

WELCOME
USDA INTERNS AND
RECENT GRADUATES

USDA U.S. DEPARTMENT OF
AGRICULTURE

INFORMATION TECHNOLOGY WORKFORCE
**RECRUITMENT AND
HIRING STRATEGY**
FY23-26



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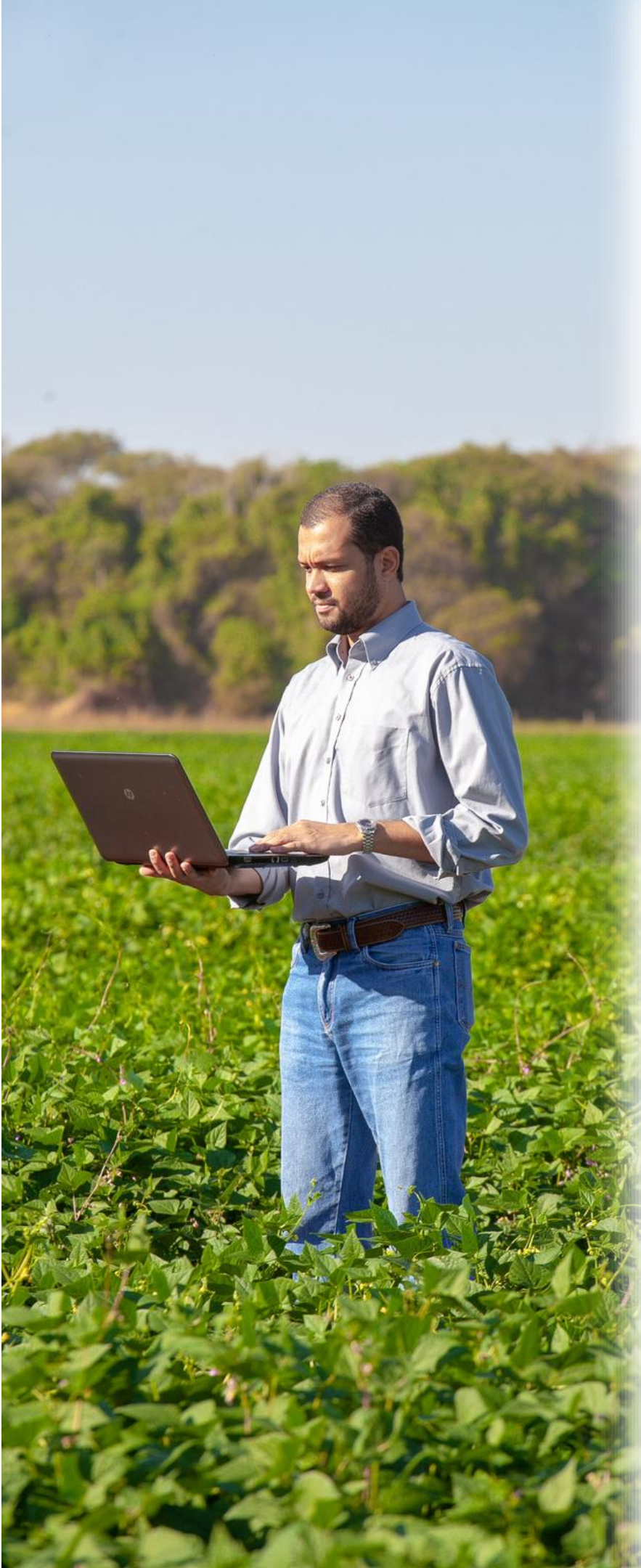
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USDA

MISSION, VISION, AND CORE VALUES

Mission

To serve all Americans by providing effective, innovative, science-based public policy leadership in agriculture, food and nutrition, natural resources protection and management, rural development, and related issues with a commitment to deliverable equitable and climate-smart opportunities that inspire and help America thrive.

Vision

An equitable and climate-smart food and agriculture economy that protects and improves the health, nutrition, and quality of life of all Americans; yields healthy land, forests, and clean water; helps rural Americans thrive; and feeds the world.

Core Values

Respect and Dignity | Equity and Inclusion | Trust and Integrity | Service and Results | Science Leadership

USDA IT

MISSION, VISION, AND CORE VALUES

Mission

Enable the USDA mission through innovative, secure, and cost-effective IT solutions and services.

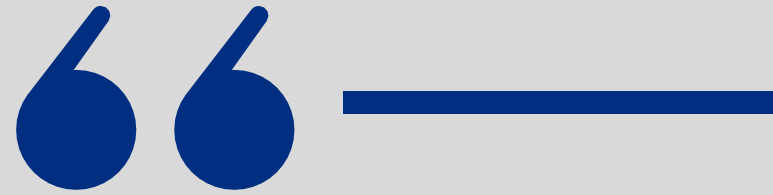
Vision

Implement a customer first model leveraging technologies that provide for simple, seamless, and secure digital services and offers a world class experience for the American public.

Core Values

- **Customer-First Experience:** Design and deliver IT solutions around a Digital Enterprise Model that puts the needs of customers at the forefront of innovation, security, and modernization.
- **Innovative:** Foster innovation and adoption of new technologies.
- **Quality and Availability of Data and Information:** Enhance the quality, availability, and delivery of data and information through curation and stewardship throughout the life cycle.
- **Efficiency:** Increase efficiency, transparency, and accountability of IT.
- **Value:** Provide business value to all users and stakeholders.



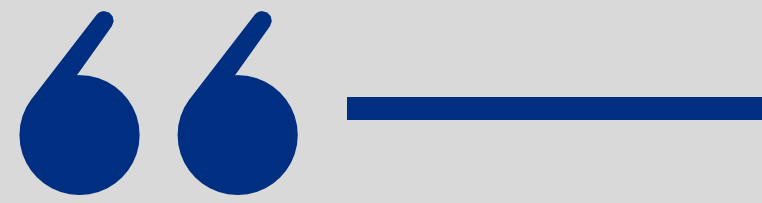


“USDA seeks to be the **federal lead** in **customer-centered, data-driven service delivery** that provides for simple, seamless, and secure digital services that offer a **world-class experience for the American public**. Our IT Workforce is **critical to achieving this vision** and I am excited about how our Hiring Strategy will help us bring in and develop great tech talent across the Department. **Our people are our most valuable resource at USDA.**”

Gary Washington

Chief Information Officer
U.S. Department of Agriculture





“People are at the center of everything that we do to **deliver the best technology and service to the millions of people who look to USDA for support.** There are **so many incredible opportunities for tech talent** to provide meaningful impact while leveraging and expanding their skillsets. I’m extremely excited for how our Hiring Strategy is **designed to enhance our recruiting and hiring experiences across the Department** while better communicating the brand and values of USDA to **help attract the best and brightest tech talent to come work with us** on so many incredible missions.”

Arianne Gallagher-Welcher

Executive Director, USDA Digital Service
U.S. Department of Agriculture

STRATEGIC FRAMEWORK

INFORMING IT WORKFORCE HIRING STRATEGY GOALS

USDA Strategic Plan

USDA IT Strategic Plan

USDA Data Strategy

USDA IT Workforce Strategic Plan

USDA IT Workforce Hiring Strategy

Strategic Priorities

Implement proactive measures to ensure an effective and agile recruiting and hiring process.

Enhance the recruitment and hiring experience through process changes and increased collaboration.

Build a consistent and engaging brand to showcase USDA IT's value and attract talented IT professionals.

Action Plans

- Recurring Hiring Process Training
- Develop a Shared Recruitment and Hiring Resource Repository
- Health Checks and Workforce Planning

- Expand IT Subject Matter Experts Involvement in Key Recruitment Actions
- Enhance Communication Through Onboarding
- Update Interview Process

- Expand Value Centric Approach
- Grow Strategic Recruiting Partnerships
- Mature IT Workforce Branding and Explore New Engagement Opportunities



STRATEGIC PRIORITY #1

Implement proactive measures to ensure an effective and agile recruiting and hiring process.



ACTION PLANS

Recurring Hiring Process Training

Expand upon existing recruitment and hiring training materials, so that key personnel understand the process, their role, and where to get help when needed.

Develop a Shared Recruitment and Hiring Resource Repository

Develop a tool to host resumes and position descriptions (PD) shared across Mission Areas.

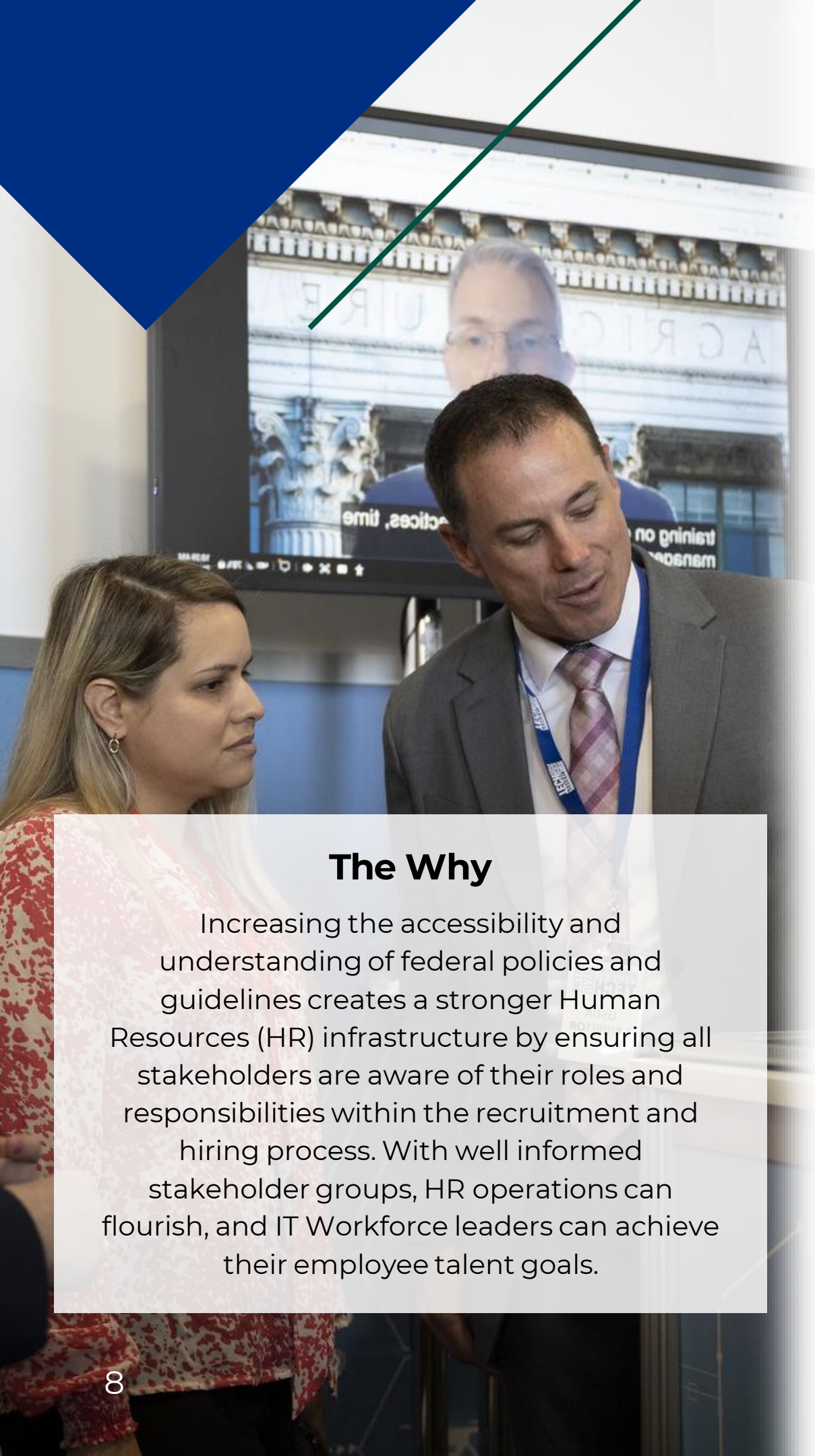
Health Checks and Workforce Planning

Design and implement integrated forums and hiring process health checks to evaluate how the process is working and iterate on initiatives.

EXPECTED OUTCOME



This priority aims to help ensure the recruitment and hiring process continues to be proactive, rather than reactive, through continuous feedback loops, recurring learning, and tools that promote increased collaboration and communication.



The Why

Increasing the accessibility and understanding of federal policies and guidelines creates a stronger Human Resources (HR) infrastructure by ensuring all stakeholders are aware of their roles and responsibilities within the recruitment and hiring process. With well informed stakeholder groups, HR operations can flourish, and IT Workforce leaders can achieve their employee talent goals.

STRATEGIC PRIORITY #2

Enhance the recruitment and hiring experience through process changes and increased collaboration.



ACTION PLANS

Expand IT Subject Matter Experts Involvement in Key Recruitment Actions

Enable subject matter experts to contribute to the hiring process more effectively for key positions to improve HR efficiencies and supply USDA with as many qualified candidates as possible.

Enhance Communication Through Onboarding

Enact a “Buddy System” and or communication vehicles that provide transparency throughout the hiring process and ensure new hires feel engaged and welcome.

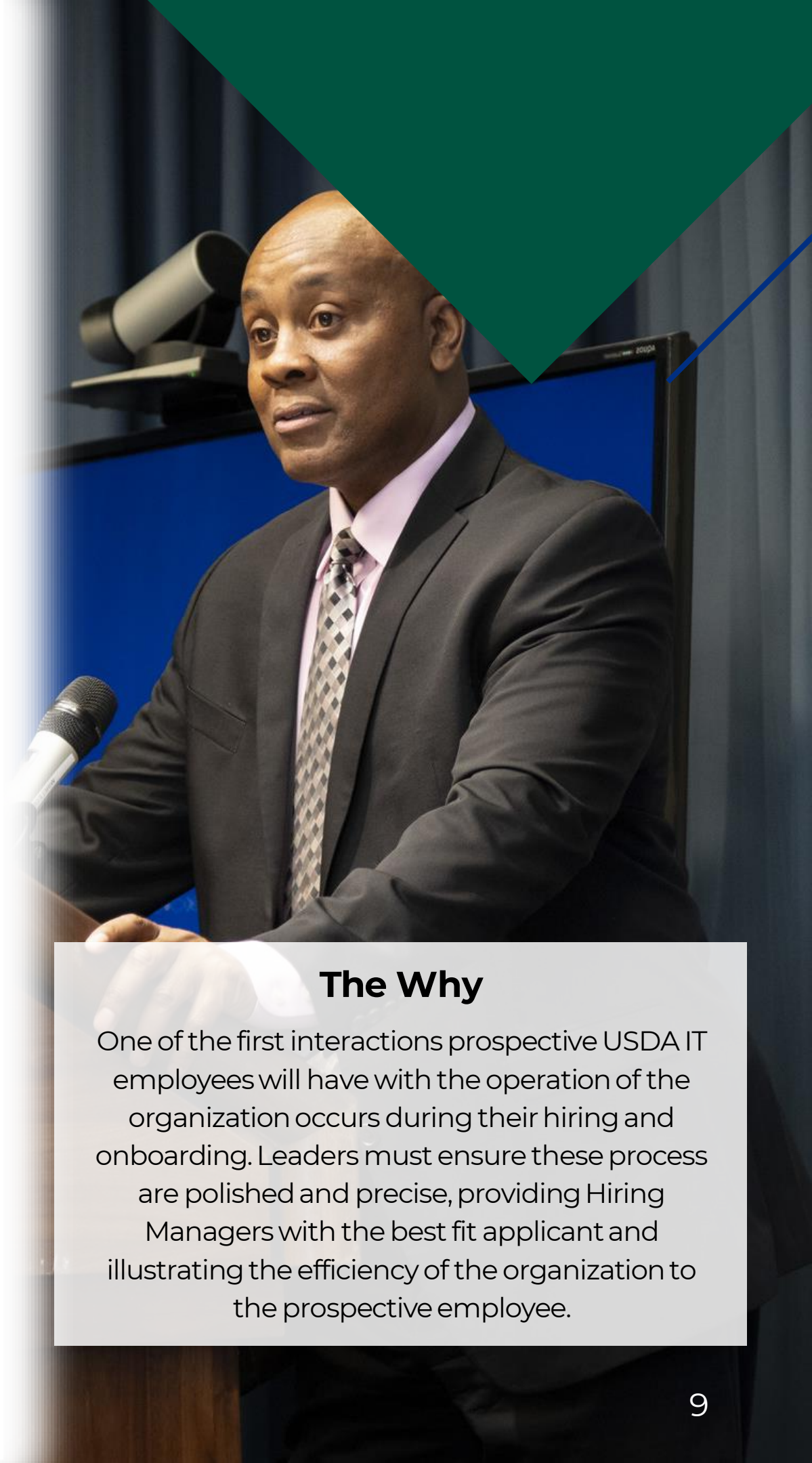
Update Interview Process

Refresh the interview process to better target specific hard skills and core skills to create an agile workforce that’s well positioned to adapt to new technology and ways of working.

EXPECTED OUTCOME



Improved communication between HR representatives, Hiring Managers, and IT SMEs will promote alignment on IT workforce planning, allowing the organization to implement recruiting strategies that fill future needs. Similarly, creating a formalized communication channel between the HR representatives and the candidates throughout the hiring process aims to create a better experience for potential new hires.



The Why

One of the first interactions prospective USDA IT employees will have with the operation of the organization occurs during their hiring and onboarding. Leaders must ensure these process are polished and precise, providing Hiring Managers with the best fit applicant and illustrating the efficiency of the organization to the prospective employee.



STRATEGIC PRIORITY #3

Build a consistent and engaging brand to showcase USDA IT’s value and attract talented IT professionals.



ACTION PLANS

Expand Value Centric Approach

Expand use of pay and leave flexibilities and promote an Employee Value Proposition (EVP) to support recruitment activities.

Grow Strategic Recruiting Partnerships

Expand university and professional organization partnerships to engage with potential candidates through industry events, college job fairs, targeted conference participation and other creative events and activities.

Mature IT Workforce Branding and Explore New Engagement Opportunities

Build out the IT workforce brand and explore new recruitment forums and opportunities.

The Why

A well-defined, easily understood, and broadly communicated brand may positively impact the success of an organization’s recruitment efforts. Potential employees should be able to easily gather information regarding the employer’s values and what they can expect from their employer in exchange for their time and effort.

EXPECTED OUTCOME



Formalized organizational branding, expanded engagement with professional organizations and universities, and a value centric approach can help USDA IT recruit the most talented individuals for positions that deliver lasting value to USDA customers.

ITWF Hiring Strategy Metrics	USDA IT Workforce Action Plans								
	1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3
Training Participation Rate Percentage of IT Workforce participating in voluntary training*	★			★					
Recent Hire/Exit Interviews Percentage of recent hires/departing employees surveyed			★		★				★
Succession/Recruiting Plans Percent of Organization with Succession/Recruiting Plans*			★					★	
Time to Hire Number of days at "Certificate Issued" in Time-to-Hire	★	★	★	★		★			
Targeted Recruitment Outreach Percentage change in applicants following recruitment and outreach events*			★	★			★	★	★
Employee Engagement Scores Percentage change in FEVS Index and Culture and Values Assessment scores*	★			★	★		★		★
Internships and Career Opportunities Number and retention rate of IT-workforce participants from internships and similar career opportunities*							★	★	★
Social Media Metrics Percent changes in engagement, following, etc.								★	★

*Metrics originating from the IT Workforce Strategic Plan

Priority 1: Implement Proactive Measures to Ensure an Effective and Agile Recruiting and Hiring Process.

- 1.1 Recurring Hiring Process Training
- 1.2 Develop a Shared Recruit and Hire Resource Repository
- 1.3 Health Checks and Workforce Planning

Priority 2: Enhance the Recruitment and Hiring Experience Through Process Changes and Increased Collaboration.

- 2.1 Expand IT Subject Matter Expert Involvement in Key Recruitment Actions
- 2.2 Enhance Communication Through Onboarding
- 2.3 Update Interview Process

Priority 3: Build a Consistent and Engaging Brand to Showcase USDA IT's Value and Attract Talented IT Professionals.

- 3.1 Expand Value Centric Approach
- 3.2 Grow Strategic Recruiting Partnerships
- 3.3 Mature IT Workforce Branding and Explore New Promotion Opportunities

IMPLEMENTATION

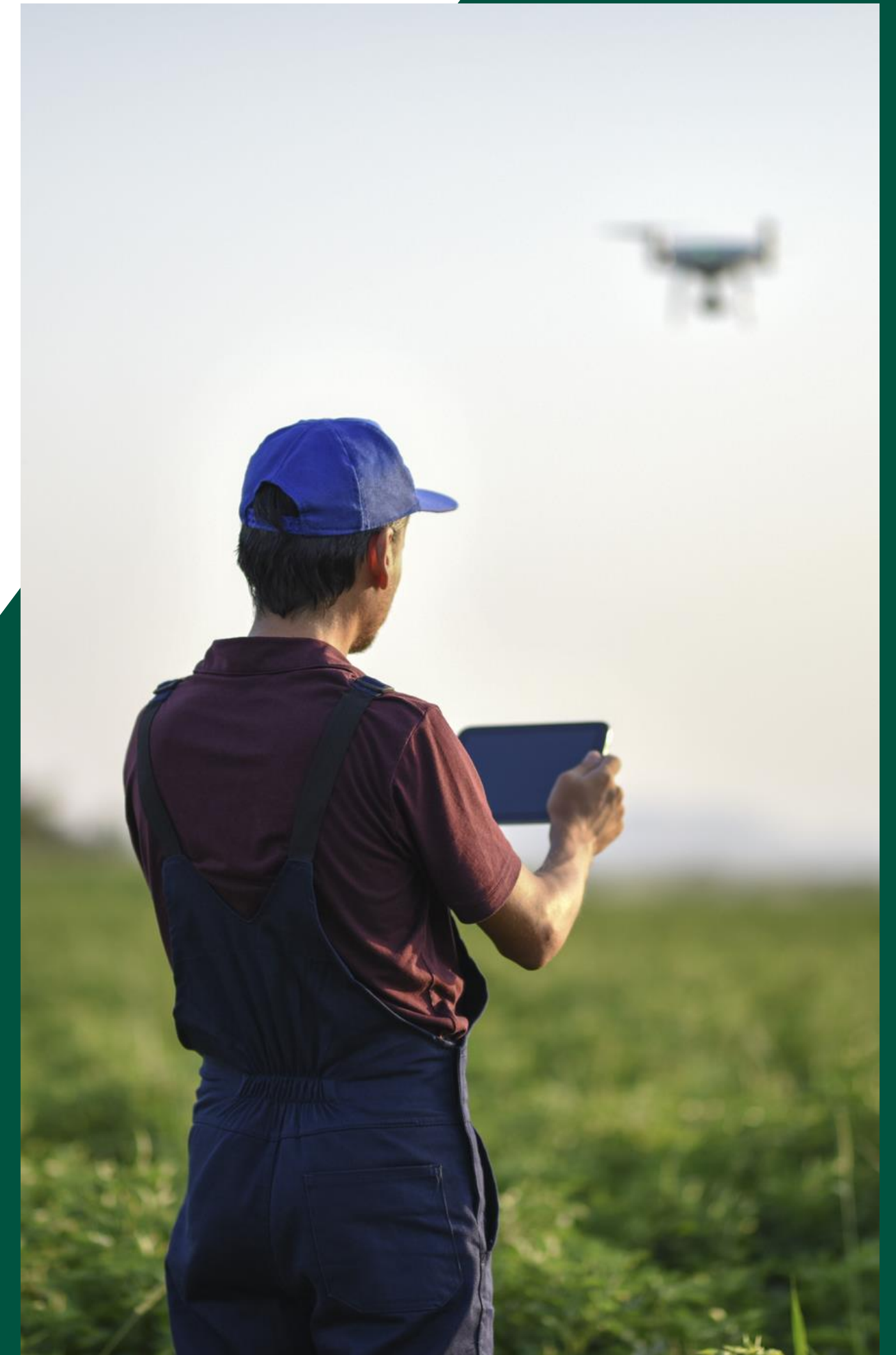
MAINTENANCE AND TRACKING

Review and Maintenance

The IT Workforce Recruitment and Hiring Strategy is a living document, and as such this plan proposes a cyclical review process in which the priorities and associated action plans of the plan are reviewed to ensure applicability – supported by the review of the objectives and action plans underneath each priority. Maintenance meetings and or working sessions should take place both annually and when source documents change. If stakeholders do not meet in such a manner, it may become difficult to create a level of accountability to support the successful implementation of the priorities and action plans within this document.

Tracking Progress

The metrics outlined in the previous page, paired to the priorities and action plans, can be reviewed to assess the effectiveness of the strategies outlined in this document. In conjunction with IT Workforce key stakeholders, the IT Workforce Standing Committee will track the metrics and use centralized data analytics capabilities to provide real-time progress on IT Workforce hiring target metrics .





Contact Information

For more information or questions regarding this plan, please contact sm.ocio.cio.irmcoffice@usda.gov. Additional copies of this IT Workforce Recruitment and Hiring Strategy can be downloaded from USDA's Web site at: www.usda.gov.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotape, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339.