



<p>4. Develop a communications strategy to share information, actions and progress with managers and employees.</p> <p>5. Develop an Employee Assistance Program (EAP) communication and marketing plan targeted to educating employees on the full range of resources and services available from EAP.</p> <p>6. Revise, publish and implement a revitalized Telework Program Departmental Regulation</p>	<ul style="list-style-type: none"> <li>• Increased understanding and usage of the full range of services and resources available in the Employee Assistance Program (EAP)</li> <li>• Revised and published Departmental Regulation (DR) 4430-792-1, Employee Assistance Program.</li> <li>• Increased number of positions eligible for telework and increase participation in the program.</li> <li>• Telework is recognized as an innovative workplace flexibility that increases production and supports workforce balance.</li> </ul>	<p>Department Regulation completed by October 31, 2010. Cleared final regulation to be published between January 1 and March 2011.</p> <p>FY 2011, 1st Quarter - publish revised telework policy. FY 2011, 2nd Quarter, Conduct training on the telework policy.</p>	<p>OHRM</p>	
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Agency/Component: [\[U.S. Department of Agriculture\]](#)

**2011 Employee Viewpoint Survey Action Plan**

**Program Improvement Initiative:** To ensure that USDA has a performance culture system that promotes a diverse, high performing workforce by implementing effective performance management, accountability and recognition systems. Ensure that USDA promotes a continuous learning environment that includes continual professional development and training for all supervisors throughout their career.

**Describe the barrier, problem, or deficiency being addressed:** Employee view point survey results show that employees acknowledge the quality of the work done by their units, relate to their mission, and feel they are held accountable for achieving results. But they continue to show low scores on the organization holding poor performers accountable and on employee recognition and advancement.

**Describe what is causing the barrier/problem (i.e., What is the cause?):** Inconsistency in supervisory and leadership development and training. Agencies need to improve their training and focus on accountability, communication and transparency with their workforce.

**Define success or the desired outcome upon completion of action steps below, including any measures you plan to use to indicate success (be specific):**

- 1) Improve rating on Question #23 (steps are taken to deal with poor performers) and #33 and #24(Pay depends on employee performance; differences in performance are recognized in a meaningful way) on the 2011 Fed View Survey.
- 2) 100% of employees receive performance elements and standards; supervisors will conduct at least one mid-year review.
- 3) Employees engage in professional development and career planning through the use of Individual Development Plans (IDPs).
- 4) Supervisors and Managers have equal access to consistent core curriculum for supervisory and leadership training that meets OPMs requirements and the needs of a geographically dispersed USDA workforce.
- 5) Identify strategies to begin addressing employee perceptions that promotions are not merit based (Question #22 Promotions in my work unit are based on merit; USDA (34%) and Government-wide (35%) consistently score low on merit principles)

**Primary Action Planning Team (note lead and members):** Executive Sponsor: Billy Milton Jr., Deputy Director, OHRM  
Senior Program Manager: Donald Sanders, Director, Strategic HR, Planning & Accountability

**Action Steps**

Actions to be Taken	Key Deliverables/Output	Start Date/End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<ol style="list-style-type: none"> <li>1. Evaluate the effectiveness of the USDA non SES and SL/ST performance appraisal system using the Performance Assessment and Accountability Tool (PAAT) results.</li> <li>2. Continue to strengthen performance measures and results under both the SES and SL/ST performance systems.</li> <li>3. Update SES and SL/ST performance policy with greater focus on results driven standards and measures.</li> </ol>	<ul style="list-style-type: none"> <li>• Analysis and report of FY 2011 performance cycle.</li> <li>• Continue education and training on developing results focused performance standards and measures.</li> <li>• Implement performance measures that focus on leadership accountability for workforce diversity, employee engagement and inclusion.</li> </ul>	12/1/2011 through 6/2012	OHRM	Budget neutral using existing resources

<p>4. Develop and implement a USDA-wide policy for Individual Development Plans</p> <p>5. Revise USDA Departmental policies on recognition and awards. Market and publicize the various tools that are available to recognize and value employee's performance and contributions.</p> <p>6. Establish an Equal Opportunity Accountability Program that addresses discrimination of employees, individuals, and customers.</p> <p>7. Provide Departmental leadership and policies to design and deliver uniform training and professional development programs for supervisors, managers and executives to meet OPM requirements and USDA's needs.</p> <p>8. Develop and implement a USDA-wide SES Candidate Development Program (CDP).</p> <p>9. USDA will partner with other organizations under OPM's CHCO council leadership to address government wide systemic issues in the area of merit promotion.</p>	<ul style="list-style-type: none"> <li>• Published IDP policy, web-site tools and guidance that is accessible to all USDA employees.</li> <li>• Increased percentage of employees with IDPs.</li> <li>• Implement policy and provide guidance that educates supervisors and managers on the value of employee recognition and available tools and policies.</li> <li>• Findings of discrimination and settlement agreements are reviewed to determine and administer consistent corrective action including discipline or adverse action.</li> <li>• Implement standardized core training across agencies for new and experienced supervisors, managers and executives that recognize leadership as a continual learning profession.</li> <li>• Increased, diverse executive leadership talent pool that matches USDA leadership succession planning.</li> <li>• Contribute to a government-wide effort to Increase the positive response rate on Question #22 (Promotions in my work place are based on merit)</li> </ul>	<p>8/1/10 to 9/30/12</p>		
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Agency/Component: [\[U.S. Department of Agriculture\]](#)

**2011 Employee Viewpoint Survey Action Plan**

**Program Improvement Initiative:** To ensure that USDA's senior leaders are responsible for leading change and committed to achieving a cultural transformation of USDA.

**Describe the barrier, problem, or deficiency being addressed:** The Lack of employee satisfaction, inclusion and engagement is reflected in several aspects of the Employee Viewpoint Survey, particularly in areas of performance accountability, recognition, advancement, training and development and work/life programs.

**Describe what is causing the barrier/problem (i.e., What is the cause?):** USDA has struggled with a poor civil rights history and record which has eroded the reputation of USDA and the confidence of the USDA workforce. The diverse missions in USDA along with its rural-based geographically dispersed workforce make it difficult to communicate, train and deliver work/life services to employees.

**Define success or the desired outcome upon completion of action steps below, including any measures you plan to use to indicate success (be specific):**

- 1) Increase positive response rates, on the 2011 Fed View Survey, where the trends on the 2008 and 2010 EVS for USDA's mission areas identify improvements are needed.
- 2) Transform USDA into a high-performance organization.
- 3) Create an environment of transformational leadership, exceptional performance and inclusion.
- 4) Leverage the total capacity of the workforce in the delivery of quality programs and services to better serve our customers.

**Primary Action Planning Team (note lead and members):** Executive Sponsor: Billy Milton Jr., Deputy Director, OHRM  
Senior Program Manager: Donald Sanders, Director, Strategic HR, Planning & Accountability

**Action Steps**

Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
<ol style="list-style-type: none"> <li>1. Conduct a comprehensive Department wide analysis of the 2010 Employee Viewpoint Survey by subcomponent (agency) and by demographics to determine both USDA-wide and agency specific needs to address employee engagement and feedback.</li> <li>2. Update EVS Action Plan and Culture Transformation Initiative based on comprehensive analysis. Develop communication plan to rollout results of analysis to Agencies with guidance on updating Agency action plans to reflect results of analysis.</li> <li>3. Develop communications plan to engage and update workforce on efforts to improve employee engagement and work environment.</li> </ol>	<ul style="list-style-type: none"> <li>• Agency action plans are developed, implemented and results tracked to focus on employee engagement and inclusion as identified by Cultural Transformation and the EVS survey.</li> <li>• Agency Heads may target some improvement efforts based on demographics and are able to benchmark future results to past results by demographics, improved alignment w/Departmental action plan, increased overall improvement of results for all Agencies.</li> </ul>	7/10 to 11/10	OHRM	

<p>4. Provide employees with information and an email address for submission of ideas and to provide input on the cultural transformation.</p> <p>5. Leadership engaged with Cultural Transformation task force in gaining feedback across USDA.</p> <p>6. Publicize the outcomes of the listening sessions and provide follow-up information so employees are aware of the next steps.</p> <p>7. Implement cultural transformation across USDA through sub cabinet and Agency Heads.</p>	<ul style="list-style-type: none"> <li>Established a Cultural Transformation Website and email address: <a href="mailto:OSECTransformationOffice@osec.usa.gov">OSECTransformationOffice@osec.usa.gov</a></li> <li>The Employee Listening Sessions in the field and with Union Leaders have taken place; the OC convened the Tele Town Hall meeting for employees to engage with the Secretary; the Cultural Transformation Communications Schedule has been established, with deadlines created through end of FY 2010.</li> <li>The outcomes of the listening session will be posted on the Cultural Transformation website and will also be included in a report that will be distributed to employees via e-Blast.</li> <li>All USDA employees are engaged in developing an inclusive, high performing organization that values their colleagues and customers alike. This is reflected in improved workforce morale, lower employee and program complaints, greater customer inclusion and satisfaction, and greater workforce diversity and retention.</li> <li>Agency Heads and senior leaders are held accountable for their support and results in the CT efforts.</li> </ul>	<p>6/10/2010</p> <p>6/10/2010</p> <p>06/2010 to 12/2010</p> <p>1<sup>st</sup> Quarter FY 2011</p>	<p>Cultural Transformation Task Force Team</p> <p>Office of Communications (OC)</p> <p>Cultural Transformation Task Force Team</p> <p>OHRM</p>	
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