

# MARKETING & REGULATORY PROGRAMS

# HR BROADCAST

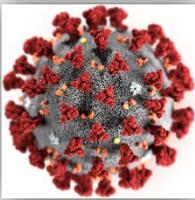
Quarter 3 – FY20 Issue

## DIRECTOR'S CORNER

Hope Springs Eternal...

I had already written a message that I felt was important for this month's publication; however, with the virus events unfolding during the past few weeks, I would be remiss if I did not talk about all the things going on lately – a different kind of March Madness.

I want to emphasize that as I get COVID-19 information, I will push that information out to you as quickly as I can. I know that we are all committed to the operation of the organization, but I understand that you all must make decisions based on what is best for the safety and health of you and your loved ones. Remember, working together, we will all make it through this difficult time.



As we do, the new normal may be unfamiliar to most of us. Working from home is becoming the new normal, along with social distancing. The Centers for Disease Control and Prevention (CDC) publishes guidelines as to how we can all combat the virus that we are facing. Please follow these guidelines.

Remember, we are all in this together. All our actions impact each other, so I ask you to be vigilant.

- If you feel sick, stay home. Do not go to work. Contact your medical provider.
- If your children are sick, keep them at home. Do not send them to school. Contact your medical provider.
- If someone in your household has tested positive for the coronavirus, keep the entire household at home. Do not go to work. Do not go to school. Contact your medical provider.
- If you are an older person, stay home and away from other people.
- If you are a person with a serious underlying health condition that can put you at increased risk (for example, a condition that impairs your lung or heart function or weakens your immune system), stay home and away from other people.

For the next 2 weeks, the Government is asking that all do their part of minimizing the number of people who will be infected. PLEASE do your part.

Finally, keep washing those hands frequently with hot, soapy water for a minimum of twenty seconds. Sing the "Happy Birthday" song twice to yourself as you thoroughly wash your hands!



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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 301-851-2884 or at [Christina.S.Furnkranz@usda.gov](mailto:Christina.S.Furnkranz@usda.gov)

Quarter 3 – FY20 Issue

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**DIRECTOR'S  
CORNER**

Now, I would like to get back to some work issues.

While we are all going through these unsettling times, I just wanted to mention that it does feel better to see the longer daylight hours; at least it gives me hope. In more normal times, with the warmer weather and the trees blossoming, it is nice to leave winter behind. If you look around, nature keeps moving forward. There is growth all around. I want to speak about growth as well.

Normally, growth occurs when things are brought into the sunlight. The light helps to make things grow stronger. I hope that I can bring some light onto two areas that I want to eradicate.



There are two "weeds" that can infect the workplace - bullying and harassment. It might not be obvious at first that these things exist in the HRD organization, and I hope that they do not. However, they are sometimes tricky things to recognize. You might not even realize that you have been bullied or harassed. In opening this discussion, I want us all to grow as individuals and as an organization to stamp out these "weeds!"

Bullying is usually seen as acts or verbal comments that could "mentally" hurt or isolate a person in the workplace. Sometimes, bullying can involve negative physical contact as well. Bullying usually involves repeated incidents or a pattern of behavior that is intended to intimidate, offend, degrade, or humiliate a particular person or group of people. It has also been described as the assertion of power through aggression.

Workplace harassment can also be known by many other names, such as "mobbing," "workplace bullying," "workplace mistreatment," "workplace aggression," "workplace molestation," and "workplace abuse." Workplace harassment includes different types of discrimination and acts of violation that are not confined to one specific group. The wide-ranging types of workplace harassment can be loosely categorized into emotional and physical abuse. Workplace harassment targets various groups, including, but not limited to, women, racial minorities, homosexuals, people with disabilities, and immigrants. Workplace harassment creates a non-productive and illegal environment.

Sometimes it is easier to understand these "weeds" if you see what situations can constitute harassment and bullying. Remember, this is just a small list of things that you might not have considered; it is not exhaustive. However, it will get you thinking.

- Spreading malicious rumors, gossip, or innuendo
- Excluding or isolating someone socially
- Removing areas of responsibilities without cause
- Constantly changing work guidelines
- Establishing impossible deadlines that will set up the individual to fail
- Withholding necessary information or purposefully giving the wrong information
- Making jokes that are "obviously offensive" by spoken word or email
- Intruding on a person's privacy by pestering, spying, or stalking
- Yelling or using profanity
- Criticizing a person persistently
- Belittling a person's opinions
- Blocking applications for training, leave, or promotion
- Discussing sexual activities; telling off-color jokes concerning race, sex, disability, or other protected bases
- Unnecessary touching or commenting on physical attributes
- Using crude language
- Engaging in hostile physical conduct



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Now, here is the growth part! Here is how to begin shining the light on the situation.

The first thing that you should do is tell the other party to stop doing the action that is offensive to you. You do not need to explain why. You should just tell the party to stop. If for some reason the action continues, even after you have told the offending party to stop, then see your supervisor. You should tell your supervisor what has occurred and that you have asked the other party to stop, but the other party is continuing the offensive action.

I realize that sometimes standing up to a bully or a harasser can be more than you can handle - especially if there is a group involved, there is a very clear imbalance of power, or if the actions have been going on for a long time. In such a case, you still do not have to take it. You still have a right to a bully- and harassment-free environment.

If this happens, bring your concerns up to another manager who you might trust if you cannot talk to your own supervisor or manager. You can also contact me or anyone on the HRD Management Team. For example, Phil Brown (202-799-7016) is a Deputy Director, whose organization is involved directly with these issues. If you feel more comfortable talking to someone outside the organization, the USDA Ombudsman ([ombudsperson@usda.gov](mailto:ombudsperson@usda.gov)) is a route that is available to you, as well.

Finally, remember that no one deserves to be bullied or harassed. It can stress you out. If you need help in handling the situation, the Employee Assistance Program (Federal Occupational Health at (800) 222-0364 or online at [FOH4you](http://FOH4you)) is a confidential resource that is available to you.

We can all ultimately grow when we clear bad conditions by bringing them into the sunlight. I promise you that shining a light on the situation can help to clear it up. I hope that after reading this, you have grown a little in your knowledge to help stop bullying and harassment. If ever you do not know where to turn, ask! I am always available for you, as are other resources. Keep shining that light!

Keep safe and be good to one another!

*Sheila E. Williamson*

*Acting HR Director*



## ONBOARDING NEW EMPLOYEES DURING COVID-19

By **Nancy Bradford** ([Nancy.L.Bradford@usda.gov](mailto:Nancy.L.Bradford@usda.gov), 612-336-3391)



During this unprecedented time in our history, we need to take some extra steps to ensure new employees feel welcomed into our agencies and that they have the resources they need! To do that, MRPBS HRD needs help from supervisors. It is essential that you communicate often with your new employees. Your planning and thoughtful approach will have the largest impact on their success and comfort in their new roles. Providing meaningful work assignments will contribute to the new employees feeling needed and welcome. Remain conscious of the additional stress the current circumstance creates, do your part to remain positive, and ensure that they have the information, resources, and equipment needed to perform their assigned work.

### **Prior to Day One**

1. Once the official offer letter is issued to the selectee, request the required computer or other mobile equipment is configured and ready for him/her. If the new hire will pick this up from someone other than you, ensure that this is coordinated and communicated. For teleworking employees, you need to ensure that Virtual Private Network (VPN) software is loaded.
2. Look for the new hire's email address in the Global Address Book. This typically indicates that HR has provided the required new employee information to IT. Contact [help@usda.gov](mailto:help@usda.gov) with questions about email address, active directory accounts, and computer set up.
3. Request the initial Personal Identity Verification (PIV) exception through the [ITD Service Now Portal](#).
4. Ensure any other equipment required for the employee is ordered and/or available.

### **On Day One**

1. Obtain the completed "Day One" documents from the new hire. If you are onboarding the new hire virtually, you will need to communicate with him/her about how to complete, sign, and transmit the documents to you. New hires who used the USAS Onboarding application can print copies of the "Day One" documents from their worklist.
  - o If your new hire did not complete the selection process via USAS Onboarding, you'll find blank copies of the [SF61](#) and [I-9](#) from these links. New hires completing a blank [OF306](#) on Day One should complete it in full **BUT**, sign only in block 17B as the Appointee.
2. Complete Section 2 of the I-9 form by verifying the new hire's identity. Acceptable forms of identification are found on the last page of the I-9.
  - o Employers with employees taking physical proximity precautions due to COVID-19 must inspect the identification documents remotely (e.g., over video link, fax, or email, etc.) and obtain, inspect, and retain copies of the documents. Employers also should enter "**COVID-19**" as the reason for the physical inspection delay in the **Additional Information** field of Section 2.
3. Receive photocopies or camera phone pictures of the identification documents you inspected when you verified the I-9.
4. Complete and sign the "Day One" documents.
5. Forward the "Day One" documents to your servicing processing assistant in Minneapolis, MN, by the end of the first workweek. Password-protect documents before emailing in order to safeguard the new hire's privacy during transmission.
6. Ask the new hire to complete a [telework agreement](#) (if applicable).
7. Remind the new hire to watch for his/her eAuthentication invitation and Linc Pass enrollment email messages. Employees and supervisors are encouraged to check the [HSPD12 Credentialing Center Operating Status](#) to determine if a Linc Pass enrollment/activation station may be open or closed.



## COVID-19 HRD GUIDANCE: TIME AND ATTENDANCE CODING, WEATHER AND SAFETY LEAVE (WSL) USAGE, AND TOURS OF DUTY

By APHIS-MRPBS Human Resources (MRPBS.Human.Resources@usda.gov) Email sent Mon 3/23/2020 3:19 PM

### Time and Attendance (T&A) Coding for Non-Teleworkers:



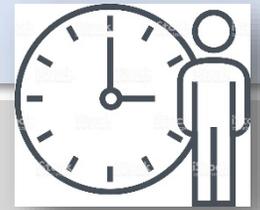
- Use **Transaction Code (TC) 66 – Weather and Safety Leave (WSL)** for non-telework-eligible employees who have a supervisory-approved reasonable accommodation (RA). This applies to employees who have self-certified (in writing) to being at high risk for serious illness from COVID-19 based on CDC guidelines and whose condition prevents them from safely traveling to, or performing work at, an approved location and for whom no accommodation can be provided. Employees are expected to be ready and willing to work if work becomes available that is within the limits of their RA or other accommodations become available which allow the employee to safely travel to, or perform work at, an approved location.
- If a non-telework employee becomes ill, to include contracting COVID-19 while on approved WSL, then the employee is to:
  - Use **TC 62 – Sick Leave or TC 61 Annual Leave** or other earned time off in lieu of sick leave, as applicable.
- WSL may also be granted for an asymptomatic non-teleworker who has been ordered by a local or public health authority to:
  - Practice social distancing due to potential COVID-19 exposure.
  - Isolate/quarantine due to a significant risk of exposure or due to exposure.
- A non-telework employee may request other earned leave or earned time off at any time subject to supervisory approval.

### T&A Coding for Teleworkers:

- An employee whose position is eligible for telework but s/he chooses not to telework or report to his/her duty station is ineligible for WSL.
- A teleworker whose child's school (or elder facility) is closed but the office is open, may telework during those time frames when s/he is not actively caring for the child (elder). Time periods of child (elder) care must be coded as earned annual leave and/or other earned time off. Sick leave may only be used if the child (elder) is ill subject to regulatory limitations on the use of sick leave.
- A teleworker whose child's school (or elder care facility) is closed may telework. S/he would take earned leave and/or other earned time off during those time frames when s/he is actively caring for the child (elder). Time periods of child (elder) care must be coded as earned annual leave and/or other earned time off. Sick leave may only be used if the child (elder) is ill subject to regulatory limitations on the use of sick leave. In addition, EPSLA under reason #6 may be used when a child's school or day care is closed due to Covid-19 (updated 7/8/2020)
- Use **TC 01 – Reg Time – Telework – Other** when teleworking on days that are not your regularly scheduled telework day.
  - Example 1: If you are an ad hoc teleworker, then each day that you telework, you would use this code.
  - Example 2: If you regularly telework each Monday of the pay period, then you would code those days as TC 01 Reg Time Telework and all other days teleworked as TC 01 – Reg Time – Telework – Other.
- Use **TC 01 – Reg Time – Telework** when teleworking on your regularly scheduled days.
  - Example 1: If you regularly telework each Monday of the pay period, then you would code those days as TC 01 Reg Time Telework.

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## Tours of Duty

- **Field Locations** have the delegated authority to establish tours of duty based on local mission requirements.
- **Headquarters and Hub Locations.** Following Mr. Shea's direction, employees teleworking in Riverdale, Washington, D.C., and the hubs:
  - May flex their glide hours to extend past 6 pm until 6 am.

Example Scenario - Your regularly scheduled tour of duty is Monday – Friday from 8 am to 4:30 pm, but you need to care for your infant on Wednesday from 1 pm to 6 pm.

Possible Solution 1: With supervisory approval, you may glide and work in the evening (after 6 pm) on Wednesday to account for the time spent caring for your infant in lieu of a charge to leave.

Possible Solution 2: With supervisory approval, you may glide on another day within the expanded glide times and/or on Saturday to make up the time in lieu of a charge to leave.

- May include Saturday as a flexible day. Sundays are excluded.

Example Scenario - Your regularly scheduled tour of duty is Monday – Friday but you need to care for your infant all day on Monday.

Possible Solution 1: With supervisory approval, you may flex your day and work on Saturday instead.

Possible Solution 2: With supervisory approval, you may glide throughout the remainder of the week and make up the time a little each day.

Possible Solution 3: You may request to use earned annual leave and/or other earned time off, e.g., compensatory time off in lieu of overtime pay, compensatory time off for travel, and/or credit hours.

- Are to communicate with their supervisor and discuss the work hours in order to balance mission and family needs. If the approved schedule will impact core days and/or hours (Tuesday – Thursday 9 am to 3 pm), document an approved core time deviation via email/WebTA. Please note on Mondays and Fridays employees are also to adhere to core times. This means obtaining core time deviations if needed to glide/flex on these days.
- Maintain a record of their time and attendance. Hours worked will be counted towards the 80 regular hours, under TC 01. Use the TC codes noted above in the section titled T&A Coding for Teleworkers.
- Will not be entitled to night differential, overtime, and/or compensatory time off in lieu of overtime pay if choosing to utilize this flexibility.
- Overtime (including compensatory time off in lieu of overtime pay) continues to require supervisory approval.

**Note 1:** Supervisors are responsible for evaluating the use of WSL each pay period for each employee to which granted. Continued communication with employees is imperative.

**Note 2:** Extra hours worked under maxiflex continue to be subject to the 24-hour credit limit established in law. Any hours worked beyond that are donated and not compensable. Credit hours are voluntarily earned by employees. Extra hours ordered and approved by management are considered overtime and/or compensatory time off in lieu of overtime pay.

More specific guidance is being finalized by MRPBS HRD.

If you have any questions or need assistance, please email inquiries to [MRP.COVID.19.Response@usda.gov](mailto:MRP.COVID.19.Response@usda.gov).

Please visit the [MyAPHIS Coronavirus Resources](#) page for all updated information.



## HAVE YOU HEARD OF THE "59 MINUTE RULE?"

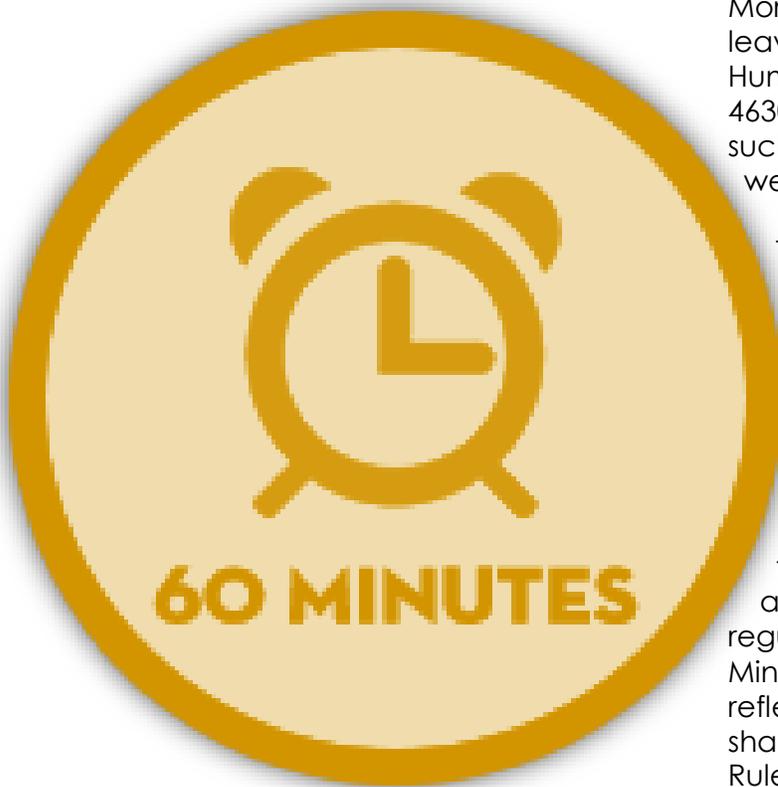
By **Nella Roberts** ([Nella.H.Roberts@usda.gov](mailto:Nella.H.Roberts@usda.gov), 301-851-2910)

Yes? No? Well, let me tell you a little secret: It's not a thing. I bet you are thinking, "Whaaat? Did I read that right?!" Yes, you did! Many refer to a "59 minute rule" which technically does not exist simply because our T&A system calculates time in 15-minute increments. So, we probably should refer to it as the "60 minute rule."

In Marketing and Regulatory Programs, our "60 minute rule" permits supervisors to grant employees up to 1 hour (60 minutes) of administrative leave (TC 66) or excused absence (TC 01) for infrequent unavoidable tardiness or other miscellaneous absences if adequate reasons are provided. This does not preclude allowing employees under flexible work schedules to make up the absence with additional work time, charging such absences to other appropriate paid or unpaid leave, or taking appropriate disciplinary action, if warranted. For example, supervisors may grant administrative leave (TC 66) for morning traffic delays or an excused absence (TC 01) to attend an office luncheon. However, supervisors may **not** grant holiday-related early dismissals to employees. That authority is strictly retained by the Secretary of Agriculture.

More in depth information on all of our administrative leave/excused absence policies is found in the MRP Human Resources Desk Guide (HRDG) Subchapter 4630, Absence and Leave, [Section D](#), covering areas such as voting, organ donation, volunteering, and weather dismissals.

This policy (and the others addressed in the HRDG) remains in effect until the Office of Personnel Management (OPM) issues its final regulations implementing the Administrative Leave Act of 2016. As you may recall, that Act created three distinct categories of administrative leave: (1) general administrative leave, (2) notice and investigative leave, and (3) weather and safety leave (WSL). The purpose of the Act was to limit the use of and create Agency accountability around administrative leave. Once OPM issues regulations on general administrative leave, our "60 Minute Rule" may change. Any such changes will be reflected in an update to the HRDG, which will be shared with everyone. But until then, the "60 Minute Rule" applies.



*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 or 844-433-2774 (voice and TTY). <https://www.targetcenter.dm.usda.gov/>



## AWARDS POLICY REMINDER

By **Lynn Doetschman** ([Lynn.H.Doetschman@usda.gov](mailto:Lynn.H.Doetschman@usda.gov), 301-851-2891)

The USDA awards and recognition policy requires that awards exceeding \$5,500 be submitted for approval by the Secretary's office via the respective Under Secretary and the Office of Human Resources Management (OHRM). Approval must be obtained before the award can be processed. This policy is for non-senior executive and non-foreign service awards and applies to:

- Single awards over \$5,500.
- Multiple awards paid to an employee, *effective in the same Fiscal Year*, that together exceed \$5,500. This policy applies regardless of funding year, and even if the contributions being recognized occurred in different fiscal years.
- All awards paid to an employee, whether the awards were to the individual, or whether the employee was part of a team receiving a group award.
- Awards paid from another organization's budget. This is important to remember when proposing or approving cross-program or cross-agency awards. An award given to an employee outside the normal line of supervision counts toward the \$5,500 threshold the same as an award given by the employee's own program.

Making sure to complete these two tasks on every award submitted, can help programs in adhering to the policy:

- ✓ Always review and provide awards the employee has received in the last 52 weeks (type of award, amount received and the effective date). If you don't have access to this information for the proposed recipient, contact your Administrative Officer/Resource Management staff, or your servicing HR processing assistant for help.
- ✓ If the proposed award is for an employee in another program or agency, always contact the other supervisor to ensure there are no concerns and that the employee has not already been recognized for the same body of work. There are additional approval requirements if the employee is in another USDA agency.

If you have general questions about this policy, approval processes, or questions about whether awards for a particular employee may be reaching the threshold, please contact [Lynn.H.Doetschman@usda.gov](mailto:Lynn.H.Doetschman@usda.gov) or (301) 851-2891. You can also find more information in [MRP Directive 4451.1, Awards and Recognition](#) and its attachments.



## MOVING TO A PASS/FAIL PERFORMANCE SYSTEM? WHAT DOES IT MEAN?

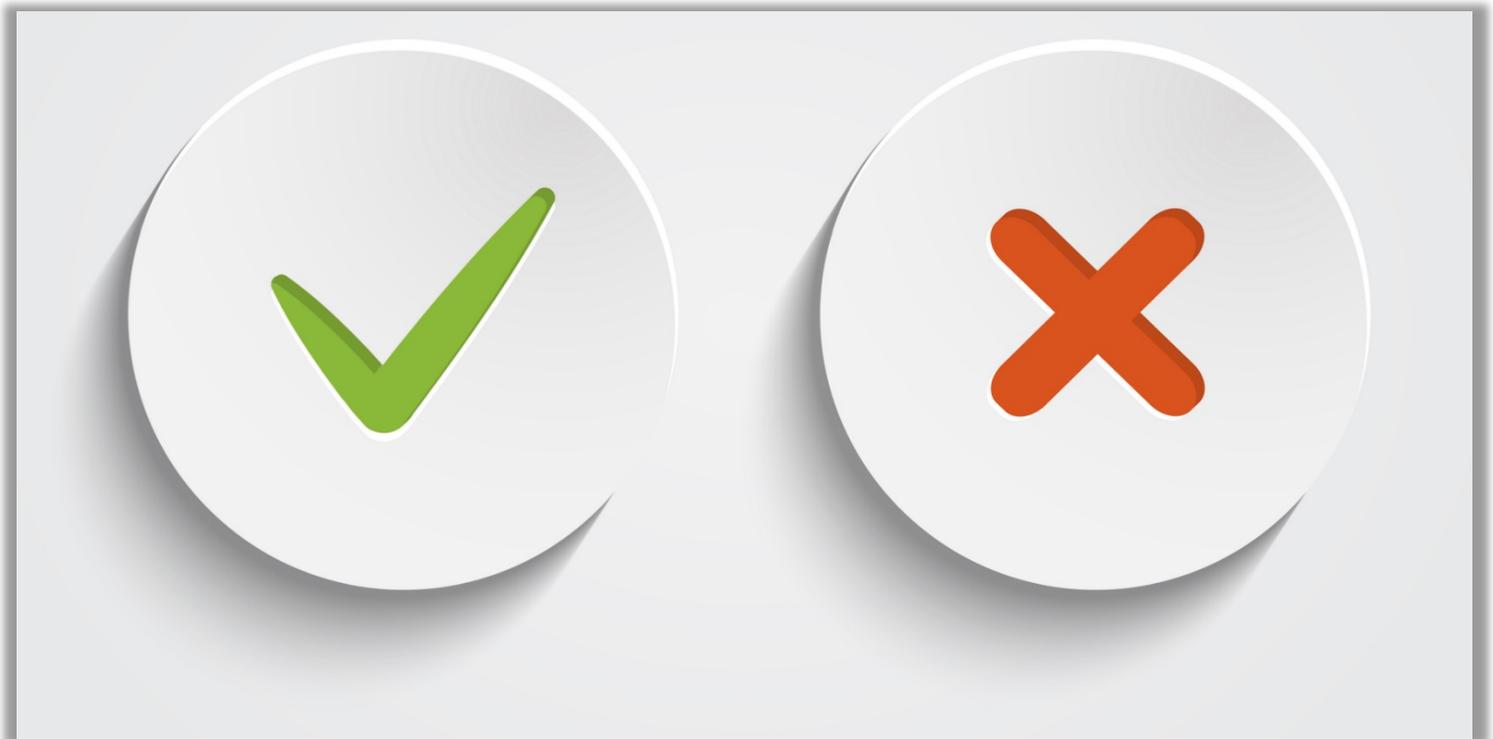
By **Gwen Montgomery** ([Gwen.Montgomery@usda.gov](mailto:Gwen.Montgomery@usda.gov), 301-851-2928)

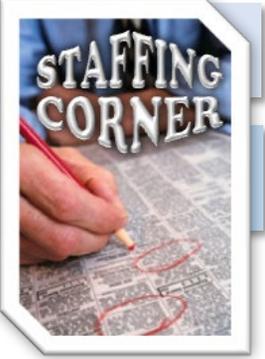
OPM has approved USDA's request to move from the current 5-tier performance evaluation system to a 2-tier system beginning FY 2021.

The change in performance system would affect all employees with the **exception** of Senior Executive Service (SES), Senior Leader (SL) and Scientific or Professional (ST) employees. All bargaining unit employees must refer to their collective bargaining agreements for information.

The 2-tier system, commonly known as Pass/Fail, sets the retention level of performance at the Fully Successful or Pass level. All performance standards in the performance plans will only be written at the Fully Successful level. Any performance that does not meet the Fully Successful standards would be considered Unacceptable or Fail resulting in the initiation of the Demonstration Opportunity process and possible delay in other personnel actions such as career-ladder promotions or within-grade increases until performance meets the Fully Successful level.

The USDA OHRM is currently revising the Employee Performance Management Directive (DR-4040-430) and performance appraisal forms (AD-435E/AD-435S) to affect the change in performance system. Guidance regarding the new Pass/Fail system and other information will be shared in the coming months as OHRM approves and implements the new Directive and corresponding documents.





## APPLYING FOR MERIT PROMOTION ANNOUNCEMENTS

By **Gary Rakow** (Gary.A.Rakow@usda.gov, 612-336-3461)

Are you interested in advancing your career? Are you looking for opportunities on USAJOBS? We would like to help you successfully navigate that process. What follows is the first installment of a two-part series on the process of applying for a Merit Promotion announcement.

**Prepare!** You do not want to miss an opportunity because you are unable to meet the application deadline. Take some time to update your resume with the most current and relevant information for the types of jobs you are looking for. Make sure that you have all the documents that may be required for verification of eligibility, qualifications, education, and training collected and available for upload. Be sure scanned documents are legible (we cannot view encrypted documents). Lastly, be sure you have created a Login.gov account on USAJOBS.

**Read!** Vacancy announcements can vary greatly depending upon the job series, area of consideration, specialized experience requirements, education requirements, and potential education substitution for experience. Make sure you thoroughly review and understand the details of the vacancy announcement and pay attention to the **"This job is open to"** section for a description of who may apply.

Every vacancy announcement will also include instructions for applying in the **"How to Apply"** section along with the **"Required Documents"** section. These sections explain in detail what is required, what should be included in the application package, and how to apply. If you need additional information, you can select the **"Help"** link in USAJOBS for a number of tutorials and informative resources to help you apply for Federal jobs. If you need specific information regarding the vacancy or additional assistance, every vacancy announcement has an **"Agency Contact Information"** block that can be found near the bottom of the posting.



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# HR BROADCAST

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**Apply!** The most important thing to do so you do not miss the opportunity to be considered for a Merit Promotion vacancy is to provide the required documents with your application. Submitted documents can be updated with new or additional documents after the initial application up until the closing date of the announcement. These documents are required by the USDA Merit Promotion plan/and or OPM guidance. The following documents must be submitted for your application package to be complete:



- **Resume:** Include the most up-to-date, relevant information for the position outlined in the announcement. Federal employment resumes differ from those for civilian employment. Your resume must include enough detail about relevant experience information to fully support the requirements, duties, and specialized experience for the position. The Curriculum Vitae often does not have the detail required for applying for Federal jobs. Resumes used to apply for Federal jobs must include dates of employment, work schedule, and description of duties for each job. **Tip:** Your resume should look more like your accomplishment report than your position description. Be sure to include the specific activities or actions you took and the impact or result of that work! See the USAJOBS link that follows for more information on creating your resume <https://www.usajobs.gov/Help/faq/application/documents/resume/what-to-include/>
- **Transcripts:** If education is required or being used to qualify, you must submit a copy of your college transcripts. An unofficial copy of your transcripts is sufficient. Education completed in a foreign institution must include an evaluation certifying its equivalence to an accredited U.S. education program by an organization that specializes in interpretation of foreign education programs (Note: different requirements apply to Veterinary Medical Officer positions). If selected, official transcripts will be required prior to entering on duty.
- **Standard Form (SF) 50:** As a current Career or Career-Conditional Federal employee, you must submit your most recent non-award Notification of Personnel Action (**SF 50**). You can get this by logging in to your electronic Official Personnel Folder (eOPF) from a Government computer address <https://eopf.opm.gov/usda/EOPF/General/welcome.aspx>
- **Performance Appraisal:** As a current Career or Career-Conditional Federal employee, you must also submit your most recent Performance Appraisal (dated within 18 months). A performance plan is not an acceptable substitute. If you did not receive a rating within that period, you must submit a statement as to why you do not have an appraisal (e.g., length of time in current position). Ask your supervisor for a copy if you do not have one.



This has been the first of a two-part series for applying to Merit Promotion vacancy announcements. Please stay tuned to the next HR Broadcast when we expand on completing the application.



### GLOBESMART – DEMO SESSIONS

By **Byron Williams** ([Byron.L.Williams@usda.gov](mailto:Byron.L.Williams@usda.gov), 301-851-2518)

**APHIS  
ONLY**



Intelligence is no longer seen as the sole marker for future success. Many of our jobs involve working with people beyond ourselves. Chances are you might be working with someone who is from a different city, culture, or country than you. How can you better understand one another so that you are communicating in a mutually understandable way? Answer: increase your cultural intelligence and [cross-cultural competence](#).

Cultural Intelligence (also known as Cultural Quotient or CQ) teaches:

- Comfort with ambiguity
- Empathy
- Mindfulness
- Reflection
- Relationship management
- Self-awareness

By increasing our cross-cultural competence, APHIS is excited to introduce the new site for GlobeSmart, our online cultural competence tool. This platform can increase your competence in working effectively with people from different cultures – whether they are agency stakeholders or your fellow APHIS colleagues. The site features an improved user experience that allows for easier access, use, and exploration as you leverage diversity.

Join us for **virtual tours** of the new GlobeSmart to view fresh, innovative features such as:

- A faster action-oriented dashboard taking you to the content most relevant to you;
- Updated GlobeSmart Profile “smart advice” prioritizing skill development based on cultural workstyle gaps;
- New elearning modules featuring core skills like inclusive actions, giving feedback across cultures, and tools promoting team collaboration across cultural styles;
- Updated Culture Guide navigation including a new section on Local Inclusion and Diversity for all 97+ featured cultures; and
- New features to streamline team-building processes and tools for facilitators

#### Q3 Offerings

- [Tues, 04/21/2020, 11:30 am - 12:15 pm EST](#)
- [Thurs, 04/23/2020, 1 pm - 1:45 pm EST](#)
- [Tues, 05/12/2020, 11:30 am - 12:15 pm EST](#)
- [Thurs, 05/21/2020, 1 pm - 1:45 pm EST](#)
- [Tues, 06/16/2020, 11:30 am - 12:15 pm EST](#)

In addition to GlobeSmart provided by APHIS, you can also view several more resources for different learning styles:

#### LISTEN

- Code Switch Podcast: [Explanatory Comma](#)

#### READ

- Aperian Global Blog - [How to Make Inclusion Stick](#)
- Society of HR Management - [Cultural Intelligence: The Essential Intelligence for the 21<sup>st</sup> Century](#)

#### SPEAK

- [Rosetta Stone](#)

#### WATCH

- Tedx Talk - [Cross Cultural Communication – Pelligrino Riccardi](#)

You can also find more training and development opportunities for FY2020 [here](#). The Center for Training and Organization (CTOD) is at your service to assist you in building up yourself, your team, and those around you to always aid in APHIS' overall mission.



## WHAT IS TALENT MANAGEMENT (TM) AND WHY SHOULD YOU CARE?

By **Todd Sazdoff** (Todd.Sazdoff@usda.gov, 612-336-3304)

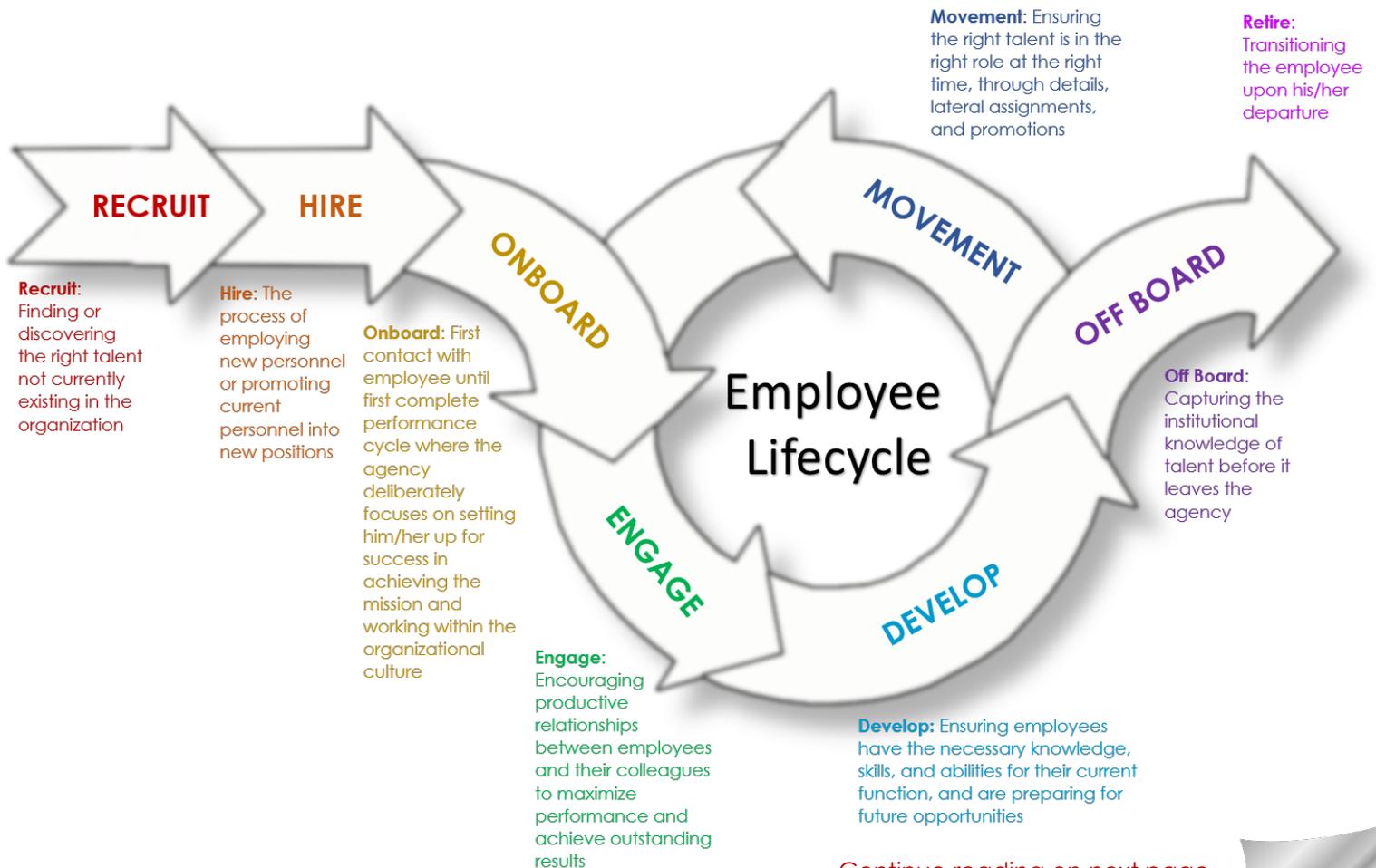
TM is a bit of a buzz word in organizations these days. APHIS is no different. Hopefully you read Kevin Shea's recent memo on the Talent Management Board (TMB) and the top three talent priorities this year. What you may not know is the work that the Board has focused on for the previous 3 years.

Because of industry buzz, best practices, and APHIS' own experience with the current and anticipated loss of talent, the TMB has been hard at work on deciding what this means for APHIS and how it will impact every current and future APHIS employee.

What is TM? Informally stated, TM is an organizational system designed to manage the flow of people into the right roles at the right time for current and future success in mission accomplishment. APHIS and the programs already do lots of work in this space, but the reality is, most of it has been disconnected from either its own parts or from an APHIS strategy as a whole. Three years ago, APHIS charged the TMB with remedying that reality.

For TM to be truly systemic, we need to look at it from the perspective of the employee life cycle; from the moment an individual starts at APHIS to the day he/she retires after a long and illustrious career.

Each phase is described below.



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Understanding APHIS' responsibility to our employees, this holistically requires us to put some stakes in the ground about what we believe about talent as an organization. The TMB spent several intensive sessions looking at what APHIS needs to look like to be successful in the future. Out of these deep and inclusive discussions, five talent philosophies were born.

- We recognize differences in performance and potential
- We understand our mindset, attitudes, and actions matter
- We own our development and performance; supervisors guide and support us
- We embrace diversity of thought, culture, and individual talent to strengthen our organization
- We support testing and implementing new and innovative ideas

Practically, what does each of these mean to you?

- Performance management is taken very seriously and results based on effective goals matter to your future. Furthermore, your potential, a dynamic concept which describes your current capacity to take on a role of larger scope and complexity, also matters to your future.
- Behaviors matter as well. We will recruit, reward, and promote those who act in ways that create and inspire the culture APHIS believes it needs to be successful.
- You need to care more about your career than anyone else. It is the job of your supervisor to guide and assist you in striving toward your career aspirations.
- We must look at our challenges and opportunities through the widest lens possible, considering all perspectives of those who do the work as well as those impacted by the work. Our decisions will be informed by these perspectives.
- We understand that risk and experimentation are necessary to learn and grow. If we continue to do what we have always done, we will remain stagnant and go backwards.

This should raise some questions for you! In particular, how do we define potential and how do we measure it? And also, what behaviors align to our desired future state? These questions will be answered in subsequent issues of the HR Broadcast. In the meantime, should you have any questions, contact me or your TMB program representative.

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To find your TMB program representative, click [here](#).

