FARM CREDIT ADMINISTRATION

STRATEGIC HUMAN CAPITAL PLAN
FY 2014 – 2018

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INTRODUCTION

The Farm Credit Administration is an independent agency in the Executive branch of the U.S. Government. We are responsible for the regulation and examination of the banks, associations, and related entities that constitute the Farm Credit System (FCS or System), including the Federal Agricultural Mortgage Corporation (Farmer Mac).

FCA's mission is to ensure a safe, sound, and dependable source of credit and related services for all creditworthy and eligible persons in agriculture and rural America. We have two primary strategic goals:

- **Goal I:** Ensure that the System and Farmer Mac fulfill their public mission for agriculture and rural areas.
- **Goal II:** Evaluate risk and provide timely and proactive oversight to ensure the safety and soundness of the System and Farmer Mac.

Achievement of these strategic goals depends largely on our people, talent, and technology. Therefore, the people who work for and with FCA are a strategic priority for us. We will continue to invest in hiring, developing, and retaining a talented, diverse workforce and to provide employees with the tools they need to be highly effective. We strive to keep our work environment positive, innovative, diverse, and family-friendly, and we encourage teamwork and high productivity.

The primary purpose of this human capital plan is to identify our future workforce needs. We want to make sure we have the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

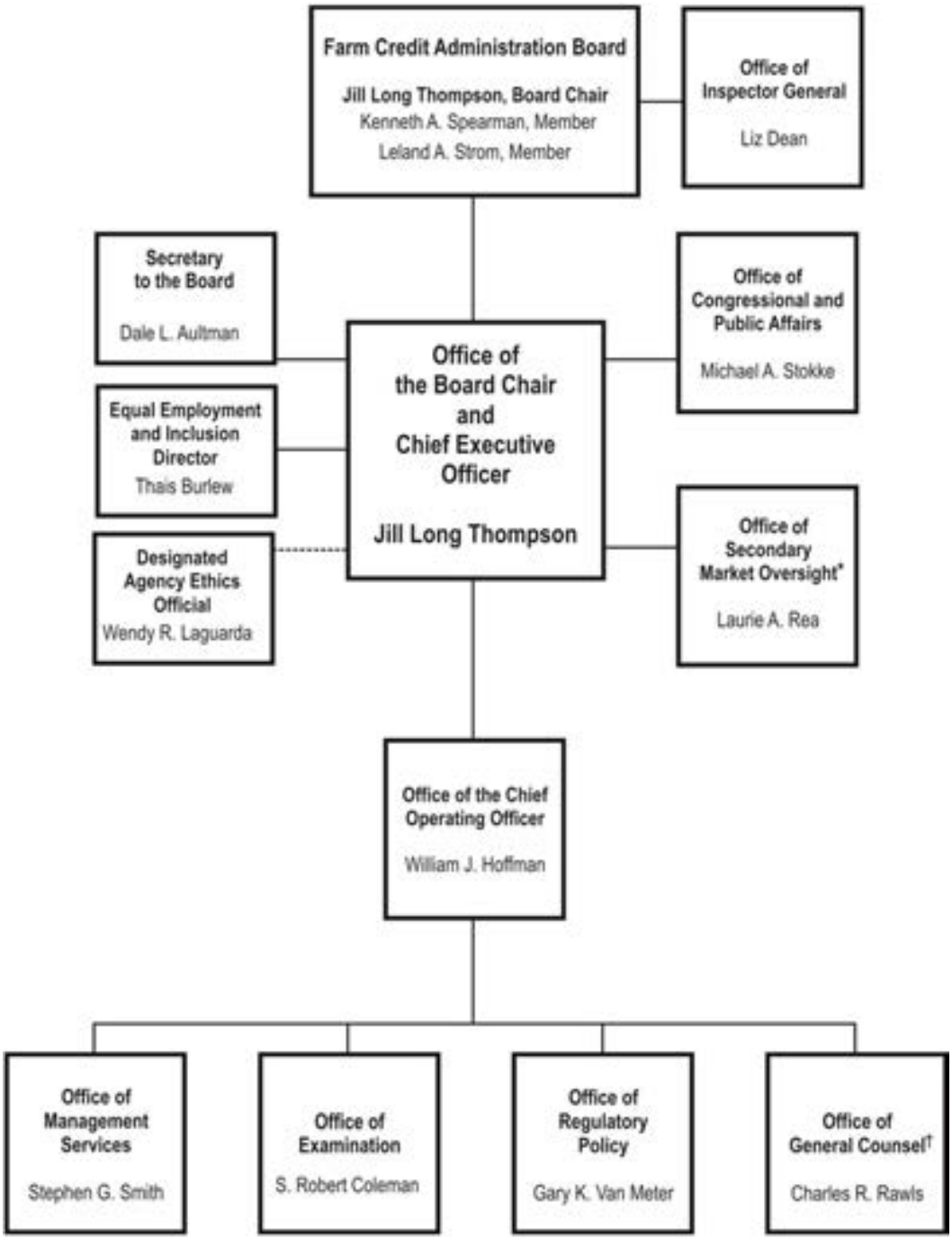
We developed the human capital assessment and strategic initiatives included in this plan under the Office of Personnel Management's Human Capital Assessment and Accountability Framework. This framework requires us to align the Human Capital Plan with the Strategic Plan and to ensure that human capital strategies are sufficient to meet the following requirements:

- **Leadership and Knowledge Management:** Agency leaders and managers must effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.
- **Results-Oriented Performance Culture:** The workforce must be diverse and results-oriented, and must operate under a performance system that effectively differentiates between high and low performance and links individual, team, and unit performance to organizational goals and desired results.
- **Talent Management:** Gaps or deficiencies in skills, knowledge, and competencies must be closed for mission-critical occupations, and meaningful progress must be made towards closing these gaps in all other occupations.

The framework also requires a system of accountability for monitoring and evaluating the effectiveness of human capital policies, programs, and practices. FCA's Human Capital Steering Committee (composed of the Chief Operating Officer, office directors, and Chief Human Capital Officer) reviews initiatives and action plans, provides a formal process for improvements, and monitors progress.

The following figure shows FCA's organizational structure. Approximately 60 percent of FCA staff is in the Office of Examination, 18 percent is in the Office of Management Services, and 9 percent is in the Office of Regulatory Policy. Other offices perform essential functions but require fewer staff members.

FCA maintains its headquarters and a field office in McLean, Virginia, with additional field offices in Bloomington, Minnesota; Dallas, Texas; Denver, Colorado; and Sacramento, California.



***Reports to the Board for policy and to the CEO for administration.**
†Maintains a confidential advisory relationship with each of the Board members.

SUCCESSES IN HUMAN CAPITAL MANAGEMENT

As a result of our human capital initiatives, we have had several significant successes:

- While unusually high retirement rates present a continuing challenge, we have a robust employee hiring and development program, and we have taken actions to improve succession.
- General attrition has remained stable when the impact of increasing retirement rates is factored out.
- Our commission training program has produced a cadre of commissioned examiners in the Office of Examination that also serves as a source of staffing for other offices.
- By continually assessing human capital needs, we have established appropriate human capital requirements, and we have used our human capital assessments to develop, enhance, and redirect training and development programs.
- Significant advances in our information technology infrastructure have improved the manner in which we work, collaborate, gather information, review, approve, and store work products. These advances have improved the effectiveness of our workforce and resulted in greater efficiency.
- To improve accountability and build more consistency and discipline into work and supervisory processes, we have implemented supplemental performance standards and metrics for both employees and managers.
- We have human capital policies and procedures that promote talent and a results-oriented performance culture.
- The Office of Personnel Management has formally recognized our agency for fostering accountability in diversity and inclusion. We have emphasized diversity in our recruiting, training, policies and procedures, and management/employee performance standards. As a result, the diversity of our workforce is growing.
- FCA remains an attractive employer. Despite the challenge of maintaining compensation programs that are comparable to other Federal bank regulatory agencies with larger staffs and budgets, our salaries remain generally competitive. In addition, we have competitive employee benefits, recruitment bonuses, student loan repayment programs, employee assistance programs, and flexible work schedules and telework alternatives. Employee surveys continue to rank FCA's work/life environment very high.

GAPS AND STRATEGIC INITIATIVES FOR HUMAN CAPITAL MANAGEMENT

We completed a human capital assessment to identify gaps and challenges in the Agency's human capital. This assessment included surveys of office directors and employees, and evaluations of the workforce. The results of this assessment are summarized in this section with additional detail included in Appendix A.

To address workforce gaps and challenges, we have established the following interrelated strategic initiatives. Most of these strategies have been in place for several years. Each office is responsible for implementing actions required to accomplish these strategic initiatives in coordination with the Human Capital Steering Committee and the Chief Human Capital Officer.

Gap/Challenge	Strategic Initiative
1. Key-Person Dependency	Identify positions in which risk of key-person dependency (KPD) exists and ensure that plans are sufficient to build bench strength and manage succession for these positions.

Key personnel are employees who are critical to the success of the Agency. If key personnel have roles that are not easily filled and bench strength is insufficient to fill these roles, then KPD exists, and business continuity and the successful accomplishment of the Agency's mission may be at risk. KPDs typically exist where employees possess unique leadership or subject-matter expertise that is not easily transferable, make decisions that directly affect the success of the Agency, and may possess significant tenure and institutional memory. KPDs are usually associated with mission-critical positions, but they may also involve positions that provide essential specialized support.

At FCA, unusually high retirement rates and turnover have increased KPD and created challenges for succession. We have taken several actions to mitigate KPD. Nonetheless, most offices have employees who serve in unique and critical leadership positions or have unique skills that would be difficult to replace.

We are taking several measures to mitigate KPD risk such as cross-training, external hiring, and creating pools of management and leadership talent that can be more readily drawn upon to fill turnover in key personnel. In addition, we are providing opportunities for managers to attend executive training in preparation for greater leadership roles. We also have plans to implement a leadership development program.

Action Plan:
The Human Capital Steering Committee will

- **identify positions and related core competencies in which KPD risk exists, and**
- **establish plans to build employee skills, increase bench strength, and ensure succession.**

Gap/Challenge	Strategic Initiative
2. Employee Turnover	Meet projected staffing needs through aggressive hiring.

Because of unusually high retirement rates, maintaining our skills, experience, talent, and institutional memory is a challenge. Extensive hiring over the past few years to replace turnover has reduced average workforce tenure and experience, and we expect this decline to continue. In addition, almost all offices report that they are understaffed in relation to workload and approved staffing levels. Although we have hired several new staff members and the hiring process has been streamlined, changes in the Federal hiring program have created a challenge for us to recruit and hire the number of high-caliber individuals needed with the desired qualifications and skills.

The following table shows FCA's overall staff attrition for the past five fiscal years. Because of the percentage of employees eligible for retirement, we expect the attrition rate to increase.

All Employee Attrition*		
Fiscal Year	**Number of Separations**	**Percentage of Workforce**
FY 2012	25	8.4%
FY 2011	24	8.2%
FY 2010	21	7.4%
FY 2009	16	5.9%
FY 2008	22	8.5%

*Excludes FCA Board Members.

The following chart identifies the percentage of employees by office who are eligible to retire over the next five years. As you can see, 23 percent of employees are currently eligible to retire, and 37 percent will be eligible to retire within the next five years.

Retirement Eligibility Report
(July 1, 2013)

	Percentage of Staff Eligible to Retire by Office				
Office	**Now**	**1 year**	**2 years**	**3 years**	**5 years**
OB	50.0%	50.0%	60.0%	70.0%	90.0%
OCEO	33.0%	33.0%	33.0%	33.0%	33.0%
OCPA	16.7%	33.0%	33.0%	33.0%	50.0%
OE	16.1%	16.7%	19.0%	21.3%	24.7%
OSMO	25.0%	25.0%	50.0%	50.0%	50.0%
OGC	50.0%	50.0%	50.0%	57.1%	64.3%
OMS	24.5%	26.5%	26.5%	32.7%	44.9%
OIG	50.0%	50.0%	50.0%	50.0%	50.0%
ORP	43.5%	52.2%	60.9%	65.2%	65.2%
FCA	**23.3%**	**25.1%**	**27.9%**	**31.4%**	**36.9%**

Note: Retirement eligibility is determined by the first date an employee is eligible for retirement which could result in reduced benefits.

The primary implications of the unusually high employee turnover are as follows:

- Maintaining the skills, experience, talent, institutional memory, and leadership we need will be an increasing challenge, particularly in mission-critical positions.
- Succession planning is becoming critical and must mitigate risks created by key-person dependency.
- We must assign more employees to the task of training and developing the skills of new employees.
- Because of the decline in average tenure and experience of staff, we must increase project and examination management skills in our staff.
- We will have difficulty recruiting and hiring the number of high caliber-individuals needed with desired qualifications and skills.

An unusually heavy workload across almost the entire Agency has compounded the problems created by high employee turnover. The primary causes of the increased workload include the following:

- New legislation (e.g., Basel III, the Dodd-Frank Act) and reporting requirements have taken effect.
- Demand is increasing for faster changes to information technology and for more advanced technological solutions.
- We expect risks in the FCS to remain elevated.
- New examination programs are more in-depth and complex.
- The time we must devote to recruiting and training has increased.
- The use of temporary contract employees has been significantly restricted.

Action Plan:
The Human Capital Steering Committee will

- **establish a dashboard reporting process to monitor real-time staffing and staffing gaps, and**
- **identify ways to make the hiring process more effective and efficient.**

Gap/Challenge	Strategic Initiative
3. Competencies	Continue training programs and strategies to increase technical competencies of employees, with greater emphasis on technology skills.

The core competencies and technical skills that employees need will continue to rise because of increasing complexities in the FCS, Farmer Mac, regulatory environment, and examination programs. In addition, employees need deeper skills in technology and database analysis to fully benefit from the significant investments we've made in technological infrastructure (e.g., new software, tools, and data). More specifically:

- As complexity increases in FCS institutions and in the regulatory and policy environment, FCA examiners' core skills in credit, finance, and operations must become ever-more sophisticated.
- Technology continues to change rapidly and become more complex. As a result, FCA staff members continually need more advanced technology skills to effectively develop and use our technology infrastructure. For example, advanced skills are needed in database analysis and financial modeling. In addition, the technology environment at FCS institutions is becoming more complex.
- Requests from the FCS to approve new products, services, and alliances are becoming more complex.
- Our need for core competencies continues to increase in the following areas: project management, plain writing, mobile web technology, business process analysis and design, workflow development, time management, electronic records management, customer relations management, IT security, software, and contract management.
- Project management and related soft skills are becoming more essential because of the increasing size and complexity of FCS institutions, the number of new employees who require coaching, and the number of Agency initiatives to improve operations and efficiencies.

We are taking the following actions to address these critical competency needs:

- We provide a comprehensive internal training program as part of the commissioning program. In addition, we provide "just-in-time" training to educate staff about new regulations and work applications.
- We provide training programs that allow staff to specialize in the most complex credit, finance, and operations risks.
- We recruit externally for mid-career technical and subject-matter specialists to complement our normal hiring and obtain more advanced competencies.

In addition, we may take the following measures to further address competency gaps:

- Establish more robust processes for transferring knowledge from employees who are near retirement to other employees.
- Use existing training tools more effectively to improve technology skills.
- Increase staff competencies by creating more opportunities for staff members to collaborate on projects with staff in other offices and divisions.
- Leverage existing leadership development programs across all offices.
- Use performance plans (with agreed-upon expectations) more broadly across the Agency to ensure that employees develop the skills they need.

Action Plan:
The Human Capital Steering Committee will

- **ensure all core competency needs are incorporated into training and development of staff;**
- **facilitate coordination and sharing of training and development programs among the offices;**
- **promote joint projects and resource sharing; and**
- **identify employees near retirement who have unique knowledge and provide opportunities for knowledge transfer, either through training courses or other avenues.**

Gap/Challenge	Strategic Initiative
4. Employee Engagement	Continue to create opportunities for employees to become more engaged with their work.

FCA has a highly skilled workforce that is generally engaged, and we would like to find ways to increase employee engagement. To do so, we must address issues that threaten engagement, such as the continuing freeze on salary scales, increased attrition, excessive workloads, and challenges in developing competencies and transferring knowledge to new employees.

We have taken the following strategies to increase employee engagement:

- We give employees opportunities to pursue career paths within FCA that complement their interests and strengths.
- We encourage our managers to communicate regularly with staff, to clearly convey expectations, to give constructive feedback and coaching, and to empower employees in accordance with their skills and experience.
- We provide opportunities for employees to work on projects and special assignments outside their normal duties.
- We provide increasingly challenging assignments.
- We offer award systems to recognize staff, and we encourage managers to recognize employees through both formal and informal means.
- We try to recognize each individual's unique talents by matching the right person to the right assignment.
- We offer and effectively balance numerous work/life programs to employees that promote a productive and supportive work environment (e.g., flexible work schedules, telework, employee assistance program).
- We ensure that our compensation is comparable to other agencies governed by the Financial Institutions Reform, Recovery and Enforcement Act of 1989.
- We offer leadership development training and opportunities.

Action Plan:
The Human Capital Steering Committee will

- **foster a workplace that encourages employee engagement, motivation, and commitment; and**
- **provide ongoing training and constructive feedback to managers on ways to motivate and increase employee engagement.**

Gap/Challenge	Strategic Initiative
5. Diversity and Inclusion	Continue increasing workplace diversity and promoting inclusion.

Although FCA has a relatively diverse workforce, we will continue promoting diversity and inclusion in our workforce and equitable treatment of all applicants and employees. We emphasize diversity in recruiting, training, and awareness, and we have a plan addressing diversity and inclusion. In addition, our Board has appointed a Director of EEO and Inclusion, who reports directly to the Board Chair. The Director is responsible for all aspects of EEO and Inclusion, and also administers the remediation program for resolving related complaints.

We are using the following strategies to maintain and improve diversity and inclusion:

- In recruiting, we reach out to diverse groups, such as the Hispanic Association of Colleges and Universities, Inroads, and the Workforce Recruitment Program for College Students with Disabilities.
- Recruiting at career fairs targets persons with disabilities and members of minority groups.
- We provide diversity and inclusion training and awareness programs to all staff. This training recognizes diversity goes beyond race and gender and embraces inclusion of different ideas and backgrounds.
- All managers and employees have EEO performance standards.
- Policy and procedures comprehensively address diversity, EEO, and workplace harassment.
- We publicize EEO complaint procedures and policies and share them with the entire workforce.
- We sponsor and support numerous special interest programs that recognize and celebrate diversity and inclusion.
- We provide accessible accommodations for employees with disabilities.
- We educate employees about the value of diversity through awareness programs.
- We have adopted regulations that address diversity and inclusion in the Farm Credit System.
- Human resources staff have agreed-upon expectations for developing recruiting plans that promote diversity.

Because of these initiatives, the percentage of the FCA workforce that consists of minorities, women, employees with disabilities, and veterans has been stable or growing. About 43 percent of all FCA employees are women, 22 percent are minorities, 13 percent have disabilities, and 13 percent are veterans.

Action Plan:
The Human Capital Steering Committee will continue to

- **support a culture that recognizes, values, and supports diversity, inclusion, and equitable treatment of all applicants and employees;**
- **recruit among diverse and broad groups;**

- **reissue the EEO policy statement annually as a demonstration of leadership commitment to EEO and diversity principles; and**
- **conduct ongoing diversity training and awareness with leaders and employees.**

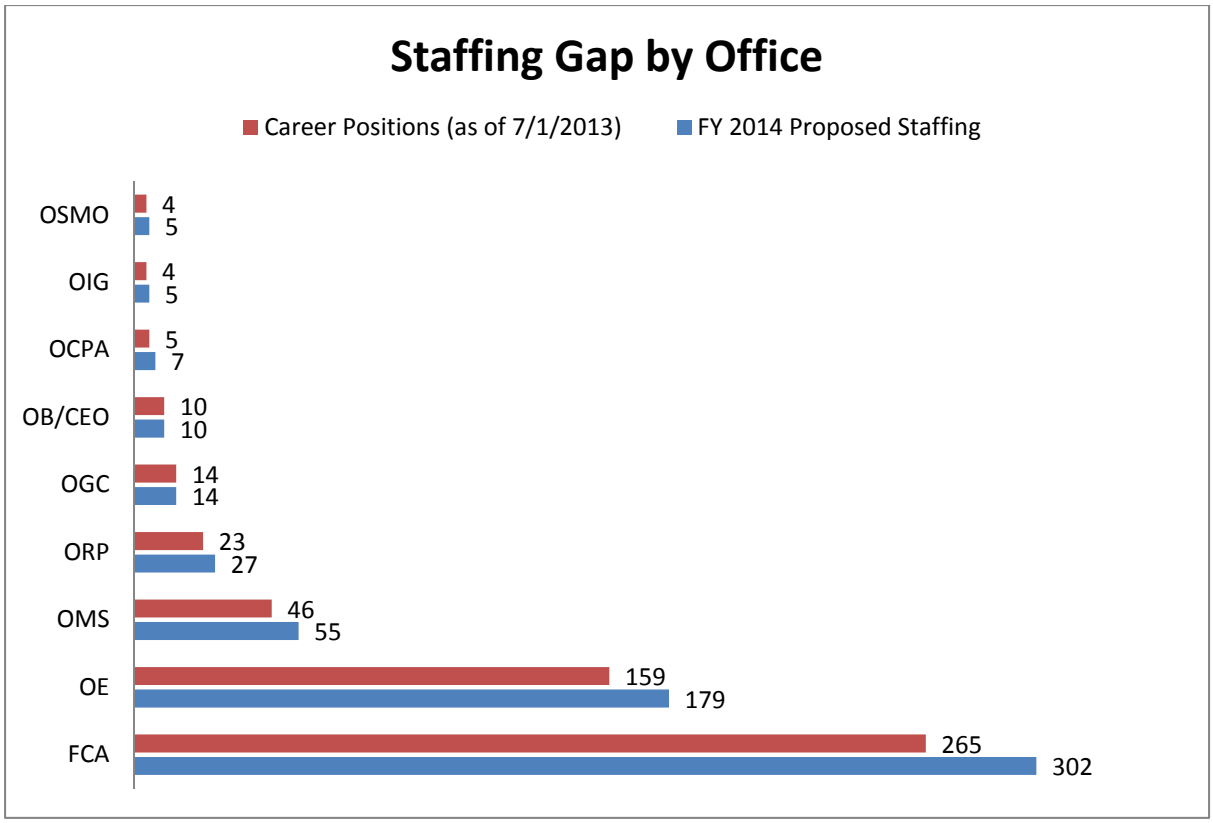
APPENDIX A – HUMAN CAPITAL PROFILE AND ASSESSMENT

This appendix summarizes our evaluation of the FCA workforce, identifies the gaps and challenges in human capital, and describes the strategies and actions that we have taken. We used FCA employment data as of September 30, 2012, in our evaluation, unless stated otherwise. All staff numbers exclude the three FCA Board Members, except for the charts in the section titled Current Staffing.

Current Staffing

The following table and chart show current staffing compared to approved levels of staffing. These projections show that we are 33 positions below approved staffing levels for 2013 and 37 positions below proposed staffing levels for 2014, excluding interns. Assuming a 10 percent attrition rate and no hiring, this gap would increase to 70 positions by year-end 2014. This assumption is higher than past attrition rates but can be justified by the increased percentage of the workforce eligible for retirement. Therefore, hiring must remain a major effort.

Organizational Unit	Current Staffing (as of 7/1/2013)			Approved Staffing		Gap between Current Career Staff and FY 2014 Proposed Staffing
	Career Staff	Interns	Total	FY 2013	FY 2014	
Board	8	0	8	8	8	0
Office of CEO	2	0	2	2	2	0
OCPA	5	1	6	7	7	-2
OE	159	10	169	175	179	-20
OGC	14	0	14	14	14	0
OMS	46	2	48	55	55	-9
OIG	4	0	4	5	5	-1
OSMO	4	0	4	5	5	-1
ORP	23	1	24	27	27	-4
Totals	**265**	**14**	**279**	**298**	**302**	**-37**



Employee Turnover

A significant portion of the workforce is eligible to retire. The average retirement age of FCA employees who voluntarily retired between FY 2001 and FY 2011 was approximately 60. During this period, FCA employees stayed on the job an average of 2.9 years after becoming eligible for retirement. The following chart shows the number eligible to retire as of September 30, 2012 (excludes Board members).

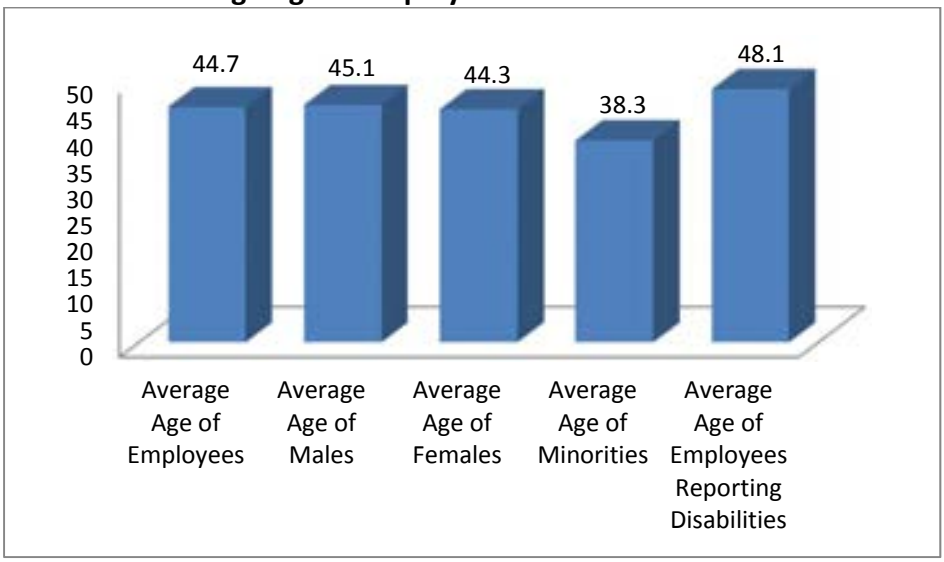
FCA Employees Eligible to Retire as of September 30, 2012

Eligibility Point	Number Eligible	Percentage of Total Workforce
Civil Service Retirement System (CSRS)		
Age 55 + 30 Years of Service	25	8.4
Age 60 + 20 Years of Service	2	0.7
Age 62 + 5 Years of Service	1	0.3
Federal Employees Retirement System (FERS)		
MRA + 30 Years of Service	10	3.3
Age 60 + 20 Years of Service	14	4.7
Age 62 + 5 Years of Service	0	0.0
Total Eligible	**52**	**17.4**

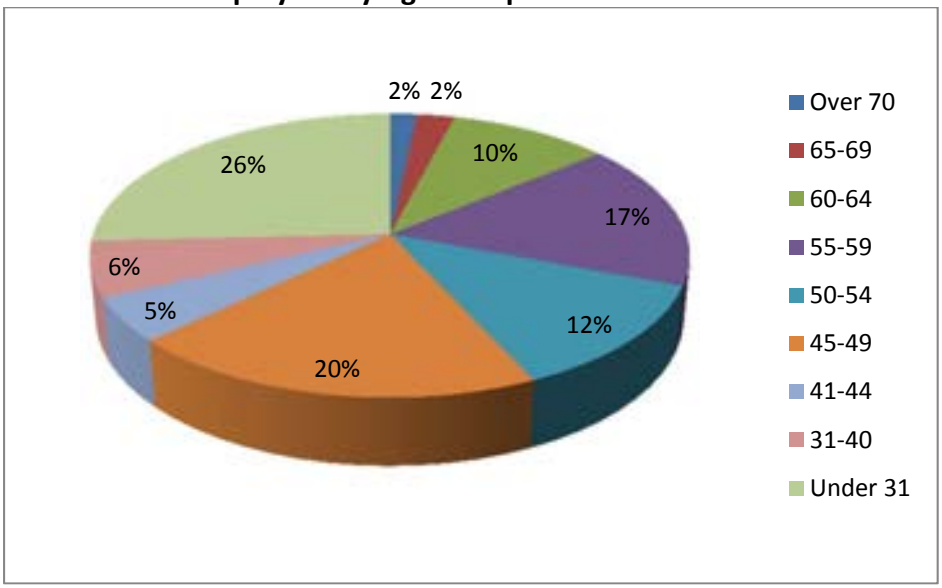
Age Profile

The following figure shows the age profile of FCA's workforce. The average age of the workforce was 44.7 years at the end of FY 2012, 45.0 at the end of FY 2011, and 47.2 at the end of FY 2006. The average age has declined because of high turnover and recruiting. However, a significant percentage of the workforce continues to be at or near the age of retirement eligibility. Of the 299 total FCA staff, 92 are 55 years of age or older (compared with 81 employees who were 55 or older in FY 2011), and 37 are between the ages of 50 and 54 (compared with 40 employees in this age category in FY 2011). As retirements continue, we expect the average age and tenure of staff to continue declining.

Average Age of Employees at the End of FY 2012



FCA Employees by Age Group at the End of FY 2012



Mission-Critical Employee Profile

The Office of Personnel Management defines mission-critical positions as "occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed." FCA's mission-critical occupations include the following:

- FCA examiners
- Policy analysts
- Attorney advisors
- Executive leadership

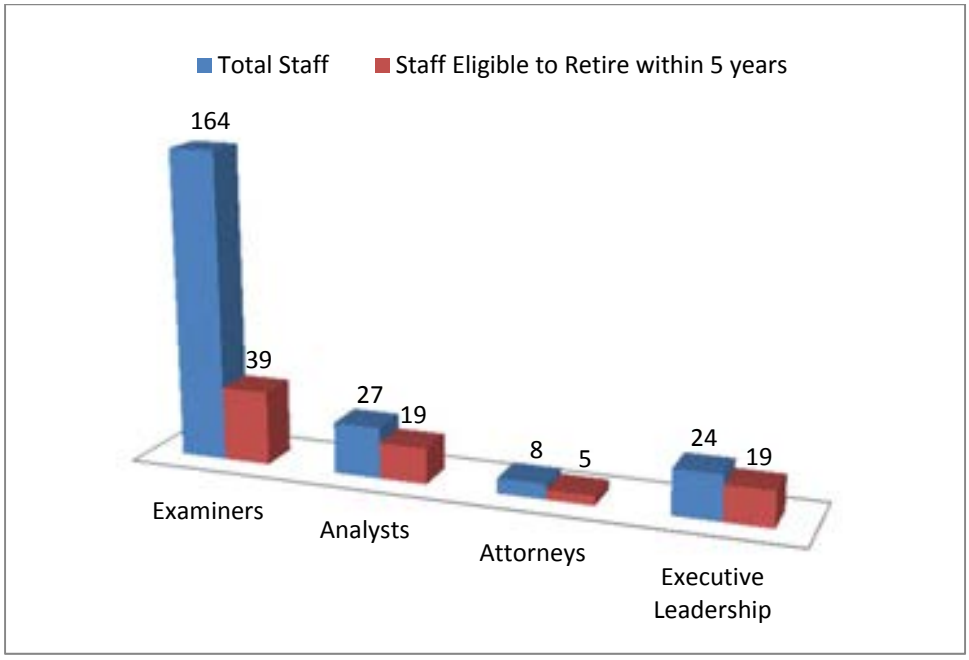
The following figure shows the profile of mission-critical employees. Mission-critical employees represent 75 percent of the workforce. The average age of these employees was 41 for examiners and policy analysts, 50 for attorney advisors, and 56 for executive leadership.

FCA Employee Characteristics for Mission-Critical Positions at the End of FY 2012

Series Characteristics	Examiners and Analysts	Executive Leadership	Attorney Advisors
Number of employees	191	24	8
Number of males	127	18	2
Number of females	64	6	6
Number of minorities	40	0	0
Number of employees reporting disabilities	20	3	2
Average age of employees	41.5	56.0	49.8
Average age of males	43.3	57.1	45.8
Average age of females	37.9	52.6	51.1
Average age of minorities	35.8	n/a	n/a
Average age of employees reporting disabilities	47.2	55.0	48.8
Average grade of employees	38.9	43.0	40.6
Average grade of males	38.2	43.2	40.0
Average grade of females	37.8	42.7	40.8
Average grade of minorities	37.1	n/a	n/a
Average grade of employees reporting disabilities	39.0	43.3	40.0
Average length of Federal service of employees	13.9	27.0	17.1
Average length of Federal service males	14.9	27.8	16.8
Average length of Federal service females	11.5	24.8	17.1
Average length of Federal service of minorities	10.3	n/a	n/a
Average length of Federal service of employees reporting disabilities	17.0	24.4	16.1

The following figure shows retirement eligibility of mission-critical employees. The number of mission-critical employees who are currently eligible or will become fully eligible to retire through FY 2018 represents 37 percent of all the mission-critical employees as of September 30, 2012.

Employees in Mission-Critical Positions
Who Are Fully Eligible to Retire by 2018



To replace employees in mission-critical positions, we hire aggressively and provide a robust training program. Through this training program, we hire entry-level staff and develop them into commissioned examiners over a period of about four years. Commissioned examiners have also historically been a primary source of staff for other mission-critical positions in FCA, particularly for policy analyst positions.

Our commissioning training program averages about a 50 percent retention and commissioning rate after four years, which is generally consistent with other bank regulators with similar commissioning programs. Our staffing and hiring projections recognize the necessary developmental period and the retention rate, along with the significant resource commitment of experienced examiners for training and knowledge transfer.

Workforce Diversity

At fiscal year-end 2012, FCA had 299 employees (excluding Board members). The following table shows trends in the characteristics and demographics of the workforce from FY 2007 through FY 2012.

All FCA	2007	2008	2009	2010	2011	2012
Number of employees	254	260	270	284	294	299
Women	43.7%	43.5%	42.6%	41.6%	43.5%	42.8%
Minorities	16.9%	16.9%	17.0%	19.0%	20.4%	22.1%
Supervisors and managers	16.9%	15.8%	17.0%	15.9%	15.0%	15.7%
Employees reporting disabilities	13.0%	11.9%	12.2%	13.0%	12.25	13.0%
Employees reporting targeted disabilities	2.0%	2.6%	2.2%	2.1%	2.0%	3.7%
Veterans	9.4%	8.1%	7.4%	7.0%	11.2%	12.7%
Average age of employees	46.7	46.0	45.6	45.5	45.0	44.7
Average grade of employees	38.4	38.3	38.4	38.6	38.4	38.3
Average length of Federal service of employees	18.7	17.9	17.6	16.8	16.2	16.4

The following table provides additional detail on gender, race, and national origin of employees and employees with disabilities.

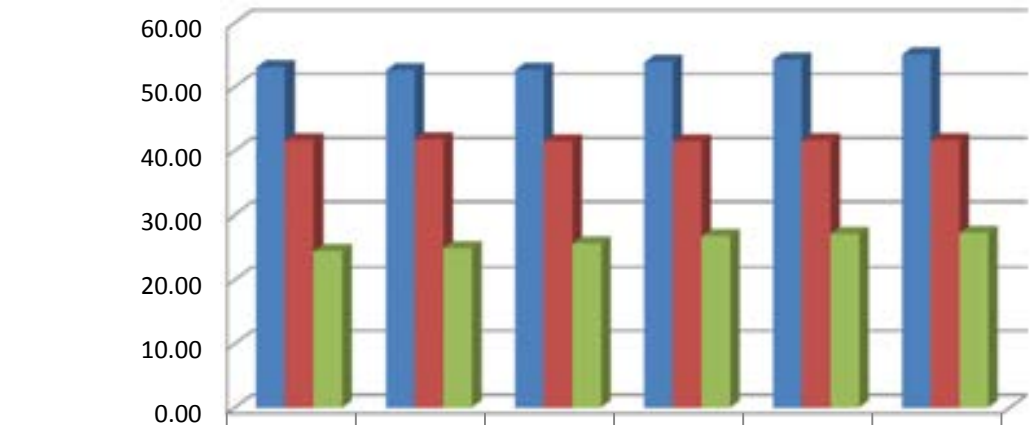
Workforce Profile
Farm Credit Administration

Date	Total Employees*	Males		Females		Minorities		Employees with Disabilities		Targeted Disabilities	
		#	%	#	%	#	%	#	%	#	%
12/31/98	281	167	59.4	114	40.6	32	11.4	10	3.6	2	0.7
9/30/99	301	167	55.5	134	44.5	35	11.6	9	3.0	2	0.7
9/30/00	284	164	57.7	120	42.3	33	11.6	9	3.2	2	0.7
9/30/01	275	157	57.1	118	42.9	40	14.5	39	14.2	6	2.2
9/30/02	280	160	57.1	120	42.9	47	16.8	37	13.2	5	1.8
9/30/03	289	166	57.4	123	42.6	54	18.7	42	14.5	5	1.7
9/30/04	286	167	58.4	119	41.6	53	18.5	39	13.6	5	1.8
9/30/05	261	151	57.8	110	42.2	45	17.2	38	14.6	7	2.7
9/30/06	256	146	57.0	110	43.0	43	16.8	37	14.5	4	1.6
9/30/07	257	145	56.4	112	43.6	43	16.7	33	12.8	4	1.6
9/30/08	263	149	56.7	114	43.3	44	16.7	31	11.9	6	2.3
9/30/09	272	156	57.4	116	42.7	46	16.9	32	11.8	6	2.2
9/30/10	287	168	58.5	119	41.5	55	19.2	37	12.9	6	2.1
9/30/11	297	168	56.6	129	43.4	61	20.5	36	12.1	6	2.0
9/30/12	299	171	57.2	128	42.8	66	22.1	39	13.0	11	3.7

Supervisor Profile

The following figure shows the number of supervisors employed by FCA from FY 2007 through FY 2012 and includes their average age, grade, and length of service. Supervisors represented 15.7 percent of the workforce at the end of fiscal year 2012.

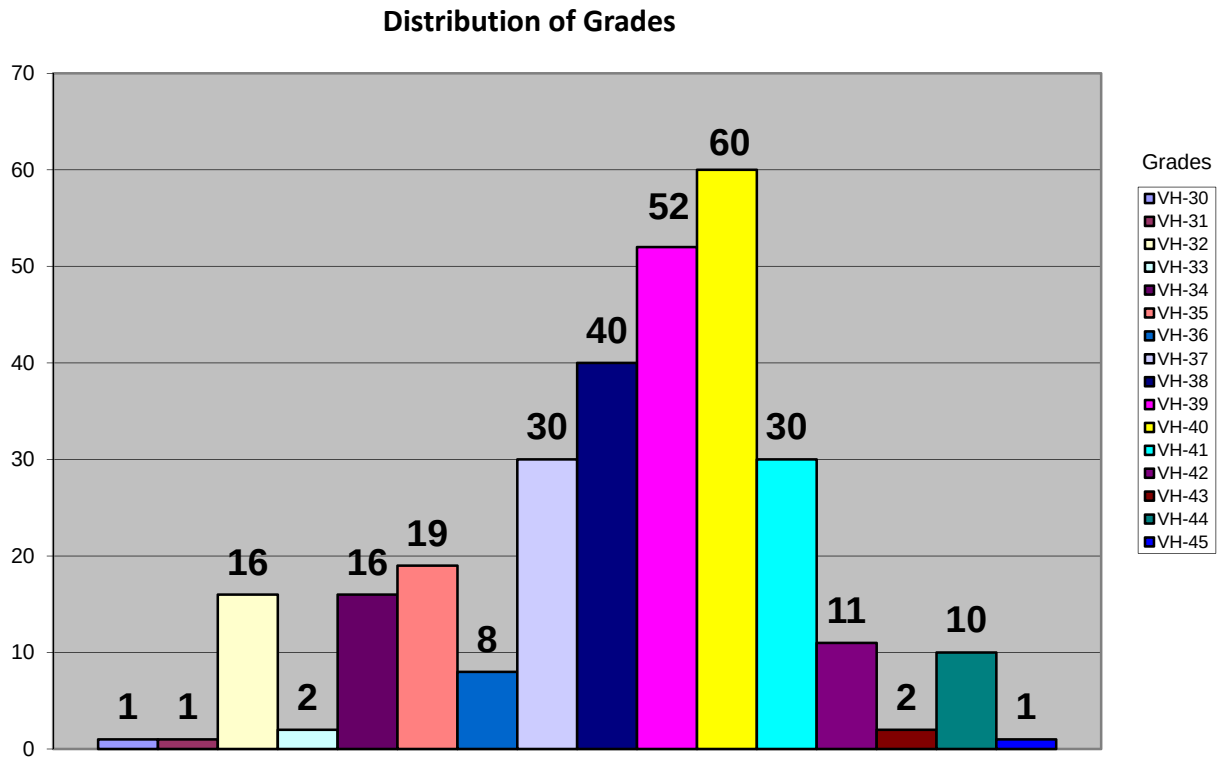
The average age of supervisors increased from 52.1 in 2006 to 55.1 at fiscal year-end 2012. The average length of Federal service for supervisors increased from 24.1 years in 2006 to 27.3 years at fiscal year-end 2012. The supervisors who are currently eligible or will become eligible to retire through FY 2018 represent 62.7 percent of all supervisors.



	2007	2008	2009	2010	2011	2012
Average Age	53.04	52.54	52.64	53.84	54.28	55.07
Average Grade	41.6	41.73	41.5	41.42	41.55	41.57
Length of Service	24.43	24.91	25.63	26.75	27.17	27.28

Distribution of Grades

The following figure shows the distribution of grades across the FCA workforce as of September 30, 2012.



Employee Survey

FCA participated in the 2012 annual employee survey conducted by the Office of Personnel Management. The survey measured employee views in the following areas:

- Results-oriented performance culture
- Leadership and knowledge management
- Job satisfaction
- Talent management
- Communication
- Empowerment
- Diversity

Results of the survey were generally favorable. More than 75 percent of employees responded that they were satisfied or very satisfied with FCA, 73 percent would recommend FCA as a good place to work, 90 percent agree supervisors treat them with respect, 99 percent state they are willing to put in extra effort to get the job done, and 79 percent believe policies and programs promote workplace diversity. In addition, 80 percent or more agreed with the following statements:

- Their coworkers cooperate to get the job done.
- They are given a real opportunity to improve their skills.
- They like the kind of work they do.
- Their supervisors support the balance of work and family issues.
- They understand how their work relates to the Agency's goals and priorities.
- Physical conditions of the workplace allow them to perform their jobs well.
- They are protected from health and safety hazards on the job.
- The Agency has prepared them for security threats.
- They feel that the work they do is important.
- The workforce has the job-relevant knowledge and skills to accomplish organizational goals.
- They have trust and confidence in their supervisors.
- Their immediate supervisors are doing a good, or very good, job.
- Supervisors support employee development.

FCA's Human Capital Steering Committee reviews results of the survey, works with the FCA Employees' Council to discuss survey results and provide an open forum for suggestions from staff, and takes actions to address findings.

FCA Budget

FCA's budget is consistent with, and supports the initiatives in, this Human Capital Plan. While the budget emphasizes the need to adhere to targeted spending levels and to continually seek greater efficiencies and cost-effective methods to accomplish the Agency's mission, it also recognizes the need to invest in human capital. The budget allows us to hire the employees we need. It also adequately funds training programs that develop and improve skills, as well as programs for sustaining expertise and transferring knowledge.

APPENDIX B – OFFICE QUESTIONNAIRE TEMPLATE

We sent a questionnaire to each office requesting the information we needed to develop this Human Capital Plan. We asked the office directors to respond to the following questions, then we incorporated their responses into this plan.

1. If your current Functional Statement does not accurately describe the duties and responsibilities of your Office, please provide an updated Functional Statement.
2. Identify any present Office needs or demands on your Office that are not being met and the resources that would be needed to meet those needs or demands.
3. Identify any anticipated changes to the duties and responsibilities of your Office over the next 5 years and the changes you propose to make to your Office structure or staff resources.
4. Identify any anticipated changes to the business processes of your Office over the next 5 years and resulting changes to your staff resources.
5. Identify any anticipated changes in the volume of your Office work over the next 5 years and resulting changes to your staff resources.
6. Identify new competencies (knowledge, skills, or abilities) you anticipate needing in your Office over the next 5 years.
7. Identify the approved accessions (i.e., hiring) for your Office over the next 5 years. Please include the following information: types and number of positions, series, grades, and brief description of duties and responsibilities.
8. Identify any career track promotions you plan to make during the next 5 years. Please include the following information: number of promotions, position titles, series, and grades.
9. Identify the attrition you anticipate in your Office over the next 5 years and your plans to address it (e.g., developmental assignment, training, etc.). Please include the title, grade, and date that you anticipate the position(s) becoming vacant; how you intend to fill the position (e.g., same grade and position, different entry grade, or different position/location, etc.).
10. Please provide feedback on the value of this exercise and ways in which the process can be improved and the value of the product enhanced.