Center for Veterinary Medicine
Strategic Human Capital Plan
FY 2012 - 2016

ADDENDUM FY 2013
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PURPOSE OF ADDENDUM

This addendum to the Center for Veterinary Medicine’s (CVM) Strategic Human Capital Plan FY 2012 – 2016 addresses the great strides the Center has made in achieving its strategic human capital goals and objectives. This addendum does not alter CVM’s overarching goals; instead, it reflects interim adjustments that have been made to coincide with overall Center operations, Agency priorities as well as other internal and external drivers of significant impact. Collectively, these modifications more accurately reflect the current state of CVM’s workforce as well as the progress made in pursuit of the organization’s original human capital agenda.

This addendum is a companion document to the CVM Strategic Human Capital Plan FY 2012 – 2016.

INTRODUCTION

In 2011, CVM began the development of its first strategic human capital plan. The objective of the plan since its inception has been to successfully translate the Center’s mission, strategic goals, and high-performance values into actionable items to ensure CVM has and will continue to have the right people with the right skills in the right positions. As such, the plan is meant to be a living document – one that should be consistently evaluated and refined in order to better meet the needs of CVM and its workforce.

In June 2013, two years after the official implementation of the Strategic Human Capital Plan (almost midpoint of the five year coverage), the Center’s Human Capital Management Staff (HCMS) and Talent Development Staff (TDS) reviewed the progress made on the plan as well as identified modifications to ensure the plan’s relevance. Both staffs were encouraged to see that the overall direction and goals set in 2011 continued to be pertinent. Several new opportunities and varying paths did emerge as a result of the accomplishments to-date as well as changes in CVM’s internal and external environment. This warranted adjustments in strategy and subsequent modification to the initial plan.

CORE STRATEGIC GOALS

The Center’s human capital strategies are based upon the following fundamental goals:

- Attract and Select Talented Individuals who have a Passion for Protecting Human and Animal Health
- Cultivate a Stimulating and Rewarding Work Environment
- Facilitate Continuous Learning and Knowledge Management
- Champion Employee Wellness and Work/Life Balance

STRATEGIC HUMAN CAPITAL PLAN UPDATE AND SUMMARY OF SIGNIFICANT ACCOMPLISHMENTS

OVERVIEW OF THE PLAN IMPLEMENTATION PROCESS

- The CVM Strategic Human Capital Plan FY 2012 – 2016 was released in June of 2011.
The Director, HCMS and Director, TDS identified their priorities for implementation and discussed feasible action items with the Center’s Executive Officer as well as their respective staffs.

Accomplishments and progress were and are communicated to the Center Executive Board (CEB) as well as the general workforce.

HCMS and TDS review the overall strategic plan, at least twice yearly, to ensure adequate advancement is made.

SIGNIFICANT ACCOMPLISHMENTS (FY 2012 – 2013)

GOAL 1: ATTRACTING AND SELECTING TALENTED INDIVIDUALS WHO HAVE A PASSION FOR PROTECTING HUMAN AND ANIMAL HEALTH

1.1 Determine the Necessary Workforce Composition to Successfully Meet Future Requirements

1.1.2 Create competency-based position descriptions

Advancing the Center’s competency-based approach to hiring, standardized position descriptions for three mission-critical occupations were created which now serve as mechanisms to recruit a capable workforce. As part of this effort HCMS:

- Incorporated technical competencies and associated task behaviors for the Mathematical Statistician, Toxicologist, and Animal Scientist occupations into draft position descriptions (PDs);
- Coordinated with Center Subject Matter Experts (SMEs) to obtain feedback on each draft competency-based PD; and
- Prepared and forwarded finalized position descriptions with evaluation statements for classification.

With the creation of the competency-based position descriptions for CVM’s Mathematical Statistician, Toxicologist, and Animal Scientist occupations, the Center’s recruitment process is now streamlined for 70% of the organization’s workforce (The percentage takes into account those PDs already developed for the Center’s Veterinary Medical Officer, Consumer Safety Officer, Chemist, Biologist, and Microbiologist) shaving considerable time off CVM’s end-to-end hiring (on average, 30 days). And with the position-specific attributes for CVM’s Mathematical Statistician, Toxicologist, and Animal Scientist professions currently incorporated into all aspects of the Center’s hiring process, the organization is afforded better matches between applicants and job.

1.2 Develop a Comprehensive Recruitment/Outreach Strategy that Maintains our Competitive Edge

1.2.4 Leverage technology in the recruitment process

Uniting the latest in human capital management best practices and benchmarks in order to optimize the Center’s hiring and recruitment practices, automated Applicant and Student Profile Systems were developed to positively impact the efficiency of CVM’s recruiting activities. Specifically, HCMS:
Developed a CVM IT Tactical Plan for project submission and approval by the Information Technology Acquisition Review Board (ITARB);

Reviewed all tasks completed by the Office of Information Management (OIM) for utility and user-friendliness;

Designed and tested a beta version of both Applicant and Student Profile Systems;

Developed associated Systems standard operating procedures (SOPs); and

Issued final release of the Applicant and Student Profile Systems in March 2013.

The Applicant and Student Profile Systems provide numerous benefits including: (1) a systematic method for storing candidate credentials; (2) increased efficiency and communication for the job and internship seeker; (3) real-time tracking and response capabilities for the Office of Management/CVM; (4) improved qualification searches for CVM hiring managers; (5) increased opportunities for non-competitive hires to include Peace Corps Volunteers, veterans and people with disabilities; and (6) enriched recruitment and return-on-investment (ROI) data for Agency reporting and Center workforce analyses.

1.2.6 Capitalize on flexibilities that address hard-to-fill hiring needs

Tactics to overcome what has often been a cumbersome and ineffective Federal hiring system were widely addressed by President Obama in his 2010 Memorandum: Improving the Federal Recruitment and Hiring Process. The elements of the President’s hiring reform initiative were integrated by HCMS as directed by the Department and the Agency – most significant of which being the use of category rating. But long before this regulation influenced agencies’ human resources operations, HCMS had been a proponent of leveraging various hiring flexibilities to combat the frequent ineffectual nature of Federal recruitment.

HCMS strategizes with CVM hiring managers to employ the best and most reasonable hiring mechanisms in order to successfully and swiftly fill critical Center vacancies. CVM has obtained the workforce necessary to meet its mission by capitalizing on the following Federal hiring flexibilities:

- Competitive Examining
- Appointment of Veterans
  - 30% Disabled Veterans Appointing Authority
  - Veterans Employment Opportunities Act of 1998 (VEOA)
- Excepted Service
  - Title 42 (f)
  - Title 42 (g)
  - Schedule A – Disability Employment
  - Schedule D – Student Employment (Now Under Pathways Program Regulation)
- Direct Hire Authority
  - Veterinary Medical Officer
Noncompetitive appointment of former Peace Corps volunteers

The use of these flexibilities has assisted CVM in breaking down barriers to quality, timely, and cost-effective hires.

**1.3  Strengthen our Diversity in Recruitment**

**1.3.1  Provide outreach to diverse candidates and communities**

HCMS uses a variety of targeted outreach and recruitment strategies so as to increase the number of diverse candidates for entry, mid, and senior level positions. Through an integrated and coordinated process, the staff has built alliances through partnerships with private and governmental groups and has also developed an enhanced recruitment process which includes attending job fairs at universities and trade shows to specifically target a diverse candidate pool. From FY 2012-2013, HCMS has worked extensively with the following organizations:

- American Veterinary Medical Association
- LatPro National Society of Hispanic Professionals
- Veterans Administration
- Operation Second Chance
- Military Officers Association of American
- Caucus for Women in Statistics
- Society for Risk Analysis
- Institute of Food Technologies
- Society of Toxicology
- Department ‘s Diversity and Outreach Office
- American Society for Microbiology
- The Wounded Warriors Project
- Hire Heroes USA
- Federation of Animal Science Societies
- Science Careers
- American Society for Clinical Pathology
- American Association of Veterinary Laboratory Diagnosticians
- Association of American Veterinary Medical Colleges
- Recruit Military
- Corporate Gray
- JobZone
- Association of State and Territorial Health Officials
- University of Maryland
- National Returned Peace Corps Volunteers
- Professional Diversity Employment Exchange

The goal of HCMS’ varied outreach efforts is to help foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the high-performing vision and mission of the organization. Ultimately, by tapping into the abilities of diverse individuals and groups, CVM’s organizational goals are better served through increased productivity and an influx of new, creative ideas.

**1.4  Enhance the Selection Process for CVM**

**1.4.1  Develop competency-based hiring tools**
The information captured in the standardized position descriptions (PD’s) has allowed HCMS to create effective competency-based hiring tools such as job analyses and applicant assessment questions that successfully gauge a candidate’s knowledge, skill and ability most recently pertaining to the Center’s Mathematical Statistician, Toxicologist, and Animal Scientist occupations.

These hiring tools have significantly streamlined the Center’s up-front recruitment practices (reducing time-to-fill) and have ultimately provided hiring managers with well-qualified applicants to consider for available vacancies. Since the identification of position-specific competencies have been identified and are incorporated into all aspects of the hiring process, potential candidates are evaluated for their demonstration of these characteristics in their past experiences. HCMS has found that since the implementation of these tools, the number of certificates of eligibles with non-selects has dramatically decreased indicating a strong potential quality of fill.

1.5 Increase the Pipeline of Critical Skills

1.5.3 Utilize the new Federal Pathways Program

On December 27, 2010, President Obama signed an Executive Order (EO) to address the difficulties in recruiting and hiring students and recent graduates. The EO established the Pathways Program (effective July 10, 2012) which is a new Schedule D excepted service appointing authority replacing the Student Education Employment Program (SEEP), (i.e., the Student Career Experience Program (SCEP) and the Student Temporary Employment Program (STEP)) and enhancing the Presidential Management Fellows (PMF) Program.

The Pathways Programs consist of three (3) paths or components: (1) Internship Program; (2) Recent Graduates; and (3) Presidential Management Fellows Program.

Once implemented, HCMS ensured existing CVM students were transitioned to the new Pathways appointing authority. In addition, HCMS worked diligently with the Agency to advertise the Center’s longstanding Window to Regulatory Research Internship Program in alignment with the regulations established for the Pathways Program Internship component. Though budget constraints prevented CVM from employing any Windows interns during FY 2013, HCMS is now well-versed in the nuances of advertising for these students in the future.

1.5.4 Make use of re-employment annuitants

CVM is deeply invested in developing and maintaining a pipeline of talent to meet mission critical needs. Mechanisms for building this pipeline are varied and the Center leverages an array of employee hiring and development methods to augment its succession plans. Most successful efforts include CVM’s utilization of Retirees through the Dual Compensation Waiver Authority.

As of August 2011, CVM has used 75% of its waiver allocations to re-employ seasoned human capital to address a multitude of vital organizational functions. For example, one retiree has been re-employed as a Special Advisor to the Center Director. As Special Advisor, he applies his diverse management background and expertise to guide ADUFA/AGDUFA renegotiations, collaborate with the FDA Labor/Management Cooperation Council and lead Center transition planning efforts.

Another retiree has been acting as a Senior Policy Analyst to the Office of the Center Director managing CVM’s most complex legislative and regulatory activities. He advises pertinent staff of FDA policies on antimicrobial resistance as they relate to the use of antimicrobial drugs in animal agriculture. He also reviews and drafts
responses to all public comments received on proposed animal product regulations specifically feedback that pertains to the marketing of individual products.

Reemployed annuitants bring their knowledge of best practices while serving as consultants for addressing difficult Center and Agency issues. Because of their longevity with the federal government, they often have unique skills that are needed to respond to changing and expanding mission requirements.

GOAL 2: CULTIVATE A STIMULATING AND REWARDING WORK ENVIRONMENT

2.1 Shape Future Work Environment through Employee Feedback

2.1.1 Track employee opinion metrics to evaluate programs and monitor employee engagement

2.1.2 Conduct focus groups to gather employee opinions and ideas

Both on an ongoing quarterly and ad hoc basis, depending on the respective initiative, HCMS administered, analyzed and reported on survey data associated with evaluations across the employee lifecycle. Surveys collected basic quantitative information as well as deeper, richer qualitative data to fully comprehend the employee experience in an effort to continually improve the Center’s human capital programs. Collectively, HCMS:

- Designed and administered a strategic recruitment program evaluation to all applicable CVM hiring managers to determine the benefits and challenges of the Center’s overall program;
- Based on the results of the strategic recruitment program evaluation, implemented a brief survey to administer to respective hiring managers following the close of each discreet recruitment case;
- Continued to analyze data associated with the CVM entrance survey, integration program survey, annual onboarding evaluation, and exit survey;
- Based on employee responses to the collection of onboarding surveys (e.g., entrance survey, integration program survey, and annual onboarding evaluation), revised the assessments to ensure that specific program challenges could be closely tracked while also shifting standard program procedures in an effort to address hurdles;
- As a result of qualitative data collected through the onboarding surveys, developed and implemented a program whereby all new employees meet one-on-one with Center senior leaders to gain in-depth information on the responsibilities of each Office; and
- Conducted focus groups across the Center to glean additional context around employee responses to the Federal Employee Viewpoint Survey. Focus group data led to the establishment of Office-specific action plans.

Consistent data gathering with respect to employee recruitment, entry, departure, and points in between allows the Center to keep its finger firmly on the pulse of its workforce. Through the metrics in place, the Center has been able to maintain personnel-centric programs that evolve as the needs and desires of the workforce continue to shift.
GOAL 3: FACILITATE CONTINUOUS LEARNING AND KNOWLEDGE MANAGEMENT

3.1 Promote a Holistic Approach to Learning and Development

3.1.2 Establish a competency-based training curriculum

Over the past few years, CVM has been transitioning to a competency-based human capital program that connects recruitment, selection, training, and employee development into a strategically aligned system. Advancing this system, TDS linked the Center’s core competencies, technical competencies for scientific positions, as well as Team Leader and Division Director competencies for supervisory positions to CVM training and development opportunities. Specifically, TDS:

- Linked relevant competencies to courses in each course announcement;
- Developed a **CVM Core Competencies Resource Guide** that links the CVM Core Competencies to internal training available through TDS, free training offered through the Learning Management System (LMS), external training, and books;
- Developed a **CVM Supervisor Competencies Resource Guide** that links the Team Leader and Division Director competencies to internal training available through TDS, free training offered through the LMS, external training, and books;
- Developed a **competency-based Individual Development Plan Form and Completion Guide** (currently being piloted in OM) so that employees can connect CVM’s competencies to training and development opportunities;
- Completed a **scientific and regulatory training needs assessment** that identified the most critical areas of scientific and regulatory training to be offered at the Center, providing the basis for core scientific and regulatory curricula; and
- Redesigned and modernized the **TDS course evaluation process** to identify the effectiveness of each training opportunity and provide data on how future trainings can be improved.

TDS now has competency-based training curricula that are assessed on a continual basis and supporting resources to help employees identify further competency-based training and development opportunities.

3.2 Foster Knowledge Sharing to Keep Staff Informed and Retain Institutional Expertise

3.2.1 Create an interactive information-sharing forum

Currently, TDS provides training on special topics within each Office to the entire Center so that all employees are aware of the role each Office serves in meeting the Center’s mission. Through the **Developing and Retaining Your Institutional Knowledge Seminar Series**, CVM staff have a greater awareness of each Office’s responsibilities, helping them gain greater perspective of where their Office and individual role fits within the Center’s operational structure. Seminars held in FY 2013 include: *An Overview: Review of Chemistry, Manufacturing and Controls (CMC) Information*; *CVM’s Recall Process: Handling a Crisis When it Arrives!*; and *Enhancing the CVM Safety Culture*.

3.2.2 Establish a mentoring program

TDS developed and disseminated a **CVM Mentoring Workbook** to provide staff with an enhanced informal mentoring experience. In addition, TDS has researched existing formal mentoring programs available to FDA
staff, HHS staff, and government employees and organized them into a single resource - the Individual Development Plan Completion Guide - that includes “live” links to formal mentoring programs available to CVM staff.

With these tools, employees will have a variety of mentoring experiences to choose from. For employees that want to find a mentor within CVM, the CVM Mentoring Workbook will help them identify a mentor and cultivate a successful relationship. The guide will also help mentors coach and support their mentees. For employees that want to be formally matched with a mentor in a structured program that lasts for a set period of time, TDS can now direct these employees to apply to FDA’s Mentoring Program, HHS’ Mentoring Program, or GovLoop’s Mentoring Program.

3.3 Provide Employees with Meaningful Performance Feedback to Guide Development

3.3.2 Develop and promote interactive individual development plans (IDPs)

TDS developed and is currently piloting a competency-based Individual Development Plan (IDP) Form and IDP Completion Guide within OM. TDS’ goal is to expand the IDP program to the Center following the pilot in Calendar Year 2014.

TDS also collaborated with a cross-Office of Foods and Veterinary Medicine (OFVM) working group to develop and implement Executive Development Plans (EDPs) (required by 5 CFR Part 412) and a supporting EDP Completion Guide. The EDPs have been rolled out to the OFVM Executives. It is expected that by the beginning of FY 2014, all OFVM Executives will all have an EDP in place.

3.3.3 Conduct coaching and feedback training for supervisors

The Office of Management piloted a targeted coaching program at the Center in FY 2013 for ten highly graded staff to further their development. TDS assisted in developing this program. Furthermore, TDS continued to offer feedback and interpersonal skills training to all employees. Specifically:

- TDS worked with CVM’s Executive Coach to define the selection criteria and develop the selection interview for admittance into the targeted coaching program. In addition, TDS and the Executive Coach interviewed each candidate to ensure the program was a good developmental fit for them.

- TDS has offered feedback and interpersonal skills training to all employees including the Myers-Briggs Type Indicator® (MBTI) personal inventory, Collaborative Communication, Giving and Receiving Constructive Feedback, Crucial Conversations, and Crucial Confrontations.

Ten CVM staff, mostly supervisors, are enrolled in the Targeted Coaching Program for FY 2013. Supervisors and all other staff have had access to feedback and interpersonal skills training to further develop these skills.

3.4 Promote Supervisory and Managerial Excellence

3.4.1 Enhance managerial and supervisory training and development

TDS has continued to offer targeted supervisory training to meet the requirements of the Supervisor Training Act of 2009. Related activities include:

- Offering in-house training on Making the Transition to Being a Supervisor and Supervising Former Peers in FY 2013;
Promoting HHS and FDA Supervisor 101 for new supervisors in FY 2012 and FY 2013, while offering FDA Supervisor 101 onsite in FY 2012;

Promoting the first FDA Manager Training Program offered through the LMS in FY 2013;

Developing an Executive Development Plan (EDP) Form and supporting EDP Completion Guide to help executive-level supervisors identify relevant training; and

Developing a CVM Supervisor Competencies Resource Guide to help current and aspiring CVM supervisors identify relevant training.

Center supervisors have had access to a multitude of training opportunities as well as supplementary resources to help meet the mandatory training requirements required by HHS Policy in reference to the Supervisor Training Act of 2009.

3.4.2 Implement Federal Supervisor Training Act of 2009 Requirements

TDS began tracking CVM supervisors’ completion of mandatory supervisory training requirements. As part of the tracking and communication procedures for regulating compliance, TDS:

- Developed a validated list of supervisors at the Center;
- Sent reminders to new/temporary and experienced supervisors on a continuing basis;
- Included with these reminders a sample list of training and development opportunities to help supervisors identify relevant training; and
- Highlighted opportunities in the CVM Supervisor Competencies Resource Guide that meet the Supervisor Training Act requirements.

All CVM supervisors are currently in compliance with the Supervisor Training Act. TDS ensures all new supervisors are being alerted to requirements as they start their supervisory positions.

3.4.3 Nurture and guide employee development at all levels

TDS has produced a variety of resources and programs to guide CVM employee development at all levels to include:

- Competency-Based Training Curricula
- Competency-Based Resource Guides
- Executive Development Plan and Completion Guide
- Targeted Coaching
- Mentoring Workbook
- Individual Development Plan and Completion Guide (being piloted)

Across the Center, CVM employees now have access to a wealth of rich competency-based training and development resources and opportunities to further their professional growth.
GOAL 4: CHAMPION EMPLOYEE WELLNESS AND WORK/LIFE BALANCE

The CVM Work-Life/Wellness Program (WLWP) was implemented in September, 2012 by HCMS, based on a Center-wide survey administered to gather feedback on what elements employees would like to see as part of a comprehensive wellness program. Upon official kick-off, the main elements driving the Center’s wellness program were an emphasis on physical activity, a quarterly seminar series, and a program website.

4.1 Strengthen the Center’s Emphasis on Employee Health and Fitness

4.1.2 Expand roundtable discussions/brown bags based on employee input

HCMS led efforts to compose a Work-Life/Wellness Program Governing Board, comprised of representatives from each Office within CVM. The goal of this board is to ensure that the wellness program is able to easily and consistently identify and the wellness desires of individuals across the entirety of the Center at all times. Based on the Board’s input, HCMS developed a Work-Life/Wellness Program component with an emphasis on volunteer opportunities, where a new charity is highlighted on a bi-monthly basis, in addition to the availability of information on volunteer requests across Maryland and Virginia.

4.2 Expand Employee Opportunities for Work/Life Balance

4.2.1 Develop work/life seminar series

HCMS implemented a quarterly seminar series that included speakers both external to and internal to the Center. Presentations have expanded upon such topics as more effectively balancing work and personal responsibilities, leading a healthier lifestyle, and training for/competing in triathlons.

4.3 Ensure Employee Awareness of the Center’s Work/Life and Wellness Offerings

4.3.1 Develop work/life and wellness website

HCMS developed a program Traction site that houses general health, wellness, and fitness information in addition to Agency and Center wellness offerings; information on program seminars; wellness-related training opportunities available through the Learning Management System; a calendar that displays relevant Agency and Center wellness events; and wellness-related local and national news.

The CVM Work-Life/Wellness Program was designed to accommodate the wellness needs of the workforce. Prior to implementation of this centralized wellness program, general wellness program participation rates lagged due to employees not knowing what the Center offered in terms of activities, seminars, etc. With the Traction site, and more specifically the calendar feature, employees are able to immediately discern wellness offerings. Additionally, by having the ability to measure traffic to the sites, program leaders can determine whether information is being shared optimally and in turn identify additional efforts to ensure that the wellness program is utilized to its maximum potential.

ADDENDUM TO STRATEGIC HUMAN CAPITAL PLAN

After review of progress against CVM’s Strategic Human Capital Plan FY 2012 – 2016, HCMS and TDS have identified the highest priorities for short-term and high impact improvement in the Center’s management of its human capital. These priorities are signified by modifications to the plan which are detailed in the pages that follow.
STRATEGIC DIRECTION - AN OVERVIEW

Over the next three years (FY 2013 – 2016), members of the Human Capital Management and Talent Development Staffs will continue to focus their energy, activity, and resources on effectively attaining, developing, and engaging a workforce capable of Protecting Human and Animal Health.

Accordingly, the strategic plan will continue to set the direction for HCMS’ and TDS’ work while still considered a living document – one that must adapt to current and future internal and external drivers including the larger operational goals of the Center and of CVM leadership.

Management of the plan will continue to require HCMS and TDS to reflect, assess, and learn from implementing the strategic human capital goals and objectives and strive for continuous improvement. Future actions take into account the value of partnering, collaborating, and/or cooperating with other organizations and agencies.

PLAN MODIFICATIONS

Modifications to the original strategic human capital plan are presented below. The changes are conveyed according to the overarching strategic goal with which they are associated.

GOAL 1: ATTRACTING AND SELECTING TALENTED INDIVIDUALS WHO HAVE A PASSION FOR PROTECTING HUMAN AND ANIMAL HEALTH

1.2 Develop a Comprehensive Recruitment/Outreach Strategy that Maintains our Competitive Edge

In order to keep the Center’s recruitment strategies and programs positioned at the forefront of innovation and effectiveness, it is vital that HCMS employ methods of capturing hiring data that will best allow the Center to evaluate its return-on-investment from these efforts.

1.2.7 Develop an automated recruitment tracking mechanism (ADDITION)

- Using SharePoint, create a content management system for sharing and storing documents associated with the Center’s recruitment activities.
- Within this system, develop data tracking measures that cover the end-to-end hiring process and that can supply metrics associated with internal Key Performance Indicators (KPIs) and those KPIs established by the Client Services Division of OHR.

1.4 Enhance the Selection Process for CVM

As part of its Strategic Recruitment Process, HCMS affords CVM hiring managers the guidance they need to not only recruit but select highly qualified candidates. The complexities of Federal hiring are many, however and Center hiring managers are ultimately the driving force behind attaining a talented workforce. As such, HCMS would like to amend the plan to include the following strategic actions aimed at proactively decreasing any knowledge gaps pertaining to Federal employment.

1.4.3 Provide training and resources to hiring managers and management officers (ADDITION)

- Provide quarterly brown bag lunches to discuss an array of recruitment topics such as understanding the job analysis, diversity recruiting, and candidate interviewing.
Develop an intranet site dedicated to best practice references for hiring managers, trending topics in Federal recruitment, and other sources of information.

1.6 **Leverage and Share Recruitment Resources, Information, and Best Practices (ADDITION)**

HCMS recognizes the value of identifying and sharing best practices and resources for the purpose of improving the quality of its hiring and recruitment processes and procedures. In this vein, HCMS is committed to facilitating partnerships with its counterparts across the Agency and with the Office of Human Resources.

1.6.1 **Understand Agency and Center processes and procedures (ADDITION)**

- Schedule occasional visits with HCMS counterparts to gain insight into different avenues through which to conduct recruitment and hiring activities.
- Develop an informal job shadowing program whereby members of HCMS’ Recruitment Team can observe and potentially perform an array of HR Specialist functions within the Office of Human Resources.

1.6.2 **Lead pilot projects for the Office of Human Resources (OHR) (ADDITION)**

- Volunteer to oversee provisional programs and/or processes at the Center.
- Evaluate and report Center-level successes.
- Provide lessons learned and offer solutions (if applicable) to OHR in an effort to improve the effectiveness of the programs and/or processes.

1.6.3 **Establish a Human Capital Directors Committee (ADDITION)**

- Provide a forum by which FDA Center Human Capital Directors can regularly convene to share resources, information, and best practices; strategically address cross-cutting issues; as well as offer improvements and/or solutions to critical challenges in the arena of human resources and human capital management.
- Develop a charter that details the purpose of the committee, its key objectives, and guiding principles.
- Provide leadership to the committee during the first year of its formation.

1.6.4 **Develop a proposal for improving the validity of the Agency’s applicant assessment process (ADDITION)**

- Research private and public sector best practices and perform benchmarking on how to best prevent applicant misrepresentation during the hiring process.
- Cultivate strategies to combat applicant embellishment that are feasible within the boundaries of Federal recruitment and that correspond with hiring reform regulation as well as with the utility of FDA’s automated staffing software system.
- Draft and submit proposal to the Office of Human Resources for consideration.

**GOAL 2: CULTIVATE A STIMULATING AND REWARDING WORK ENVIRONMENT**

2.1 **Shape Future Work Environment through Employee Feedback**
In continuing with the Center’s emphasis on data collection, analysis, and reporting for the goal of continuous improvement, HCMS is amending the plan to include the following strategic actions whose purpose collectively is to ensure that the CVM workforce remains engaged; the human capital programs continue to evolve as the needs of the employees change; and the Center is able to retain its top talent.

2.1.3 Analyze, document, and report out CVM and office-specific results of the annual Federal Employee Viewpoint Survey (FEVS) (ADDITION)

- Following OPM dissemination of Center results, analyze data and complete Center-wide report that details current standing on all indices.
- Complete office-specific FEVS reports that chronicle current standing in addition to cross-year index comparisons.
- As needed, conduct focus groups to obtain greater office-specific context around employee responses; use this data for action planning purposes as applicable.

2.1.4 Implement an exit interview process to gather in-depth information on why employees are departing from the Center (ADDITION)

- Develop an interview protocol that will capture primary and secondary reasons for employee departure as well as information regarding the positive aspects of working within the Center.
- Interview all employees upon known departure from the Center, to include resignations and retirements.
- Use resulting qualitative data to make applicable revisions to current human capital programs and processes.

2.1.5 Implement modifications to CVM’s Onboarding Program based on program survey results (i.e., Entrance Survey, Integration Survey, Onboarding Program Evaluation Survey) (ADDITION)

- Develop an Onboarding Program Traction Site to house all program-relevant documents for new employees, integration hosts, and supervisors.
- Work with ONADE Onboarding Program personnel to improve integration host-new employee pairings and ensure a successful onboarding experience with regard to IT resources.
- Minimize rescheduling of new employee-Office Director meetings by ensuring that Executive Assistants and Office Directors fully comprehend the importance and appreciation of these meetings.

GOAL 3: FACILITATE CONTINUOUS LEARNING AND KNOWLEDGE MANAGEMENT

3.1 Promote a Holistic Approach to Learning and Development

Part of a well-rounded learning environment is one that can adapt to a diverse workforce. TDS understands that distance learning and flexible learning situations are ideally suited for Center employees - many of whom telework, have less than accommodating schedules, and prefer the ability to learn at their own pace. Accordingly, TDS is amending the plan to support the development of knowledge and understanding through electronic educational applications and processes.
3.1.3  

_Enhance the Center’s virtual training and developmental opportunities (ADDITION)_

- Continue to expand the use of webinar offerings to allow greater access to learning opportunities
- Continue to expand the use of live, virtual training to allow greater participation and interaction among course attendees
- Promote the online learning and development opportunities available through the Learning Management System

**GOAL 4: CHAMPION EMPLOYEE WELLNESS AND WORK/LIFE BALANCE**

4.1  

_Strengths the Center’s Emphasis on Employee Health and Fitness_

In its current form, the CVM Work-Life/Wellness program has placed an emphasis on health and fitness information and education; however, moving forward it is the intention of the program’s leaders to ensure that employees are not just reading, but implementing a healthier lifestyle across all Center Offices.

4.1.1  

_Expand Center Volunteer Program (MODIFIED)_

- Execute bi-monthly collections of physical goods that will encourage charitable employee contributions
- Organize a Center-wide volunteer service effort in the local community

4.1.3  

_Extend MPN wellness offerings to Laurel campus (ADDITION)_

- Work with the Office of Research (OR) WLWP Governing Board representative and the OR health unit nurse to determine what aspects of the MPN (Metro Park North) program are missing from OR.
- Determine feasibility, logistics, and general interest of those program aspects identified.
- Collaborate with senior leaders, Governing Board representative and health unit nurse to implement applicable initiatives.

4.3  

_Ensure Employee Awareness of the Center’s Work/Life and Wellness Offerings_

The CVM Work-Life/Wellness Program has garnered speed and higher participation rates over the course of the past year since implementation. Looking ahead, it will be worthwhile to continue making strides in this arena to ensure that all employees are fully aware of the program and its offerings.

4.3.3  

_Rand the Office of Research and MPN health units to keep employees apprised of health screening and relevant brown bags (ADDITION)_

- Collaborate with health units to organize a seminar around unit offerings.
- Utilize FDA Graphics to develop a promotional poster for both campuses, advertising offerings.
- Update Traction site and CVM News consistently to reflect current and continuing health unit happenings.
SUMMARY

In summary, this addendum is a companion document to the Center’s Strategic Human Capital Plan FY 2012-2016. Contained within is a synopsis of the progress HCMS and TDS have made in fulfilling the goals and objectives originally established as well as an outline of the staffs’ priorities moving forward.

It is the intention of HCMS and TDS to keep this strategic plan a living document by monitoring its success and implementation and making necessary course corrections. Sustained leadership of this plan’s human capital interventions is an inherent component in facilitating the mission of CVM.
# AMENDED HUMAN CAPITAL GOALS, OBJECTIVES, AND STRATEGIC ACTIONS

<table>
<thead>
<tr>
<th>Human Capital Goals</th>
<th>Objectives</th>
<th>Strategic Actions</th>
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| **Goal #1** Attract and Select Talented Individuals who have a Passion for Protecting Human and Animal Health | 1.1: Determine the Necessary Workforce Composition to Successfully Meet Future Requirements | 1.1.1: Conduct annual workforce planning meetings with CVM leaders  
1.1.2: Create competency-based position descriptions (PDs) |
| 1.2: Develop a Comprehensive Recruitment/Outreach Strategy that Maintains our Competitive Edge | 1.2.1: Empower employees to become recruitment ambassadors for the Center  
1.2.2: Empower interns to recruit at their schools  
1.2.3: Develop and promote a consistent employment brand  
1.2.4: Leverage technology in the recruitment process  
1.2.5: Evaluate effectiveness of recruitment efforts  
1.2.6: Capitalize on flexibilities that address hard-to-fill hiring needs  
1.2.7: Develop an automated recruitment tracking mechanism (ADDITION) |
| 1.3: Strengthen our Diversity in Recruitment | 1.3.1: Promote outreach to diverse candidates and communities  
1.3.2: Promote diversity within the intern population |
| 1.4: Enhance the Selection Process for CVM | 1.4.1: Develop competency-based evaluation tools  
1.4.2: Develop competency-based structured interview  
1.4.3: Provide training and resources to hiring managers and management officers (ADDITION) |
| 1.5: Increase the Pipeline of Critical Skills | 1.5.1: Expand the windows to regulatory intern program  
1.5.2: Develop a veterinarian rotation consortium  
1.5.3: Utilize the new Federal Pathways Program  
1.5.4: Make use of re-employment annuitants |
| 1.6: Leverage and Share Recruitment Resources, Information, and Best Practices (ADDITION) | 1.6.1: Understand Agency and Center processes and procedures (ADDITION)  
1.6.2: Lead pilot projects for the Office of Human Resources (OHR) (ADDITION)  
1.6.3: Establish a Human Capital Directors Committee (ADDITION)  
1.6.4: Develop a proposal for improving the validity of the Agency’s applicant assessment process (ADDITION) |
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<td><strong>Goal #2</strong></td>
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| Cultivate a         | 2.1: Shape Future Work Environment through Employee Feedback | 2.1.1: Track employee opinion metrics to evaluate programs and monitor employee engagement  
2.1.2: Conduct focus groups to gather employee opinions and ideas  
2.1.3: Analyze, document, and report out CVM and office-specific results of the annual Federal Employee Viewpoint Survey (FEVS) (ADDITION)  
2.1.4: Implement an exit interview process to gather in-depth information on why employees are departing from the Center (ADDITION)  
2.1.5: Implement modifications to CVM’s Onboarding Program based on program survey results (i.e., Entrance Survey, Integration Survey, Onboarding Program Evaluation Survey) (ADDITION) |
| Stimulating and     |            |                   |
| Rewarding Work      |            |                   |
| **Environment**     |            |                   |
| **Goal #3**         |            |                   |
| Facilitate          | 2.2: Implement State-of-the-Art Technologies to Enhance Employee Engagement | 2.2.1: Develop a Technological Advancement Steering Committee (TASC) |
| Continuous          | 2.3: Foster Employees’ Passion for their Work | 2.3.1: Establish communities of practice  
2.3.2: Allow employees to devote time to special projects |
| Learning and        | 2.4: Foster Employees’ Passion for their Work | 2.4.1: Build strong and collaborative relationships  
2.4.2: Increase community involvement |
| Knowledge Management|            |                   |
| **Objective**       |            |                   |
| 3.1: Promote a Holistic Approach to Learning and Development | 3.1.1: Develop a rotational program  
3.1.2: Establish a competency-based training curriculum  
3.1.3: Enhance the Center’s virtual training and development opportunities (ADDITION) |
| 3.2: Foster Knowledge Sharing to Keep Staff Informed and Retain Institutional Expertise | 3.2.1: Create an interactive information-sharing forum  
3.2.2: Establish a mentoring program |
| 3.3: Provide Employees with Meaningful Performance Feedback to Guide Development | 3.3.1: Develop career roadmaps  
3.3.2: Develop and promote interactive individual development plans (IDPs)  
3.3.3: Conduct coaching and feedback training for supervisors |
| 3.4: Promote supervisory and managerial excellence | 3.4.1: Enhance managerial and supervisory training and development  
3.4.2: Implement Federal Supervisor Training Act of 2009 Requirements  
3.4.3: Nurture and guide employee development at all levels |
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<td><strong>Goal #4</strong>&lt;br&gt;Champion Employee Wellness and Work/Life Balance</td>
<td>4.1: Strengthen the Center’s Emphasis on Employee Health and Fitness</td>
<td>4.1.1: Expand Center Volunteer Program <em>(MODIFIED)</em>&lt;br&gt;4.2.2: Expand roundtable discussions/brown bags based on employee input&lt;br&gt;4.1.3: Extend MPN wellness offerings to Laurel campus <em>(ADDITION)</em></td>
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<td>4.2: Promote a Holistic Approach to Learning and Development</td>
<td>4.2.1: Develop work/life seminar series&lt;br&gt;4.2.2: Expand the virtual work environment to support a geographically dispersed workforce</td>
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<td>4.3: Ensure Employee Awareness of the Center’s Work/Life and Wellness Offerings</td>
<td>4.3.1: Develop work/life and wellness website&lt;br&gt;4.3.2: Design and promote annual work/life and wellness fair&lt;br&gt;4.3.3: Partner with the Office of Research and MPN health units to keep employees apprised of health screening and relevant brown bags <em>(ADDITION)</em></td>
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