

HUMAN RESOURCES of the FARM and FOREIGN AGRICULTURAL SERVICES

STRATEGIC PLAN FY 2002 – FY 2007

(Rev 06 OCT-02)

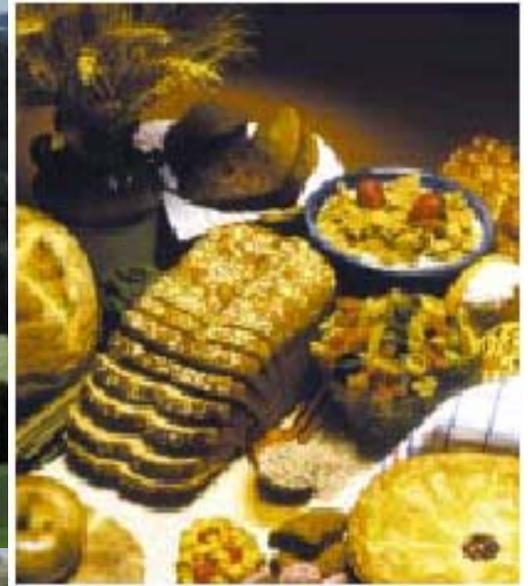


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1. Message from the Human Resources Director

“Our Job Is People”. This is the key driver behind the Farm and Foreign Agricultural Services’ (FFAS) Human Resources Strategic Plan. The HR Teams in Washington and Kansas City are dedicated and determined to “help FFAS attract, motivate, develop, retain and reward its most valuable resource - employees.”

Our Strategic Plan incorporates the missions and goals of the USDA and those of the Farm and Foreign Agricultural Services’ mission areas, the Farm Service Agency (FSA), the Risk Management Agency (RMA) and the Foreign Agricultural Service (FAS). Our Strategic Plan also embraces the Government-wide Initiatives articulated in the President’s Management Agenda, especially the Strategic Management of Human Capital.

Over the next five years, HR will continue to become increasingly involved with its customers, stakeholders and employees. We will be increasingly recognized as a valuable business partner to our clientele. In the Human Resources services role, we will implement new or improved programs and processes to ensure timely, efficient and state-of-the-art systems and services. We will ensure applicable policies, procedures and practices support the effective and efficient accomplishment of the Agencies’ mission; or we will change them.

In our Business Partner and Consultative role, we will provide the critical support and information essential to help our managers and employees make better and faster decisions; decisions that deal with the present and decisions that guide us into the future; decisions that ensure we accomplish the continual challenges of the mission areas.

This Plan aligns itself with the Human Capital Management criteria of OPM’s Human Capital Scorecard, OMB’s Standards for Success and GAO’s Model for Strategic Human Capital Management. As these documents strive for short and long term results, so does FFAS Human Resources. The Strategic Goals and Objectives in the HR Plan are long reaching and resilient; yet, they provide the necessary vision to establish specific annualized results-driven implementing projects. They will support the Agencies’ missions, strategic plans and annual performance plans by developing our employee talent-base, by developing our future leaders, by ensuring a high performing workforce and by promoting a knowledge-sharing culture.

The Plan document is designed to be a working document, as well as a resource document for ready-access to vital statistics and information. It captures where HR has been and where it is going. It acts like a guide through the next five years and is entirely focused on effective Human Capital Management. Remember, “Our Job Is People.”

Francis X. Riley, Jr.
Director, Human Resources

2. “Our Job Is People” – Mission, Values and Vision

The mission of Human Resources of the Farm and Foreign Agricultural Services is quite succinct, “OUR JOB IS PEOPLE. We help FFAS attract, motivate, develop, retain and reward its most valuable resource – employees.” We actively support the mission areas that are determined to ensure the well being of U.S. agriculture through delivery of commodity, credit, conservation, insurance, and export programs.

Located in Washington, D.C., the Human Resources Division (HRD), provides human resources services to FSA, FAS and RMA in the nation’s capital and partners with the Kansas City Personnel Department who provide HR services to the State and Field offices. Both areas provide HR services and consultation for over 17,000 federal and state employees in 50 states and over 80 countries. These services include:

- Foreign and Domestic Staffing and Operations
- Training & Development
- Performance Management, Benefits & Awards
- Employee and Labor relations
- Special Projects, Planning and Coordination

The main web site for the Human Resources Division in Washington, D.C. is:

<http://dc.ffasintranet.usda.gov/hrd/default.htm>

Human Resources in Kansas City (KCPD) provides services for federal employees located in FSA offices throughout the 50 States and Puerto Rico, including the Aerial Photography Field Office (APFO) employees in Salt Lake City, UT. KCPD also provides HR services for FSA and RMA employees located in Kansas City and St. Louis, MO. The KCPD web site is:

<http://intranet.fsa.usda.gov/kcao/pdweb/Default.asp>

The Farm & Foreign Agricultural Services’ Human Resources Mission, Values and Vision acts to establish the parameters upon which Human Resources provides value to the agencies it serves.

Human Resources Mission, Values and Vision

FARM & FOREIGN AGRICULTURAL SERVICES HUMAN RESOURCES



MISSION STATEMENT

Our job is people. We help FFAS attract, motivate, develop, retain and reward its most valuable resource - employees.

VALUES

Integrity Respect Innovation Leadership Service Diversity Accountability

VISION STATEMENT

High-performing organization adding value to those we serve.

VISION ELEMENTS

- Provide quality, efficient client service
- Develop and maintain strategic partnerships with management and employees
- Promote diversity of individuals and ideas
- Value empowered, motivated employees
- Develop innovative ideas and best practices
- Become employer of choice

3. The President's Management Agenda

<http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>

A. The President's Management Agenda of FY 2002 has three visions for government reform. They are:

- Citizen-centered, not bureaucracy-centered;
- Results-oriented;
- Market-based, actively promoting rather than stifling innovation through competition.

B. It also defines five government-wide goals or initiatives that set these visions into motion and defines the framework in which FFAS accomplishes its dominant missions. These initiatives directly influence the way Human Resources aligns itself to support the FFAS organization and its mission areas.

The Government-wide initiatives in the President's Management Agenda are:

1. Strategic Management of Human Capital
2. Competitive Sourcing
3. Improved Financial Performance
4. Expanded Electronic Government
5. Budget and Performance Integration

C. A preliminary assessment of FFAS was performed by Human Resources to ascertain the alignment of the HR Strategic Goals and Objectives with the President's Management Agenda statements regarding the Strategic Management of Human Capital initiative. The results were used to revise the supporting Strategic Goals of Human Resources (see Section 7) and to develop the Human Capital Management portion of the Agencies' Strategic/Annual Performance Plans.

D. An assessment tool has been developed by HR to assist the mission areas in meeting the criteria indicated in OMB's Standards for Success. OMB's Standards for Success is the basis for the Government's Executive Branch Management Scorecard and quarterly progress reports. Each Agency will complete a self-assessment in FY03. The assessment tool is available on the following web location:

<http://dc.ffasintranet.usda.gov/hrd/hrforms.htm> (future)

4. USDA's Mission and Strategic Goals (Strategic Plan FY2000-2005)

<http://www.usda.gov/ocfo/sp2005/sp2005.pdf>

- USDA's Mission:

To enhance the quality of life for the American people by supporting production agriculture; ensuring a safe, affordable, nutritious, and accessible food supply; caring for public lands and helping people care for private lands; supporting sound sustainable development of rural communities; providing economic opportunities for farm and rural residents; expanding global markets for agricultural and forest products and services; and working to reduce hunger in America and throughout the world.

- USDA's Strategic Goals and Objectives:

1. Expand economic and trade opportunities for U.S. agricultural producers.
Objective 1.1: Provide an effective safety net and promote a strong, sustainable U.S. farm economy.
Objective 1.2: Expand market opportunities for U.S. agriculture.
2. Promote health by providing access to safe, affordable and nutritious food.
Objective 2.1: Reduce hunger and improve nutrition among children and low-income people in the United States.
Objective 2.2: Reduce hunger and malnutrition around the world.
Objective 2.3: Protect the public health by significantly reducing the prevalence of food-borne hazards.
Objective 2.4: Improve public health through nutrition education, promotion, and research.
3. Maintain and enhance the Nation's natural resources and environment.
Objective 3.1: Maintain the productive capacity of the natural resource base for future generations.
Objective 3.2: Protect the quality of the environment.
Objective 3.3: Provide multiple benefits to people from the Nation's natural resources.
4. Enhance the capacity of all rural residents, communities and businesses to prosper.
Objective 4.1: Expand job opportunities and improve the standard of living in rural communities.
Objective 4.2: Ensure the neediest rural residents and communities have equal access to the USDA programs that will help them succeed.
5. Operate an efficient, effective and discrimination-free organization.
Objective 5.1: Ensure that USDA provides fair and equitable service to all customers and upholds the civil rights of its employees.
Objective 5.2: Improve organizational productivity, accountability, and performance.

5. USDA's Workforce Restructuring Plan (FY 2003-2007), dated December 2001, and supporting FFAS Initiatives.

<http://www.hqnet.usda.gov/intranet/search.htm> (future)

In addition to its five year Strategic Plan, USDA has also implemented a Workforce Restructuring Plan (FY2003-2007) that directly supports the President's first priority of Management Reform – to make the government citizen-centered. This is articulated within the President's Management Agenda under the Strategic Management of Human Capital initiative.

<http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>

The framework for USDA's 5-Year Workforce Restructuring Plan identifies specific organizational changes to:

- Reduce the number of managers, organizational layers and time it takes to make decisions
- Increase the span of control
- Redirect positions to ensure that the largest number of employees possible are in direct service delivery positions that interact with citizens
- Retrain and/or re-deploy employees as part of the restructuring efforts

USDA's resulting major initiatives of the Workforce Restructuring Plan are:

1. Create accountable organization to conduct and coordinate service center agencies' modernization and restructuring plan.
2. Office Consolidation
3. Continue Modernizing Information Technology Infrastructure.
4. Analyze Organization.
5. Workforce Restructuring, Convergence, and Centralizing Services.
6. Outsourcing

Teaming with the Human Resources offices of the Natural Resources Conservation Service (NRCS) and Rural Development (RD), HR (FSA) has completed an analysis of its Service Centers to support initiative, number 5 above. That project is entitled:

- Restructuring Administrative Functions and involve the following studies and initiatives for FY03 and out-years:
 - Delegated Examining Unit
 - Benefits (Retirement Calculator)
 - Worker's Compensation Administration
 - E-Learning
 - Common T&A System
 - Automated Hiring System

USDA Restructuring Plan progress reports are located on the USDA intranet at:
<http://www.hqnet.usda.gov/intranet/search.htm> (future)

6. The supporting Strategic Goals of the Farm and Foreign Agricultural Services Mission Areas

▪ **Farm & Foreign Agricultural Services Strategic Plan (FY 97 – FY 02)**

<http://www.usda.gov/ocfo/strat/stratpdf/ffas.pdf>

▪ **Farm Service Agency Goals from its Strategic Plan**

<http://www.fsa.usda.gov/pas/stratplans/FY0105.pdf>

1. Provide farm income support to eligible producers, cooperatives, and associations to help improve the economic stability and viability of the agricultural sector and to ensure the production of an adequate and reasonably priced supply of food and fiber.

- Supports USDA Goals 1, 2

2. Assist agricultural producers and landowners in achieving a high level of stewardship of soil, water, air, and wildlife resources on America's farmland and ranches while protecting the human and natural environment.

- Supports USDA Goals 1, 3

3. Assist eligible individuals and families in becoming successful farmers and ranchers.

- Supports USDA Goal 1

4. Improve the effectiveness and efficiency of FSA's commodity acquisition, procurement, storage, and distribution activities to support domestic and international food assistance programs, and administer the US Warehouse Act.

- Supports USDA Goals 1, 2

5. Provide effective administrative services and information technology processes.

- Supports USDA Goal 5, Objective 5.2

6. Ensure equal access and treatment in program delivery and employment, provide a diverse workforce free of discrimination, and ensure equal opportunity for minority, women-owned, and small businesses.

- Supports USDA Goal 5, Objective 5.1

▪ **Foreign Agricultural Service Goals from its Strategic Plan**
<http://www.fas.usda.gov/admin/asp0105.pdf>

1. Expand export opportunities for U.S. agricultural, fish, and forest products.
 - Supports USDA Goal 1
2. Promote world food security.
 - Supports USDA Goal 2
3. Improve program delivery of customer services.
 - Supports USDA Goal 5

▪ **Risk Management Agency Goals from its Strategic Plan**
http://www.rma.usda.gov/aboutrma/what/00-05_StratPlan.pdf

1. Strengthen the safety net for agricultural producers through sound risk management programs and education.
 - Supports USDA Goal 1, 5

7. The supporting Strategic Goals of Human Resources

FY 2003 – FY 2008

1. Align human capital strategies to support the accomplishment of the agency's mission, vision, goals and strategies.
2. Recruit, hire, develop, and retain employees with the strategic competencies for mission critical occupations.
3. Ensure leadership in the agency inspires, motivates, guides others towards goals; coaches, mentors, challenges staff; adapts leadership styles to various situations; models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values.
4. Create a culture that motivates employees to high performance, based on their contribution to the work in the organization, and common values while ensuring fairness in the workplace.
5. Promote a knowledge-sharing culture and a climate of openness; promote continuous learning and improvements.

These overarching goals provide the framework from which the Human Resources Team annually reviews the human capital implications of the Mission Areas' missions and goals. In collaboration with Agency Leadership, the HR Team then develops specific Implementation Projects or Initiatives to directly support the success of the various programs and goals of the Mission Areas. Each project has an assigned project manager and each project has defined outcomes and outputs or performance indicators.

A rigorous quarterly progress review of the Implementing Projects ensures the outcomes or results are progressing as planned and communicated to management and employees. Quarterly Reviews of the Implementing Projects are available on the FFAS Intranet at:

<http://dc.ffasintranet.usda.gov> (future)

An identical process for the out years, FY 2004 through FY 2008, will be conducted by the HR Team and coordinated with the Mission Areas' Annual Performance Plan development and initiation schedule. This process is designed to maximize the alignment to the Agencies' missions and to ensure HR's integration with all the Government-wide initiatives of the President's Management Agenda.

These projects will be posted and updated annually to this HR Strategic Plan.

8. Annual Performance Plan, Performance Goals and Indicators

In support of the overall Strategic Plan for each Agency, Annual Performance Plans are developed and implemented. These plans define specific Strategic Goals, Outcomes, Performance Goals and Indicators for each Fiscal Year. In FY03, Human Resources integrated its Human Capital Management goals into the FSA Annual Performance Plan; and HR is prepared to include specific plans in FAS and RMA beginning in FY04.

- FY 2002 Annual Performance Plans for the Mission Areas
 - FSA
<http://www.fsa.usda.gov/pas/publications/Reports/2001/FSAFY02APP.pdf>
 - FAS
<http://www.fas.usda.gov/admin/asp0105.pdf>
 - RMA
Not Available
- FY 2003 Annual Performance Plans for the Mission Areas
 - FSA
<http://www.fsa.usda.gov/pas/publications/Reports/2002/FSAFY03APP.pdf>
 - FAS
To be added when completed
 - RMA
To be added when completed

Web links for FY 2004 – 2008 Annual Performance Plans for the Mission Areas will be added when they are completed. The results of the Annual Performance Plans are prepared annually in the Agencies' Annual Program Performance Reports where the results of the specific Human Resources projects are included. The Annual Program Performance reports are posted on the respective Agency web site.

- For Farm Service Agency:
<http://www.fsa.usda.gov/pas/publications/Reports/2002/FSAFY01APPR.pdf>
- For Foreign Agricultural Service
<http://www.fas.usda.gov/info/pubindex/pub-a.html> (future)
- For Risk Management Agency
<http://www.rma.usda.gov/pubs> (future)

The Human Capital Management portion of the Farm Service Agency FY 2003 Annual Performance Plan can be found on pages 20 & 21 of the Agency Plan and on the next pages.

Human Resources portion of the FSA Annual Performance Plan FY 2003

PERFORMANCE GOALS & INDICATORS	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Target	FY 2003 Target
Human Capital Management					
Ensure the organization is well structured to support its mission. • # of administrative convergence opportunities implemented	N/A	N/A	N/A	N/A	6
Ensure employees have strategic competencies for mission critical occupations. • Competency / skill gap rate	N/A	N/A	N/A	N/A	TBD
Improve recruitment / retention rates for leaders and employees with strategic competencies. • Average time to fill vacancy (<i>issuance of certificates</i>) • % Leaders with Succession Plan	N/A N/A	N/A N/A	100 days N/A	78 days N/A	75 days 50%
Ensure a culture that motivates employees to high performance. • % employees who receive performance discussions from supervisor • OPM GWS Indicator (Mean) • Gallup Survey Score (Grand Mean)	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	75% 3.0 3.60
Promote a knowledge-sharing culture • # Knowledge Management Systems developed and implemented.	N/A	N/A	N/A	0	1

DISCUSSION OF PERFORMANCE GOALS:

FSA's Human Resources Division has aligned its five-year strategic plan with the President's Initiatives, OPM Human Capital Scorecard, OMB Standards for Success, and GAO Model for Strategic Human Capital Management to ensure support of the Agency's mission. The pertinent performance goals for FY 2003 are supportive of the human resources strategic goals identified in the five-year strategic plan and are directly aligned with one of the major Government-wide initiatives indicated in the President's Management Agenda - Strategic Management of Human Capital. In accomplishing the FY 2003 performance goals FSA will:

- Ensure the organization is well structured to support its mission.
- Ensure employees have strategic competencies for mission critical occupations.
- Improve recruitment/retention rates for leaders and employees with strategic competencies.
- Ensure a culture that motivates employees to high performance.
- Promote a knowledge-sharing culture.

MEANS AND STRATEGIES:

FSA is actively participating in the Department's Workforce Restructuring Plan, particularly in the area of Administrative Convergence of the Service Center agencies (FSA, RD and NRCS). It has identified six major areas to reduce costs, enhance, replace or remove redundant systems, and streamline processes. The improvement opportunity areas are: 1) delegating examining unit, 2) benefits (retirement calculator), 3) worker's compensation administration, 4) E-learning, 5) common time & attendance accounting system, and 6) an automated staffing system. Implementing these improvements in FY 2003 will increase the number of employees who provide services to citizens and ensure the organization is better structured to support the Agency's mission.

FSA is developing and implementing a Workforce Planning System that assesses the competency or skills levels (bench-strength) of incumbent employees, especially those in leadership and critical positions. In FY 2003, FSA will perform a bench-strength

analysis to identify the gaps and develop plans for their reduction. This system will provide the necessary data to forecast the workforce/skill/competency mix needed to feed recruitment plans, diversity plans, and training and development plans for all employees including leadership positions. In addition to the demographic information provided from the Workforce Planning System, the resulting trends and projections will help to improve succession plans, ensure effective application of retention strategies and other personnel flexibilities, and assist in retaining a high performing workforce. It ensures the integration of human capital strategies with the core business practices of FSA, the Risk Management Agency, and the Foreign Agricultural Service.

FSA is also developing various web-based human resource information systems, including the Combined Administrative Management System, PeopleSoft modules, e-recruit, e-learning, and blended learning. These systems will provide fast and effective human resource services to both internal and external customers, promote client self-service, enable the collection and assessment of human resource process metrics, and enable dissemination of data and information critical to the support and leadership of the Agency and its mission. In addition to streamlining human resource processes and procedures, the metrics derived from the information systems will directly influence the Agency's strategic planning processes.

In FY 2003, FSA will use an electronic survey instrument to assess its customer service levels, employee satisfaction levels, and the effectiveness of on-going human resource programs (e.g., the Performance Management System). The instrument will be used to collect and analyze data from Agency employees to ensure programs, processes, and policies are effective and customer-oriented. An integral part of increasing employee satisfaction, FSA will continue its consultation sessions with union leadership to review employee recommendations concerning the workplace and to ensure a positive, productive culture. In addition, FSA has adopted and will implement the Gallup Organization survey model in the 4th quarter of FY 2002. Data from this survey and OPM's Government-wide survey will be used to measure employee satisfaction, ensure performance awards are used to award high performing employees, and ensure performance discussions are conducted with employees to reinforce productive behaviors and correct non productive ones.

In FY 2003, FSA will begin to establish a Knowledge Management System to help generate, capture, and disseminate knowledge and information that is relevant to the Agency's mission. In light of the preliminary retirement eligibility forecasts, FSA will also begin to identify ways to capture some of the knowledge and skills of retiring employees.

Appendix A: Tools and Guides utilized in the preparation of the Human Resources Strategic Plan

OMB Standards for Success:

<http://www.whitehouse.gov/omb/memoranda/m02-02standards.pdf>

OPM Human Capital Scorecard:

<http://www.opm.gov/humancapital/scorecard.htm>

OPM HRM Accountability System Development Guide

<http://www.opm.gov/account/sdg.pdf>

OPM HRM Accountability System Development Tool Kit

<http://www.opm.gov/account/toolkit>

GAO A Model of Strategic Human Capital Management

<http://www.gao.gov/new.items/d02373sp.pdf>

GAO Human Capital – A Self-Assessment Checklist for Agency Leaders

<http://www.gao.gov/special.pubs/cg00014g.pdf>

The President's Quality Award Program Criteria

http://opm.gov/pqa/PDF/2002_PQA_Criteria.pdf

SES Performance Management Requirements

<http://www.opm.gov/ses/appraise.html#> (future)

OPM Workforce Planning Site and Model

<http://www.opm.gov/workforceplanning>

<http://www.opm.gov/workforceplanning/wfpmodel.htm>

OMB Circular NO. A-11, Part 6 – Preparation and Submission of Strategic Plans, Annual Performance Plans, and Annual Performance Reports.

<http://www.whitehouse.gov/omb/circulars/a11/2002/part6.pdf>

OMB – Instructions for the Program Assessment Ratings Tools

http://www.whitehouse.gov/omb/mgmt-gpra/bpm852_add1_att-b.pdf