



United States
Department of
Agriculture

Grain Inspection,
Packers and Stockyards
Administration

Fiscal Years 1999-2004 Work Force Plan

**Grain Inspection,
Packers and Stockyards
Administration**

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INTRODUCTION

This work force plan for the Grain Inspection, Packers and Stockyards Administration (GIPSA) details GIPSA's efforts to "maintain a work environment that supports cultural diversity, civil rights, and continuous improvement." Specifically, this work force plan describes many anticipated changes in GIPSA's work environment, and explains how GIPSA is planning for the future human resource needs of the Agency. The recommendations contained within our work force plan are consistent with the recommendations contained within the report, "Civil Rights at the United States Department of Agriculture - - A Report by the Civil Rights Action Team."

In the preparation of this document, certain principles or values reemerged. While these values are not new to GIPSA, it is to our benefit as an Agency and as individuals to periodically review them and always abide by them. We value and will continue to strive to:

- Achieve organizational excellence;
- Maintain a flexible work force with the competencies to do the job well today and in the future; and
- Ensure compliance with the Merit System Principles of the Federal Government.

Unlike our values, which are meant to be constant throughout the years, the plan that follows is very much a living document. We recognize that our work environment is ever changing. As a result, we must remain flexible and our work force planning process must be dynamic.

March 30, 1999

James R. Baker
Administrator

◆◆ *Treat Every Customer and Employee Fairly, Equitably, and with Dignity and Respect* ◆◆

AGENCY OVERVIEW

The Grain Inspection, Packers and Stockyards Administration (GIPSA) facilitates the marketing of livestock, poultry, meat, cereals, oilseed, and related agricultural products, and promotes fair and competitive trading practices for the overall benefit of consumers and American agriculture. With its sister agencies in the U.S. Department of Agriculture's (USDA) Marketing and Regulatory Programs (MRP) mission area, GIPSA is working to ensure a productive and competitive global marketplace for U.S. agricultural products.

GIPSA's mission is carried out in two different segments of American agriculture. The Packers and Stockyards (P&S) Programs, as authorized by the Packers and Stockyards Act of 1921, as amended, promote fair, open, and competitive markets in the livestock, meat, and poultry segments of American agriculture. Through oversight activities, including investigations, audits, and monitoring programs, the P&S Programs work to foster fair and open competition, provide payment protection, and guard against deceptive and fraudulent practices affecting the movement and price of meat animals and their products. GIPSA's work in this area is directed at protecting consumers and members of the livestock, meat, and poultry industries.

The Federal Grain Inspection Service (FGIS), as authorized by the United States Grain Standards Act and the Agricultural Marketing Act provides the U.S. grain market with Federal quality standards and a uniform system for applying them. To facilitate the trading of U.S. grain, GIPSA's FGIS establishes official U.S. grading standards for grains, oilseeds, rice, lentils, dry peas, and a variety of edible beans. These official U.S. grades and standards simplify numerous attributes into a single descriptive term, thereby reducing transaction costs, increasing market efficiency, facilitating consumer choice, and providing a means for dissemination of readily understandable market information. The standards, along with supporting methodologies and procedures, are applied uniformly within the official grain inspection and weighing system. This system--a unique public-private partnership that includes Federal, State, and private laboratories--provides cost-effective and responsive official inspection and weighing services to the domestic and export trade. Overall, GIPSA provides American agriculture--farmer, handler, processors, and exporters alike--with the services and information they need to effectively market U.S. grain.

STRATEGIC ISSUES AND IMPACTS ON FUTURE WORK FORCE NEEDS

This work force plan is an extension of the GIPSA Strategic Plan and complements GIPSA's affirmative employment program plan and Civil Rights/EEO Strategic Plan.¹

The goal of this document is to develop an action plan that is in line with our strategic goals and will help us to prepare for future employment needs. This section includes two GIPSA-wide strategic issues and provides a general discussion of how each issue will impact on what we do, how we do it, and the skills needed.

Strategic Issue #1: Concentration and Vertical Integration of the Livestock, Meat, and Poultry Industries.

Increasing concentration, vertical integration, forward sales agreements, and production contracts have raised concerns about competition in and trade practices in the cattle, sheep and poultry industries.

GIPSA underwent a major restructuring beginning in FY 1998 to increase the size of regional office staffs and strengthen the P&S Programs' ability to effectively investigate anticompetitive concerns in an increasingly concentrated industry. An evaluation of the P&S Programs by the Office of the Inspector General in 1997 recommended that investigations by the P&S Programs of competitive issues include employees with economic and legal expertise as these investigations were becoming increasingly complex and demanded sophisticated legal and econometric analysis.

Larger field offices will also result in the P&S Programs being able to more timely resolve issues critical to marketplace efficiency.

Impacts on future work force needs:

As part of the restructuring process and to assist in planning and conducting investigations of anti-competitive issues:

- We will maintain a core work force of marketing specialists, auditors, and industrial specialists.
- We plan to hire up to 30 economists.
- We also plan to hire 6 to 8 investigators with legal expertise.

¹ Copies of these documents may be obtained from the following staffs: GIPSA Strategic Plan, Office of the Administrator, tel 202/720-0219; and CR/EEO Strategic Plan, Civil Rights Staff, tel 202/720-0218.

Strategic Issue #2: Consolidation, Vertical Coordination, and Emphasis on Quality and Efficiency in the U.S. Grain Market.

In the U.S. grain market, competition for market share will continue to increase, resulting in merchandisers handling a more diverse array of products and striving for even greater efficiency and productivity. Over the next 5 years, merchandisers will continue to pursue automation as a means of improving productivity and efficiency. In the export market, exporters will load more multiple-lot shipments to accommodate smaller unit sales that are tailored to the specific quality needs of foreign buyers. There will be fewer large, single commodity lots exported. Exporters will also be confronted with segregating and preserving the identity of value-enhanced crops and non-genetically modified crops. Changes in the export market will likewise be experienced in the domestic market as domestic merchandisers strive to segregate, store, and ship a more diverse product. In the commodity market, change will also occur in the nature of inspections. With the burgeoning worldwide acceptance of ISO-9000, the USDA's Farm Service Agency (FSA) will continue to develop a Total Quality Systems Audit (TQSA) program in which quality audit inspections will replace end-item inspections.²

Impact on future work force needs:

- GIPSA will continue to partner with exporters to automate the weighing and material handling systems so that the loading of exported grain can be monitored continuously through surveillance technology. We estimate these automated systems will reduce staffing needs by one position per shift or an estimated 15 staff years over the next 5 years. We anticipate that attrition and workload demand will be used to accommodate any staff reduction created by this change.
- GIPSA will partner with exporters to automate certain portions of the inspection process (e.g., dockage, protein, foreign material, test weight, and moisture). These automated systems will improve the timeliness of inspection service which, in turn, improves the productivity and reduces the operating risk of facilities loading export grain. It is premature to predict whether automated inspection services will reduce staffing needs, but it is unlikely to have a significant impact.
- GIPSA will inspect and weigh a greater number of lots per vessel, each requiring additional quality analysis. This will increase the complexity of the export inspection and weighing process. Additional shift personnel (i.e., technicians) may be necessary to perform the required quality analyses. The configuration of the export facility and the specifications of the sales contract will govern the staffing impact.

² At present, USDA's FSA still plans to implement the TQSA program in which quality audit inspections will replace end-item inspections. It should be noted, however, that FSA is still discussing this program with other Agencies throughout USDA and the details of this program are still being formulated.

- At all field locations, GIPSA will streamline the data collection and analysis processes. One time data entry during the inspection and weighing process will streamline program and administrative data processing and improve service delivery. This improvement may have a marginal impact on office support staff depending on customer service requests. Attrition will be used to accommodate any staff reduction created by this change.
- Advances in information technology will affect all aspects of our work environment and touch all of us. Such advancements will only result in commensurate advancements in GIPSA's programs and services if the work force is capable of using the new technology.
- At all locations, personnel must continue to improve their skill to effectively interact and communicate with customers. This will require a greater understanding of why we do what we do and of customer needs.
- Program specialists (e.g., quality assurance specialists, protein coordinators, etc.) will need enhanced analytical thinking/problem solving skills. An analytical thinker/problem solver, identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical recommendations; and provides solutions to individual and organizational problems.
- Shift supervisors will be required to enhance their competency in 15 areas identified by the Office of Personnel Management (OPM) as being essential for supervisors at the GS-11/12 level (Appendix A).
- Managers will be required to enhance their competency in 22 areas identified by OPM as being essential for managers (Appendix A).
- In the processed commodity service arena, we are going to transition from providing end-product inspection to overseeing industry production and quality assurance systems. In making this transition, GIPSA will create a new auditor position. At this time, it is too early in the process to predict how many auditors will be needed to effectively and efficiently implement and conduct the TQSA program. We do know, however, that TQSA auditors will need an understanding of audit policies and procedures and product manufacturing and processing procedures. As with other positions throughout the organization, auditors must also demonstrate skill in effective customer relations.

CURRENT WORK FORCE INFORMATION

Work force and Diversity Analysis

In December 1998, GIPSA had 744 permanent, full-time employees. Of the total number of employees, three quarters of all employees work for FGIS. We examined employee data by grade, by major job series, and by race, sex, and national origin. We compared our employee data with the 1998 U.S. Civilian Labor Force (CLF) data available from the Bureau of Labor Statistics (Appendix B). In comparison with the CLF, the most apparent differences were for White Males and Black Males (where GIPSA had a higher representation in the professional, administrative, and technical categories); and for White Females, Hispanic Males, and Asian Males (where GIPSA had a lower representation in all categories). Looking at the leadership in GIPSA, we examined statistics at the GS-13 and above level. To achieve parity with the CLF, GIPSA will concentrate recruitment efforts toward hiring females (all categories) and Hispanic, Asian/Pacific American, and Native American males. To this end, GIPSA will continue to support the 1890 Land Grant Universities and the Center of Excellence in Regulatory Science and Risk Assessment at the University of Arkansas at Pine Bluff and look to these programs as potential sources of qualified, diverse employees. For example, our P&S Programs will continue to recruit PhD candidates from these institutions.

Within GIPSA, all employees (whether permanent or part-time) occupy 840 different positions (Appendix B). Thirty-six percent of all employees are Agricultural Commodity Graders (GS-1980 series); 22 percent are Agricultural Commodity Aid/Technicians (GS-1981 series); and 9 percent are Agricultural/Grain Marketing Specialists (GS-1146 series).

Retirement Projections

We also examined retirement eligibility by program area, location, and major job series (Appendix B). We find that through FY 2004, 26 percent of all GIPSA employees will be fully eligible for retirement (the percentage will increase to 37 percent through FY 2006). For FGIS, we find that approximately 30 percent of field employees and 29 percent of D.C.-headquarters employees, respectively, will be fully eligible through 2004. At FGIS' Technical Center, 21 percent of employees will be fully eligible for retirement during the same time period. When considering the three major job series, approximately 9 percent of Agricultural/Grain Marketing Specialists, 30 percent of Agricultural Commodity Graders, and 12 percent of Agricultural Commodity Aids/Technicians will be fully eligible for retirement through FY 2004. Fifty-nine percent of eligible employees will be at the GS-10 or lower grade level. For the P&S Programs, we find that nearly 28 percent of headquarters employees and 20 percent of field employees will be fully eligible for retirement through 2004.

During FY 1996 through 1998, approximately 6 to 7 percent of GIPSA employees per year separated from the Agency for a variety of reasons. Based upon the FY 1996-1998 data and feedback from employees/ managers, GIPSA does not anticipate that all eligible employees will retire in the year that they become fully eligible for retirement. We do anticipate, however, that retirement percentages will increase over the historical average, and we must prepare accordingly.

GAPS BETWEEN CURRENT WORK FORCE AND FUTURE NEEDS

In order to determine the gaps between our current work force and future needs (both in terms of numbers of employees and skills), we looked at our current work force and the changes occurring in our work environment, as described previously. While automation and decreased workload demand could work to reduce the need for a few positions, the potential need for new quality attribute testing (more technicians), the need for economists and investigators, and increased workload demand (the market has been erratic over the past several years) could work to increase the need for additional employees. Add to this GIPSA's retirement and turnover projections, and it is likely that GIPSA could experience a shortage of employees.

In terms of skills needed, we recognize that certain skills, such as technical competency for field-based employees and written and verbal communication for all employees, will always be needed and can always be improved. We also recognize that certain skill needs are becoming more pronounced as GIPSA changes in response to changing customer needs. These skill needs are as follows

- Information technology. Advances in information technology will affect all aspects of our work environment and touch all of us. Such advancements will only result in commensurate advancements in GIPSA's programs and services if the work force is capable of using the new technology.
- Supervision/Leadership. As GIPSA is continually challenged to improve the efficiency and effectiveness of our programs and services, supervisors, managers, and leaders must be able to adapt quickly to make improvements. This is especially true for the front-line supervisors who are in day-to-day contact with employees and customers alike.
- Legal and Economic Expertise. To strengthen our ability to investigate anticompetitive practices in the livestock, meat, and poultry industries, GIPSA must strengthen its own legal and economic expertise.
- Auditing Expertise. If GIPSA implements TQSA for processed commodities, we must create a pool of well-qualified employees who are ready to become either full-time or collateral duty auditors.

HUMAN RESOURCE STRATEGIES FOR CLOSING THE GAPS

GIPSA's Strategic Plan identifies a management initiative to "maintain a work environment that supports cultural diversity, civil rights, and continuous improvement." Since GIPSA operates in a highly changeable work environment and serves a constantly changing and diverse range of customers, we can best understand the needs of all of our customers if we have a diversified and trained work force. This work force plan implements GIPSA's strategic, management initiative and complements GIPSA's affirmative employment program plan with specific strategies and actions. All GIPSA employees and managers will be touched by one or more of these strategies and actions. The commitment and involvement of all employees and managers is critical to the success of this work force plan.

Strategy 1: Prepare Employees to Meet GIPSA Challenges

GIPSA has developed a number of training and development initiatives that will help to:

- (1) ensure that GIPSA's work force possesses the knowledge and skills necessary to utilize both current and new technology, as it arises;
- (2) ensure that GIPSA has a pool of auditors who are qualified to implement TQSA, as needed
- (3) ensure that GIPSA has a pool of well-qualified non-supervisory personnel who may be considered for supervisory positions, as the need arises; and
- (4) ensure that current supervisors and managers have the skills and knowledge needed to lead in a changing work environment.

Strategy 2: Effectively Utilize Recruitment Initiatives

Integral to all of GIPSA's recruitment efforts is an awareness of the composition of our work force and our civil rights goals and a commitment to recruiting and maintaining a competent, responsive work force that mirrors the diversity of the U.S. civilian labor force. With the assistance of MRP Human Resources, GIPSA will aggressively seek qualified individuals. As described above, GIPSA's FGIS will be recruiting employees to accommodate an accelerated attrition rate. Over the next 5 years and beyond, FGIS will focus on maintaining its core of permanent employees and supplementing that core, as needed, with seasonal and intermittent employees to accommodate fluctuating needs and volatility in the grain market. The P&S Programs will hire up to 30 economists and 6 to 8 investigators with legal expertise.

Strategy 3: Enhance the Quality of Work Life

We will continue to participate in a number of initiatives which are geared towards improving the quality of our work lives. We recognize that employees are often faced with increasing demanding issues outside of their work environment. We are also aware that we are often in direct competition with the private sector that can offer numerous incentives and enhancements to the quality of work life, such as enhanced salaries. In essence, our strategy is to be flexible in helping employees integrate home and life needs with workplace requirements. We also recognize that the challenge of matching the expectations of our managers and customers with the greater demands of employees for flexibility will be a tremendous challenge for GIPSA.

ACTION PLANS

Action plans for implementing GIPSA's strategies are outlined below. The action plan includes a list of all actions, responsible parties, and targeted completion dates. Local offices and staffs are encouraged to use these actions as a starting point in the development of their own work force plans.

Strategy 1: Prepare GIPSA employees to Meet Agency Challenges			
ITEM	ACTION	RESPONSIBLE UNIT	BY WHEN
1-1	Continue Agency participation in the Aspiring Leader and New Leader Programs, OPM's Management Development Seminars, the Women's Executive Leadership Program, and the SES Candidate Program.	Office of Deputy Administrator- P&S/Program Services Staff Office of Deputy Administrator- FGIS/Audiovisual, Regulatory and Training Staff	On-going
1-2	Improve the orientation program for all new GIPSA employees.	Office of Deputy Administrator-P&S Office of Deputy Administrator- FGIS/Audiovisual, Regulatory and Training Staff	March 2000
1-3	Continue to improve the delivery of technical training to all field personnel so that they may be computer, maintenance, equipment, and technology ready.	Technical Services Division FGIS Field Management Division P&S Office of Field Operations	On-going
1-4	Expand current training program for field personnel to include customer service, interpersonal relations, and other areas, as needed.	Office of Deputy Administrator- FGIS/Audiovisual, Regulatory and Training Staff	FY 1999 and on-going

1-5	Through the National Partnership Council, establish a process that enhances the ability of front-line employees to participate in career enhancement type training.	National Partnership Council	FY 1999-2000
1-6	Continue to identify career enhancement opportunities within the Agency.	Office of Deputy Administrator –FGIS Office of the Deputy Administrator-P&S	On-going
1-7	Continue to work within GIPSA and with APHIS and AMS (and other USDA agencies, as appropriate) to cross-utilize employees during decreased workload periods.	Senior Management Team	On-going
1-8	Explore the use of alternative training media (e.g., CD-ROM and video).	Office of Deputy Administrator-FGIS/Audiovisual, Regulatory and Training Staff	FY 1999 and on-going
1-9	Continue to provide all GIPSA employees with the mandatory USDA Civil Rights training.	Civil Rights Staff	FY 1999 and on-going, as required
1-10	Develop a program for front-line supervisors to experience details in D.C. to familiarize them with policy development, D.C. staff, and the day-to-day activities of a Headquarters' manager/executive.	Office of Deputy Administrator-FGIS/Audiovisual, Regulatory and Training Staff	September 1999
1-11	Conduct front-line supervisory training (i.e., shift supervisors, officers-in-charge, and assistant field office managers) with an emphasis on the Agency's regulations and new policies/procedures so that they can share with employees the basis for specific policies. The training will also focus on interpersonal relations and the other supervisory competencies developed by the Office of Personnel Management (Appendix A).	Office of Deputy Administrator-FGIS/Audiovisual, Regulatory and Training Staff	October 1999

1-12	Institute a 360 degree self-assessment process as a training needs identification tool for all managers (Headquarters' managers and FOMs).	Office of Deputy Administrator-FGIS/Audiovisual, Regulatory and Training Staff is responsible for designing and providing instruction on the assessment tool. Each manager is responsible for conducting his/her own assessment.	FY 2000
1-13	Institute a 360 degree self-assessment process as a training needs identification tool for all Assistant FOMs, Officers in Charge, and front-line supervisors.	Office of Deputy Administrator-FGIS/Audiovisual, Regulatory and Training Staff is responsible for designing and providing instruction on the assessment tool. Each AFOM, OIC, and supervisor is responsible for conducting his/her own assessment.	FY 2001
1-14	Each supervisor/manager develops his/her own IDP based on the results of the 360-degree assessment.	All FGIS supervisors and managers	Beginning in FY 2000 for FOMs and Headquarters' managers and in FY 2001 for AFOMs, OICs, and supervisors.
1-15	Develop national-level training, as needed, based on analysis of compiled results of all 360-degree assessments.	Office of Deputy Administrator-FGIS/Audiovisual, Regulatory and Training Staff	Beginning in FY 2000
1-16	Provide all Quality Assurance Specialists individual training on the analytical options of the new quality control system.	Field Management Division	September 1999
1-17	Select and send GIPSA personnel to TQSA training.	Field Management Division	Spring-Summer 1999 (and on-going, as needed)

1-18	As weighing and material handling, inspection, and data collection and processing systems are automated, provide on site-training.	Field Management Division	On-going
1-19	Continually update technical training curriculum and ensure that technicians receive the training that they need to successfully utilize new and/or modified procedures, tests, and equipment.	Technical Services Division	On-going
1-20	Continually update technical training curriculum for P&S employees to ensure a well-trained work force.	Office of Deputy Administrator-P&S/Program Services Staff	On-going
Strategy 2: Effectively Utilize Recruitment Initiatives			
ITEM	ACTION	RESPONSIBLE UNIT	BY WHEN
2-1	Continue the Agency's involvement with the Historically Black Colleges and Universities, Hispanic Association of Colleges and Universities, and 1994 Tribal Schools.	Civil Rights Staff	On-going
2-2	Continue the Agency's support of the 1890 Scholars Program, USDA Summer Intern Program, and the GIPSA Scholarship Program.	Civil Rights Staff	On-going
2-3	Expand the Agency's relationship with institutions of higher learning which have a high percentage of women and minorities pursuing degrees in the agricultural sciences, economics, and other areas needed by the Agency.	Civil Rights Staff	Begin immediately
2-4	Improve underrepresentation and diversity by continuing to use scholarship, intern, and other recruitment programs designed to improve diversity of the work force and achieve parity with the CLF.	Civil Rights Staff All managers	On-going

2-5	Improve underrepresentation and diversity by hiring a diversified intermittent and part-time work force with the goal of achieving parity with the CLF.	Field Management Division	On-going
2-6	Hire up to 30 additional economists.	Office of Deputy Administrator, P&S	FY 1999-2001
2-7	Hire 6 to 8 investigators with legal expertise.	Office of Deputy Administrator, P&S	FY 1999-2001
2-8	Recruit and hire new employees (permanent or seasonal) with an emphasis on the basic competencies developed by the Office of Personnel Management and on skills needed to use new technology.	All managers	On-going
Strategy 3: Enhance the Quality of Work Life			
ITEM	ACTION	RESPONSIBLE UNIT	BY WHEN
3-1	Develop a career map for Agency positions (and with cross-references to specific positions in APHIS and AMS).	Office of the Deputy Administrator –FGIS MRP Human Resources	October 1999
3-2	Provide employees with appropriate safety and health training and equipment.	Office of the Deputy Administrator-FGIS/Safety & Health Staff	On-going
3-3	Solicit employee and Union input and suggestions on quality of work life issues.	Field Management Division	On-going
3-4	Make greater use of alternative work schedules whenever they are consistent with the mission of the Agency.	All managers	On-going
3-5	Continue to work with MRP Human Resources to learn of and about quality of worklife initiatives.	Office of Deputy Administrator-FGIS/Audiovisual, Regulatory & Training Staff; Office of Deputy Administrator- P&S/ Program Services Staff	On-going

APPENDIX A

**SUPERVISORY, MANAGERIAL,
AND LEADERSHIP COMPETENCIES**

LEADERSHIP COMPETENCIES

LEADING CHANGE

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

External Awareness - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

Creativity and Innovation - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

Strategic Thinking - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Continual Learning - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

Resilience - Deals effectively with pressure; maintains focus and intensity; and remains optimistic and persistent even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Flexibility - Is open to changes and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Service Motivation - Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

LEADING PEOPLE

Conflict Management - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Cultural Awareness - Initiates and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the work force. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.

Team Building - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

Integrity/Honesty - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

RESULTS DRIVEN

Accountability - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

Problem Solving - Identifies and analyzes problems, distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Decisiveness - Exercises good judgement by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Customer Service - Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; and is committed to continuous improvement of services.

Entrepreneurship - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Technical Credibility - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and address training and development needs. Understands linkages between administrative competencies and mission needs.

BUSINESS ACUMEN

Financial Management - Demonstrates broad understanding of the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost/benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Human Resources Management - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded, takes corrective action.

Technology Management - Uses efficient and cost effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

BUILDING COALITIONS/COMMUNICATION

Oral Communication - Makes clear and convincing oral presentations to individuals or groups-listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Written Communication - Expresses facts and ideas in writing in a clear, convincing, and organized manner.

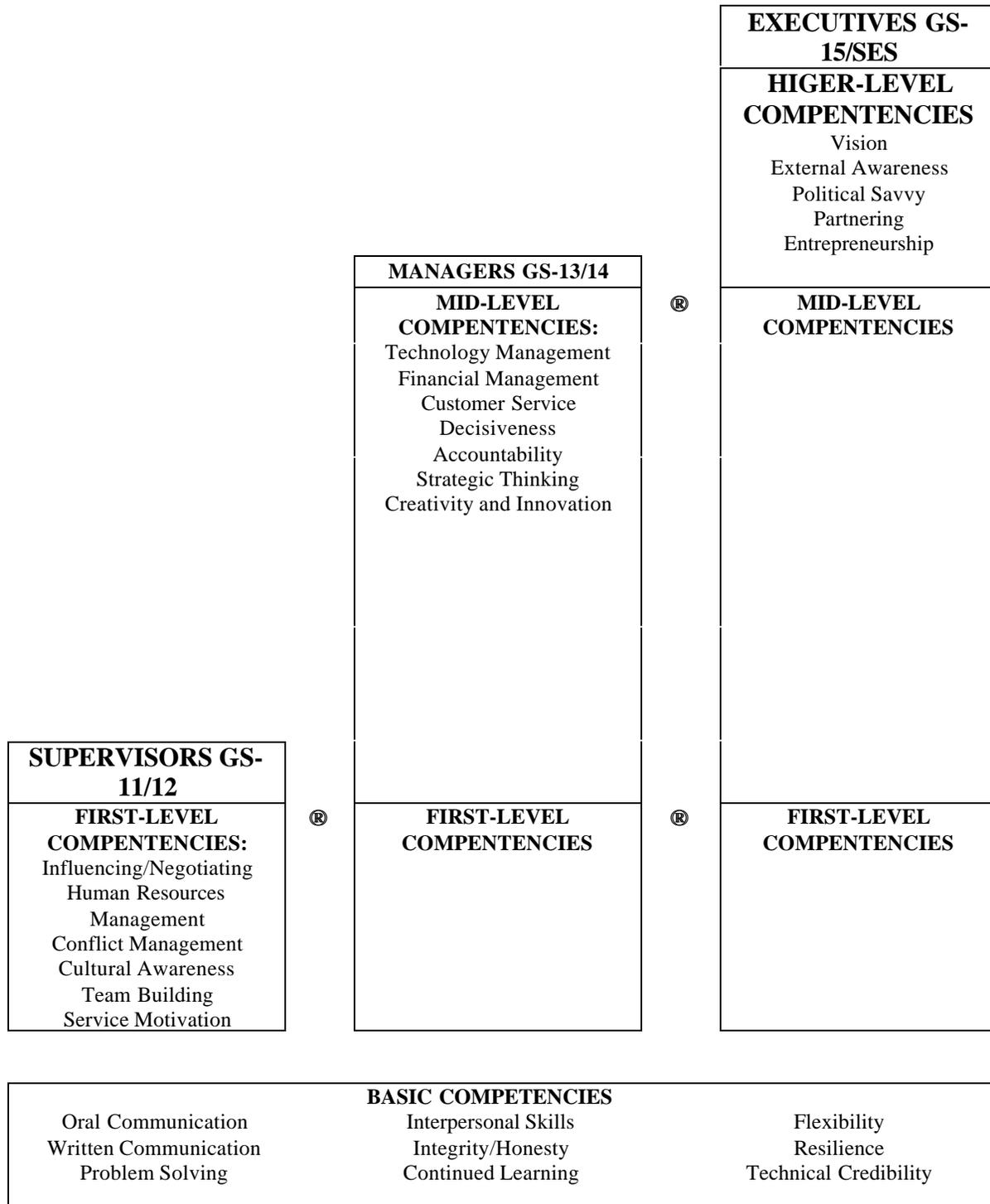
Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

Partnering - Develops networks and builds alliances; engages in cross-functional activities; collaborates across boundaries and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations', is tactful, compassionate and sensitive, and treats others with respect.

Leadership, Effectiveness Framework Model (LEF)



APPENDIX B
WORK FORCE DATA

APPENDIX B

**GIPSA Diversity Compared to the Civilian Labor Force (CLF)
by PATCO Category -Fourth Quarter-Fiscal Year 1998**

PROFESSIONAL	WM	WF	BM	BF	HM	HF	AM	AF	NAM	NAF
CLF %	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
GIPSA %	67.7	16.9	4.6	6.2	1.5	0	0.0	3.1	0	0
DIFFERENCE	+13.0	-13.4	+2.2	+3.0	-0.6	-1.4	-3.5	+1.2	-0.2	-0.2
ADMINISTRATIVE										
CLF %	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
GIPSA %	63.5	19.4	7.1	2.9	0.6	2.9	0	0.6	2.4	0.6
DIFFERENCE	+21.4	-21.0	+3.5	-1.1	-2.0	+0.3	-1.4	-0.8	+2.1	+0.3
TECHNICAL										
CLF %	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4
GIPSA %	52.6	13.0	24.7	5.8	1.1	0.4	0.9	0.2	1.1	0
DIFFERENCE	+16.5	-29.9	+21.1	-0.8	-2.1	-3.0	-1.0	-1.4	+0.7	-0.4
CLERICAL										
CLF %	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5
GIPSA %	4.7	53.5	0	37.2	0	0	0	2.3	0	2.3
DIFFERENCE	-9.3	-9.9	-2.8	+26.8	-1.7	-5.2	-0.8	+0.4	-0.1	+1.8
OTHER										
CLF %	67.6	11.2	9.7	3.2	4.8	1.0	1.2	0.3	0.9	0.2
GIPSA %	0	0	0	75.0	0	25.0	0	0	0	0
DIFFERENCE	-67.6	-11.2	-9.7	+71.8	-4.8	+24	-1.2	-0.3	-0.9	-0.2

**GIPSA Diversity Compared to the Civilian Labor Force (CLF)
Fourth Quarter-Fiscal Year 1998**

Hires Needed to Reach CLF%

PROFESSIONAL (hires needed to reach CLF%)	WM	WF	BM	BF	HM	HF	AM	AF	NAM	NAF
GS/GM-13	0	5	0	1	1	1	1	1	0	0
GS/GM-14	0	2	0	1	0	0	1	0	0	0
GS/GM-15	0	1	0	0	0	0	0	0	0	0
ADMINISTRATIVE (hires needed to reach CLF%)										
GS/GM-13	0	18	0	3	2	0	1	1	1	0
GS/GM-14	0	4	0	1	1	1	1	1	0	0
GS/GM-15	0	2	0	1	1	1	0	0	0	0
TECHNICAL (hires needed to reach CLF%)										
GS/GM-13	0	6	0	1	1	1	0	1	0	0
GS/GM-14	0	3	0	1	1	1	0	0	0	0

Employee Count by Job Series

(Numbers represent “bodies,” rather than full-time equivalents/cumulative staff years)

Series	As of July 1998
0018 Safety	1
0110 Economist	8
0233 Labor Relations	1
0260 Equal Employment Opportunity.....	2
0301 Misc. Administration	15
0303 Misc. Clerical.....	36
0318 Secretary.....	24
0326 Office Automation Clerk.....	8
0334 Computer Specialist.....	24
0335 Computer Clerk.....	4
0340 Program Management.....	3
0341 Administrative Officer.....	4
0343 Management/Program Analysis	10
0399 Student Trainee	2
0403 Microbiology.....	1
0511 Auditing.....	33
0560 Budget Analysis	4
0561 Budget Clerk/Assistant.....	1
0599 Student Trainee	1
0855 Electronics Engineer.....	2
0856 Electronics Technician.....	1
0890 Agricultural Engineer.....	2
0963 Legal Instruments Examination.....	8
0986 Legal Clerk/Assistant.....	9
1035 Public Affairs.....	1
1084 Visual Information.....	1
1146 Agricultural/Grain Marketing	79
1150 Industrial.....	21
1199 Student Trainee	2
1301 General Physical Science	6
1311 Physical Science Technician.....	19
1320 Chemistry.....	6
1529 Mathematical Statistician	2
1801 General Inspection, Investigation, and Compliance.....	4
1910 Quality Assurance	3
1980 Agricultural Commodity Grading.....	303
1981 Agricultural Commodity Aids/Technicians	187
3515 Laboratory Support	<u>1</u>
TOTAL	840

**Grain Inspection, Packers and Stockyards Administration
Full Retirement Eligibility by Year**

FGIS

	Fiscal Year							
	*99	*00	*01	*02	*03	*04	*05	*06
D.C. Headquarters								
<i># DC Employees</i>	66	66	66	66	66	66	66	66
<i># DC Employees Eligible</i>	9	12	15	18	18	19	27	27
<i>% DC Employees Eligible</i>	13.64%	18.18%	22.73%	27.27%	27.27%	28.79%	40.91%	40.91%
TSD Headquarters								
<i># TSD Employees</i>	71	71	71	71	71	71	71	71
<i># TSD Employees Eligible</i>	6	6	8	9	13	15	21	24
<i>% TSD Employees Eligible</i>	8.45%	8.45%	11.27%	12.68%	18.31%	21.13%	29.58%	33.80%
Field								
<i># Field Employees</i>	429	429	429	429	429	429	429	429
<i># Field Employees Eligible</i>	38	47	61	81	107	130	151	183
<i>% Field Employees Eligible</i>	8.86%	10.96%	14.22%	18.88%	24.94%	30.30%	35.20%	42.66%
Total								
<i># FGIS Employees</i>	570	570	570	570	570	570	570	570
<i># Total Employees Eligible</i>	53	65	84	108	138	164	199	234
<i>% Total Employees Eligible</i>	9.30%	11.40%	14.74%	18.95%	24.21%	28.77%	34.91%	41.05%

NOTES: The number of employees, who are fully eligible to retire, is cumulative from year to year.
For the purposes of this table, the # of employees at each location is constant from year to year.

Grain Inspection, Packers and Stockyards Administration Full Retirement Eligibility by Year

P&S Program

	Fiscal Year							
	1999	2000	2001	2002	2003	2004	2005	2006
Headquarters								
# Hdqt Employees	39	40	40	40	40	40	40	40
# Hdqt Employees Eligible	4	4	6	6	8	11	12	16
% of Hdqt Employees Eligible	10.26%	10.00%	15.00%	15.00%	20.00%	27.50%	30.00%	40.00%
Field								
# Field Employees	146	163	163	163	163	163	163	163
# Field Employees Eligible	9	12	15	15	21	27	32	35
% of Field Employees Eligible	6.16%	7.36%	9.20%	9.20%	12.88%	16.56%	19.63%	21.47%
Total								
# P&S Employees	185	203	203	203	203	203	203	203
# P&S Employees Eligible	13	16	21	21	29	38	44	51
% P&S Employees Eligible	7.03%	7.88%	10.34%	10.34%	14.29%	18.72%	21.67%	25.12%

GIPSA

	Fiscal Year							
	1999	2000	2001	2002	2003	2004	2005	2006
Total								
# GIPSA Employees	755	773	773	773	773	773	773	773
# GIPSA Employees Eligible	66	81	105	129	167	202	243	285
% GIPSA Employees Eligible	8.74%	10.48%	13.58%	16.69%	21.60%	26.13%	31.44%	36.87%

NOTES: The number of employees, who are fully eligible to retire, is cumulative from year to year.

For the purposes of this table, the # of employees at each location is constant from year to year, except for FY 99 in P&S.

**Grain Inspection, Packers and Stockyards Administration
Full Retirement Eligibility by Major Job Series**

Job Series	Fiscal Year						# Employees Who Are Currently in This Series *	% Within Series Eligible To Retire thru '04
	1999	2000	2001	2002	2003	2004		
1146 <i>Agric./Grain Mkt.</i>	2	3	4	5	6	7	79	8.86
1980 <i>Ag. Com. Graders</i>	22	32	40	50	75	92	303	30.36
1981 <i>Ag. Com. Aids</i>	8	11	14	15	18	22	187	11.76

* As of July 1998. Number represents "bodies," rather than full-time equivalents/cumulative staff years.