

Strategic Management of Human Capital Workforce Planning & Deployment Summary

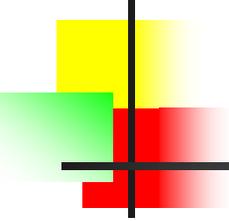
FOREIGN AGRICULTURAL SERVICE

Farm and Foreign Agricultural Services

FY 2007-2011

UPDATED Jan 08





Workforce Planning & Deployment

Executive Summary

- OMB/OPM Human Capital Standards for Success
- FFAS Workforce Demographics Summary
- Retirement Eligibility Forecast
- Skills Gap Analysis and Closure Strategies for:
 - Mission Critical Occupations with projected Skills Gaps
 - Leadership Positions with limited Bench Strength and Skills Gaps
- OPM Leadership Competency Chart
- FCAT-M FY07 Competency Assessment Summary
- Workforce Planning & Deployment Overview

Workforce Planning & Deployment

FY08 OMB/OPM Standards for Success

CLOSING SKILLS GAPS - MCO	LEADERSHIP SUCCESSION MANAGEMENT
<p>GREEN CRITERIA for Closing Mission Critical Occupations Competency Gaps</p> <p>Met targets for closing competency gaps in mission critical occupations (MCO's) (i.e., human resources management (HRM), information technology (IT), and agency-specific occupations), significantly reduced the number of vacant positions in MCO's and used appropriate E-Gov solutions within the gap closure strategy; demonstrates how gap closure supports organizational objectives.</p>	<p>GREEN CRITERIA for Ensuring Leadership Bench Strength and Closing Competency Gaps</p> <p>Succession strategies, including structured leadership development programs, result in adequate leadership bench strength; agency meets its targets for closing leadership competency gaps; and agency determined that bench strength and competency gap closure support organizational objectives.</p>
<p>YELLOW CRITERIA for Closing Mission Critical Occupations Competency Gaps</p> <p>Conducted a workforce analysis to identify competency gaps in mission-critical occupations (i.e., human resources management, information technology, acquisition, and agency-specific occupations); determine current and future human resource needs, sets targets to close gaps, including targeted employee development, recruitment and retention programs; and meets key milestones.</p>	<p>YELLOW CRITERIA for Ensuring Leadership Bench Strength and Closing Competency Gaps</p> <p>Implemented succession management strategies, including structured leadership development programs, to assure continuity of leadership; sets targets for closing leadership competency gaps (including those addressing gaps in performance management competencies); implements gap closure strategies, and meets key milestones outlined in succession management plan.</p>

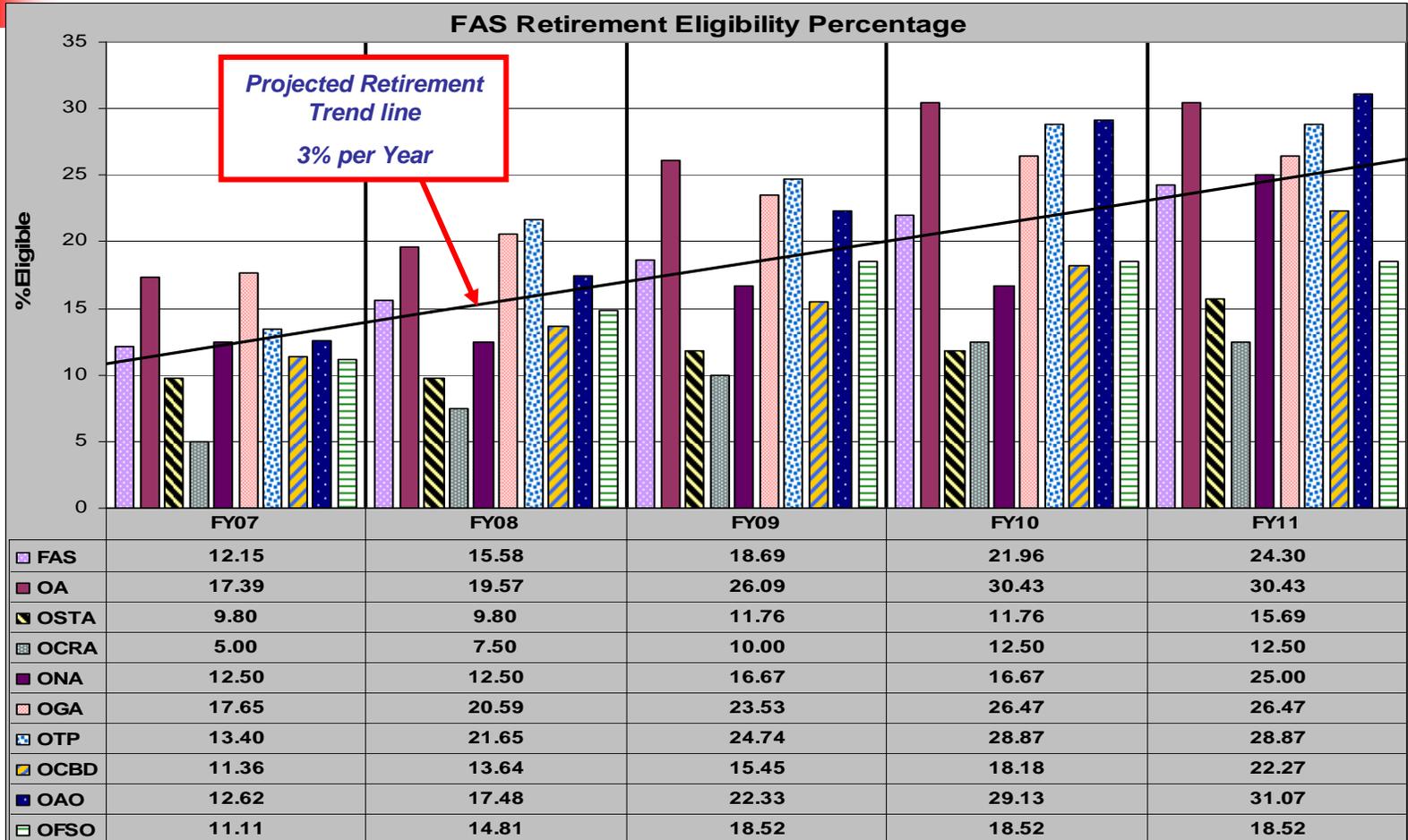
Workforce Planning & Deployment

FFAS Workforce Demographics Summary (2006)

AGENCY / FACTOR (as of 11/06/06)	FSA			RMA			FAS		
Number of permanent Full Time Employees (PFT)	5169			467			645		
Number of other employees	288			19			209		
Average age of PFT employees (OPM = 46 GW)	47.4			48.4			45.4		
Percent of PFT employees over 50	41.6%			48.2%			33.5%		
Percent of PFT employees with 25 or more years of service (OPM says 38.1% GW)	28.9%			38.8%			25.1%		
PFT losses to hires ratio for 2004, 2005, 2006 (PFT)	FY04 326 to 366	FY05 271 to 395	FY06 296 to 511	FY04 12 to 30	FY05 18 to 43	FY06 24 to 43	FY04 40 to 54	FY05 16 to 67	FY06 44 to 41
Mission-critical occupations (updated JAN 08)	11			6			10		
Leadership Positions with Continuity Challenges (updated JAN 08)	5			3			4		
FY2008 Retirement Eligibility Projection (% and #)	36.5% (2108)			36.7% (185)			34.5% (278)		
FY 2006 Actual Retirements	5.7%			4.4%			2.4%		

Workforce Planning & Deployment

FAS Retirement Eligibility Forecast



Office of the Administrator (OA)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Agricultural Economist (0110)	50% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of overseas administrative operations (personal service agreements, housing allowances, shipment of household effects, etc. ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Technical Credibility ▪ External Awareness/Leveraging Diversity ▪ Public Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Oral/Written Communication ▪ Integrity/Honesty 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide IT Training, i.e., AgLearn.gov
Foreign Agricultural Affairs Officer (0135)	0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ Economic and Marketing) 	General <ul style="list-style-type: none"> ▪ Continual Learning/Technical Credibility ▪ External Awareness ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty/Accountability ▪ Problem Solving/Decisiveness ▪ Team Building/Partnering ▪ Influencing/Negotiating 	<ul style="list-style-type: none"> ▪ Increase recruitment of individuals with Foreign Service interests ▪ Recruitment Plan includes Land Grant Universities & Ag/Econ Associations ▪ Foreign service lateral entry of 8-10 candidates annually ▪ Expand use of Internship Programs ▪ Develop Temporary Duty opportunities overseas for civil servants ▪ Provide In-House Training Programs
International Trade Specialist (1140)	0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ SPS, Biotech, Legal Expertise, International Development, Critical Thinking, Computer Skills, Substantive Job Knowledge 	General <ul style="list-style-type: none"> ▪ Continual Learning/Technical Credibility ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty ▪ Creativity/Innovation 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. ▪ Increase In-House Training Programs
Agricultural Marketing Specialist (1146)	50% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ International Development, Marketing, Computer skills, Critical Thinking, Substantive Job Knowledge 	General <ul style="list-style-type: none"> ▪ Financial Management ▪ Technical Credibility ▪ Flexibility/Problem Solving/Decisiveness ▪ Oral/Written Communication ▪ Integrity/Honesty 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide First/Mid Level Leadership Training
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Foreign Agricultural Affairs Officer (0135)	100% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with Lab intake over the next 5 years
Supervisor, Program Manager (0340)	50.0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Technical Credibility ▪ Leveraging Diversity ▪ Public Service Motivation ▪ Financial/Technology Management ▪ Creativity/Innovation ▪ Partnering/Problem Solving ▪ Political Savvy ▪ Oral/Written communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management

Office of Scientific and Technical Affairs (OSTA)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Agricultural Economist (0110)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of overseas administrative operations ▪ Personal services agreements, housing allowances, shipment of household effects, etc. ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Oral/Written Communication ▪ Integrity/Honesty/Technical Credibility ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide IT Training, i.e., AgLearn.gov
Foreign Agricultural Affairs Officer (0135)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility ▪ Economic ▪ Marketing 	General <ul style="list-style-type: none"> ▪ Continual Learning/External Awareness ▪ Resilience/Flexibility/Technical Credibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty/Accountability ▪ Problem Solving/Decisiveness ▪ Team Building/Partnering ▪ Influencing/Negotiating 	<ul style="list-style-type: none"> ▪ Increase recruitment of individuals with Foreign Service interests ▪ Recruitment Plan includes Land Grant Universities & Ag/Econ Associations ▪ Foreign service lateral entry of 8-10 candidates annually ▪ Expand use of Internship Programs ▪ Develop Temporary Duty opportunities overseas for civil servants ▪ Provide In-House Training Programs
International Trade Specialist (1140)	25% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility ▪ SPS, Biotech, Legal Expertise, International Development, Critical Thinking, Computer Skills, Substantive Job Knowledge 	General <ul style="list-style-type: none"> ▪ Continual Learning/Technical Credibility ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/ Interpersonal Skills ▪ Integrity/Honesty ▪ Creativity/Innovation 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. ▪ Increase In-House Training Programs
Agricultural Marketing Specialist (1146)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Computer Skills ▪ Financial Analysis ▪ International Development 	General <ul style="list-style-type: none"> ▪ Flexibility/Problem Solving/Decisiveness ▪ Integrity/Honesty ▪ Written/Oral Communication 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide First/Mid Level Leadership Training
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Foreign Agricultural Affairs Officer (0135)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with lateral entry intake over the next 5 years
Supervisory Program Manager (0340)	60% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership Skills ▪ Skills in managing a diverse workforce ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ Financial/Technology Management ▪ Creativity/Innovation ▪ Partnering/Problem Solving ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management Process

Office of Country and Regional Affairs (OCRA)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Agricultural Economist (0110)	7.7% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of overseas administrative operations (personal services agreements, housing allowances, shipment of household effects, etc. ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management ▪ Leveraging Diversity/Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Oral/Written Communication ▪ Integrity/Honesty ▪ Technical Credibility/External Awareness 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide IT Training, i.e., AgLearn.gov
Foreign Agricultural Affairs Officer (0135)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ Economic ▪ Marketing 	General <ul style="list-style-type: none"> ▪ Continual Learning/Technical Credibility ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty/Accountability ▪ Problem Solving/Decisiveness ▪ External Awareness ▪ Team Building/Partnering ▪ Influencing/Negotiating 	<ul style="list-style-type: none"> ▪ Increase recruitment of individuals with Foreign Service interests ▪ Recruitment Plan includes Land Grant Universities & Ag/Econ Associations ▪ Foreign service lateral entry of 8-10 candidates annually ▪ Expand use of Internship Programs ▪ Develop Temporary Duty opportunities overseas for civil servants ▪ Provide In-House Training Programs
International Trade Specialist (1140)	0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ SPS, Biotech, Legal Expertise, International Development, Critical Thinking, Computer Skills, Substantive Job Knowledge 	General <ul style="list-style-type: none"> ▪ Continual Learning/Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty ▪ Creativity/Innovation 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. ▪ Increase In-House Training Programs
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Foreign Agricultural Affairs Officer (0135)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management ▪ Leveraging Diversity ▪ Public Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with lateral entry intake over the next 5 years
Supervisory Program Manager (0340)	16.7% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership Skills ▪ Skills in managing a diverse workforce ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management ▪ Leveraging Diversity/Service Motivation ▪ Technology/Financial Management ▪ Creativity/Innovation ▪ Partnering/Problem Solving ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management Process

Office of Negotiations and Agreements (ONA)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Agricultural Economist (0110)	14.3% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of overseas administrative operations ▪ Personal services agreements, housing allowances, shipment of household effects, etc. ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Technical Credibility ▪ Leveraging Diversity/External Awareness ▪ Public Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Oral/Written Communication ▪ Integrity/Honesty 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide IT Training, i.e., AgLearn.gov
International Trade Specialist (1140)	0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility (SPS, Biotech, Legal Expertise, International Development, Critical Thinking, Computer Skills, Substantive Job Knowledge 	General <ul style="list-style-type: none"> ▪ Continual Learning ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/ Interpersonal Skills ▪ Integrity/Honesty ▪ Creativity/Innovation 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. ▪ Increase In-House Training Programs
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Foreign Agricultural Affairs Officer (0135)	25% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing 	General <ul style="list-style-type: none"> ▪ HR Management/Conflict Management ▪ Leveraging Diversity ▪ Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with lateral entry intake over the next 5 years
Supervisory Program Manager (0340)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership Skills ▪ HR Management ▪ Skills in managing a diverse workforce ▪ Financial Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Problem Solving ▪ Leveraging Diversity ▪ Public Service Motivation ▪ Technology Management ▪ Creativity/Innovation ▪ Partnering ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management Process

Office of Global Analysis (OGA)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Agricultural Economist (0110)	0% FY07- FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Knowledge of overseas administrative operations <ul style="list-style-type: none"> ▪ Personal services agreements, housing allowances, shipment of household effects, etc. ▪ HR Management 	<i>General</i> <ul style="list-style-type: none"> ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Oral/Written Communication ▪ Integrity/Honesty ▪ Technical Credibility ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide IT Training, i.e., AgLearn.gov
Foreign Agricultural Affairs Officer (0135)	0% FY07- FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ Economic ▪ Marketing 	<i>General</i> <ul style="list-style-type: none"> ▪ Continual Learning/External Awareness ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty/Accountability ▪ Problem Solving/Decisiveness ▪ Team Building/Partnering ▪ Influencing/Negotiating 	<ul style="list-style-type: none"> ▪ Increase recruitment of individuals with Foreign Service interests ▪ Recruitment Plan includes Land Grant Universities & Ag/Econ Associations ▪ Foreign service lateral entry of 8-10 candidates annually ▪ Expand use of Internship Programs ▪ Develop Temporary Duty opportunities overseas for civil servants ▪ Provide In-House Training Programs
International Trade Specialist (1140)	0% FY07-FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ SPS, Biotech, Legal Expertise, International Development, Critical Thinking, Computer Skills, Substantive Job Knowledge 	<i>General</i> <ul style="list-style-type: none"> ▪ Continual Learning ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty/Interpersonal Skills ▪ Creativity/Innovation/Technical Credibility 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. ▪ Increase In-House Training Programs
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Supervisory Agricultural Economist (0110)	100% FY07- FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Leadership Skills ▪ Skills in managing a diverse workforce ▪ Technical Credibility <ul style="list-style-type: none"> ▪ Arithmetic ▪ HR Management 	<i>General</i> <ul style="list-style-type: none"> ▪ Conflict Management/Technical Credibility ▪ Leveraging Diversity/External Awareness ▪ Public Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Oral/Written Communication ▪ Integrity/Honesty/Technical Credibility 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Provide SESCDP ▪ Develop Knowledge Management Process ▪ Institute mandatory Supervisor Rotation Program
Supervisory Program Manager (0340)	40% FY07- FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Leadership Skills ▪ HR Management ▪ Skills in managing a diverse workforce 	<i>General</i> <ul style="list-style-type: none"> ▪ Conflict Management/Problem Solving ▪ Leveraging Diversity ▪ Public Service Motivation ▪ Financial/Technology Management ▪ Creativity/Innovation/Partnering ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management Process

Office of Trade Programs (OTP)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Agricultural/International Economist (0110)	50% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of overseas administrative operations <ul style="list-style-type: none"> ▪ Personal services agreements, housing allowances, shipment of household effects, etc. ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Technical Credibility/External Awareness ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Oral/Written Communication ▪ Integrity/Honesty 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide IT Training, i.e., AgLearn.gov
Foreign Agricultural Affairs Officer (0135)	0% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Technical Credibility <ul style="list-style-type: none"> ▪ Economic ▪ Marketing 	General <ul style="list-style-type: none"> ▪ Continual Learning/Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty/Accountability ▪ Problem Solving/Decisiveness ▪ External Awareness ▪ Team Building/Partnering ▪ Influencing/Negotiating 	<ul style="list-style-type: none"> ▪ Increase recruitment of individuals with Foreign Service interests ▪ Recruitment Plan includes Land Grant Universities & Ag/Econ Associations ▪ Foreign service lateral entry of 8-10 candidates annually ▪ Expand use of Internship Programs ▪ Develop Temporary Duty opportunities overseas for civil servants ▪ Provide In-House Training Programs
Agricultural Marketing Specialist (1146)	26.7% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Computer Skills ▪ Financial Analysis ▪ International Development 	General <ul style="list-style-type: none"> ▪ Flexibility/Integrity/Honesty ▪ Problem Solving/Decisiveness ▪ Written/Oral Communication 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide First/Mid Level Leadership Training
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart.</i> <i>See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Foreign Agricultural Affairs Officer (0135)	143% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with lateral entry intake over the next 5 years
Supervisory Program Manager (0340)	50% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Leadership Skills ▪ Skills in managing a diverse workforce ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management/Problem Solving ▪ Leveraging Diversity/Partnering ▪ Public Service Motivation ▪ Technology Management ▪ Financial Management ▪ Creativity/Innovation ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management Process

Office of Capacity Building And Development (OCBD)

Mission Critical Occupations	Occupational GAP (attrition)	Competencies /Skills GAP <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		GAP Closure Strategies
Agricultural Economist (0110)	25% FY07-FY11	Technical <ul style="list-style-type: none"> Knowledge of overseas administrative operations <ul style="list-style-type: none"> Personal services agreements, housing allowances, shipment of household effects, etc. HR Management 	General <ul style="list-style-type: none"> Conflict Management/External Awareness Leveraging Diversity/Service Motivation Team Building/Partnering Influencing/Negotiating Integrity/Honesty Oral/Written Communication Technical Credibility 	<ul style="list-style-type: none"> Enhance Recruitment screening factors Increase In-House Training Programs Provide IT Training, i.e., AgLearn.gov
International Affairs Specialist (0131)	16.7% FY07-FY11	Technical <ul style="list-style-type: none"> Reimbursable Agreements Technical Competencies, <ul style="list-style-type: none"> SPS, BioTech, Environment & Natural Resources Trade Policies /Treaties 	General <ul style="list-style-type: none"> Continual Learning Resilience/Flexibility Oral/Written Communication Customer Service/Interpersonal Skills Integrity/Honesty Creativity/Innovation Financial Management 	<ul style="list-style-type: none"> Enhance Recruitment screening factors Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. Increase In-House Training Programs
Project Management Liaison (0301)				
International Training Specialist (0301)	0% FY07-FY11	Technical <ul style="list-style-type: none"> Technical Credibility <ul style="list-style-type: none"> Economic Marketing 	General <ul style="list-style-type: none"> Continual Learning/External Awareness Resilience/Flexibility Oral/Written Communication Customer Service/Interpersonal Skills Integrity/Honesty/Accountability Problem Solving/Decisiveness Team Building/Partnering Influencing/Negotiating Technical Credibility 	<ul style="list-style-type: none"> Increase recruitment of individuals with Foreign Service interests Recruitment Plan includes Land Grant Universities & Ag/Econ Associations Foreign service lateral entry of 8-10 candidates annually Expand use of Internship Programs Develop Temporary Duty opportunities overseas for civil servants Provide In-House Training Programs
Foreign Agricultural Affairs Officer (0135)				
International Trade Specialist (1140)	0% FY07-FY11	Technical <ul style="list-style-type: none"> Technical Credibility <ul style="list-style-type: none"> SPS, Biotech, Legal Expertise, International Development, Critical Thinking, Computer Skills, Substantive Job Knowledge 	General <ul style="list-style-type: none"> Continual Learning/Technical Credibility Resilience/Flexibility Oral/Written Communication Customer Service/Interpersonal Skills Integrity/Honesty Creativity/Innovation 	<ul style="list-style-type: none"> Enhance Recruitment screening factors Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. Increase In-House Training Programs
Agricultural Marketing Specialist (1146)	20% FY07- FY11	Technical <ul style="list-style-type: none"> Computer Skills Financial Analysis International Development 	General <ul style="list-style-type: none"> Flexibility/Decisiveness/Problem Solving Integrity/Honesty Oral/Written Communication 	<ul style="list-style-type: none"> Enhance Recruitment screening factors Engage USDA Agency Exchange Programs with APHIS, FSIS, ARS, etc. Increase In-House Training Programs
Traffic Management Specialist (2130)	50.0% FY07-FY11	Technical <ul style="list-style-type: none"> Knowledge of Cargo Preference Regulations 	General <ul style="list-style-type: none"> Continual Learning/Technical Credibility Resilience/Flexibility Oral/Written Communication Problem Solving Customer Service/Interpersonal Skills Integrity/Honesty Creativity/Innovation 	<ul style="list-style-type: none"> Enhance Recruitment screening factors Increase In-House Training Programs Provide First/Mid Level Leadership Training

Office of Capacity Building And Development (OCBD) Continued

<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Development Resources Officer (0101)	0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of how to establish and negotiate reimbursable agreements ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Influencing/Negotiating ▪ Conflict Management ▪ Leveraging Diversity ▪ Service Motivation 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide Mid/High Level Leadership Training
Foreign Agricultural Affairs Officer (0135)	25% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management ▪ Leveraging Diversity/Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with Lab intake over the next 5 years
Supervisor, Program Manager (0340)	47.4% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Technical Credibility ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Conflict Management ▪ Leveraging Diversity/Service Motivation ▪ Technology/Financial Management ▪ Creativity/Innovation ▪ Partnering/Problem Solving ▪ Political Savvy ▪ Oral/Written communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management

Office of Administrative Operations (OAO)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Foreign Agricultural Affairs Officer (0135)	0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of overseas administrative operations (personal services agreements, housing allowances, shipment of household effects, etc. ▪ External Awareness ▪ Technical Credibility 	General <ul style="list-style-type: none"> ▪ HR Management/Conflict Management ▪ Leveraging Diversity ▪ Service Motivation ▪ Team Building/Partnering ▪ Influencing/Negotiating ▪ Integrity/Honesty ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide IT Training, i.e., AgLearn.gov
Agricultural Marketing Specialist (1146)	20% FY07- FY11	Technical <ul style="list-style-type: none"> ▪ Computer Skills ▪ Financial Analysis ▪ International Development 	General <ul style="list-style-type: none"> ▪ Flexibility/Decisiveness ▪ Problem Solving/Integrity/Honesty ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide First/Mid Level Leadership Training
Traffic Management Specialist (2130)	60.0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of Cargo Preference Regulations ▪ Technical Credibility 	General <ul style="list-style-type: none"> ▪ Continual Learning/Resilience/Flexibility ▪ Oral/Written Communication ▪ Problem Solving/Integrity/Honesty ▪ Interpersonal Skills/Customer Service ▪ Creativity/Innovation 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide First/Mid Level Leaders
Information Technology Specialist (2210)	47.5% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ IT Suite ▪ 	General <ul style="list-style-type: none"> ▪ Integrity/Honesty/Flexibility ▪ Written Communication/Interpersonal Skills ▪ Decisiveness/Financial Management 	<ul style="list-style-type: none"> ▪ Provide IT training, i.e., AgLearn.gov ▪ Upgrade current Training Programs
Supervisory, Information Specialist (2210)	16.7% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Change Management skills ▪ Performance Management skills ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Technical Credibility/Leveraging Diversity ▪ Conflict Management/Problem Solving ▪ Public Service Motivation ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Provide First/Mid Level Leadership Training ▪ Provide IT training, e.g., AgLearn.Gov ▪ Incorporate Knowledge Management process
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Foreign Agricultural Affairs Officer (0135)	0% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Leveraging Diversity/Conflict Management ▪ Public Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with Lab intake over the next 5 years
Supervisor, Program Manager (0340)	33.3% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Leadership skills ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Technical Credibility/Leveraging Diversity ▪ Conflict Management/Problem Solving ▪ Public Service Motivation ▪ Technology/Financial Management ▪ Creativity/Innovation ▪ Partnering/Political Savvy ▪ Oral/Written communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management
Traffic Manager (2130)	100% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Knowledge of International Travel 	General <ul style="list-style-type: none"> ▪ Continual Learning/Resilience/Flexibility ▪ Oral/Written Communication ▪ Problem Solving/Customer Service ▪ Integrity/Honesty/Interpersonal Skills ▪ Creativity/Innovation 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Program
Supervisory, Information Specialist (2210)	16.7% FY07-FY11	Technical <ul style="list-style-type: none"> ▪ Change Management skills ▪ Performance Management skills ▪ HR Management 	General <ul style="list-style-type: none"> ▪ Technical Credibility/Leveraging Diversity ▪ Conflict Management/Problem Solving ▪ Public Service Motivation ▪ Oral/Written Communication 	<ul style="list-style-type: none"> ▪ Provide First/Mid Level Leadership Training ▪ Provide IT training, e.g., AgLearn.Gov ▪ Incorporate Knowledge Management process

Office of Foreign Services Operations (OFSO)

<i>Mission Critical Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>GAP Closure Strategies</i>
Foreign Agricultural Affairs Officer (0135)	0% FY07- FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Technical Credibility (Economic and Marketing) 	<i>General</i> <ul style="list-style-type: none"> ▪ Continual Learning ▪ Resilience/Flexibility ▪ Oral/Written Communication ▪ Customer Service/Interpersonal Skills ▪ Integrity/Honesty/Accountability ▪ Problem Solving/Decisiveness ▪ External Awareness ▪ Team Building/Partnering ▪ Influencing/Negotiating 	<ul style="list-style-type: none"> ▪ Increase recruitment of individuals with Foreign Service interests ▪ Recruitment Plan includes Land Grant Universities & Ag/Econ Associations ▪ Foreign service lateral entry of 8-10 candidates annually ▪ Expand use of Internship Programs ▪ Develop Temporary Duty opportunities overseas for civil servants ▪ Provide In-House Training Programs
Agricultural Marketing Specialist (1146)	0% FY07- FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Computer Skills ▪ Financial Analysis ▪ International Development 	<i>General</i> <ul style="list-style-type: none"> ▪ Flexibility ▪ Problem Solving/Decisiveness ▪ Integrity/Honesty ▪ Written/Oral Communication 	<ul style="list-style-type: none"> ▪ Enhance Recruitment screening factors ▪ Increase In-House Training Programs ▪ Provide First/Mid Level Leadership Training
<i>Leadership Occupations</i>	<i>Occupational GAP (attrition)</i>	<i>Competencies /Skills GAP</i> <i>General Competencies are based off the OPM Chart. See page 16 for current outline.</i>		<i>Leadership Continuity Strategies</i>
Foreign Agricultural Affairs Officer (0135)	0% FY07-FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Leadership skills ▪ Economics and Marketing ▪ HR Management 	<i>General</i> <ul style="list-style-type: none"> ▪ Conflict Management/Leveraging Diversity ▪ Public Service Motivation ▪ External Awareness 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Promotion and flow thru consistent with Lab intake over the next 5 years
Supervisor, Program Manager (0340)	100% FY07-FY11	<i>Technical</i> <ul style="list-style-type: none"> ▪ Leadership skills ▪ HR Management 	<i>General</i> <ul style="list-style-type: none"> ▪ Conflict Management ▪ Leveraging Diversity/Service Motivation ▪ Technology/Financial Management ▪ Technical Credibility/Political Savvy ▪ Creativity/Innovation ▪ Partnering/Problem Solving ▪ Oral/Written communication 	<ul style="list-style-type: none"> ▪ Provide Mid/High Level Leadership Training ▪ Develop Knowledge Management

OPM Competency Chart

The Leadership Journey

Managing Self All Employees	Managing Projects Team Leader or Project Manager	Managing People Supervisor	Managing Programs Manager	Leading Organizations Executive	Managing Performance Supervisor, Manager, Executive
Integrity/Honesty Fundamental	Team Building ECQ 2	Human Capital Management ECQ 4	Technology Management ECQ 4	External Awareness ECQ 1	Building Performance Culture
Interpersonal Skills Fundamental	Customer Service ECQ 3	Leveraging Diversity ECQ 2	Financial Management ECQ 4	Vision ECQ 1	Differentiating Performance
Continual Learning Fundamental	Technical Credibility ECQ 3	Conflict Management ECQ 2	Creativity / Innovation ECQ 1	Strategic Thinking ECQ 1	Facilitating Performance
Resilience ECQ 1	Accountability ECQ 3	Public Service Motivation Fundamental	Partnering ECQ 5	Entrepreneurship ECQ 3	Goal Setting
Oral Communication Fundamental	Decisiveness ECQ 3	Developing Others ECQ 2	Political Savvy ECQ 5		Performance Coaching and Feedback
Written Communication Fundamental	Influencing / Negotiating ECQ 5				Understanding Performance Management Processes and Practices
Flexibility ECQ 1					
Problem Solving ECQ 3					



DEVELOPMENTAL PROGRESSION

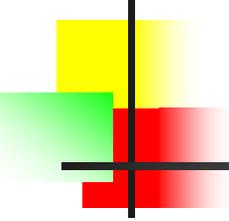
Executive Core Qualifications (ECQ & Fundamental) are identified as they relate to the Leadership Journey

FAS FCAT-M Competency Assessment

FY07 Summary

FAS FCAT-M Results					
Highest Proficiency Competencies (HPC)	HPC Scores	Lowest Proficiency Competencies (LPC)	LPC Scores	Actual to Desired Competencies	GAP
Integrity / Honesty	4.54	Financial Management	3.66	Continual Learning	-0.65
Public Service Motivation	4.29	Technology Management	3.68	Human Capital Management	-0.65
Interpersonal Skills	4.25	Conflict Management	3.76	Developing Others	-0.60
Accountability	4.18	Continual Learning	3.78	Vision	-0.55
Customer Service	4.18	Human Capital Management	3.79	Facilitating Performance	-0.54

In addition, a department-wide work group analyzed the 2007 FCAT-M results; and USDA/OHCM identified two competencies to focus on and to close the skills gaps for - Facilitating Performance and Understanding Performance Management in FY08.



Workforce Planning & Deployment

Workforce Planning & Deployment Overview

- **Objective for Workforce Planning**

- Institutes and maintains an Agency practice of conducting workforce planning
- Timed with the Budget Cycle
- Enables the Agency to prevent skills gaps in Mission Critical Occupations
- Ensures continuity of Leadership or Leadership Bench Strength

- **Related Agency Performance Measures identified in the USDA Human Capital Plan**

- Reduction of Skills Gaps of Mission Critical Occupations
- Increase Leadership Bench Strength

- **Continual collaboration between HR and Management to develop:**

- Annual Recruitment and Diversity Plans
- Annual Training & Development Plans
- Leadership/MCO Succession and Retention Strategies
- Knowledge Management Initiatives
- Human Capital Management Investments