010.  
 Column (B) = the number of employees on board at the beginning of fiscal year 2010.  
 Column (C) = the projected attrition the occupation is expected to experience during fiscal year 2010 based on workforce analysis and planning; cells will turn red if positive values are entered.  
 Column (D) = the gap (or surplus) between on board employees (B) and employees needed this fiscal year (A) plus projected attrition for this row (C).  
 Column (E) = projection of employees needed by the end of FY 2011.  
 Column (F) =attrition occupation is expected to experience during FY2011 (Oct 1, 2010 - Sept 30, 2011); this should be based on workforce analysis and planning; cells will turn red if positive values are entered.  
 Column (G) = long-term projection of employees needed by FY 2015.  
 Column (H) = the long-term attrition occupation is expected to experience by the end of FY2015 (Oct 1, 2011 - Sept 30, 2015); this should be based on workforce analysis and planning; cells will turn red if positive values are entered.  
 Column (I) = the gap (or surplus) between on board employees (B) and employees needed by FY2011 (E) plus projected attrition (F) for this row.  
 Column (J) = the gap (or surplus) between on board employees (B) and employees needed long-term by the end of FY2015 (G) plus projected long-term attrition (H) for this row.  
 Column (K) = the actual number of employees on board at the end of fiscal year 2010.  
 Column (L) = the actual number of employees to attri/separate during fiscal year 2010 from the employees in the same column in Row (B) at the end of the measurement year.  
 Column (M) = the difference between (K) and (A) values for this row; target was met if = 0; if closing a gap, positive number means surpassed target, and negative means under target; if reducing a surplus, negative number means surpassed target, and positive means under target.