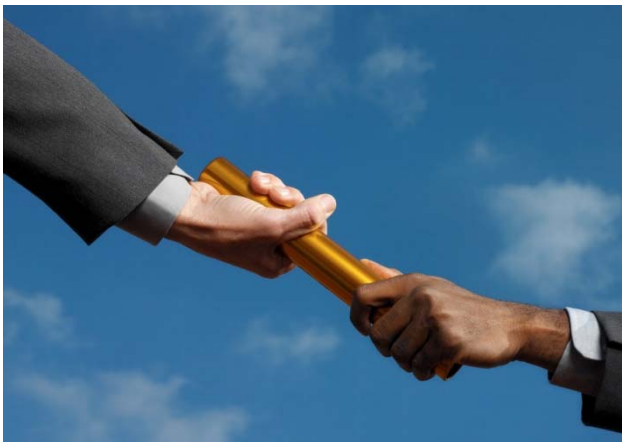
United States Department of Agriculture
Grain Inspection, Packers and Stockyards Administration



GIPSA Strategic Human Capital Plan 2011-2015

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EXECUTIVE SUMMARY

The Grain Inspection, Packers and Stockyards Administration's (GIPSA) Strategic Human Capital Plan (SHCP) aligns with and supports the USDA's Strategic Human Capital Plan. GIPSA's SHCP provides for an effective workforce capable of carrying out the agency's mission of facilitating the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products, and promoting fair and competitive trading practices for the overall benefit of consumers and American agriculture. This plan is aligned with GIPSA's two strategic goals: (1) to promote fair and competitive marketing in livestock, meat, and poultry; and (2) to facilitate the marketing of U.S. grain and related agricultural products.

GIPSA currently employs around 800 people in headquarters, regional, and field offices throughout the United States. GIPSA's headquarters staff is located in Washington, DC, and Kansas City, Missouri. The Packers and Stockyards Program (P&SP) has regional offices in Atlanta, Georgia; Des Moines, Iowa; and Denver, Colorado. The Federal Grain Inspection Service (FGIS) field offices are located across the country to ensure the availability of official inspection and weighing services anywhere in the United States. GIPSA's mission-critical occupations are as follows:

- Economist GS-0110
- Management Analyst GS-0343
- Auditor GS-0511
- Legal Specialist GS-1101
- Agricultural Marketing Specialist GS-1146
- Agricultural Commodity Grader GS-1980
- Information Technology Specialist GS-2210

By 2015, 46 percent of GIPSA's permanent workforce will be eligible to retire. In the next several years, GIPSA will need to find replacements for both supervisory and nonsupervisory employees who will likely retire. To address this potential loss of critical leadership, program knowledge, and overall program expertise, the Agency's Strategic Human Capital Plan contains key action items for developing leadership succession training programs. The goal of this Plan is to assure that GIPSA has a diverse group of high-performing, well-prepared individuals with a vision for the Agency's future and a broad understanding of its mission.

Specifically, the Agency will:

- Establish and implement strategies to increase the recruitment pool and hiring of individuals that are veterans, have targeted disabilities, and belong to groups that have been identified as underrepresented within GIPSA;

- Promote and advance the Leadership Development Program, 360 Leadership Assessment, and other successful training and succession planning tools to identify and train candidates for leadership positions;

- Hire and train employees in Mission Critical Occupations (MCO) as GIPSA employees retire.
- Continue developing potential leaders and current leaders to create a pool of applicants for GIPSA's senior management and unit supervisors as they retire between now and 2015.
- Conduct front-line supervisory training with an emphasis on the Agency's regulations, new policies/procedures, interpersonal relations and supervisory competencies.
- Increase diversity to ensure our organization is a representation of our customers and the vast array of cultural differences they represent.

This GIPSA Strategic Human Capital Plan recognizes the changes occurring in U.S. agriculture and their impact on GIPSA's programs and workforce. Similarly, in preparing this plan the GIPSA leadership team is cognizant of budget realities and the resultant need to be flexible in addressing the agency's workforce needs. This document updates the GIPSA Human Capital Plan 2005-2007 and the GIPSA Workforce Plan 2005-2009. It establishes a flexible framework to ensure GIPSA maintains a skilled, professional workforce to carry out the agency's mission in the future. It sets in place a systematic methodology for assuring that the cadre of candidates for GIPSA leadership positions has the skills, knowledge, behavior, and other characteristics needed to perform leadership work roles and occupational functions successfully.

AGENCY OVERVIEW

GIPSA's mission is to facilitate the marketing of U.S. livestock, poultry, meat, cereals, oilseeds, and related agricultural products, and to promote fair and competitive trading practices for the overall benefit of consumers and American agriculture. For more than 90 years, GIPSA's Packers and Stockyards Program (P&SP) has protected fair trade practices, financial integrity, and competitive markets for livestock, meat, and poultry. GIPSA's Federal Grain Inspection Service (FGIS) has a 35-year history of facilitating the marketing of U.S. grain and related products. Both of these programs have matured and continued to evolve over the years to keep pace with the dynamic industries we serve. To serve our stakeholders, GIPSA focuses on our two priority goals:

- Promoting the fair and competitive marketing of livestock, meat, and poultry; and
- Facilitating the marketing of U.S. grain and related agricultural products.

GIPSA's P&SP promotes fair and competitive markets in the livestock, meat, and poultry segments of American agriculture under the authority of the Packers and Stockyards Act of 1921, as amended (P&S Act). Through its oversight and educational activities, including outreach, investigations, audits, and monitoring programs, GIPSA fosters fair competition, provides payment protection, and guards against deceptive and fraudulent practices affecting the movement and price of livestock, meat, and poultry. GIPSA's work in this area is directed at protecting consumers and members of the livestock, meat, and poultry industries.

P&SP headquarters staff is located in Washington, DC. The three regional field offices under P&SP conduct most day-to-day industry monitoring and surveillance, and investigations. The Atlanta regional office has expertise in poultry and takes the lead on all national poultry investigations. The Des Moines regional office has expertise in hogs and takes the lead on all national hog investigations. The Denver regional office has expertise in cattle and lambs and takes the lead on all national cattle and lamb investigations. Thirty resident agents report to the regional field offices and are located throughout the country to provide additional coverage across the Nation.

GIPSA's Federal Grain Inspection Service facilitates the marketing of U.S. grain and related agricultural products through the establishment of standards for quality assessments, regulation of handling practices, and management of a network of Federal, State, and private laboratories that provide impartial, user fee funded official inspection and weighing services under the authority of the U.S. Grain Standards Act and the Agricultural Marketing Act of 1946. These activities promote fair and transparent markets, increase crop value by aligning crop quality with specific consumer demands, and minimize the cost of transactions between buyer and seller, both in the domestic and global market.

FGIS headquarters staff is located in Washington, DC, and Kansas City, Missouri (technical scientific policy). FGIS maintains seven field offices (Stuttgart, Arkansas; New Orleans, Louisiana; Domestic Inspections Operations Office in Kansas City, Missouri; Grand Forks, North Dakota; Toledo, Ohio; Portland, Oregon; and League City, Texas); 1 Federal/State office (Olympia, Washington); three suboffices (Moscow, Idaho; Crowley, Louisiana; and Beaumont, Texas); and nine duty points (Jonesboro, Arkansas; West Sacramento, California; Brunswick, Georgia; Port Allen and Lake Charles, Louisiana; Greenville, Mississippi; Superior, Wisconsin; and Corpus Christi and Harlingen, Texas). In addition, FGIS maintains three satellite compliance offices in Saginaw, Michigan; Duluth, Minnesota; and San Antonio, Texas.

By the end of FY 2010, GIPSA had 805 employees: 83 percent were permanent full-time, 1 percent was part time, and 4 percent occupied other forms of permanent employment. The remaining 13 percent of GIPSA's workforce had a non-permanent status.

Table 1. GIPSA Staff by Work Schedule FY 2010

TTL Workforce	805	(700 Permanent, 105 Non Permanent)
TTL *Fulltime* (perm)	665	(Permanent Employees)
TTL *Part time* (perm)	6	(Permanent Employees)
TTL *Intermittent* (perm)	20	(Permanent Employees)
TTL *Fulltime* Seasonal (perm)	9	(Permanent Employees)
TTL Non Permanent	105	
TTL Career SES	3	(Permanent Employees)
TTL Career Managers (GS-14-15)	45	Codes 2[1] =37; 4=0; and 5=8
TTL Career Supervisors (GS 7-13)	81	Codes 2=61; 4=1; and 5=19

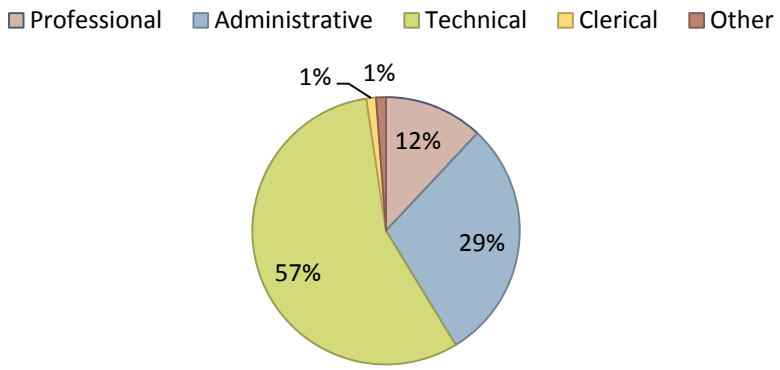
[1] Code 2 - Supervisor or Manager - position requires the exercise of supervisory and/or managerial responsibilities to meet the minimum requirements for application of the General Schedule Supervisory Guide or similar standards of minimum supervisory responsibility specified by the position classification standards or other directive (All Federal Wage System (FWS) – Wage Supervisor (WS) positions).
Code 4 - Supervisory – position meets the definition of Supervisory in 5 U.S.C. 7103 (a)(10), but does not meet the minimum requirements for application of the Supervisory Grade-Evaluation Guide (these positions do not warrant the title of "Supervisor" in the Official Title).
Code 5 – Management Official - position meets the definition of management official in 5 U.S.C. 7103 (a)(10), but does not meet the Supervisory Grade-Evaluation guide definition of Manager or Supervisor or the definition of Supervisor in 5 U.S.C. 7103 (a)(10). A "Management Official" is defined as an individual employed by an agency in a position where the duties and responsibilities require or authorize the individual to formulate, determine, or influence the policies of the agency (only GS/GM grade 13 and above employees not coded 2 or 4).

WORKFORCE – OVERVIEW AND ANALYSIS

WORKFORCE DEMOGRAPHICS

Figure 1 illustrates GIPSA's workforce by occupation. More than half of GIPSA employees are in technical occupations (59%), followed by administrative (29%) and professional (12%).

Figure 1. Employees by Occupation
Permanent Employees FY 2010



In our permanent workforce for FY 2010, GIPSA employed 236 (34%) women compared to 463 (66%) men (see Figure 2).

In FY 2010, 56% of GIPSA's workforce was age 50 or older. By contrast, employees age 30 and under comprised only 10% of our permanent workforce.

Figure 2. Gender

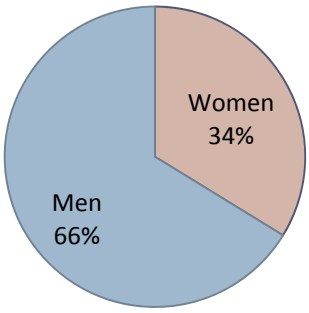
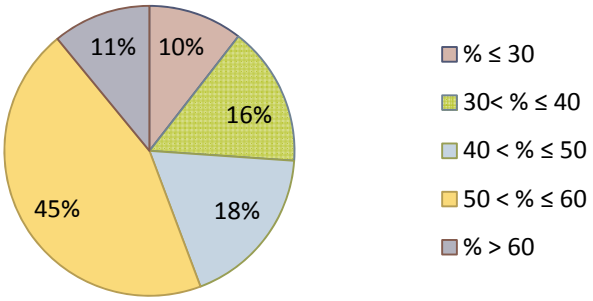


Figure 3. Average Age



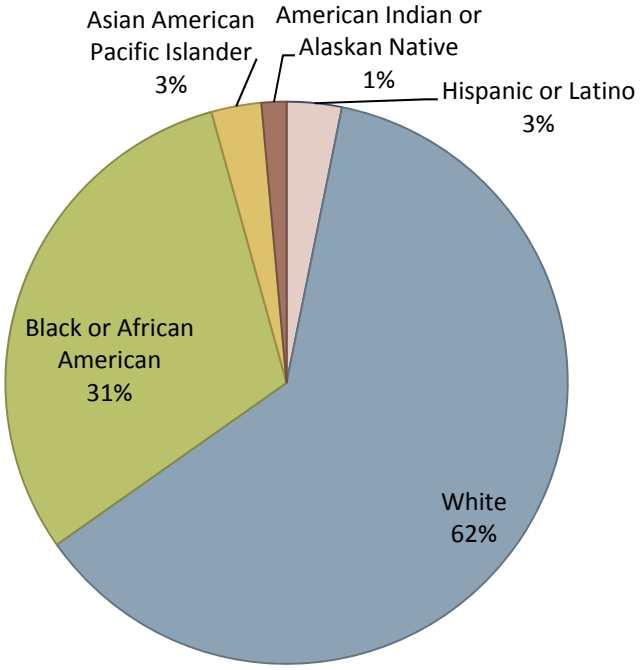
DIVERSITY

At the end of FY 2010, minorities accounted for 37% of all GIPSA permanent employees. When compared to the Civilian Labor Force (CLF), GIPSA must improve representation of minorities, especially Hispanics and Asian American/Pacific Islanders (Asian American) (see Table 2). At the end of FY 2010, Hispanic employees represented only 3% and Asian American 2% of GIPSA's workforce, compared to 10.7% and 3.8% of the CLF, respectively.

One of GIPSA's greatest challenges is to increase representation of individuals with disabilities and veterans. In FY 2010, GIPSA's percentage of employees with reported disabilities was 4% and 0% of employees with targeted disabilities[2]. The federal government's goals for these groups are 8% for reported disabilities and 2% for targeted disabilities. By the same year, 11% of GIPSA's permanent workforce were veterans. GIPSA will continue its efforts to increase veterans' representation, particularly those with a disability.

Table 2	Women	Black	Hispanic	Asian /Pacific Islander	American Indian/Alaska Native	White
GIPSA	33.8%	30.5%	3.1%	2.9%	1.4%	61.8%
CLF 2000	46.8%	10.5%	10.7%	3.8%	0.6%	72.7%

Figure 4. GIPSA Workforce Distribution by Race/Ethnicity

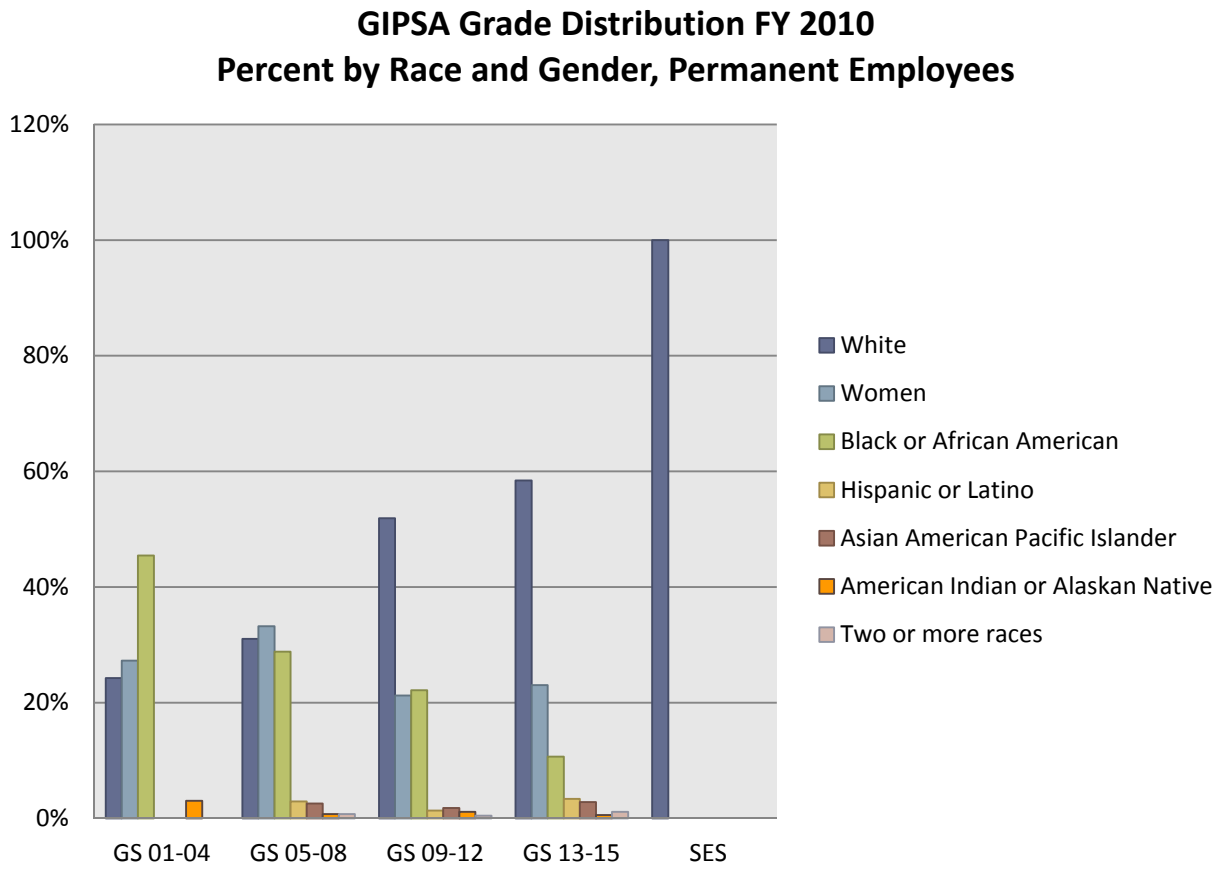


[2] Targeted disabilities include deafness, blindness, missing limbs, partial paralysis, total paralysis, convulsive disorder, mental retardation, mental illness, and distortion of limb/spine.

Grade Distribution and Minority Representation

In FY 2010, the average GIPSA grade level for permanent employees was a GS-12. Of the total permanent employees, 5% were in GS 1-4 positions, 25% were in grades GS 13 and above, 39% were in GS 5-8 positions, and 64% were in GS 9-12 positions. GIPSA has three Senior Executives.

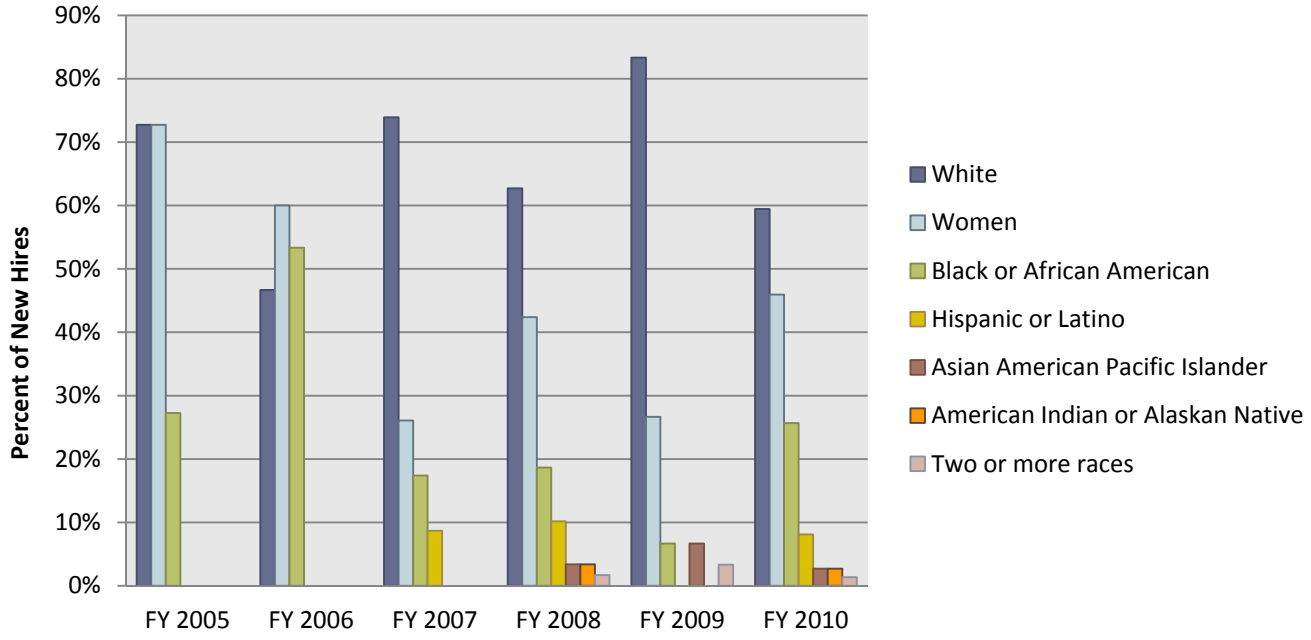
Most employees at the GS 5-8 grade are women (33%), White (31%), and Black or African American (29%). At the following GS 9-12, White employees comprise 52% of the permanent workforce compared to 22% Black/African American, 21% women, 2% Asian American, and 1% Hispanics. The percentage of White employees at the next GS 13-15 increases to 58% and women to 23%, but it decreases to 11% for Black or African American.



New Hires

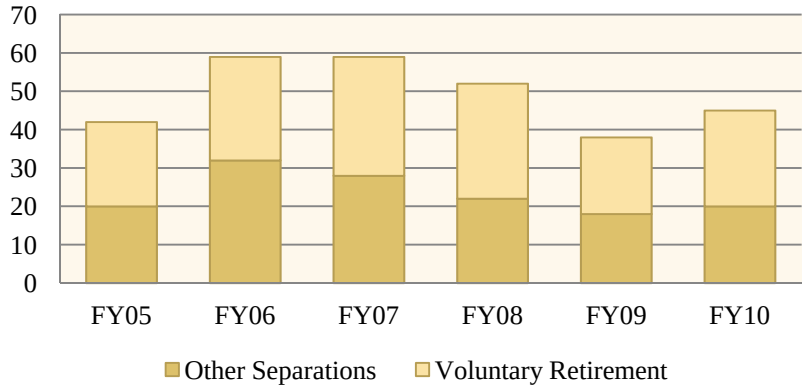
GIPSA hired 74 permanent employees in FY 2010. For the same year, as a percentage of new hires, women increased from 46% compared to 27% in FY 2009. Also, Black or African American's percent of new hires increased from 7% to 26% and for Hispanics from 0% to 8% in FY 2010. The percentage of new hires for Asian American Pacific Islander decreased from 7% to 3%.

Figure 6. GIPSA New Hires
Permanent Employees FY 2005-2010



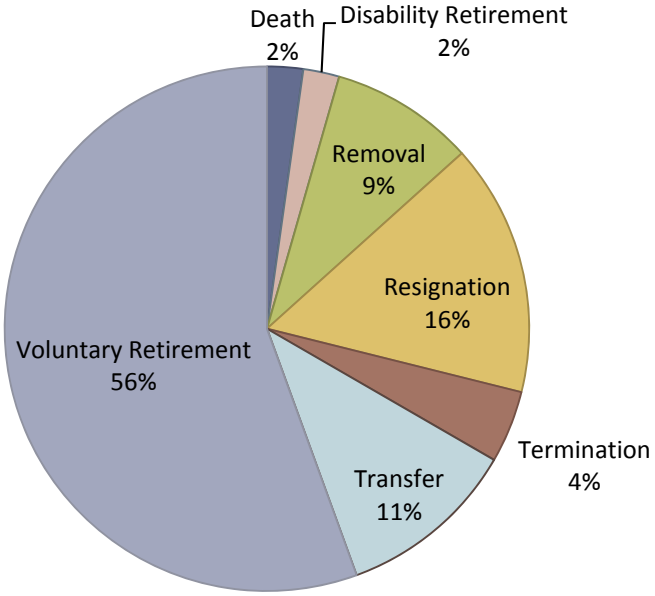
SEPARATIONS

Figure 7. GIPSA Separations FY 2005-2010



Voluntary retirements account for 53% of separations from FY 2005-2010 (see Figure 7). In FY 2010, of the 45 permanent employees who left GIPSA, 25 (56%) retired voluntary and 7 (16%) left by resignation (see Figure 8). The remaining losses were 5 (11%) transfers, 4 (9%) removals, 2 (4%) terminations, 1 (2%) death, and 1 (2%) disability retirement.

Figure 8. GIPSA Separations by Type FY 2010



Workforce Attrition

Figure 9, below, illustrates that 46% of GIPSA's permanent workforce will be eligible to retire by 2015. Out of those eligible to retire, 37% are FGIS employees. Considering each program separately, the Office of the Administrator could potentially see a turnover in staff of 38% through FY 2015, the majority of which are stationed in the Washington, DC, area (see Figure 10). FGIS could potentially see a turnover of 53% with League City, Texas; New Orleans, Louisiana; and Portland, Oregon, field offices accounting for nearly 50% of those eligible for retirement in FGIS. The P&SP could potentially see a turnover of 27%, mostly in the Washington, DC, and Aurora, Colorado, locations.

Figure 9. GIPSA Retirement Eligibility by Program Area FY 2015

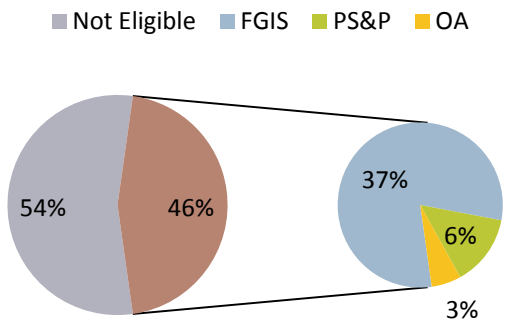


Figure 10. Short Term and Long Term Retirement Eligibility by Program Area

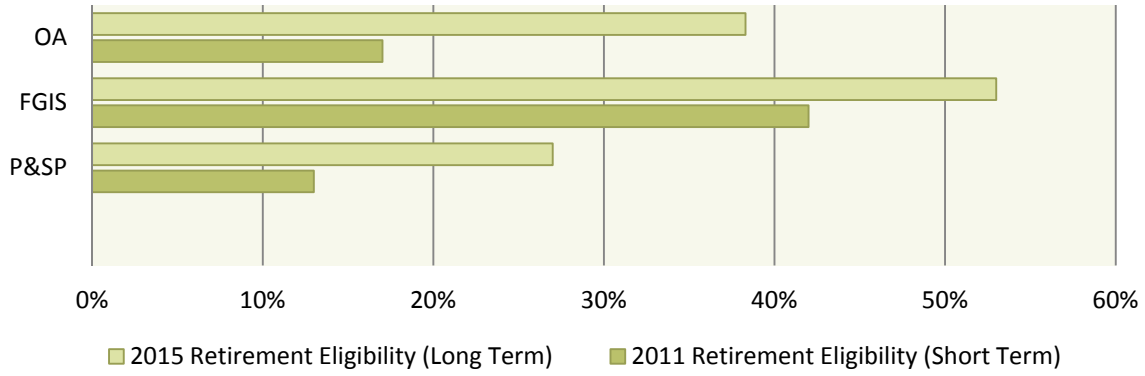
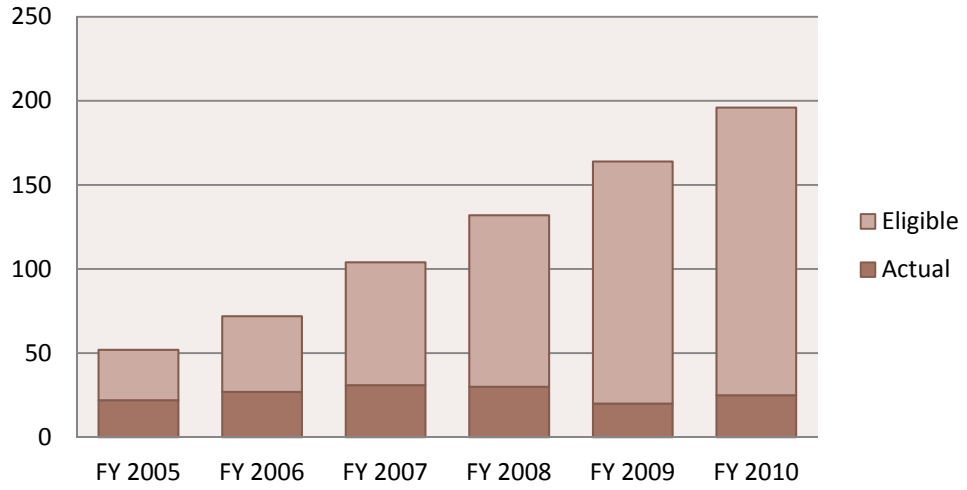


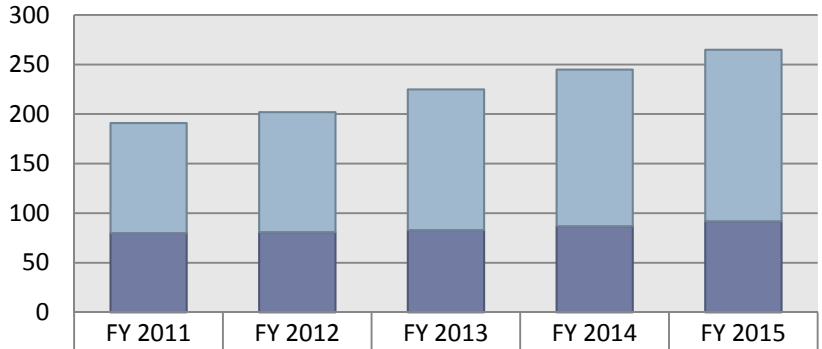
Figure 11. Retirement Eligibility vs. Actual Retired FY 2005-2010



From FY 2005-2010, the average age of retiring employees was 60 years old with 29 years of service. For the same time period, on average, employees retired within three years of becoming eligible.

Retirement eligibility has increased over the years for GIPSA, but the number of people that have retired has not increased. In 2005, 42% of those employees eligible actually retired compared to 13% in FY 2010 (see Figure 11). This percentage may increase in upcoming years due to budget restrictions, the recently imposed pay freeze of federal salaries through 2012, and proposed federal benefit changes. By 2015, out of the 265 employees eligible to retire, 92 or 35% will be supervisors or managers.

Figure 12. Supervisors Retirement Eligibility FY 2011-2015

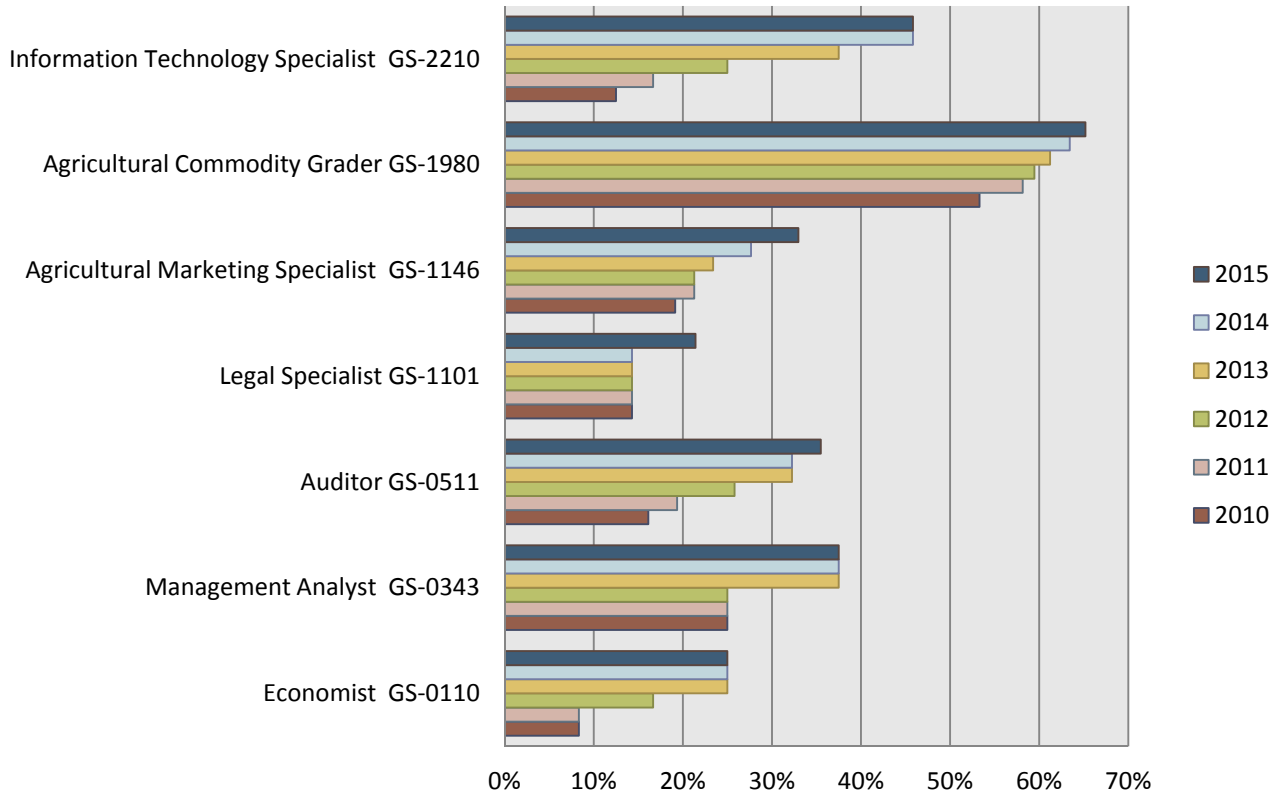


	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Other Employees Eligible to Retire	111	121	142	158	173
Supervisors and Managers	80	81	83	87	92

Mission Critical Occupations

Figure 13 depicts the seven positions that GIPSA has identified as critical to achieving its mission[3]. During FY 2010, approximately 62% of GIPSA's permanent workforce was in mission critical occupations (MCO). Out of these seven positions, the Agricultural Commodity Graders (65%), IT Specialists (46%), and Management Analysts (38%) have the highest number of employees eligible to retire by 2015.

Figure 13. Retirement Eligibility of MCO Occupations



[3] Data as of April 10, 2010

Table 3. Retirement Eligibility by Occupational Series[4]

SERIES	POSITION TITLE	TOTAL	%	2011	2012	2013	2014	2015
18	SAFETY & OCCUPTL HEALLTH SPECIALIST	2	0.3%	0	0	1	1	1
110	ECONOMIST	12	1.8%	1	2	3	3	3
260	EQUAL EMPLOYMENT SPECIALIST	7	1.0%	1	1	1	1	2
301	MISCELLANEOUS ADMIN & PROGRAM	10	1.5%	4	4	4	5	5
303	MISCELLANEOUS CLERK AND ASSISTANT	39	5.8%	7	9	13	14	17
318	SECRETARY	6	0.9%	1	1	1	2	2
326	OFF AUTOMATION ASSISTANT	1	0.1%	0	0	0	0	0
340	PROGRAM MANAGEMENT	3	0.4%	2	2	2	2	2
341	ADMINISTRATIVE OFFICER	5	0.7%	1	1	1	1	1
343	MANAGEMENT AND PROGRAM ANALYSIS	16	2.4%	4	4	6	6	6
391	TELECOMMUN SPECIALIST	1	0.1%	0	0	0	0	0
399	STUDENT TRAINEE CLERK	1	0.1%	0	0	0	0	0
501	FINANCIAL ADMNISTRATION AND PROGRAM	1	0.1%	0	0	0	1	1
503	FINANCIAL REPTS ASSISTANT	2	0.3%	0	0	0	1	1
511	AUDITOR	31	4.6%	6	8	10	10	11
560	BUDGET ANALYST	3	0.4%	0	0	0	0	0
599	STUDENT TRAINEE	3	0.4%	0	0	0	0	0
855	ELECTRONIC ENGINEER	2	0.3%	1	1	1	1	1
890	AGRICULTURAL ENGINEER	2	0.3%	1	1	1	1	1
963	LEGAL INSTRUMENTS EXAMINING	11	1.6%	0	0	0	1	2
1101	LEGAL SPECIALIST	14	2.1%	2	2	2	2	3
1146	AGRICULTURALL MARKETING SPECIALIST	94	13.9%	20	20	22	26	31
1150	INDUSTRIAL SPECIALST	9	1.3%	5	5	6	8	8
1301	PHYSICAL SCIENTIST	17	2.5%	5	5	5	5	6
1311	PHYSICAL SCIENCE TECHNICIAN	11	1.6%	4	4	4	4	6
1320	CHEMIST	8	1.2%	1	1	1	1	1
1399	STUDENT TRAINEE PHYSICAL SCIENTIST	1	0.1%	0	0	0	0	0
1529	MATHAMATICAL STATISTICIAN	1	0.1%	1	1	1	1	1
1712	TRAINING SPECIALIST	1	0.1%	0	0	0	0	0
1801	GEN, INSPECTION, INVESTIGATION & COMP.	11	1.6%	7	7	7	7	8
1980	AGRICULTURAL COMMODITY GRADER	227	33.5%	132	135	139	144	148
1981	AGRL COMMODITY TECHNICIAN	101	14.9%	16	17	23	27	29
2210	IT SPECIALIST	24	3.5%	4	6	9	11	11
	Totals	**677**	**100.0%**	**226**	**237**	**263**	**286**	**308**

[4] Data as of April 10, 2010

WORKFORCE GAPS

STAFFING LEVELS

Packers and Stockyards Program (P&SP)
A high percentage of P&SP employees, many of whom are managers, will be eligible to retire between 2011 and 2015. Two P&SP occupations show high short term (2011) and long term (2015) retirement eligibility: auditors and senior management.

In FY 2010, P&SP employed twenty-eight auditors with the average age being 45 years. Five auditors (18%) have short term retirement eligibility by the end of 2011 and a total of ten (36%) can retire before the end of 2015. This is of particular concern due to financial protection and structural changes of the industry. These employees will need to be replaced during this period if they retire when eligible.

P&SP faces challenges in replacing managers and supervisors. P&SP management consists of 6 senior management positions and 17 unit supervisors. The Packers & Stockyards Program Senior Management Team (SMT) consists of six career positions which include the Deputy Administrator and five directors. The average age of this group is 55 years old. Three members (50%) of the SMT were eligible to retire in FY 2010 and one additional member reaches retirement eligibility in 2015. Thus, four members (67%) of the current SMT can retire before the end of 2015.

Each regional office employs four unit supervisors who supervise agents in specific program and/or geographic areas. Headquarters staff includes unit supervisor level positions based on technical expertise or supervision. In FY 2010, there were seventeen unit supervisor level employees in P&SP with the average age of 50. A total of six (35%) will be eligible to retire before the end of 2015.

Based on the high retirement eligibility rates for these groups, P&SP has a critical need to continue to develop employees into supervisors and leaders to create a pool of applicants for Senior Management Team and unit supervisor positions as both group members retire between now and 2015.

Additionally, over one-third of P&SP Administrative and program support staff becomes retirement eligible by the end of 2015. Because of the rapid and increasingly complex nature of industry change, P&SP needs to maintain appropriate staffing levels to conduct targeted investigations to enforce the P&S Act, deter violations of the Act, and increase the regulatory compliance with the Act. Rapid technological evolution and its adoption in the livestock, meat, and poultry industries also place a premium on the capability of P&SP to both hire and train personnel.

Federal Grain Inspection Service (FGIS)

FGIS faces high retirement eligibility of the program's workforce, especially in the field, by 2015. Many employees in the mission-critical Agricultural Commodity Grader, GS-1980, and Agricultural Marketing Specialist, GS-1146, series were hired in 1976 and are under the Civil Service Retirement System (CSRS). Typically, employees covered by the CSRS retire within 4 years of reaching the minimum voluntary age and length of service criteria. By 2015, 53% of the entire FGIS workforce will be eligible for retirement. For the Agricultural Commodity Grader (ACGs) and Agricultural Marketing Specialist series, retirement eligibility will reach 65% and 33% by 2015, respectively.

FGIS is working to provide solutions that will mitigate the impact of attrition. We are proactively working to build a talented and diverse candidate pool for mission-critical positions to ensure continued high-quality service facilitating the marketing of grain. Maintaining optimum staffing levels of qualified ACGs is critical to ensuring an efficient export grain marketing system. While we face high attrition in these mission-critical series, many factors will lessen the impact of their potential departure. The consolidation of quality assurance functions into a centralized monitoring system has lessened the number of ACGs needed to perform those functions in the field. The dispersal of supervision and oversight activities will also lessen the number of ACGs required in the domestic market while at the same time providing employment opportunities for employees as service specialists.

At FGIS Technical Center in Kansas City, Missouri, 35% percent of employees will be eligible to retire by 2015. By the same year, 59% of all field office staff (i.e., those who perform primarily the day-to-day line operations of FGIS) will be eligible to retire. We need to prepare for the projected attrition, particularly in our export field offices. In Portland, 74% of the staff will be eligible to retire and 63% in League City and Grand Forks. New Orleans faces a 54% retirement eligibility rate by the same time period.

While information technology and new testing technology will require additional training of personnel and modifications in business practices, the biggest challenge will be recruitment of personnel to replace the highly experienced staff projected to retire. Key staff personnel such as Supervisory Agricultural Commodity Graders will need to be replaced at a constant pace in order to maintain business operations. In FY 2011, 88% of all ACGs in a supervisory role in the field offices will be eligible to retire. This percentage reaches 94% by FY 2015.

FGIS faces potential recruitment issues for vacancies in Washington, D.C, due to the area's transportation challenges and high cost of living. FGIS expansion at the National Grain Center in Kansas City, Missouri, has improved GIPSA's ability to recruit a diverse pool of qualified candidates with strong agricultural skills, especially at the entry level.

Office of the Administrator (OA)
GIPSA's Office of the Administrator (OA), located in Washington, DC, consists of three divisions with approximately 45 (7% of total workforce) employees that provide shared services to the agency's program areas (P&SP and FGIS): Civil Rights Staff, Information Technology Staff, and the Management and Budget Services. The average age of OA employees is 49 years old and the average length of service is of 15 years. In the short term, 8 employees or 13% of OA employees will be eligible to retire in 2011. This rate is more significant by 2015, when almost 40% will be able to retire.

OA faces attrition in two mission critical occupations (MCO), IT Specialists and Management Analysts (see Figure 13). Similar to GIPSA's program areas**,** many factors will contribute to the hiring of new employees and potential departure of employees in this mission critical series. The set of skills and abilities required by these positions are easily transferable compared to the high level of technicality expected of Agricultural Commodity Graders. This factor makes the pool of potential candidates larger than of other MCOs. However, recent government-wide budget cuts have limited GIPSA's hiring ability and encouraged voluntary early retirements. In addition, Washington, DC's high cost of living, commuting challenges, and identification as a potential terrorist target are all recruitment challenges to filling positions in OA.

SKILLS AND COMPETENCIES

Packers and Stockyards Program (PS&P)
Potential retirements and new or increased responsibilities will create gaps in staff skills and competencies. Our goal is to fill vacancies with qualified candidates who possess the skill sets needed for the positions. P&SP anticipates that the skill sets for each discipline will continue to be more technical and specialized over time. This means employing the most effective leadership and ensuring the continued evolution of management skills.

P&SP will require refined economic and auditing, as well as financial, marketing, legal, and technological skills, to effectively address changes in industry structure and competition issues, and to provide greater flexibility and efficiency in enforcing the Packers and Stockyards Act.

New managers will require Levels III and IV competencies during 2010-2015 (See Appendix B). Other personnel will require further development of Levels I and II competencies, including technical skills related to conducting complex investigations and knowledge in advanced accounting, industrial organization, econometric theory, and experience in applying complex accounting and econometric techniques.

P&SP must train employees and managers to broaden their perspectives and to increase their problem solving skills to ensure employees can think and act in complex situations across organizational boundaries. This will result in improved policy development and implementation.

Federal Grain Inspection Service (FGIS)
Two key factors are shaping FGIS' future workforce needs: accelerated attrition and revised business practices made possible through the introduction of information technology and new grain quality assessment methods.

Attrition from the Agricultural Commodity Graders and Agricultural Marketing Specialists will result in a loss of highly skilled personnel who possess significant institutional and technical inspection expertise. In order to maintain a pool of candidates for Agricultural Commodity Graders in a supervisory role, FGIS will conduct front-line supervisory training with an emphasis on the Agency's regulations and new policies/procedures; the training will also focus on developing interpersonal relations, communication, and supervisory competencies, including technology and financial management, accountability, strategic thinking, creativity and innovation, partnering, and entrepreneurship (Levels III and IV, see Appendix B).

Modifications of business practices require FGIS management to recruit, hire, develop, and promote employees with the following abilities:

- Enhanced grain quality, quality assurance, and data analysis skills for the developing and monitoring of a wide range of data and information in areas related to managing the Quality Assurance/Quality Control (QA/QC) Program
- Proficient skills in research, methods development, reference standards, technical training, and technical support programs to provide analytical methods for official inspection services
- Strengthened supervision and oversight skills for personnel working directly with State and private inspection entities and relying on remote access to technical performance data
- Expanded project management competencies for program personnel integrating program requirements with technological application
- Knowledge in the use of new web-based applications developed for program operations.

Office of the Administrator (OA)
The three offices within the Office of the Administrator (OA) provide a vast array of shared services including training, human resources, information technology (IT), budget, and civil rights (Levels I-IV, see Appendix B). Recruitment and employee development efforts in OA must incorporate a broad mixture of skills and competencies necessary to meet its goal of implementing management initiatives while delivering high-quality services to all GIPSA employees. These skills include:

- Knowledge of human resources and personnel processes for hiring and promotion activities
- Writing skills for regulatory and policy making
- Knowledge of performance management and training for employee development and leadership development for succession planning
- Budget formulation and execution skills to manage all available funding and secure

adequate funds for successful agency operations

- Knowledge of Safety & Occupational Health laws and regulations to protect employees and foster a safe work environment
- General administrative skills to support administrative web-based systems, internal controls, records management, and related management services
- Technical proficiency of information management systems to support and modernize GIPSA'S business functions
- Knowledge of Equal Employment Opportunity/Civil Rights (EEO/CR) laws and regulations to increase managers' and employees' awareness of key civil rights issues, and regulations, and their responsibilities in carrying out EEO/CR policies and objectives
- Enhanced interpersonal skills to provide customer service

USDA CULTURAL TRANSFORMATION

On September 21, 2009, Secretary Vilsack issued a "call to action" to USDA's senior leadership to culturally transform USDA from a business-oriented perspective. Cultural Transformation at USDA is based upon the premise that how well we serve our customers, their level of satisfaction, and the results produced by our delivery processes is directly related to how well our organization is a representation of those we serve and how well we understand the vast array of cultural differences they represent. To create an environment that is responsive to the demographic and cultural changes occurring in our Nation and in our workforce, we must look at how we perform our tasks, serve our customers, and transform our beliefs, attitudes, and perceptions about differences among employees, customers, and stakeholders.

GIPSA's senior leadership shares the Secretary's commitment to Cultural Transformation and has developed an Action Plan building upon the Department's guidance. It utilizes information learned through the Federal Employee Viewpoint Survey; a recent Organizational Assessment Survey; and the Marketing and Regulatory Program's Management Review. USDA survey results presented human capital challenges related to employee development, recruitment and retention, and employee engagement. GIPSA's Cultural Transformation Action Plan addresses these human capital issues by establishing initiatives that focus on the following areas:

DIVERSITY ROADMAP

- Increase the representation of women, minorities, persons with disabilities by using the MD 715 to conduct workplace analysis to identify areas of under-representation within GIPSA.
- Establish and implement strategies to increase recruitment pools and hiring of individuals that are veterans or have targeted disabilities, and groups that have been identified as under-represented within GIPSA.
- Foster employee retention.
- Support USDA Student Internship Program.
- Promote work life programs that improve employee health, morale, and productivity.

LABOR RELATIONS PARTNERSHIPS

- Implement President's Executive Order 13522.

PROCESS IMPROVEMENT

- Utilize modern technology to improve timeliness of reporting shiphold exam results to applicants for service.
- Improve data transfer from rice mills to the field office for certification.
- Improve the timeliness and efficiency of the process used by Policy & Litigation Division (PLD) and OGC to review P&SP cases, determine appropriate enforcement action on their legal merits, and successfully close these cases.

Leadership Development

- Enhance leadership abilities of managers and supervisors.
- Increase leadership accountability.

Employee Development

- Identify training needs through the utilization of Individual Development Plans (IDP).
- Promote and advance the Leadership Development Program.
- Facilitate understanding of Cultural Transformation.

Talent Management

- Improve Talent Management.

Customer Focus and Community Outreach

- Improve sorghum grading accuracy.
- Improve customer satisfaction.
- Improve internal processes.

Communication Plan

- Utilize a variety of communication approaches to share information and emphasize Cultural Transformation.
- Communicate monthly to all of GIPSA employees.
- Schedule regular meetings to communicate and receive feedback on GIPSA operations
- Preserve customers' confidence in GIPSA's mission and services.

WORKFORCE STRATEGIES

RECRUITMENT AND RETENTION

Recruitment. GIPSA's leadership is committed to increasing the diversity of the agency workforce at all levels of the organization and attracting and retaining a highly skilled, diverse workforce. GIPSA will continue to develop recruitment and hiring strategies that will increase the representation of women, minorities, and persons with disabilities in the GIPSA workforce. GIPSA has designed a Recruitment and Retention plan to increase the diversity of applicants and foster a dynamic retention strategy that will ensure a talented and diverse GIPSA workforce. Recruitment and retention efforts in GIPSA will be targeted for the following groups which have been shown to be underrepresented: Hispanics, Asian Americans or Pacific Islanders, women, veterans, and individuals with disabilities. The plan addresses three key components: Leadership Commitment and Accountability, Recruitment and Outreach, and Employee Retention and Development.

As part of the Recruitment and Retention plan, GIPSA will ensure that all managers, especially hiring managers, advocate the value and importance of hiring and developing underrepresented groups throughout GIPSA and are accountable for recruiting and retaining staff. GIPSA will also utilize an Integrated Recruitment Team composed of representatives from management, Civil Rights office staff, Human Resources staff and the Special Emphasis Program Managers (SEPMS) to plan and coordinate its recruitment campaigns. This central group will work with agency contacts nationwide to take full advantage of local assets, including GIPSA staff and managers who can serve as recruiters at local events.

A related goal is to find new ways to address recruiting and hiring challenges by fully utilizing existing tools and flexibilities. GIPSA will continue to partner with Animal and Plant Health Inspection Service (APHIS) to recruit from outreach events and share vacancy announcements. GIPSA will also promote the Agency as an employer of choice at colleges, organizations supporting underrepresented groups, and with other professional and employee associations. In addition, GIPSA will increase the utilization of special hiring authorities for veterans and individuals with disabilities.

Retention. Tenured employees not only take with them their skills and experience upon retirement, but turnover also can have a substantial impact on line managers, who must reorganize existing work. Thus, it is essential that top quality employees are retained and provided with opportunities to develop themselves within their job series, to develop themselves as future leaders of GIPSA and are encouraged to share knowledge with others in the organization.

GIPSA seeks to foster retention of top quality employees ensuring a diverse talent pool for future succession planning. Retention of employees is critical when faced with such high retirements. We cannot afford to have others leave for other reasons. To meet this goal, GIPSA has a variety of work-life programs available for eligible employees to create a work environment desirable to employees and improve employee health, morale, and productivity. They include: telework, alternative worksite, maxi-flex tours of duty, etc. Additionally, GIPSA will develop strategies based on data from the Employee Viewpoint Survey and GIPSA Organizational Assessment Survey regarding employee recognition, promotions, training, and other career advancement opportunities.

Succession Planning and Leadership Development

Succession planning is a critical component of successful human capital management. Organizations that develop a strong cadre of in-house future leaders reduce the potential for disrupted business operations and services. Effective succession planning builds a leadership talent pool to help ensure leadership continuity. To do this, GIPSA is identifying the best candidates and providing leadership training to develop a cadre of team leaders, supervisors, and managers for the agency.

Work Units Succession Plans. GIPSA is minimizing the impact of attrition by developing succession plans for their work units or organizations. Succession plans focus on the future, walking managers through the process of predicting when positions may open, evaluating talent they have that can fill positions and developing strategies for training existing staff or recruiting new talent**.**

Mentoring. GIPSA's formal mentoring program, which was established in January 2009, will be available for GIPSA employees. The program, created by GIPSA's training staff, establishes a framework where mentors and mentees develop relationships and transfer knowledge through regular meetings and by working together in conducting activities related to their positions. The mentors also work with the new employee's supervisors to ensure participants have the necessary experiences needed to support a successful career in GIPSA.

> *"Is not all about you. Respected leaders have the best interest for the organization as a whole."*
> *GIPSA Management*

Training Requirements for Supervisors. In conformance with existing legislation, directives, and regulations by OPM, USDA's Directive 4120.2 states all probationary supervisors are required to receive up to 40 hours of new supervisory training. GIPSA requires new supervisors and managers to take an additional 40 hours, for a total of 80 hours of supervisory training as indicated in GIPSA Directive 4315.1. About 20 new supervisors completed a planned in-house training in FY 2011.

In addition to the 80 hours of supervisory training required for new supervisors to be certified, training guidelines for each supervisor, manager, and executive include: conducting a 360-

degree self assessment biennially; taking 24 hours per year of training or equivalent developmental effort in the identified leadership competencies; and preparing a development plan annually.

360-degree Leadership Assessment. GIPSA's policy for supervisors, managers, and executives requires them to complete a 360-degree assessment biennially. Each participant identifies three competencies on which to focus and develops an Individual Development Plan to identify the specific training or developmental experiences in those identified areas. The analysis provides a discussion of the most identified competencies to be developed and compared them to previous results.

Experiential Activities. GIPSA provides its employees with a number of development opportunities to help close the gaps between the existing workforce and future needs. Cost-efficient alternatives to formal training include developmental assignments, details, cross-training of personnel, job rotations, and short-term transfers to other units or agencies. These choices have proven very effective in preparing a broad number of candidates for succession because they provide employees with opportunities to focus on their individual training, develop new and mission-critical skills, and obtain new skills for higher and more demanding supervisory positions.

> *"Having a broader perspective is invaluable at whatever stage you are in your career. Always look above and beyond your current area of responsibility."*
>
> *GIPSA Management*

Leadership Development Program. The Leadership Development Program (LDP) is a year-long, formal, development program to better prepare attending participants for increased responsibility in existing or new supervisory or managerial roles in GIPSA. The competency-based program supports GIPSA's succession planning by preparing selected high-potential employees for future supervisory, managerial, and senior technical positions within the Agency through building and improving needed skills, as well as applying new approaches to address present and future needs.. The program supports GIPSA Strategic Plan's Management Initiative 1: Engage employees to transform GIPSA into a model agency and Initiative 2: Be a model civil rights organization.

GIPSA uses a competitive announcement and selection process to identify around 20 participants for the 12-month program. The program design and delivery is a collaborative work with the Office of Personnel Management's Eastern Management Development Center. The LDP's goal is to get potential new leaders ready educationally and experientially for future leadership challenges and opportunities. The 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 27 leadership competencies. GIPSA-specific training modules address official agency standards, authorizing laws and regulations, and technical competencies. GIPSA successfully conducted the program in 2007 and 2009.

The program focuses on five personal dimensions:

- Personal effectiveness, demonstrated through cognitive skills, relating to others, and personal capabilities and characteristics;
- Discipline, demonstrated through a broad understanding of the agency's work, maintaining credibility, communication, and advocacy;
- Business acumen, demonstrated through comprehension of policy, organizational structure, interpersonal relations, and alignment of work to GIPSA strategy;
- Managing information and knowledge, demonstrated through information technology and knowledge management; and
- Leading and managing change, demonstrated through leading and managing change, people, and work.

GIPSA also supports the Federal Executive Institute, Graduate School USA, OPM's Management Development Center Programs, the New Leader Program, Executive Leader Program, Executive Potential Program, and various OPM SES Forums and Federal Executive Board offerings.

Performance Management and Employee Development

Collaborative Training Initiatives. GIPSA replaced training no longer possible with the Department of Homeland Security's Federal Law Enforcement Training Center (FLETC) with similar critical technical training for new employees through the American Association of Certified Fraud Examiners (ACFE). GIPSA and ACFE designed Agency-specific training to include investigative interviewing, causes of fraud, dealing with difficult people, planning and conducting investigations, how to testify, and case management.

GIPSA also developed a 12-module course with the Grain Elevator and Processing Society (GEAPS) and Kansas State University. 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.

FGIS Internship Program. The Federal Grain Inspection Service (FGIS) Internship Program (FIP) is designed to help FGIS recruit and attract exceptional individuals into a variety of occupations. Individuals selected for these positions are appointed to a 2-year internship with FGIS. Upon successful completion of the program, the intern may be eligible for non-competitive conversion to a permanent position and become Agricultural Commodity Graders responsible for a wide variety of grain inspection services. Interns participate in developmental assignments that provide them with the necessary skills to be the next generation of GIPSA

leaders. Incumbents work rotating assignments throughout the United States and participate in the full range of inspection work to acquire on-the-job experience and training necessary for advancement.

Individual Development Plans. Individual Development Plans (IDPs) for all employees are used to link assessed competency needs to development opportunities, and to encourage employees to identify and take advantage of the training and development programs and activities that are relevant and professionally rewarding. IDPs are created based on skills needed for their organizational units to achieve their own and the Agency's strategic goals and objectives, and for employees to effectively carry out their assigned job responsibilities.

> *"You have to do something with what you're learning. Inaction is worse than making the wrong decision. And if you're wrong, add, correct, modify, and continue improving"*
>
> *GIPSA Management*

Knowledge Management. As eligible employees choose to retire, GIPSA is capturing and building upon critical knowledge to ensure that we meet our strategic objectives. The goal of GIPSA's Knowledge Management (KM) initiatives is to ensure that the knowledge of retiring employees is captured and transferred and the skills of current employees are strengthened.

Multiple agency projects are being designed to prevent future dramatic knowledge losses. By capturing GIPSA's historical and critical knowledge, we are capable of reviewing past efforts and results in specific areas to ensure the knowledge is used in addressing recurring market challenges. We are capturing critical historical knowledge into various readily accessible media:

- Two FGIS document-scanning projects which contain historical documents and research activities conducted by FGIS and/or its research partners
- Recorded interviews designed to capture knowledge from employees eligible to retire and retirees
- The PS&P chronicles titled the *Packers and Stockyards Act of 1921-A History of Administration and Enforcement* which provides an overview of the 89 year history of the Act and its amendments, related Congressional actions, major cases, and agency leadership

Special Teams and Taskforces. GIPSA believes in the importance of engaging employees in change management and decision making processes. To this end, GIPSA has institutionalized a number of special teams and taskforces composed of employees responsible for designing and implementing changes and related initiatives throughout the Agency.

The Packers and Stockyards Program (P&SP) and the FGIS Change Control Working Group (CCWG), administer a structured procedure to evaluate change requests submitted by GIPSA employees and facilitate implementation of those changes, which enhance operational efficiency and effectiveness. Both groups are established as clearinghouses for all continuous improvement initiatives to ensure employees have a voice in the direction and decision making

of GIPSA. Team members represent all divisions and serve different term lengths following a staggered rotation scheme.

> *"Approach each task with equal enthusiasm, as if your career depends on it. Ultimately, it will catch somebody's eye"*
> *-GIPSA Management*

Other teams include the P&SP's Weighing and Grading Technical Team (WGTT) which evaluates weighing and grading issues and the Financial Technical Team (FTT) in charge of providing recommendations related to financial matters. Similarly, the FGIS Market Needs Team is responsible for evaluating GIPSA's grain standards and testing methods and the GIPSA Advisory Committee and Special Emphasis Program Managers Groups work on issues related to diversity, EEO, and civil rights.

Online Learning. GIPSA must ensure availability of the necessary training tools while working within the constraints of limited resources. Employees interested in their career development have the opportunity to choose from a large collection of online training tools available through the USDA's AgLearn application. For training related to specific program areas, GIPSA has developed the P&SP training modules, FGISonline videos, grading tutorials, and the grain inspection orientation videos available to all employees from the agency's internal webpage, *In*GIPSA.

DIVERSITY AND EQUAL OPPORTUNITY

Outreach Activities. GIPSA participates in outreach opportunities at trade shows, fairs, and community events to explain GIPSA programs and employment opportunities and to distribute informational pamphlets. We will continue participating in outreach activities such as the:

- National Federal Asian Pacific American Conference
- League of United Latin American Citizens Conference
- Minorities in Agriculture Natural Resources and Related Sciences (MANNRS) Annual National Conference and Career Fair
- Local chapter meetings of Blacks In Government
- International Poultry Exposition

GIPSA will also continue working with other USDA agencies to meet diversity and minority representation goals by targeting more applicants with disabilities, especially veterans, and expanding relationships with institutions that have a high percentage of women and minorities pursuing degrees in the areas of specialization needed by GIPSA.

Internship Programs. The agency utilizes summer intern programs as a long-term approach to addressing identified workforce diversity needs in the future. GIPSA will continue recruiting Hispanic students through the Hispanic Association of Colleges and Universities Internship Program (HACU) and American Indian and Alaskan Native students through the Washington Internship for Native Students (WINS) program.

Scholarship Program. GIPSA continues to provide support for the USDA 1890 Liaison Scholars Program Initiative and the 1994 Tribal Scholars Initiative. These programs offer scholarships to U.S. citizens who are seeking a bachelor's degree in agriculture or related sciences at one of the seventeen 1890 Land-Grant Institutions or Tribal Institutions. The purpose of these programs is to strengthen the long-term partnership between USDA and the Institutions; offer career opportunities at USDA; and increase the number of students studying agriculture, food, and nutrition, and natural resources sciences.

Partnerships. GIPSA will maintain its support to the University of Arkansas at Pine Bluff's Center of Excellence program in Agricultural Health Regulatory Science and Risk Assessment. Students from this program are hired annually for a summer intern position to gain experience in the regulatory field.

GIPSA will also maintain its annual support to the Exploring Opportunities in Agricultural, Family & Consumer Services (EOAFCS) program. This program is sponsored by Southern University, Baton Rouge, Louisiana. The program provides an opportunity for high school students to gain first-hand knowledge of the career opportunities in agriculture, family, and consumer sciences.

WORKFORCE PLANNING

GIPSA recognizes the changes occurring in U.S. agriculture and their impact on GIPSA's programs and workforce. The potential loss of employees due to future retirements presents a challenge for GIPSA's workforce planning. In the next several years, GIPSA will need to find replacements for both supervisory and nonsupervisory employees who will likely retire. GIPSA will likely see an increase in voluntary retirements in the future because of the long length of service of many employees in the Federal Grain Inspection Service. The highly transferable skills, especially from employees in the Office of the Administrator and the Packers and Stockyards Program, also present a turnover challenge for GIPSA. In addition, the impact of budget restrictions and proposed retirement incentives may result in the need for refocusing or retraining employees as opposed to backfilling jobs through hiring.

GIPSA will continue to strengthen workforce planning and expand the use of workforce data analysis as a basis for developing human capital strategies. Throughout the next five years, we will monitor the number of employees retiring, especially supervisors and those in mission critical occupations, to ensure we maintain a skilled, professional workforce. We will find innovative approaches to implementing key strategies and evaluating their outcomes to determine their effectiveness and overall impact in the workforce.

APPENDIX A: HUMAN CAPITAL ACTION ITEMS

Human Capital Action Items
Recruitment and Retention
• Implement GIPSA Recruitment and Retention Plan. • Ensure hiring managers advocate the value of hiring, retaining, and developing underrepresented groups. • Provide a variety of work life programs including telework, alternative worksite, maxi-flex tours of duty, etc.
Succession Planning and Leadership Development
• Develop succession plans for work units. • Enforce training requirements for supervisors. • Conduct 360-degree Leadership Assessment biennially. • Provide development opportunities such as cross-training, job rotations, and details. • Institutionalize GIPSA Leadership Development Program (LDP)
Performance Management and Employee Development
• Continue collaborating with other organizations to provide training. • Continue developing employees through program-specific internship programs. • Utilize Individual Development Plans (IDPs) to assess competency needs. • Ensure the knowledge of retiring employees is captured and transferred through various Knowledge Management (KM) initiatives. • Involve employees in special teams and taskforces responsible for change management and decision making processes. • Provide online training.
Diversity and Equal Opportunity
• Participate in outreach activities to promote GIPSA. • Utilize internship programs to recruit employees from minority groups. • Continue supporting scholarship programs and partnerships.
Workforce Planning
• Strengthen workforce planning and expand the use of workforce data analysis to develop human capital strategies.

APPENDIX B: GIPSA LEADERSHIP EFFECTIVENESS FRAMEWORK (LEF)

EXECUTIVES:
Leading Organizations
LEVEL IV COMPETENCIES

Vision
External Awareness
Entrepreneurship
Strategic Thinking

MANAGERS:
Managing Programs
LEVEL III COMPETENCIES

Political Savvy
Technology Management
Financial Management
Decisiveness
Accountability
Creativity & Innovation
Partnering

®

LEVEL III COMPETENCIES

SUPERVISORS:
Managing Projects & People
LEVEL II COMPETENCIES

Conflict Management
Influencing/Negotiating
Human Resources Management
Leveraging Diversity
Team Building
Service Motivation

®

LEVEL II COMPETENCIES

®

LEVEL II COMPETENCIES

↑ ↑ ↑ ↑ ↑ ↑

ALL EMPLOYEES
Managing Self
LEVEL I – CORE COMPETENCIES

Oral Communication	Problem Solving	Customer Service
Written Communication	Interpersonal Skills	Flexibility
Teamwork/Team Building	Integrity/Honesty	Resilience
	Continual Learning	Technical Credibility

OPM Competency Definitions

The leadership competencies are the personal and professional attributes that are critical to the successful performance of a leader.

Fundamental Competencies

These cross-cutting competencies are the foundation for success of leaders at all levels.

Integrity/Honesty - Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

Interpersonal Skills - Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

Continual Learning - Assesses and recognizes own strengths and weaknesses; pursues self-development.

Resilience - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Oral Communication - Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

Written Communication - Writes in a clear, concise, organized, and convincing manner for the intended audience.

Flexibility - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Problem Solving - Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Team Leader/Project Manager

Team Building - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

Customer Service - Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

Technical Credibility - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

Accountability - Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

Decisiveness - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

SUPERVISOR

Human Capital Management - Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Leveraging Diversity - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Conflict Management - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Public Service Motivation - Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Developing Others - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

MANAGER

Technology Management - Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

Financial Management - Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

Creativity and Innovation - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

Partnering - Develops networks and builds alliances, collaborates across boundaries to build strategic relationships and achieve common goals.

Political Savvy - Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

EXECUTIVE

External Awareness - Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

Vision - Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Strategic Thinking - Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Entrepreneurship - Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

APPENDIX C: RETIREMENT ELIGIBILITY HIGHLIGHTS

Mission Area	GIPSA													
Agency	P&SP	%	FGIS	%	IT	%	Civil Rights	%	MBS	%	OA (other)	%	Total	%
Total workforce[5]	159		467		21		6		18		2		673	
Total Career Full Time	119	75%	440	94%	20	95%	6	100%	18	100%	2	100%	605	90%
Total Career Part Time	1	1%	3	1%	0	0%	0	0%	0	0%	0	0%	4	1%
Total Career SES	1	1%	2	0%	0	0%	0	0%	0	0%	1	50%	4	1%
Total Career Managers (GS 14-15)	18	11%	16	3%	3	14%	1	17%	3	17%	0	0%	41	6%
Total Career Supervisors (GS 7-13)	4	3%	51	11%	0	0%	0	0%	0	0%	0	0%	55	8%
Total non-career (Sched B,Inermittents, etc)	39	25%	24	5%	1	5%	0	0%	0	0%	0	0%	64	10%
Supervisor Ratio	1:6		1:6		1:6		1:5		1:7		1:1		1:6	
Average Pay Grade/Step	11		9		13		13		12		13		12	
Average Age	45		50		46		46		48		56		49	
% ≤ 30	21	13%	47	10%	1	5%	0	0%	2	11%	0	0%	70	10%
30< % ≤ 40	37	23%	61	13%	6	29%	1	17%	0	0%	0	0%	104	16%
40 < % ≤ 50	43	27%	61	13%	5	24%	4	67%	9	50%	0	1%	122	18%
50 < % ≤ 60	48	30%	238	51%	8	38%	1	17%	5	28%	0	0%	300	45%
% > 60	10	6%	61	13%	1	5%	0	0%	2	11%	0	1%	73	11%
Average Length of Service	13		19		18		20		22		1.5		16	
Overall Diversity Representation	48	27%	242	41%	8	38%	5	83%	9	50%	1	50%	313	39%
Veteran Representation	17		61		2		0		1		0		81	12%
Actual 2009 Retirement %	4	3%	16	3%	1	5%	0	0%	2	11%	0	0	23	3%
Average age at 2009 retirement	57		59		60		0		60		0		59	
Average Length of Service at 2009 Retirement	29		33		27		0		27		0		28	
Actual 2005-2009 Retirement %	22	14%	100	21%	3	14%			2	11%	1	50%	128	
Average age 2005-2009 Retirement	59		60		60		0		60		55		60	9%
Average Length of Service 2005-2009 Retirement	28		29		30		0		27		32		29	
2011 Retirement Eligibility (Short Term)	20	13%	198	42%	3	14%	1	17%	4	22%	0	0%	226	34%
2015 Retirement Eligibility (Long Term)	43	27%	247	53%	8	38%	2	33%	7	39%	1	50%	308	46%

[5] Data as of April 2010.