



# APPENDIX B. HC QUARTERLY ACCOUNTABILITY REPORT (QAR)

## USDA QUARTERLY ACCOUNTABILITY REPORT (FY03 QTR\_\_)

**Mission Area/Agency/DA:** \_\_\_\_\_

Primary Contact: \_\_\_\_\_ Phone: \_\_\_\_\_ E-Mail: \_\_\_\_\_

### STATUS of Strategic Human Capital Management

**Instructions:** For each Human Capital Improvement Goal, please mark an "X" to report the general progress your agency has made relative to the established timelines of each action strategy.

In addition, please provide a brief narrative on the steps the agency expects to take toward making progress. If any, identify best practices, current or future challenges that may impede your progress, and potential solutions to overcome those challenges. The narrative you provide may be used to facilitate discussions at HCAT Team meetings, HC forums, HRLC meetings, etc. Best practices identified will be shared with other agencies via the HC Web site. OPM's *Human Capital Assessment and Accountability Framework* can be used as a reference.

**1. Strategic Alignment and Human Capital Planning:** Institute a practice of systematic human capital management that is aligned with the USDA and agency strategic plans, and integrated with budgets.

**1.A.1.0**  Completed/Ongoing  Progressing  No Progress

Develop (i.e., either by developing a unique agency plan or adopting and modifying the Department's HC Plan) and begin implementing an HC Plan that includes a communications component. The agency plans should be developed by human resources (HR) in collaboration with agency leaders and managers and integrated with agency strategic plans to identify mission-critical and HC issues. **Timeline: 2nd Qtr FY03 with ongoing activities; 4<sup>th</sup> Qtr FY03 first HC Plan due with a review to be conducted the 1<sup>st</sup> Qtr of each FY**

**STATUS:**

**1.A.2.0**  Completed/Ongoing  Progressing  No Progress

Align human capital plan elements with agency strategic plan/annual performance plans. **Timeline: 1<sup>st</sup> Qtr FY03 start discussion with ongoing activities**

**STATUS:**

**1.A.3.0**  Completed/Ongoing  Progressing  No Progress

Set priorities for resources and funding in accordance with the agency human capital plan. **Timeline: 3<sup>rd</sup> Qtr FY03, review 3<sup>rd</sup> Qtr of each FY**

**STATUS:**

**1.A.4.0**  Completed/Ongoing  Progressing  No Progress

Participate in Departmentwide collaboration efforts by providing representatives for working groups and forums, and sharing best practices. **Timeline: 1<sup>st</sup> Qtr FY03 with ongoing activities**

**STATUS:**





**2. Workforce Planning and Deployment:** Institute a Departmentwide practice of conducting workforce planning that enables the Department and our agencies to efficiently and effectively deploy the workforce, as well as prevent skills gaps.

**2.A.1.0**  Completed/Ongoing  Progressing  No Progress

Agency leadership and human resources staff collaborate to conduct workforce planning using the Departmentwide model. **Timeline: Begin effort in 3rd Qtr FY03; complete 4th Qtr FY03**

**STATUS:**

**2.A.2.0**  Completed/Ongoing  Progressing  No Progress

Develop and implement workforce restructuring plans, with program manager involvement, that incorporates competitive sourcing solutions and resource savings related to eGovernment efficiencies. **Timeline: 4th Qtr FY02 with ongoing activities to be completed in 1st Qtr FY07**

**STATUS:**

**2.A.3.0**  Completed/Ongoing  Progressing  No Progress

Provide updates to the Department on restructuring plans. **Timeline: Begin 4th Qtr FY02, reporting in 1st Qtr FY03, activities to be completed 1st Qtr FY07**

**STATUS:**

**3. Accountability System:** Ensure USDA human resource programs are strategically aligned, effective, efficient, and in compliance with applicable laws and regulations (e.g., Veteran's Preference Act, Equal Employment Opportunity (EEO), Merit System Principles) and the PMA using a Departmentwide accountability system.

**3.A.1.0**  Completed/Ongoing  Progressing  No Progress

Participate in the development of USDA's HRM Accountability Program. **Timeline: Begin 4th Qtr FY02, completion 1st Qtr FY03**

**STATUS:**

**3.A.2.0**  Completed/Ongoing  Progressing  No Progress

Systematically evaluate agency programs using processes, tools, and schedules contained in the USDA Accountability Program. **Timeline: 2nd Qtr FY03 with ongoing activities**

**STATUS:**



**3.A.3.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Provide quarterly reports via the HC Plan reporting system on progress toward USDA Accountability Program goals and actions (once the reporting system is developed). **Timeline: 4th Qtr FY02 with ongoing activities**

**STATUS:**

**4. Talent Management:** Align recruitment and retention strategies with workforce planning efforts to enhance the effectiveness of these efforts and close critical position and competency gaps.

**4.A.1.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Develop and align agency-specific recruitment and retention plans with workforce planning and deployment plans; focus on mission-critical positions as well as existing and projected competency gaps. **Timeline: 4th Qtr FY03 with a review the 4th Qtr of each successive FY**

**STATUS:**

**4.A.2.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Train recruiters and supply the necessary materials to effectively represent the agency and USDA. **Timeline: Began in FY02 with ongoing activities**

**STATUS:**

**4.A.3.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Continue to explore and promote the use of HR flexibilities to recruit and retain employees and emphasize planning for their use in the budget cycle. **Timeline: Began in FY02 with ongoing activities**

**STATUS:**

**4.A.4.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Increase the use of senior leaders and program managers in recruiting activities, especially those focused on meeting diversity goals and filling mission-critical and competency-gap positions (e.g., at the university level and PMI program). **Timeline: 3<sup>rd</sup> Qtr FY03 with ongoing activities**

**STATUS:**



**5. Leadership Development and Succession Planning:** Ensure leadership continuity and development through workforce planning and analysis, and optimal use of available tools and resources throughout the Department, to better achieve mission requirements.

**5.A.1.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Include the leadership function (i.e., managers, supervisors, and SES cadre) in the workforce planning and analysis process to identify agency-specific position and competency requirements. **Timeline: 2nd Qtr FY03**

**STATUS:**

**5.A.2.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Develop agency-specific succession plans using a Departmental framework and toolkit. **Timeline: Begin 4th Qtr FY03, completion 1st Qtr FY04**

**STATUS:**

**6. Knowledge Management and Employee Development:** Ensure that the USDA captures and shares knowledge, and develops employee competence to better perform the Department's mission.

**6.A.1.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Actively participate in the USDSA eGovernment content/knowledge management effort, and implement Department's knowledge management strategy when complete. **Timeline: 2nd Qtr FY03**

**STATUS:**

**6.A.2.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Develop and/or implement a training strategy linked to workforce planning and deployment efforts that addresses standards for technology investments. **Timeline: 4th Qtr FY03**

**STATUS:**

**6.A.3.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Participate in and support implementation of the ongoing eGovernment enterprisewide efforts to establish a learning management system; implement the Department's Learning Management System (LMS) when available. **Timeline: Began in FY02 with ongoing activities**

**STATUS:**



**6.A.4.0**  Completed/Ongoing  Progressing  No Progress

Assess the impact of agency training strategies on closing competency gaps and meeting business goals.

Timeline: Begin in 4th Qtr FY04, with ongoing activities

STATUS:

**7. Performance Management:** Ensure the performance appraisal system is aligned with Departmental/organization mission accomplishment and is linked to employee development and recognition programs, ultimately improving individual and organizational performance.

**7.A.1.0**  Completed/Ongoing  Progressing  No Progress

Link the performance management system (including performance appraisal, awards and recognition, and developmental needs) with organizational mission accomplishment for all employees starting with managers.

When the linkage is established, educate and/or communicate to employees about the linkage. Timeline: Begin 4th Qtr FY03, completion 1st Qtr FY04 with ongoing activities

STATUS:

**7.A.2.0**  Completed/Ongoing  Progressing  No Progress

Work with OHRM to assess the effectiveness of the agency performance management system (including performance appraisal, awards and recognition programs, and related development strategies), and ensure the system addresses performance distinctions. Timeline: Begin 4th Qtr FY03, completion 2nd Qtr FY04

STATUS:

**8. Diversity Management, Equal Employment Opportunity, and Civil Rights:** Ensure a diverse workforce with the necessary skills to accomplish the USDA mission and strategic goals.

**8.A.1.0**  Completed/Ongoing  Progressing  No Progress

Ensure that diversity, civil rights, and EEO are properly aligned with and incorporated, as appropriate, into all strategic planning initiatives and annual performance plans. Timeline: 1st Qtr FY04

STATUS:



**8.A.2.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Incorporate diversity targets in workforce planning; continue to focus on attracting, hiring, developing, and advancing applicants and employees who are members of under-represented and socially disadvantaged groups. Ensure compliance with civil rights and EEO laws, merit systems principles, veteran's preference, and prohibited personnel practices. **Timeline: 1st Qtr FY04**

**STATUS:**

**8.A.3.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Participate in Departmentwide information collection and sharing to facilitate compiling and disclosing data used in assessing compliance with civil rights, EEO, and related reporting requirements. **Timeline: 2nd Qtr FY03**

**STATUS:**

**9. Labor and Employee Relations and Conflict Management:** Prevent and successfully resolve employee disputes and maintain effective working relationships with labor organizations.

**9.A.1.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Incorporate basic Labor Management Relations (LMR) and labor contract administration training into new supervisor training or new labor contract orientation programs for supervisors and managers. **Timeline: Began in FY02, completion 1st Qtr FY05**

**STATUS:**

**9.A.2.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Establish an agency LMR strategy and plan that articulates program goals and actions the agency will take to address LMR issues and obligations that may arise in conjunction with agency program changes. **Timeline: Began in FY02, completion 1st Qtr FY04**

**STATUS:**

**9.A.3.0**  **Completed/Ongoing**  **Progressing**  **No Progress**

Participate in the development of the standardized electronic dispute record system and its eventual implementation. **Timeline: Begin 4th Qtr FY03, completion 3rd Qtr FY04**

**STATUS:**