

Grain Inspection, Packers and Stockyards Administration

Human Capital Plan **FY 2005-2007**

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Executive Summary

The Grain Inspection, Packers and Stockyards Administration (GIPSA) facilitates the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products, and promotes fair and competitive trading practices for the overall benefit of consumers and American agriculture. GIPSA's mission is carried out in two different areas. The Packers and Stockyards Programs (PSP) promotes fair, open, and competitive markets in the livestock, meat, and poultry segments of American agriculture. The Federal Grain Inspection Service (FGIS) administers the grain inspection and weighing program which provides the U.S. grain market with Federal quality standards and a uniform system for applying them.

GIPSA has established two strategic goals to accomplish its mission:

1. Promote fair and competitive marketing in livestock, meat, and poultry; and,
2. Facilitate the marketing of U.S. grain and related agricultural products.

In addition to its strategic goals, GIPSA fully supports the President's Management Agenda (PMA) and United States Department of Agriculture (USDA) Management Initiatives. GIPSA has developed the following initiatives to support these endeavors:

- Strengthen human capital management;
- Improve financial management;
- Expand electronic government;
- Ensure budget and performance integration;
- Contribute to homeland security.

The purpose of the GIPSA Human Capital Plan is to address the strategic utilization of the agency's workforce through FY 2007. The GIPSA Human Capital Plan is in alignment with the following Departmental and agency plans:

- USDA Strategic Human Capital Plan FY 2005-2007
- USDA 'Proud To Be' Plan FY 2005
- GIPSA Strategic Plan FY 2005-2009
- GIPSA Civil Rights Strategic Plan

The GIPSA Human Capital Plan serves as a guide for the GIPSA Human Capital initiative and is supplemented by the GIPSA Workforce Plan FY 2005-2009 and the GIPSA Succession Plan.

Agency Overview

The Grain Inspection, Packers and Stockyards Administration (GIPSA) works to ensure a productive and competitive global marketplace for U.S. agricultural products. GIPSA's vision is to be a dynamic organization that is able to respond effectively to the changing conditions of American agriculture. As a dynamic organization, GIPSA values:

- integrity and professionalism
- innovation among individuals and teams
- diversity in the workforce
- employees and customers
- fiscal responsibility

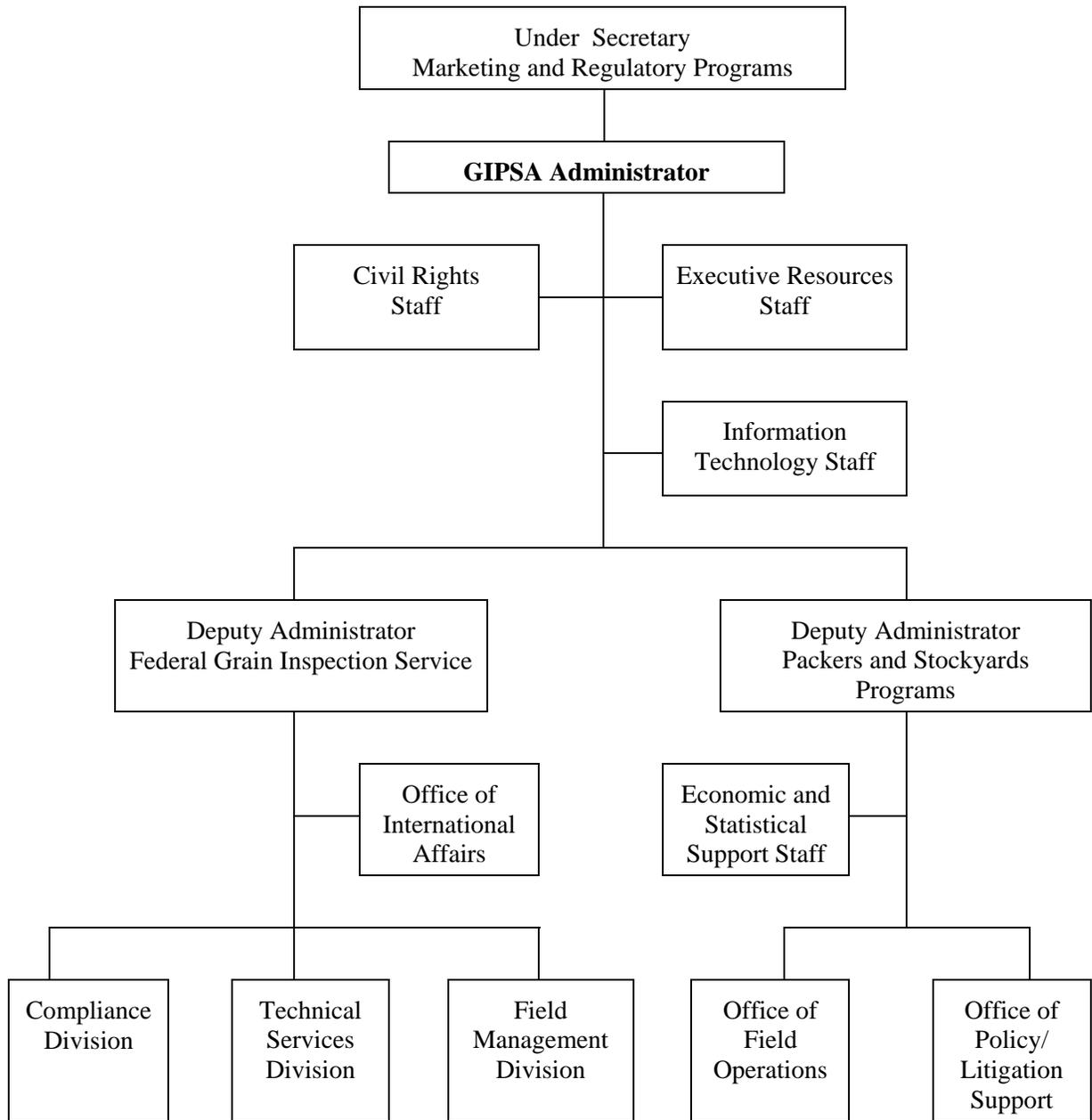
GIPSA's Packers and Stockyards Programs promotes fair business practices and a competitive environment for the marketing of livestock, meat, and poultry. Through its oversight activities, including educational outreach, investigations, audits, and monitoring programs, GIPSA works to foster fair and open competition, provide payment protection, and guard against deceptive and fraudulent practices affecting 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 operates under the authority of the Packers and Stockyards Act of 1921, as amended.

The Agency's Federal Grain Inspection Service (FGIS) 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. These activities promote fair and transparent markets, increase crop value by aligning crop quality with specific consumer demands, reduce trade disputes resulting from conflicting descriptions of crop quality and value, and minimize the cost of transactions between buyer and seller, both in the domestic and global market. FGIS operates under the authority of the United States Grain Standards Act (USGSA) and the Agricultural Marketing Act of 1946 (AMA).

GIPSA currently employs more than 700 people in headquarters, regional, and field offices throughout the United States. GIPSA's headquarters staff is located in Washington, D.C. and Kansas City, Missouri. P&SP has regional offices in Atlanta, Georgia; Des Moines, Iowa; and Denver, Colorado. FGIS field offices are located across the country to ensure the availability of official inspection and weighing services anywhere in the United States, and in eastern Canada to provide inspection of U.S. grain at Canadian ports. GIPSA's mission-critical occupations are as follows:

- Agricultural Commodity Grader, GS-1980
- Agricultural Marketing Specialist, GS-1146
- Auditor, GS-511
- Economist, GS-110

GIPSA's organizational structure is reflected below:



GIPSA delivers its programs and conducts its activities without discriminating on the basis of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, or marital or family status. GIPSA values employees and applicants for their diversity and affords them equal opportunity in all aspects of employment, such as recruitment, hiring, promotion, career development, and awards. Each employee is treated fairly, equitably, and with dignity and respect.

Strategic Issues Impacting Workforce Needs

GIPSA has established two strategic goals with supporting objectives which provide strategic direction through FY 2009. The goals and objectives are reflected in the diagram below:



A detailed discussion regarding GIPSA's strategic goals and objectives, impacts on workforce needs, and management initiatives is outlined on the following pages.

Goal 1: Promote fair and competitive marketing in livestock, meat, and poultry.

The goal and objective support USDA's Strategic Plan for FY 2002-2007, Strategic Goal 1, Enhancing Economic Opportunities for Agricultural Producers, and proposed USDA Objective 1.5, Increasing the Efficiency of Domestic Agriculture and Marketing Systems.

The marketing of livestock, meat, and poultry from the farm to the plate is a dynamic and complex system of trade that is constantly evolving as market participants utilize new genetics, partnerships, and technologies to develop value-added products to meet consumer demand. Producers and meatpackers are using more complex contracts and more sophisticated evaluation devices to determine the value of carcasses and livestock, and the poultry industry is exploring similar technology. Long-term increased consolidation and concentration increase concerns about potential abuse of market power. At the same time, these dynamic and systemic changes lead to a system that inhibits transparency between market participants.

To promote fair and competitive marketing in livestock, meat, and poultry, GIPSA will continue to vigorously enforce willful and fraudulent violations of the Packers and Stockyards Act and regulations (P&S Act). In addition, GIPSA will place a major emphasis on encouraging market participants to engage in lawful behavior, and on collaborating with industry participants and others to deter violations of the P&S Act. GIPSA will promote fair and competitive marketing by developing and implementing more proactive educational and outreach strategies, more vigorously enforcing regulatory requirements to identify and correct technical violations before market participants are harmed, and conducting targeted investigations. Through these actions, GIPSA will encourage compliance with existing laws and deter future violations of the P&S Act, thus meeting the goal of promoting fair and competitive marketing in livestock, meat, and poultry.

Objective 1.1: Deter violations of the Packers and Stockyards Act and regulations. GIPSA plans to emphasize its education efforts to ensure that market participants are aware of their legal responsibilities. GIPSA will extend its outreach efforts to those market participants who are not subject to the Act to ensure that they are aware of the benefits available to them under the Act. Outreach efforts will extend to the Congress and the states as GIPSA provides annual information about the changing structure and business practices in the cattle, hog, sheep, and poultry industries.

GIPSA will also stress compliance with regulatory requirements. These requirements include registering to operate in the regulated industries, filing annual reports, obtaining and maintaining adequate bond coverage, maintaining solvency, and proper use and maintenance of custodial accounts. Compliance with these regulatory requirements will provide GIPSA with the means to review and respond to indications of potential violations before they occur. Compliance also will insure that other market players are protected in the event that a regulated entity fails financially.

Finally, GIPSA will focus its investigative resources on willful, fraudulent and repeat violations, investigations of violations most likely to have the greatest impact on the regulated industries and on investigating those entities that GIPSA has previously “put on notice” for violating the Act. If resources permit, GIPSA will continue to investigate every complaint it receives. GIPSA will also develop and implement an electronic evaluation device investigation program to investigate the use of electronic carcass evaluation devices in the meatpacking industry. As evaluation devices move into the various segments of the livestock and poultry industries, GIPSA will expand this program into those industries.

Impact on Future Workforce Needs

P&SP will be impacted greatly by retirements between 2005 and 2009. By 2009, 18% of its economists, 27% of its auditors, and 31% of its marketing specialists will be eligible for retirement. P&SP must continue its commitment to providing management and leadership training to employees.

The 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 must train employees and managers to broaden their perspectives and provide 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.

P&SP will require refined economic and auditing skills, 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.

P&SP must develop leadership competencies at all staff levels to implement the President's Management Agenda and to meet GIPSA's workforce plans and goals in the following categories: leading people, leading change, being results driven, business acumen, building coalitions, and communication.

Goal 2: Facilitate the marketing of U.S. grain and related products.

The goal and accompanying objectives support USDA's Strategic Plan for FY 2002-2007, Strategic Goal 1, Enhancing Economic Opportunities for Agricultural Producers, Objective 1.1, Expand International Marketing Opportunities, Objective 1.2, Support International Economic Development and Trade Capacity Building, and 1.3., Expand Alternative Markets for Agricultural Products and Activities and proposed Objective 1.5, Increasing the Efficiency of Domestic Agriculture and Marketing Systems.

The marketplace for grains and related agricultural products is changing. Markets are moving away from being supply-driven and toward becoming more consumer-driven. The shift is fueled by several factors, including more open international markets; increased global competition; greater consumer demand for diverse, convenient, and high quality food products; and, a better understanding of intrinsic crop quality attributes and their interrelationship with food/feed manufacturing. In response, U.S. grain markets have altered production and marketing practices to better differentiate and align crop quality with specific end-use needs. Export vessels that once loaded a single commodity now sail with a diverse load of quality grains and oilseeds specific to the needs of buyers around the world. Likewise, the domestic market is increasingly segregating crops by production processes and quality attributes as food processors seek to purchase ingredients that better meet their specific customers' needs.

To meet the changing demands of the marketplace, GIPSA will develop its grain programs to conform to market requirements and support the evolving grain and oilseed markets that require a greater ability to differentiate quality attributes and production/processing practices. GIPSA also plans to improve its programs serving the traditional bulk commodity markets to promote further market efficiencies. Finally, GIPSA plans to strengthen its outreach activities to reduce trade disputes resulting from conflicting descriptions of crop quality and value. To accomplish this, GIPSA will work with

producers, trade associations, technology providers, processors, exporters, and importers. GIPSA will capitalize on available technology, resources, and information to bring new and innovative services and tests to the market. Business operations will be revolutionized through e-Gov initiatives that will enhance service delivery and improve the communication of grain quality and quantity information in the market. And, GIPSA will promote open markets for U.S. agricultural products by supporting USDA's international outreach efforts, and by ensuring the integrity of the official inspection system and the market at large.

GIPSA will continue to facilitate the marketing of U.S. grains and meet evolving market needs by carrying out the following strategic objectives.

Objective 2.1: Provide the market with terms and methods for quality assessments.

The new and more complex production and marketing processes have evolved that provide greater differentiation of crop quality from the farm to final consumer. GIPSA will provide the market with quality assessment terms and methods that reflect the evolving market needs. This will include providing both direct product testing and documentation of specific production or processing methods to help the market differentiate its diverse products.

Objective 2.2: Protect the integrity of U.S. grain and related markets.

GIPSA will help American agriculture maintain or improve its competitive position in the world grain marketplace by maintaining regulatory requirements for grain handling, marketing, and performance of laboratories authorized to provide official grain quality assessments that promote fair marketing with limited government intervention.

Objective 2.3: Provide official grain inspection and weighing services.

GIPSA will improve inspection and weighing service delivery to all customers, including farmers, grain handlers, processors, exporters, and international buyers, to promote greater market efficiencies and improve the competitive position of the U.S. grain industry.

Impacts on Future Workforce Needs

Two key factors shape 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

FGIS was established in 1976. 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 3 years of reaching the minimum voluntary age and length of service criteria. By 2009, 64% of the entire FGIS workforce will be eligible for retirement. For the agricultural commodity grader and agricultural marketing specialist series, retirement eligibility will reach 73% and 63% by 2009, respectively.

Business Practices

Between 2005 and 2009, GIPSA plans to develop and implement a web-based inspection system and revise many business practices that will directly impact staffing levels and the required skills. In particular, GIPSA plans to consolidate technical monitoring activities, disperse supervision and oversight resources closer to frontline inspection services, increase the use of automated data collection and program applications, expand the Kansas City policy staff while reducing the Washington, D.C. policy staff, and implement new audit-based services to better meet evolving market needs.

In addition to these changes in business practices, GIPSA needs to prepare for the attrition projected in export operations. GIPSA's five export field offices currently employ 340 individuals to service export grain facilities 24 hours a day, 360 days a year. By 2009, attrition primarily due to retirements is projected to be 73% in the export offices. While information technology and new testing technology will require additional training of personnel and modifications in business practices, the biggest challenge will be to recruit personnel to replace the highly experienced staff projected to retire.

Management Initiatives

GIPSA addresses each of USDA's Management Initiatives: Improve Human Capital Management, Improve Financial Management, Expand Electronic Government, and Establishing Budget and Performance Integration. These include efforts to ensure an efficient, high-performing, diverse, competitively sourced workforce that is aligned with mission priorities and working cooperatively with USDA partners and the private sector. GIPSA continues its efforts to enhance internal controls, data integrity, management information, and program and policy. GIPSA is implementing business processes and information technology needed to make its services available electronically. Budget decisions and program priorities are linked with program performance through quantitative measures, and connected to the USDA's management initiatives. Each GIPSA Management Initiative fully supports the President's Management Agenda.

1. Human Capital Management

GIPSA's human capital planning integrates strategic alignment and planning with workforce development, performance management, accountability, talent management, and leadership development. These elements, in turn, are integrated into workforce and succession planning to ensure that GIPSA continues to improve its overall agency operations and maintain its high-performing workforce. The GIPSA Human Capital Plan links human capital strategic planning with business and operational strategic planning.

GIPSA receives human resources, procurement, property management, and finance support services from the Animal Plant Health Inspection Service (APHIS) under a reimbursable agreement. These services are integrated into the overall human capital planning effort. GIPSA's human capital management initiatives will ensure that the Agency develops and maintains a workforce with strong, current technology, customer service, and business skills.

In managing its human capital and in delivering services to its customers, GIPSA will continue to ensure civil rights and equal employment opportunity for everyone, regardless of race, color, national origin, gender, religion, age, sexual orientation, disability, marital or familial status, or any other factor.

GIPSA completed the annual Federal Activities Inventory Reform (FAIR) Act of 1998 inventories of its authorized number of positions, and designated approximately half as "commercial." GIPSA is evaluating its commercial activities to first determine the feasibility of competitive sourcing and then to identify the potential for substantial cost savings to customers and the taxpayers before allocating substantial resources on competitive sourcing analyses. The process for deciding whether to subject GIPSA commercial activities to competitive sourcing includes consideration of the results of cost/benefit analyses; the effects of contracting services on the industries serviced by GIPSA; the impact on GIPSA employees' civil rights; and, the availability of resources needed to conduct a comprehensive A-76 study.

2. Improve Financial Management

GIPSA's goal is to be a model of effective and efficient financial management. The Agency will enhance internal controls, ensure data integrity, provide timely management information, and implement program and policy improvements. The Foundation Financial Information System will be fully utilized to systematically limit spending to amounts available and to provide real-time financial reports for analyses and decision-making. Agency-wide training will be conducted so that all fund holders can obtain, analyze and report the status of their funds. GIPSA has future plans to provide this information via an intranet website to further improve the Agency's ability to monitor and control funds.

3. Expand Electronic Government

GIPSA is developing and deploying enterprise-wide electronic government systems that will improve program operations and service delivery to its customers. This ambitious multi-year project will upgrade information management systems and modernize business functions. GIPSA's current information management system consists of several independent systems that have served specific purposes over the years well, but are not integrated and do not fully support current and future business needs. This has limited the ability to meet the growing demand for electronic, or web-based, delivery of services. It also impedes efforts to improve the cost effectiveness and efficiency of internal business practices. The enterprise-wide system currently under development will modernize nearly every aspect of GIPSA operations, from complaint filing, to placing claims, to registering as a grain exporter or livestock dealer, to requesting grain inspection services, and, to receiving final certified results online. The modernization effort will create synergy across GIPSA programs and data sources and improve internal program efficiencies and effectiveness

4. Establish Budget and Performance Integration

GIPSA will continue to make funding decisions based on the Agency's strategic priorities and quantitative program results. We will continue to monitor our overall progress toward long term performance targets within the Packers and Stockyards Program and the Federal Grain Inspection Service. In addition, we will develop short term, internal goals/targets to measure performance on a quarterly basis. GIPSA will incorporate results data into the decision-making process for annual resource allocations. The Agency will also strive to utilize performance information in the status of funds monitoring process.

5. Homeland Security

GIPSA continues to build on its long history of dealing with grain industry related emergencies, such as grain elevator explosions, to contribute to homeland security. GIPSA's experience in dealing with localized (and accidental) events has positioned it to serve as a technical advisor and partner with USDA, other cabinet-level agencies, and the private sector to develop strategies to protect the U.S. food supply. GIPSA will continue to define and expand its role in helping America better prepare for and respond to terrorist activities that may threaten not only food, but also agriculture in general. As an example, in the process of aiding in the marketing of grain, GIPSA provides testing to aid in the monitoring of the quality of the food supply. Expanding the laboratory capability to analyze samples for chemical, biological and/or radiological agents will contribute to protecting the health and safety of the U.S. public, and ensure that U.S. exports do not contain chemical, biological and/or radiological agents.

Workforce Information

- **Provided by USDA, OHCM.**

FY 05 Current Workforce Information

GIPSA's current and future workforce needs are discussed below and are reflected under the agency's two major organizational components: Packers and Stockyards Programs and Federal Grain Inspection Service.

Packers and Stockyards Programs

Staffing Levels

A high percentage of P&SP employees, many of whom are managers, are eligible to retire between 2005 and 2007. 27% of auditors are eligible to retire in this period. Due to financial protection and structural changes of the industry, these auditors will need to be replaced if they retire when eligible. Additionally, 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 places a premium on the capability of P&SP to both hire and train personnel to respond to ongoing structural changes and changes in procurement and marketing methods in the livestock, meat, and poultry industries.

Skills and Competencies

Potential retirements and new or increased responsibilities will create gaps in staff skills and competencies. New managers will require additional leadership competencies during 2005-2007. Other personnel will require further development of technical competencies, including skills related to conducting complex investigations and knowledge in advanced accounting, industrial organization, and econometric theory, and applying complex accounting and econometric techniques.

Federal Grain Inspection Service

Staffing Levels

FGIS also faces potential employee shortages due to accelerating attrition and the retirement eligibility of a significant portion of the program's workforce by 2007. In the mission-critical agricultural commodity grader series, based on the presumption that an employee who is eligible for retirement will do so within 3 years of eligibility, FGIS could face the retirement of 29% of Agricultural Commodity Graders (ACGs) in 2005, 10% in 2006, and, nearly 14% in 2007. However, a number of factors will influence the number of employees who actually leave the agency on an annual basis, and the resultant shortage of this mission-critical series. The consolidation of quality assurance functions into a centralized monitoring system will lessen the number of ACGs needed to perform those functions in the field. Further, the dispersal of supervision and oversight activities will lessen the number of ACGs required in the domestic market while at the same time providing employment opportunities for employees as service specialists. The provision of new services, such as process verification, will likely be staffed by retrained ACGs. So, while GIPSA faces high attrition in this mission-critical series, many factors will mitigate the impact of their potential departure.

In addition, slightly more than 10% of FGIS' headquarters staff will be eligible for retirement in FY 2006. GIPSA faces potential recruitment issues for vacancies in Washington, D.C. due to the increasing difficulty filling positions, and especially at entry-level positions, due to the area's high cost of living, commuting challenges, and identification as a potential terrorist target. Expansion of our policy staff in Kansas City will improve our ability to recruit a diverse pool of qualified candidates with strong agricultural skills.

Skills and Competencies

Attrition from the agricultural commodity grader and agricultural marketing specialists will result in a loss of highly skilled personnel who possess significant institutional and technical inspection expertise.

Modification of business practices will require:

- Enhanced grain quality analytical, quality assurance, and data analysis skills for the central monitoring activity.
- Strengthened supervision and oversight skills for personnel working directly with state and private inspection entities and relying on remote access to technical performance data.
- Education on international auditing standards, such as ISO, for personnel providing new Process Verification Program services.
- 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.

GIPSA has identified a number of human capital strategies to address mission-critical occupation staffing level and skills gap closure. Recruitment and staffing realignment strategies will be addressed under 'Recruitment Strategies.'

Retention

Retention of employees is critical in light of the potential number of voluntary retirements during the next few years. For this reason, GIPSA can ill afford attrition which is due to other factors. GIPSA has a variety of work-life programs available to create a work environment desirable to employees. GIPSA uses these programs – telework, alternative worksite, retention bonuses, maxi-flex tours of duty, etc. – and provides its employees with opportunities to develop new and mission-critical skills via details and cross-utilization of personnel that allow employees to obtain new skills for higher and more demanding positions.

Diversity Issues

GIPSA's overall diversity goal is to have women and minorities represented in permanent positions consistent with the relevant civilian labor force. GIPSA supports civil rights and equal employment opportunity for all employees regardless of age, color, disability, gender, national origin, race, religion, family, marital, or parental status, political beliefs, protected genetic information, or sexual orientation.

GIPSA will seek employees to meet diversity and minority representation goals by expanding relationships with institutions that have a high percentage of women and minorities pursuing degrees in the areas of specialization needed by GIPSA to eliminate deficiencies. GIPSA will also recruit for minorities and others who have experience in the regulated entities.

Training and Development Strategies

GIPSA plans to build needed competencies using a variety of tools including investments in education, training, and development opportunities to achieve its mission.

Management and staff will review and evaluate available skills to identify areas that require additional development. Training and development, like recruitment, will be targeted to improve and enhance skills in targeted areas and those of most value for meeting the needs of GIPSA. Subject to available funding, GIPSA will take maximum possible advantage of available training opportunities, including formal training programs, development opportunities such as rotational assignments, details and special programs, technology based training, on-the-job-training, mentoring, coaching, attendance at professional events, special projects, informal methods, and travel for first-hand familiarization with industry establishments and participants. Leadership, communications, and skill enhancement training will be provided by outside or in-house sources. Field and headquarters subject matter experts will collaborate to develop training modules for new technical employees using media, classroom, and hands-on experience.

GIPSA will continue to use 360-degree assessments with supervisors, managers, and executives to identify leadership competency strengths and development needs, and serve as a basis for Individual Development Plans (IDP). GIPSA began implementing a results-oriented performance plan system in FY 2004. Currently, all GS-14 through executive level managers have new performance plans that align the performance goals with the organizational goals, as required by the USDA Strategic Human Capital Plan. Specific, measurable results are identified.

IDPs for all employees will be 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 will be created based on skills needed for their organizational units to achieve their own and GIPSA strategic goals and objectives, and, for employees to effectively carry out their assigned job responsibilities.

GIPSA will demonstrate a clear link between training and mission accomplishment.

To address the personnel, program, and organizational changes outlined above, GIPSA will ensure that its workforce has the necessary skills to fulfill the GIPSA mission. GIPSA will implement a program to provide current agricultural commodity technicians

(ACT) and new recruits with technical, organizational, regulatory, administrative, communication, and customer service competencies to become proficient ACGs. GIPSA will also seek complementary training options, such as expanding its collaboration with the Northern Crops Institute (NCI) and the Kansas State University International Grains Program to provide technical grain inspection training. As organizational changes take place, such as centralization of monitoring functions, GIPSA will provide its employees with a range of new needed technical and professional skills, such as data mining and analysis. New programs, such as Process Verification, will require proficiency in auditing and knowledge of quality management principles. And, on an ongoing basis, all employees will require training on emerging technological applications.

The GIPSA mission-critical occupational staffing gaps, based solely on voluntary retirement eligibility, are shown below:

Occupational Series	Current Employment Level	Desired Employment Level		Potential Gaps	
		FY 05	FY 06	FY 05	FY 06
0110 - Economist	21	21	21	.	1
0511 - Auditing	23	23	23	2	1
1146 - Agricultural Marketing Specialist	90	90	90	13	8
1980 - Agricultural Commodity Grader	243	243	243	62	21

Succession Plan

Please refer to the accompanying GIPSA Succession Plan.

Recruitment Strategies

Staffing Realignment Strategies

When appropriate, GIPSA will capitalize on opportunities to realign and develop current staff to meet evolving or new personnel needs. Employees will be encouraged to obtain new skills for higher-level and more demanding positions. As appropriate and practical, existing staff will be given specific responsibilities that more effectively use their capabilities. Realignment of staffing will be especially important for three new business practices: centralization of monitoring activities, dispersal of supervision and oversight functions, and the development of audit-based process verification services.

Recruitment

GIPSA will focus its recruitment efforts on institutions that emphasize the skill sets needed to implement new and changing programs. GIPSA will enhance its relationships with academic and industry contacts that are in a position to be aware of candidates most likely to meet the workforce needs.

The GIPSA workforce of the future will be diverse and highly qualified. To enhance its workforce, GIPSA will continue to develop a diverse pool of job candidates by participating in summer employment and intern programs from a variety of programs, including Hispanic Association of Colleges and Universities, Tribal Colleges, 1890 Land Grant Institutions, and other minority institutions. GIPSA also will continue to serve as USDA's lead Agency for the American Indian Higher Education Consortium (AIHEC), which ensures that tribal colleges and universities and American Indian communities equitably participate in USDA employment program, services, and resources.

Specific recruitment efforts for the Packers and Stockyards Programs and the Federal Grain Inspection Service are identified below.

Packers and Stockyards Programs

- The recruitment of experienced managers will be emphasized.
- Employees with enhanced technological skills will be targeted. As the industries which are regulated become more sophisticated and rely on automation and technology to do their jobs, GIPSA will have to be able to gather the needed data and information to perform its regulatory function. All future employees will have to be able to communicate with various segments of regulated entities using various forms advanced technology.
- Additional, educated auditors (CPA) will be needed to perform audits of accounts and records and to analyze additional information. Auditors will need to understand all the nuances of electronic record keeping that is becoming the norm in today's livestock and poultry industries.
- Additional industrial engineers will be needed to respond to the livestock and poultry industries' move to more technical based slaughtering using computers and other devices to measure and determine livestock and carcass quality. These individuals will need to understand the circuitry and the methods used to make

determinations regarding final product and how these determinations are used for evaluating payment to livestock and poultry producers.

- Employees will need to have a marginal understanding of the livestock and/or poultry industries to effectively regulate these industries. Future recruits will require some direct interaction in one or both of these agricultural segments.

Federal Grain Inspection Service

- FGIS will develop and implement a recruiting program that will include establishing an agency-wide cadre of trained recruiters, and work with the Animal and Plant Health Inspection Service (APHIS) human resources staff to identify schools, universities, and other appropriate sources of candidates with agricultural backgrounds. The goal will be to ensure that GIPSA has a highly qualified and diverse workforce.
- For mission-critical agricultural commodity graders, FGIS field managers, who supervise the locations which provide direct inspection and weighing services, have in place local-area recruitment plans to fill vacancies as they occur.
- To facilitate recruitment in headquarters units, relocate some headquarters positions to locations outside of the Washington, DC, commuting area. Currently, the Kansas City, Missouri area is targeted since GIPSA has existing offices in the vicinity.
- GIPSA will continue to support the development and maintenance of a bachelor of science degree in the regulatory science program at the University of Arkansas at Pine Bluff. The program provides a unique recruiting source for agricultural marketing specialists with experience in oversight and enforcement of laws and regulations.