

Marketing & Regulatory Programs
HR BROADCAST

August 2013 Issue

**DIRECTOR'S
CORNER**

Fourth quarter has arrived! It's been exciting, challenging, and rewarding all at the same time.

We survived this year's budget cuts and now look anxiously at what lies ahead for FY 14. We have supported the Secretary's Blueprint for Stronger Services as well as incorporated activities in our day-to-day operations in support of the USDA Cultural Transformation Program. All of our programs have been very busy up to this point and will continue to work towards meeting our goals for FY 13. We hired over 65 new summer interns and provided them an exciting work experience for the summer. We've established new programs such as the Pathways Program and implemented new laws such as the Supreme Court's ruling of the Defense of Marriage Act (DOMA). Many of our senior specialists are working with the Department on new policy, programs, and initiatives that will make HR's work in support of mission programs easier, faster, and more efficient. Our HR advisory services, work life programs, labor management forums, leadership development, and 360 assessment, to name a few – all continue to yield great "customer satisfaction!"

So enjoy the rest of the summer! We will continue to work on being one of the top performing USDA HR servicing organizations and look forward to working with you next year!

Marsha Wiggins, HRD Director

Inside this Issue:

<u>HR Info</u>	<u>2-4</u>
<u>Staffing</u>	<u>5</u>
<u>Classification</u>	<u>6-7</u>
<u>Personnel</u>	
<u>Security</u>	<u>8</u>
<u>APHIS</u>	
<u>Training</u>	<u>9-10</u>



**When Weather
Disasters Strike...**

By **Nella Roberts**

(Nella.Roberts@aphis.usda.gov,
301-851-2910)

When weather disasters strike, it is important to know what assistance and resources are available through USDA. MRPBS has put together a fact sheet entitled "**Flexibilities for Employees Affected by Weather and Other Emergencies.**" It contains useful guidance on topics such as administrative leave, the Emergency Leave Transfer Program (ELTP), and housing.

Before disaster strikes, be prepared by checking it out on the web at:

http://www.aphis.usda.gov/mrpbs/hr/downloads/FACT_SHEET_Assistance_Available_During_Emergencies.pdf

We hope that the HR Broadcast is meeting your needs and communicating topics of interest, but if there are items you would like to see included in future issues, please contact our HR Broadcast Layout Editor, Christina Furnkranz, at Christina.S.Furnkranz@aphis.usda.gov



Technology At Work

Persons with disabilities who need program information in alternate formats (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TTY).

August 2013 Issue



EmpowHR

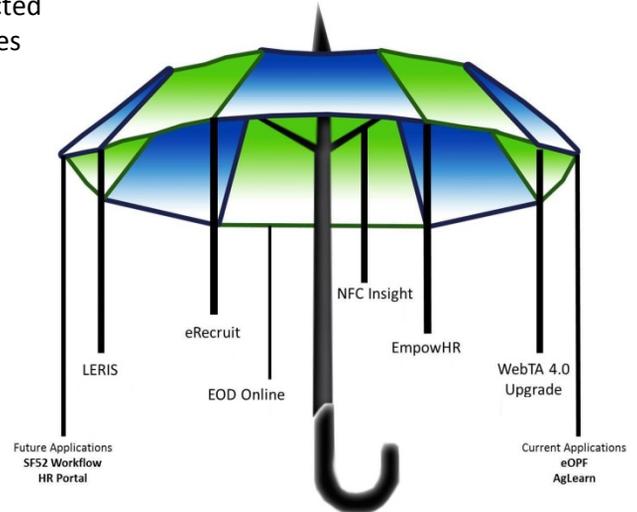
By *Nancy Bradford* (Nancy.L.Bradford@aphis.usda.gov, 612-336-3391)
and *Kathy Slaga* (Kathy.M.Slaga@aphis.usda.gov, 612-336-3354)

The Human Resources Division will be transitioning to EmpowHR in PP 20! EmpowHR is the application used by the HR Operations Team(s) to process payroll and personnel actions on behalf of our MRP customers.

We appreciate the high level of support you've provided us as we conducted mandatory data clean-up activities over the past few months. We are looking forward to all the new tools EmpowHR has to offer HRD and our customers. Any additional specific EmpowHR related information affecting customers will be shared at the monthly AO and RMS meetings.

For more information on the ONE USDA efforts, please contact Kathy Slaga or Nancy Bradford.

ONE USDA – HR System Implementation



FY 2013 Performance Cycle Ends Soon

By *Gwen Montgomery* (Gwen.Montgomery@aphis.usda.gov, 301-851-2928)

The FY 13 performance cycle ends on **September 30, 2013**. Managers and supervisors are required to conduct performance evaluations for all eligible employees within 30 days of the end of the cycle (**October 30**). To assist in completing the evaluations, employees are urged to begin preparing their end-of-the-year accomplishment reports and submit them to their supervisors prior to the end of the performance cycle.

All signed performance appraisals (first page of AD-435) must be submitted to HR Processing by **November 15, 2013**, for input into the NFC database. Timely submission of signed performance appraisals will ensure MRP compliance with the Department's increased accountability requirements for performance management. For questions, please contact Gwen Montgomery.



FORMAL DISCUSSION

By **Peter Brownell** (Peter.B.Brownell@aphis.usda.gov, (970) 203-4476)

What is a formal discussion in the context of labor relations? A formal discussion is codified in Federal law. It is something that occurs every day in our organization, but may be widely misunderstood.

Title 5, Chapter 71 (also known as the Statute), Section 7114 (a)(2)(A), states, “An exclusive representative of an appropriate unit in an agency [union] shall be given the opportunity to be represented at – any formal discussion between one or more representatives of the agency and one or more employees in the unit or their representatives concerning any grievance or any personnel policy or practices or other general condition of employment...”

This means that a union representative will be given the opportunity to be present and present the views of the union at any meeting between one or more representatives of management and one or more employees of the bargaining unit or their union representatives concerning any grievance, personnel policy or practice, or other general condition of employment. So, four conditions are necessary for the meeting to be a formal discussion: 1) must have at least one representative of management and at least one bargaining unit employee in attendance; 2) must be a discussion; 3) must be formal in nature; and 4) must concern a grievance, personnel policy, practice, or other condition of employment of bargaining unit employees.

Not all meetings between a bargaining unit employee and a representative of management are formal meetings. Discussions on work assignments, progress reviews, performance appraisals, performance counseling, and counseling on conduct are not considered formal discussions. However, other types of meetings may qualify as a formal discussion including town hall meetings and committee meetings which include bargaining unit employees and discuss conditions of employment and meetings held by the supervisor to discuss actual or possible changes to conditions of employment.



The most important thing for a supervisor or representative of management to know is how to properly handle a formal discussion. The law requires that the union representative (local president or other union representative normally identified in the collective bargaining agreement) be given reasonable notice of the formal discussion. This means the union representative is provided with reasonable notice of the meeting and the opportunity to attend and participate in the meeting in an official capacity as a union representative.

If you have questions concerning whether a meeting rises to the level of a formal discussion, you should contact your AMS/APHIS Labor Relations representative to discuss the meeting:
Frank King- Branch Chief (202) 799-7074; Joanne Adams- LR Spec (Veterinary Services) (301) 851-2942;
Peter Brownell- LR Spec (PPQ- Western Region) (970) 203-4476; Robi Maple- LR Spec (PPQ- Eastern Region, International Services, and AMS) (803) 396-9150.

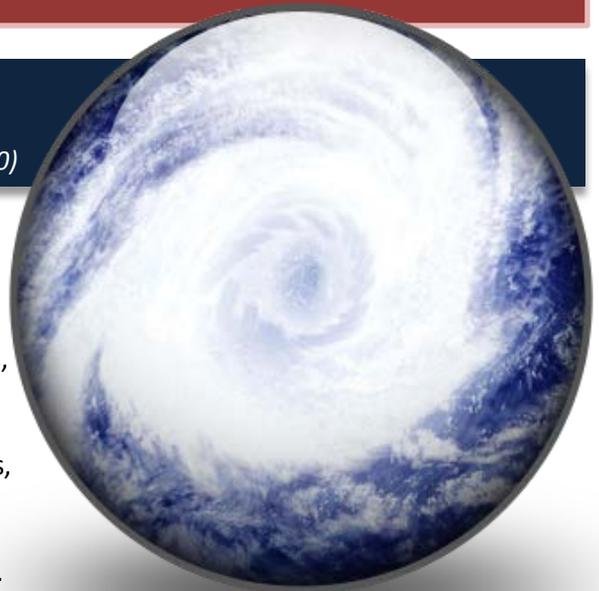
Branch Web Site: http://inside.aphis.usda.gov/mrpbs/labor_relations.shtml



Guidance for Weather Emergencies

By *Tara Coker* (Tara.Coker@aphis.usda.gov, 301-851-2883)
and *Nella Roberts* (Nella.Roberts@aphis.usda.gov, 301-851-2910)

Hurricane season has arrived in the Southeast while in other areas of the country it is tornadoes or wildfires. No matter what the weather emergency, it is important to be prepared to continue carrying out the Agency's mission. Being prepared means knowing what the emergency weather announcements, such as "Federal Offices are OPEN under Unscheduled Leave / Unscheduled Telework" or "Federal Offices are CLOSED to the Public," mean and how they apply to you. For MRP employees, a "Federal Offices are **OPEN** under Unscheduled Leave / Unscheduled Telework" announcement means that you may either take leave or telework instead of reporting to the office. This type of announcement covers employees who do not telework on a regular basis. However, if you opt for unscheduled telework and your power goes out, you must either report to the office or take leave for the remainder of your workday.



An announcement of "Federal Offices are **CLOSED** to the Public" means that all employees who have approved telework agreements must telework. This includes regularly scheduled telework, ad hoc telework, etc. In these cases, employees will receive 2 hours of administrative leave on the day of the closure to take care of personal needs related to the closure, such as pumping water from flooded areas, etc. The leave may be taken at any time during the day. If the office is closed and your power goes out while teleworking, you will be granted administrative leave. However, if your power returns during your regularly scheduled workday, you are required to resume work.



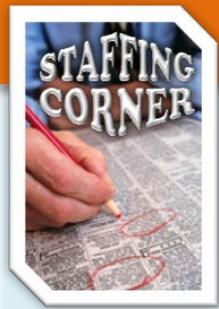
In any of the above scenarios, please adhere to the following:

- Contact your supervisor to tell him or her that you are safe;
- Advise your supervisor of your choice to telework or take leave;
- Ensure you have your laptop and any other necessary equipment, paperwork, etc. at home with you. If you are out of the office, e.g., on leave, or it is your day off prior to one of the above announcements, you may need to go to the office to pick up your equipment in order to be able to telework when bad weather is affecting your area.
- If you are not prepared to telework, i.e., you do not have your laptop or other necessary equipment or supplies, you must take leave. This includes situations where you have elder care or child care responsibilities. If your child is small and cannot care for him/herself, you may not telework; you must take leave.

For more information about operations during a weather-related emergency, either within the DC metro area or in the field, please see:

http://www.aphis.usda.gov/mrpbs/publications/hr_desk_guide/4630/4630sdsb.shtml#washington.





New HR Fact Sheet on Available Recruitment and Hiring Options

By Eric Williams (Eric.J.Williams@aphis.usda.gov, 612-336-3370)

The Human Resources Staffing Team recently developed a new HR Fact Sheet on Available Recruitment and Hiring Options. The document is available on our MRP Hiring Manager website at: http://inside.aphis.usda.gov/mrpbs/hiring_manager/index.shtml. The fact sheet provides hiring managers with a succinct overview of their available recruitment and hiring options. This resource—coupled with our existing recruitment guides/resources available on the MRP Hiring Manager Web site—will help to ensure that managers are aware of the full spectrum of available recruitment options, tools, and strategies.

Your staffing specialist will walk you through these options during the recruitment consultation process and will partner with you to select the recruitment avenue that best meets your specific needs and ultimately yields a high quality, diverse candidate pool. As always, please feel free to contact your staffing specialist with any questions regarding the recruitment and hiring process.

1 HR FACT SHEET: AVAILABLE RECRUITMENT AND HIRING OPTIONS

CATEGORY	OPTION	DESCRIPTION	APPOINTMENT TYPE			ANNOUNCEMENT REQUIRED?
			Permanent	Term	Temporary	
"TRADITIONAL" COMPETITIVE HIRING OPTIONS	Merit Promotion	Competitive announcements that target federal employees with competitive status, reinstatement eligibles, and individuals who may apply under special hiring authorities.	Yes	No	Yes	Yes
	Case Examining	An Office of Personnel Management (OPM) delegated hiring authority that allows recruitment from outside the federal workforce.	Yes	Yes	Yes	No
VETERANS HIRING	Veterans' Recruitment Appointment (VRA)	Allows you to appoint eligible veterans without competition to positions up to and including the GS-13 grade level (the full workforce).	Yes	Yes	Yes	No
	30% or More Disabled Veteran	Allows you to noncompetitively appoint eligible disabled veterans to any position and grade level.	Yes	Yes	Yes	No
	Spouses and Widows/Widowers of Certain Military Members	Allows eligible spouses and widows/widowers of certain military members to be appointed without competition to any position and grade level.	Yes	No	No	Yes
	Veterans Employment Opportunity Act of 1998 (VEOA)	This is a competitive appointing authority that allows certain veterans to apply to Merit Promotion announcements.	Yes	No	Yes (initially)	No
DISABILITY HIRING	Non-Paid Work Experience (NPWE) Program	A work training program that provides eligible veterans with the opportunity to obtain training and practical job experience. At the end of the training program, you can place the NPWE participant in a permanent position through special hiring authorities.	Yes	Yes	Yes	No
	Schedule A Hiring Authority	This exception authority is used to appoint persons with physical, psychiatric and intellectual disabilities. Such individuals may be eligible for conversion to a permanent position after two years of satisfactory service.	Yes	Yes	Yes	No

USDA, MRP, HUMAN RESOURCES DIVISION

2 HR FACT SHEET: AVAILABLE RECRUITMENT AND HIRING OPTIONS

CATEGORY	OPTION	DESCRIPTION	APPOINTMENT TYPE			ANNOUNCEMENT REQUIRED?
			Permanent	Term	Temporary	
USDA PATHWAYS PROGRAMS	Internship Program	Provides students with opportunities to work and explore careers while still in school. Students who successfully complete the program may be eligible for conversion to a permanent or term position.	Yes	Yes	Yes (initially)	Yes
	Recent Graduates Program	Provides individuals who recently graduated from qualifying educational institutions with developmental experiences intended to promote possible careers in the civil service. Graduates who successfully complete the 1-year program may be eligible for conversion to a permanent or term position.	Yes	Yes	Yes (initially)	Yes
	Presidential Management Fellows (PMF) Program	A leadership development program for individuals who have completed a qualifying advanced degree within the past 2 years. The PMF Program is administered by OPM. Individuals who successfully complete the PMF Program may be eligible for conversion to a permanent or term position.	Yes	Yes	Yes (initially)	Yes
OTHER HIRING OPTIONS	Reassignment	Allows you to change an employee from one position to another without promotion or change to lower grade.	Yes	Yes	No	Yes (OPM handles this)
	Critical Hiring Need	A promotion made on a temporary basis of up to 5 years.	Yes	No	No	Depends on duration and grade level
	Detail	A temporary assignment to a different position.	No	No	Yes	Depends on duration
	Volunteer	May be used for brief periods for situations when regular recruitment/hiring procedures are impractical. The temporary hire is the employee of the temporary services firm, not the agency.	No	No	Yes	No
	Temporary Help Services Firm	Used to hire individuals to perform expert or consultant work that is temporary or intermittent.	No	No	Yes	Depends on duration and grade level
	Experts/Consultants	Used to meet specific needs of MRP programs outside the competitive process. Limited to certain jobs and work schedules.	No	No	Yes	Only to clear ICTAP
	Agency Schedule A Authority	Depends	Depends	Yes	No	No
				Yes	No	No
				Yes	No	No
				Yes	No	No

USDA, MRP, HUMAN RESOURCES DIVISION



Position Classification Audits

By **Lily Moua-Yang** (Lily.Moua@aphis.usda.gov, 612-336-3620)



A position or desk audit is a method used by the Classification Staff to gather information about jobs and ensure a position is properly classified in the correct title, series, and grade. Position audits can be conducted for a variety of reasons such as the issuance of a new classification standard, to resolve position/program concerns, and/or to assess significant changes in positions. In an audit, the servicing classifier will gather information about the position(s) and establish questions for the incumbent(s) and the supervisor of record. The audit can be performed via a written questionnaire, interviews (over the phone or face to face), or both. During this process, the incumbent and supervisor will have the opportunity to provide supporting documentation for the request. Once the information has been provided, the servicing classifier will analyze the collected information to determine the outcome of the position audit.

There are three possible outcomes of a position audit: 1) a position remains unchanged; it retains the same series, title, and grade; 2) a position is upgraded; or 3) a position is downgraded. The outcome of the audit will be discussed with the supervisor of the position.

The supervisor of the position may submit a request for a position audit by following these steps:

STEP 1) Update the current PD for accuracy and submit the PD to classification requesting a position audit/review or accretion of duties.

STEP 2) Classification will review the submitted PD and determine whether an audit is necessary.

- If NO, the classifier will contact the supervisor with an explanation.
- If YES, the classifier will draft questions for the questionnaire. A follow-up interview may occur.

STEP 3) Upon receipt of all requested documentation, the classifier will evaluate the information and determine the outcome.

If you need additional information on position audits, please contact your servicing classification specialist.



Improving Supervisory Ratios in Marketing and Regulatory Programs (MRP)

By *Rick Traetow* (Rick.E.Traetow@aphis.usda.gov, 612-408-1349)



Improving supervisory ratios remains a top priority for Secretary Vilsack, according to the Department's Office of Human Resources Management.

USDA has a target supervisory ratio of 1:9 (each supervisor supervises at least nine employees). Supervisory ratios in MRP have declined slightly in the last few years. In general, funding reductions and the need for greater efficiency has resulted in fewer nonsupervisory positions. Many employees left to accept a retirement incentive and many vacant positions remain unfilled or were eliminated, while the number of supervisory positions is virtually unchanged.

Supervisory ratios in MRP will also be affected by the transition to EmpowHR, which is an automated system that is part of the ONE USDA initiative and is used by HR to process payroll and personnel actions. It is designed to tie in and unify organizational position listings, WebTA approval, recruitment and classification processes, reporting capabilities, etc. Under EmpowHR, each MRP mission area will need to ensure that there is only one organizational structure code for each supervisor and the employees he/she supervises. Needless to say, this will require numerous changes to current organizational structures. The Human Resources Division continues to run reports and assist with position changes for MRP programs scheduled to transition to EmpowHR.

So what can be done to move supervisory ratios closer to the Department goal? One approach is to consolidate organizational components that perform similar functions. To help mitigate adverse impact, programs will often do this when one or more supervisory positions are vacant. Another option that typically works well in larger organizational components is to establish team leader positions.

Team leader positions are appropriate if established as part of a team-based organizational structure, where managers have implemented changes in work processes and have reduced the number of supervisory positions. The following table summarizes the differences between leaders and supervisors.

TEAM LEADERS:	SUPERVISORS:
Explain team goals/ objectives to assigned team members and assist team in organizing to accomplish work	Set team goals, select team leaders, assign team members, and administratively and technically direct the work of subordinates
Coach, facilitate, solve work problems, and participate in the work of the team	Plan, assign, review and accept, amend, or reject work done by teams and subordinates
Provide information to the supervisor on performance of the team and individuals	Assign performance ratings, approve awards, and take performance-based corrective actions
Communicate assignments, milestones, and deadlines to the team and individuals based on supervisor's instructions	Make work assignments, and set or negotiate deadlines and completion dates
Observe training needs and relay training needs and requests to supervisor	Schedule and approve funding for team and individual training
Inform supervisor of attendance and behavioral problems	Counsel employees on behavior and initiate disciplinary actions
Relay requests for resources and supplies	Allocate resources to teams

There are a few precautions to be aware of before establishing leader positions. Establishing teams with only three or four members can adversely affect the grades of team members by reducing their level of responsibility. A team-based organizational structure can also affect the classification of other positions in the unit, including the supervisor. Managers and classifiers must recognize and address any possible negative effects on other positions before establishing team leader positions.

Additional guidance on position management can be found in USDA Directive DR 4020-250-002, at the following link: <http://www.ocio.usda.gov/sites/default/files/docs/2012/DR4020-250-002.pdf>. If team leader positions can help your organization meet mission objectives and/or supervisory ratio targets, please don't hesitate to contact your servicing classification specialist for assistance.



How to Use Your LincPass Credential *(Quick Reference Guide)*

By **Dru Dukart** (Dru.J.Dukart@aphis.usda.gov, 612-336-3289)



A LincPass *Quick Reference Guide* on “How to Use Your LincPass Credential” is now available for your use and further distribution throughout your program work unit. This guide walks you through almost every aspect of how to use your credential and who to contact in the event you have difficulties accessing facilities and/or computer systems. It also outlines when to contact the HR Personnel Security staff as not all issues regarding your LincPass credential can be resolved at the HR level.

You can find these guides at http://www.aphis.usda.gov/mrpbs/hr/personnel_security.shtml



- [HSPD-12 \(Homeland Security Presidential Directive\)](#) and the [New USDA Employee/Contractor ID Badge \(PDF\)](#)
 - [AMS LincPass Quick Reference Guide](#)
 - [APHIS LincPass Quick Reference Guide](#)
 - [GIPSA LincPass Quick Reference Guide](#)

Security Clearance Holder Responsibilities

By **Dru Dukart** (Dru.J.Dukart@aphis.usda.gov, 612-336-3289)

Reprinted from Personnel and Document Security Division (PDSD) Summer Newsletter 2013 with permission from USDA, Office of Homeland Security and Emergency Coordination (OHSEC), PDSD, and submitted by Dru Dukart, Personnel Security Officer.



Undoubtedly, everyone is aware of the Edward Snowden case, known as the “*NSA Leaker Case*.”

The Classified National Security Program Branch (CNSPB) wanted to convey to all of us who retain a security clearance what our responsibilities are to protect Classified National Security Information (CNSI).

To those employees and contractors at USDA that retain access to CNSI, you are all bound by the provisions you signed on the Standard Form (SF) 312. This is a binding agreement between you and the United States Government that you will not compromise CNSI. Your signature on that document is your agreement to uphold and protect such information.

Titles 18 and 50 of the United States Code are specific and are stated within the SF-312 form that you read and signed prior to receiving access to CNSI at USDA. Title 18 Section 793 specifically focuses on gathering, transmitting, or losing defense information; Section 794, gathering or delivering defense information to aid a foreign government; Section 798, disclosure of classified information; Section 952, diplomatic codes and correspondence; Section 1924, unauthorized removal and retention of classified documents or material; Title 50, Section 783, offenses.

The last time you probably reviewed an SF-312 is when you were provided your indoctrination briefing. That may have been some time ago. Please take the opportunity to review the SF-312. It can be easily found online <http://www.archives.gov/isoo/security-forms/sf312.pdf>.

Please recall the annual refresher training that you all completed toward the end of last year via AgLearn. PDSD is here to support not only your ongoing access to CNSI, but to also answer any questions that you might have.

Your security clearance is a privilege, not a right. You are entrusted to keep the sensitive and classified information protected and secure. If you come across any information that is marked Sensitive Security Information, Confidential, Secret, or Top Secret that is not appropriately secured, please contact your Information Security Coordinator or PDSD at (202) 720-7373 immediately. Protecting our nation’s secrets is everyone’s responsibility.



TRAINING

REMINDER!

APHIS 4315

By *Kathy Trickey* (Kathy.Trickey@aphis.usda.gov, 301-851-2932)



APHIS is now using AgLearn to record compliance with the APHIS directive that all experienced supervisors, managers, and executives must complete 24 hours of continual learning each fiscal year. You can find more information, including the policy and ways you can meet the annual learning requirement, on the [APHIS 4315 SharePoint site](#) for more information.

If you have not yet certified completion this fiscal year, plan on doing so by September 30, 2013. Click on the APHIS-4315-FY 2012 item in your AgLearn To-Do List for the simple and brief process to certify.

Announcing the HRD Center for Training and Organization Development

By *Terry Zietlow* (Terry.M.Zietlow@aphis.usda.gov, 612-336-3372)



The MRPBS-HRD Training and Development and Executive Support and Leadership Services Branches recently combined to form a single organization known as the HRD Center for Training and Organization Development (CTOD). The resulting team integrates both staffs; taking advantage of the synergy between the two functions, and allowing for more effective utilization of the talent and resources of both. The creation of CTOD streamlines training and development service delivery, and better positions the group to provide service to other agencies within the proposed USDA Marketplace. Internally, it establishes appropriate reporting lines, improves supervisory to staff ratios, and creates meaningful development and growth opportunities for employees in the precursor organizations.

Of course, CTOD will continue to provide APHIS and AMS with a wide range of training and development services. As the new organization’s mission statement reads: the Center for Training and Organization Development is the catalyst that optimizes the performance and effectiveness of the workforce to meet the USDA mission.” In doing so, CTOD staff support leadership transitions, deliver leadership development programs, administer the Agency’s 360° assessment program; provide coaching, mentoring, and meeting facilitation services, new and experienced supervisory training, and a host of webinar and traditional in-person training offerings. Currently, CTOD training covers everything from administrative career development through experienced supervisory training. You can access a calendar of our training offerings as well as a host of other training and development related information on CTOD’s SharePoint Site :

<http://sp.we.aphis.gov/MRPBS/SVCS/HRD/CTOD/SitePages/Home.aspx>



We’re very proud of the work done in preparing this new, comprehensive information resource, and hope you’ll spend some time there. While you’re at the CTOD SharePoint Site, please take a moment to review our new [CTOD Program Liaison](#) list. The link will take you to our new brochure where you’ll see a breakdown of the CTOD training and development specialist(s) assigned to your particular program. CTOD specialists are ready and willing to answer your general training and development questions, and consult with program officials on better meeting their organization’s training and development needs. Already, many have been reaching out to their respective programs to introduce themselves, discuss various services, and solicit input on next fiscal year’s organizational training and development needs. They, and the entire CTOD team, look forward to serving your training and development needs in the weeks and months to come!



TRAINING



Cross Cultural Competency

By **Sue Bernstein** (Sue.Bernstein@aphis.usda.gov, 301-851-2878)

APHIS is a global organization, and Agency employees are regularly in direct contact with stakeholders and agricultural officials in other countries. Additionally, the APHIS workforce is comprised of employees from various cultures and heritages, and we work together on diverse teams to accomplish the Agency mission.

To support APHIS employees in their work at home and abroad, the Center for Training and Organization Development is pleased to announce a new SharePoint site as a portal to 'one stop shopping' for training and development resources pertaining to development of cross-cultural competency.

Please visit the site, [Cross-Cultural Competence](#), for more information about the resources available to all APHIS employees:

GlobeSmart: A powerful multi-purpose, multi-functional Web-based tool, provides online information and learning tools for working effectively with people from other countries and cultures. The site also includes a self-assessment tool to help you identify your work style preferences and compare them to the preferences often found in other specific countries and cultures.

AgLearn Resources: A select series of online courses and books related to culture and communication, and leading global teams.

Rosetta Stone: The world-renowned self-paced online language learning tool. Take a tour of Rosetta Stone and check out one of the 30 different languages available to APHIS employees.

Highlighting Cross Cultural Interactions:

A selection of featured articles that highlight the important global work done by APHIS employees.

Interactive Discussions about Cross Cultural Interactions:

We invite you to engage in an online dialog about topics such as:

- What topics pertaining to cross cultural interactions interest you?
- Are you headed out on an international assignment in the near future?
- Do you have knowledge/skills/abilities that you would like to share within this community?

Stay tuned for additional training resources to help build your cross-cultural competence. If you have feedback, questions, or ideas to contribute to the site, please contact Sue Bernstein at sue.bernstein@aphis.usda.gov or (301) 851-2878.

