

**Agricultural Marketing Service  
Dairy Programs Workforce Plan  
FY 2001**

**Strategy 1: Preparing AMS (Dairy Programs) Employees to Meet Agency Challenges**

<p>(1) Support a model for workforce planning, succession planning, analysis and forecasting</p> <p>(2) Create tools to effectively recruit, manage, and retain a high quality and diverse workforce.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) develop effective supervisors and managers and maintain a sufficient pool of experienced, high quality employees for competing in future supervisory and executive positions;</li><li>(2) engage actively in effective workforce planning by recruiting, realignment of its current workforce and developing employees to ensure the right mix of employees to meet Dairy Programs' needs;</li><li>(3) identify a hierarchy of management training and a model of core competencies for effectively developing a cadre of qualified candidates for future leadership positions;</li><li>(4) identify cultural changes, identify and promote models of training goals and measures that are results oriented.</li></ol> <p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) ensure that its new hires have the core competencies needed to survive and thrive in an increasingly changing diverse workforce;</li><li>(2) support continual learning perspective, work/life balance, and a culture of leadership excellence that are recognized as major factors in attracting and retaining excellent employees;</li><li>(3) research best practices in the private and public sectors for better, more cost-effective service to enhance employees' morale and productivity;</li><li>(4) use the broad array of strategic rewards programs to sustain and retain critical and high quality employees.</li></ol>
---	---

## Strategy 2. Using Creative Outreach, Recruitment, and Retention Initiatives

<p>(1) Hiring incorporates new hiring authorities, computer technology and state-of-the-art applicant assessment tools.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) seek better ways to reach persons with the right skills and to use technology to speed the recruitment assessment process;</li><li>(2) use the Internet to help college students identify careers and job opportunities in the Dairy Programs;</li><li>(3) identify and target key sources for recruiting diverse, skilled candidates;</li><li>(4) use flexible, cost-effective intern programs;</li><li>(5) promote the public service and Dairy Programs as a competitive and affirmative action employer.</li></ol>
<p>(2) Retention of employees whose departure from Dairy Programs would mean a loss of critical competencies or reduction in Programs performance.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) identify pay and compensation strategies and encourage the use of available retention flexibility of all types;</li><li>(2) implement creative and innovative personnel approaches to retain or regain critically needed skills of senior employees or retirees.</li></ol>
<p>(3) Based hiring of senior personnel on leadership and technical/professional attributes to help develop, select, and manage an exceptional leadership environment.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) pilot a competency-based approach by incorporating leadership and technical qualifications in senior level vacancy announcement for quality selection and optimal job performance;</li><li>(2) ensure a selection of senior employees who support a continual learning perspective, employee development through training and education, and workforce diversity.</li></ol>

### Strategy 3--Enhance the Quality of Work Life

<p>(1) Alternative dispute resolution (ADR) programs that can reduce the cost of disputes, reduce litigation, increase satisfaction among conflicting parties in order to enhance working relationship and enhance morale and productivity.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) develop fact sheets to educate managers and employees of conflict resolution programs with an effort to help conflicting parties find quick solutions to the underlying issues that create misunderstanding and conflicts;</li><li>(2) identify conflict resolution presenters to make presentation to Dairy Programs managers and employees about the benefits of using ADR;</li><li>(3) recognize conflicting parties who achieve a mutual satisfactory solution to the underlying issues and problems.</li></ol>
<p>(2) A family-friendly workplace culture to help attract and retain the best employees and to help balance work and personal life in an increasingly differing and ever-changing needs.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) make a needs assessment of its workforce to determine work and personal needs of its employees;</li><li>(2) identify a full range of benefits and personnel flexibilities that are supported by the agency;</li><li>(3) encourage the full use of existing flexibilities as business operations and results are warranted.</li></ol>
<p>(3) Effective performance management and measurement of results with respect to human resources and organizational development.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) encourage the alignment of its existing employees to ensure the right mix of skills and to help the right employees with the right skills to fill positions to enhance job satisfaction and motivation;</li><li>(2) use suggestion box and all-employee meeting approaches as ways to listen to the voice and concerns of its employees to facilitate decision-making.</li></ol>
<p>(4) Wellness programs and employee assistance program</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) educate Dairy employees about the various resources that are available; and</li><li>(2) encourage employees who are under stressful situations to take full advantage of opportunities available at the work site.</li></ol>

#### Strategy 4—Adapting to Changing Technology

<p>(1) Electronic transfer of information and data to improve reporting capabilities</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) develop databases for various aspects of dairy programs and functions as a way of reengineering record keeping and reporting practices and eliminating the need for a paper record management;</li><li>(2) develop databases to facilitate in the formulation and execution of budget data and financial management activities and reporting.</li></ol>
<p>(2) Education and training in information technology and applications.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) coordinate program-wide training on standardized applications and systems to strategically align employees to future IT needs;</li><li>(2) develop IT employees to fully support the agency and Dairy Programs mission;</li><li>(3) identify training opportunities and competency model for IT personnel to optimize job performance and job satisfaction.</li></ol>
<p>(3) Strategically align Dairy Programs IT needs to enhance business operations and communications.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) benchmark good IT applications and systems to facilitate fast, better, and cost-effective service</li><li>(2) identify in-house applications and systems that need to be transformed to meet the demands of a changing IT workforce and of changing requirements.</li></ol>
<p>(4) Posting information on the Internet to reach out to customers and potential customers, to educate stakeholders about the services, and to attract potential high quality personnel for employment opportunities.</p>	<p>Dairy Programs will:</p> <ol style="list-style-type: none"><li>(1) continuously improve formats and methods of posting information on the Internet to ensure quality assurance;</li><li>(2) initiate a customers' feedback survey on the Internet;</li><li>(3) initiate a customers' forum for dialog with responsible programs personnel.</li></ol>