Description of document:	Department of Agriculture (USDA) Agriculture Marketing Service (AMS) organizational Assessments of the Market News program conducted by Paradigm Technologies Inc. and of the Livestock and Seed (L&S) Program Resource Management Office, conducted by FPMI Solutions Inc., 2012
Requested date:	04-February-2019
Release date:	22-February-2019
Posted date:	29-July-2019
Source of document:	USDA, Agricultural Marketing Service FOIA Officer 1400 Independence Avenue, SW South Building, Rm. 2095 Stop 0203 Washington, DC 20250 Email: AMS.FOIA@usda.gov

USDA Agricultural Marketing Service

1400 Independence Avenue, SW.
Room 2095-S, STOP 0203
Washington, DC 20250-0203

February 22, 2019

Delivered via Electronic Mail

Re: **Final Response to FOIA Request 2019-AMS-00076-F**

This is the final response to your Freedom of Information Act (FOIA) request, dated February 4, 2019, to the United States Department of Agriculture's Agricultural Marketing Service (AMS). We received your request on February 5, 2019, which sought:

> [A] copy of the organizational assessment of the Livestock and Seed Administrative Office, conducted by FPMI Solutions, Incorporated.
>
> [A]lso…a copy of the organizational assessment of AMS Market News conducted by Paradigm Technologies Incorporated.

The AMS FOIA staff works with subject matter experts across the Agency to locate responsive documents. For this request, searches were conducted within the Livestock, Poultry, and Grain Market News Division and within the Office of the Deputy Administrator, Livestock and Poultry Program. The Livestock, Poultry, and Grain Market News Division provides the agricultural industry with accurate and unbiased marketing information depicting current conditions relating to the trade of livestock, poultry, meat, wool, grain, and feedstuffs that will promote orderly marketing and enhance competition. Further, the Livestock and Poultry Program's, Office of the Deputy Administrator supervises a wide range of the Agency's programs related to the livestock, meat, poultry, egg, fish, and grain industries as well as regulatory and support functions that extend to other commodities. AMS' searches were conducted on February 7, 2019. These searches provided responsive records in AMS' control on that date.

We have processed 271 pages that are responsive to your request. After a thorough review, we have determined that they may be released in their entirety. Accordingly, this request is granted in full.

This concludes processing of your request. You may appeal this response within 90 days from the date of this letter. Your appeal should be clearly marked to indicate that it contains a FOIA appeal and include specific reasons why you believe modification of the initial action is warranted. Any such appeal should be in writing and addressed to:

Bruce Summers
Administrator
Agricultural Marketing Service
1400 Independence Avenue SW, Stop 0201, Room 3071
Washington, D.C. 20250-0201

If you have any questions about the way this request was handled, please contact JoAnna Gorsage at (202) 378-2575 or JoAnna.Gorsage@ams.usda.gov. If you have general questions or concerns regarding AMS' FOIA procedures or regulations, please contact our FOIA Public Liaison, Bill Allen, at (202) 720-3785 or via email at ams.foia@usda.gov.

Additionally, you may contact the Office of Government Information Services (OGIS) to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, e-mail at ogis@nara.gov; telephone at (202) 741-5770; toll-free at 1-(877) 684-6448; or facsimile at (202) 741-5769.

Thank you for your interest in AMS programs and policies.

Sincerely,

Mark R. Brook

Mark R. Brook
FOIA Officer
Agricultural Marketing Service

Enclosure

Organizational Assessment Final Report

(Version 1.2)

Addendum

ORGANIZATIONAL ASSESSMENT
UNITED STATES DEPARTMENT OF AGRICULTURE (USDA)
AGRICULTURE MARKETING SERVICE (AMS)
MARKET NEWS PROGRAM

Contract No.
AG-6395-S-11-DO1109475

Date Submitted:
June 29, 2012

Submitted to:
Ms Audrina Lange
Assistant to the Director
USDA Agricultural Marketing Service
Fruit & Vegetable Market News
1400 Independence Avenue, SW
Washington, DC 20250-0235

Submitted by:
Paradigm Technologies, Inc.
A Wholly Owned Subsidiary of ECS
689 Discovery Drive, Suite 302
Huntsville, Alabama 35806
Phone 256.382.0470

Table of Contents

LIST OF FIGURES

LIST OF TABLES

PREFACE

The purpose of conducting this Organizational Assessment is to assess the current efficiency and effectiveness of the United States Department of Agriculture (USDA) Agriculture Marketing Service (AMS) Market News (MN) Program and to identify areas in which further efficiencies can be achieved.

This assessment was conducted in two phases: Phase 1 presents the findings of the current "as-is" organization and Phase 2 presents the recommended "to-be" future program. Phase 1 Draft Report identified all/any possible innovative solutions that may warrant further exploration to assist the AMS MN Program in becoming more efficient. The Phase 1 Draft Report was approved by AMS MN 22 February 2012. Phase 2 provides a strategy for implementing the recommended "to-be" future organization based on key findings that resulted from Phase 1. These options provide the framework and roadmap for AMS MN to achieve optimal performance efficiencies and identify where internal efforts or initiatives may need to be established to conduct additional analysis and/or studies or gather additional detailed information. Given the time constraints and limited availability of the MN Directors and SMEs to research details, recommended options were developed by Paradigm and have not been endorsed by the MN Directors. The AMS MN Management will determine which and how to best implement these recommended options. Although the recommended options have not been approved, AMS MN Management has agreed upon the feasible options included in this report (those potential opportunities for program enhancements and improvements). Backup documentation is included in Appendix A (Supporting Rationale for Recommendations Deemed Not Feasible) that provides detailed justifications for those opportunities determined not feasible by AMS MN Management. **Phase 1 and 2 reports are consolidated into the Final Organizational Assessment Report for the final project.**

During Phase 2, the **initial** workload survey resulted in numerous outliers/issues and given the limited time constraints to investigate and correct, Paradigm was unable to conduct a detailed assessment of work allocation across the Divisions. As a result, **the *USDA AMS MN Final Organizational Assessment Report* submitted April 23, 2012, did not address workload findings.**

Upon completion of data normalization and level of effort analysis, the following report is provided as an addendum to document the reevaluation of AMS MN workload assessment during the period of May 14, 2012 through June 29, 2012.

NOTE:

Changes to the original report constitute the Addendum and are marked using dark blue boldface text with a left margin bar indicating changed information.

EXECUTIVE SUMMARY

The USDA AMS MN Final Organizational Assessment Report constitutes the current "as-is" organization as well as provides a business alignment strategy for transitioning AMS MN into the ideal state of achieving optimal performance. This assessment includes all five AMS MN Divisions, which encompasses 203 employees in 60 different locations. Phase 1 presents the findings of the existing organization to include detailed process map workflows for each Division and an organizational strawman to capture the baseline as well as identifies potential opportunities that exist for AMS MN to increase efficiencies, standardization, and program effectiveness. Table 1 provides key findings that were uncovered during Phase 1 of this assessment.

Key Findings / Opportunities for Improvement					
Core Functions	**Finding#**	**Section#**	**Value-added work being performed**	**Non-value added work that should not be performed**	**Valued-added work that can be achieved**
Information Collection	1	2.2.3.1.1	DMN is mirroring it's retail reporting after FVMN; this function is anticipated to be in place by Spring 2012	Multiple database platforms being used to capture data; staff skill set should be aligned with the work being performed	Create an opportunity for possible standardization and cross-utilization of employees
	2	2.2.3.1.2	AMS MN is the most comprehensive source in providing current/ unbiased information	Repackaging reports	Reduce/eliminate repackaging duplicate information already covered in other reports
	3	2.2.3.1.3	AMS MN is considered as the main source of information for many business and government agencies	Secondary source reporting	Establish direct links to secondary source data (i.e., AMS website, within related reports); thus, reduce expending resources reporting information already available to the public
	4	2.2.3.1.4	Personal interaction with industry contacts	Manual collection of auction or terminal market data.	Capability to enter live auction/terminal market data directly into the appropriate database(s) (real-time) using a hand held device while at the auction/market

Key Findings / Opportunities for Improvement					
Core Functions	**Finding#**	**Section#**	**Value-added work being performed**	**Non-value added work that should not be performed**	**Valued-added work that can be achieved**
	5	2.2.3.1.5	AMS MN have the resources/capability available to fully configure network sharing	Restrictions on accessibility to internal network information	Ensure all field office staff have access to internal resources to complete job responsibilities
	6	2.2.3.1.6	Reporter collects as much possible data to accurately depict the current market environment	Collecting information without a predetermined threshold/target	Evaluate the possibility of developing threshold/target to serve only as a guideline
	7	2.2.3.1.7	One-on-one and formal customer training does exists and is available for the public	Expending manpower generating ad-hoc/customized reports	Staff continue to provide customer training for navigating through the AMS Portal
Analysis & Verification	8	2.2.3.2.1	For most Divisions, reporters release reports from their field office with some level of cursory review	Excessive review process	Streamline process to reduce duplication of work as well as reduce the number of handoffs
	9	2.2.3.2.2	Some Divisions have an automated system in place to assist with quality control	Cumbersome quality control process	Modify FVMN error script to better segregate errors and lessen time for manual sorting
Information Dissemination	10	2.2.3.3.1	Gold-plating "nice-to-have" services that provide various options for targeting customers	Multiple dissemination channels	Possible eliminate/ streamline less frequent dissemination channels and redirect customers to AMS website
	11	2.2.3.3.2	PMNA and DMN does have a process in place where reporters continuously communicate with industry concerning any upcoming report changes as well as solicit their feedback	Using high-level E-view data as a means to capture customer demand	Establish a policy to assist MN Divisions with better gauging and monitoring utilization / relevance of reports as well as determining critical information

Key Findings / Opportunities for Improvement					
Core Functions	**Finding#**	**Section#**	**Value-added work being performed**	**Non-value added work that should not be performed**	**Valued-added work that can be achieved**
	12	2.2.3.3.3	CMN, DMN, and PMNA maintain a detailed current subscribers listing	Including report release frequency in subscriber calculations	Review and update subscriber listing to determine which reports are in high demand
	13	2.2.3.3.4	Provide Cornell updates on a quarterly or semi-annually basis rather than annually	Updating report inventory list on an annual basis	Provides incremental batch updates so Cornell is more in sync and up-to-date with the AMS Portal/Website
Administration / Management	14	2.2.3.4.1	Functional committee already in place to be used as an avenue for collaboration among Divisions to share ideas and best practices.	Divisional level decisions made without considering overarching program impacts	Cultivate an organizational culture of increased collaboration, sharing ideas, and best practices
	15	2.2.3.4.2	Deputy Administrators are in place to provide Divisional oversight for their specific commodity group.	Non-mandated participation in program management	Establish centralized program oversight with the authority to enforce a formal process for decision-making, accountability, and participation
	16	2.2.3.4.3	PMNA has a Strategic Plan in place that links directly to AMS Management Strategic goals to accomplish the overarching AMS Strategic Plan that can be shared among other Divisions	Operating without a Strategic Plan at the MN Program Level	Establish Strategic Plan at the MN Program/ Division levels that clearly links directly to the overall AMS Strategic Plan/Goals
	17	2.2.3.4.4	AMS has an overarching Vision established that can be mirrored at the MN Program/ Division level	Operating without a unified Vision	Develop a unified Vision to help bridge the gap between Divisions.

Key Findings / Opportunities for Improvement					
Core Functions	**Finding#**	**Section#**	**Value-added work being performed**	**Non-value added work that should not be performed**	**Valued-added work that can be achieved**
	18	2.2.3.4.5	Some Divisions are sharing limited support services	Division specific IT and Admin work	Consolidate IT and administrative functions into a shared service center (where possible) to gain efficiencies and potential savings
	19	2.2.3.4.6	MN staffing consists of Supervisors/OICs that perform dual duties (supervisory/ market reporting/IT maintenance)	Incorrect usage of Supervisor title/ duties being performed; narrow span of management control	Examine the possibility of consolidating supervisory positions where possible in order to achieve a more effective span of control
	20	2.2.3.4.7	PMNA links positions descriptions to employee performance plans	PDs are outdated and do not accurately reflect current duties	Engage Human Resources to update PDs to accurately depict job duties and skill sets.
	21	2.2.3.4.8	PMNA currently has a process in place to assess workload/ allocation of resources on an annual basis that has been shared with other Divisions	Inconsistent distribution of workload	Implement an annual assessment to ensure resources are efficiently allocated/ distributed
	22	2.2.3.4.9	When possible, relief work is done remotely	High travel costs due to relief work	Reduce travel cost and disruption by performing relief work remotely, if possible
	23	2.2.3.4.10	Some Divisions are co-located/sharing lease cost	No fully utilizing opportunities to co-locate within AMS MN or AMS-wide	Examine the possibility of consolidating field offices that are close in proximity.
Information Technology	24	2.2.3.5.1	IT staff has the capability and expertise to support all MN Divisions	Divisional specific IT support	Shift from division specific to overall MN Program specific for better use of resources and information sharing

Key Findings / Opportunities for Improvement					
Core Functions	**Finding#**	**Section#**	**Value-added work being performed**	**Non-value added work that should not be performed**	**Valued-added work that can be achieved**
	25	2.2.3.5.2	Changes have been made in the past few years to update/ enhance current database systems where possible	Temporary fixes to the legacy IT infrastructure	Enhance IT capabilities to overcome challenges and better support the needs of all MN Divisions in order to perform at optimum efficiency level
	26	2.2.3.5.4	DMN is mirroring LSMN Mandatory Price Reporting (MPR) System for mandatory reporting	Use of various IT systems	Increase standardization among Divisions with database usage

Table 1: Key Findings / Opportunities for Improvement

Phase 2 presents a business alignment strategy that includes viable recommended options/alternatives that were developed based on key findings that resulted from Phase 1. This strategy provides AMS MN Management the framework to pursue opportunities for improvement. The recommended options/alternatives were grouped and prioritized into three main categories based on feasibility of implementation (Quick Fixes, Near Term, & Long Term) and provided in summary form to AMS MN Management for buy-in/ agreement. Those options agreed upon by AMS MN Management as feasible for implementation are included in Section 3.1.3 Based on the recommended options/alternatives agreed upon by MN Management, an organizational strawman and the future "to-be" process map workflows were developed. As directed by AMS MN Management, Paradigm collaborated with the MN (Contracting Officer's Technical Representative) COTR to further investigate [at a high-level] those options deemed as feasible opportunities for improvement rather than conducting working group sessions with Subject Matter Experts (SMEs). For those options deemed not feasible, AMS MN Management provided supporting rational see Appendix A – Supporting Rationale for Recommendations Deemed Not Feasible

Ultimately, upgrading the Market News Information System (MNIS) database platform is a key component that will excel AMS MN to achieve the most efficient operations in the future. Implementation of the recommended "to-be" options/alternatives to restructure the performance and productivity of MN operations is based on the following key assumptions and critical success factors:

- Obtain AMS MN Senior Management agreement/approval of resources and recommendations,
- Visible support and buy-in of key AMS MN Management across all Divisions,
- Functional Committee Chairman has full authority/commitment to enforce a formal decision-making process, accountability, corporation, and participation,
- Appropriate financial commitments in resources and staff ,

- MNIS can be upgraded /configured or an IT database system can be obtain to perform as a centralized data warehouse that meets the needs for all MN Divisions (including full capability to generate price series, develop narratives, graphics, trends, etc), and
- Staff is trained and ready to carryout redistribution of work functions.

Even though, there may be recommended options/alternatives specific to Divisions, the overall goal is to further gain efficiencies and better performance MN-wide as well as foster a platform for continual sharing of best practices and lessons learned.

1.0 INTRODUCTION

Paradigm Technologies, Inc. (hereafter referred to as "Paradigm") is pleased to submit the Final Organizational Assessment Report for the United States Department of Agriculture (USDA) Agricultural Marketing Service (AMS) Market News (MN) Program. This report is comprised of the "as-is" assessment of the AMS MN Division's performance in multiple dimensions in order to establish a baseline of the current organization as well as documents the recommended strategy for transitioning AMS MN into the ideal state of achieving optimal performance efficiencies.

During Phase 1, Paradigm assessed the current state of the MN organization to establish a baseline and document the resulted key findings/opportunities for improvement. This process involved the capturing accurate and concise information about the performance of the organization as well as critical factors that impact productivity in order to move the organization into the desired future state. From these findings, Paradigm developed and categorized options/alternatives for AMS MN Management to determine the feasibility of implementation. The overall focus of the recommended options/alternatives is to increase organizational and operational efficiencies MN-wide. Based on AMS MN Management approval, Paradigm collaborated with the MN COTR to further investigate those options deemed as feasible opportunities for improvement.

Phase 2 present viable recommended options/alternatives to assist AMS MN with increasing organizational and operational efficiencies, maximizing resources, streamline business processes, eliminating redundancies, improving effectiveness/usefulness of MN reporting, and aligning technology to more efficiently accomplish the organization's mission.

1.1 Organizational Assessment Objectives

The primary objectives of this organizational assessment are to:

- Analyze current AMS Market News business and management processes and division responsibilities in order to explore best business practices, and identify potential gaps and alternatives.
- Identify organizational and operational improvement and standardization opportunities.
- Recommend options and changes that will improve program business and management operations and efficiencies, and optimize the program's value to its customers.

1.2 Organizational Assessment Methodology

Phase 1 includes the following tasks, Task 1: Data Collection and Fact Finding, Task 2: Assessment & Analysis, and Task 3: Best Business Models.

In Task 1, Paradigm engaged in data collection and fact-finding to gain a thorough understanding of the AMS MN core program functions and processes.

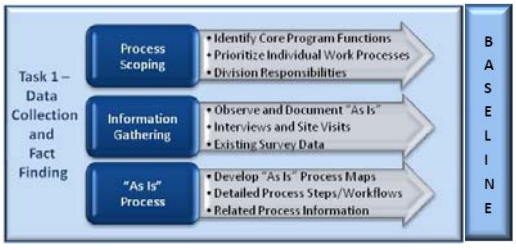


Figure 1: Task 1 – Data Collection & Fact Finding

This established a solid foundation of information and facts upon which the current baseline organizations was captured and documented.

Figure 2: Task 2 – Assessment & Analysis

In Task 2, Paradigm conducted an in-depth assessment and analysis of the information captured during Task 1. During this task, the primary areas of focus included examining the AMS MN organizational structure, program functions, operational efficiencies, prioritization of activities, allocation of appropriated funds, alignment of current technology, dissemination of market news information, and effectiveness of services offered/delivered for usefulness and customer satisfaction.

In Task 3, Paradigm assessed available best business models that could potentially be applied to the organization to achieve improved efficiency and process improvement. This report summarizes the results of the Phase 1 output including the core program baseline (process mapping and related information), assessment and analysis of key findings, best business practices, and recommended areas of improvement.

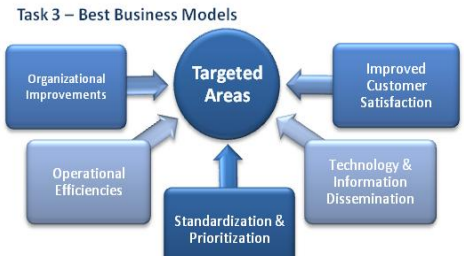


Figure 3: Task 3 – Best Business Models

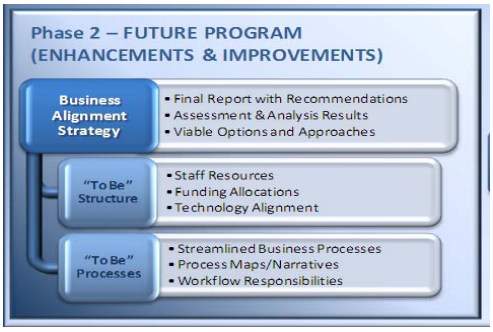


Figure 4: Future Program Enhancements

During Phase 2, Paradigm developed viable options/alternatives, actionable recommendations, and future to- be process maps and organizational strawman. Paradigm performed a workflow analysis of the following core processes: Information Collection, Information Analysis & Verification, and Information Dissemination. This workflow analysis included assessing the interactions of processes at which one activity intersects with another to reveal how well existing processes are achieving organizational goals and to suggest ways of streamlining/ optimizing processes. It provides a snapshot of the current flow, making it easier to "see" where efforts are duplicated and are dependent on each other. This techiques analyzed the "as-is" processes to assist with:

- Revealing where the sequence of tasks is crucial;
- Identifing redundancies, interputions/delays, or likelihood of errors;
- Pinpointing possible opportunities to standardize processes across the organization; and
- Standardizing workflows across the organization (where possible).

The end result of the workflow analysis provides full visibility for how AMS MN could achieve increased efficiencies/productivity by restructuring the core process activities. In addition, Paradigm conducted a workload assessment to identify areas of workload gaps and

overage/shortage of resources needed to perform the work. Paradigm coordinated with AMS MN Directors to ensure the workload survey template accurately captured relevant work performance. This initiative was comprised of multiple activities that included planning, information gathering, consolidation, and assessing the results. The workload analysis was conducted to identify employee workload to assist the MN Divisions with aligning allocation of resources.

1.3 Overview of the Market News Program and Service Offerings

The AMS MN Program has been providing timely, accurate, and unbiased market information for more than 90 years. The MN Program is intended to bring stability and transparency to the market place. It enables buyers and sellers to determine market value based on the attributes of the specific agricultural commodity being traded and not on the absence, unavailability, or imbalance of information. The primary responsibilities of the MN Program are to collect, analyze and verify, and disseminate information. AMS MN reports on prices, volume, quality, condition, and other market data on farm products in specific markets and marketing areas. For certain commodities, MN reporting covers both domestic and international markets. MN information is released publically and is provided free of charge. Dissemination channels include the Internet, e-mail, personal contact, media outlets, colleges and universities, information re-packagers, and private market analysts. The AMS MN Program includes the following Divisions:

- Cotton & Tobacco Market News (CMN)
- Dairy Market News (DMN)
- Fruit & Vegetable Market News (FVMN)
- Livestock and Grain Market News (LGMN)
- Poultry Market News and Analysis (PMNA)

1.3.1 Cotton & Tobacco Market News (CMN)

CMN is headquartered in Memphis, TN and is the only AMS MN Division that is not headquartered in Washington, D.C. CMN provides current and timely cotton price and supply information to aid buyers and sellers in assessing market conditions and making purchase and sale decisions. CMN reports consist of information on prices, quality, and market conditions for cotton and cotton seed. National reports include the entire cotton belt and cover such factors as demand, supply, prices, quality, stocks, offerings, inquiries, sales, textile mill activity, crop development, and harvesting progress. Reports also include supply-demand estimates, crop reports, program announcements, and any other information deemed of benefit to the cotton industry. Area MN reporters collect cotton market news data in person and by telephone. Because growers and local merchants rely on this information, emphasis is given to the rapid and frequent collection of cotton market news. Area information is supplemented with information from local classing offices for inclusion in national reports. At the national level, information on domestic and foreign cotton is obtained from the Bureau of the Census, the Agricultural

Statistics Board, Foreign Agricultural Service (FAS), Economics Research service, Farm Service Agency (FSA), and Cotton Outlook of Liverpool, England.[1]

The CMN Division currently produces approximately 47 reports on either a daily, weekly, monthly, and annual basis. CMN includes seven full-time (FT) staff members and 49 staff members are cross-utilized Cotton and Tobacco positions located in eleven different locations across the country. To save on personnel costs, the CMN cross-utilizes employees from Cotton Grading and Tobacco Standards to collect CMN information. CMN strategically locates its reporters near high cotton producing regions. Cotton information is collected from industry members on a voluntarily basis and because of this, CMN reporters must maintain good relationships with their industry contacts. CMN reporters that are not in field offices generally do not meet face-to-face with their contacts on a daily basis. CMN utilizes customized MS Excel workbooks to enter collected information. These workbooks contain specially designed macros that consolidate the data into a master version at the Headquarters office. Currently, CMN uses MNIS on a limited basis to capture cotton quality series data; however, MNCS is being used to disseminate report.

1.3.2 Dairy Market News (DMN)

The DMN Division objectives are to provide dairy farmers and their cooperatives, processors, buyers and sellers of dairy products, and others with timely and accurate market information on milk and dairy products, which will help them in making current buying and selling decisions and future planning. The DMN Division covers both domestic and international markets for selected dairy products. DMN reporters cover over 60 markets, constantly interviewing buyers, sellers, and brokers, of fluid milk and cream, butter, cheese, condensed milk, and dried milk products. DMN reporters collect information on different levels of trading within the marketing chain depending on the product and the willingness of the industry to voluntarily provide information.

The DMN Division currently produces approximately 52 weekly reports and one daily. Unlike other AMS MN Divisions who produce reports on daily, weekly, and monthly basis, the majority of DMN reports are produced weekly. This is because the dairy industry is viewed in weekly segments and producing reports on a daily basis may not be value added to DMN customers. DMN includes eleven staff members, eight of which are FT and three that are shared with other Dairy operations to save on personnel cost. DMN positions are located in two locations; Fitchburg, WI and Washington, D.C. To save on personnel costs, DMN takes a similar approach as CMN and shares positions with other programs within its AMS Division. DMN reporters are located in Fitchburg, WI because of the high concentration of dairy producers. Currently, all dairy information is collected from industry members on a voluntarily basis and because of this, DMN reporters must maintain good relationships with their industry contacts. In FY2011, DMN

[1] About Cotton Market News

received one-time funding of $450,000 to initiate mandatory[2] reporting. DMN's mandatory report system is being modeled after LGMN and is scheduled to be operational sometime in FY2012. Once this system becomes operational, DMN processes will need to be modified to integrate the new mandatory reporting requirements into its operations. Also, DMN anticipates rollout of its retail reporting process in spring 2012. DMN is in the final stages of testing its retail reporting process, which it modeled after FVMN.

1.3.3 Fruit & Vegetable Market News (FVMN)

The FVMN Division considers themselves the "eyes and ears" of the produce industry. Since 1915, FVMN reports have provided an exchange of information among growers, shippers, wholesalers, and others on current supplies, demand, and prices of over 400 fresh fruit, vegetable, nut, ornamental, and other specialty crops. Because of the perishable and seasonal nature of fresh fruits and vegetables, prices and supplies fluctuate rapidly from day-to-day, and hour-to-hour. Thus, fast, timely, and impartial reporting of supply, price, and market conditions helps facilitates an efficient marketing system. The information is gathered through confidential telephone and face-to-face interviews carried out by skilled market reporters employed by the USDA and state agencies located in prominent growing regions and wholesale markets throughout the US[3].

The FVMN Division currently produces approximately 370 reports on a daily and weekly basis. The FVMN Division is segregated into four main functional areas; shipping point, terminal market, international, and supply. FVMN includes 65 staff members (seven intermittent, two part-time (PT), and 56 FT) that are located in 24 different locations across the country, including staff strategically located near terminal markets. Since produce information is collected voluntarily, FVMN reporters understand how important good relationships are with industry contacts. Terminal reporters visit their contacts daily as they walk the market collecting prices. These personal interactions help forge relationships between the reporters and vendors. Shipping point reporters contact vendors remotely from their office to collect information, but do attempt to make to personal face-to-face visits when necessary.

1.3.4 Livestock & Grain Market News (LGMN)

The primary function of the LGMN Division is to compile and disseminate information that will aid producers, consumers, and distributors in the sale and purchase of livestock, meat, grain, and their related products nationally and internationally. This information provides the industry with tools

[2] About Dairy Market News

[3] About Fruit and Vegetable Market News

to determine where and when to buy and sell livestock, grain, and their related products. Market information assist producers in their production planning and help promote orderly marketing by placing producers and others in the industry on a more equal bargaining basis. Related industries which process and distribute agricultural products also make considerable use of market reports[4] to conduct and plan business operations. Statistics prepared by the LGMN are utilized by all segments of the industry and as basic data by agricultural colleges, universities, government agencies, and private research organizations.

The LGMN Division currently produces approximately 989 reports within various frequencies (daily, weekly, bi-weekly, three-times weekly monthly, annual, and seasonal). LGMN includes 97 staff members (four intermittent, four PT, and 89 FT) located in 25 different locations across the country. LGMN also strategically locates its reporters near livestock producing regions. LGMN performs work in large part through Cooperative Agreements with States, more so than other AMS Divisions. LGMN Supervisors are responsible for direct oversight of State employees in some cases (varies by State). In total, LGMN works with approximately 120 State employees to carry out its mission. LGMN is currently the only AMS MN Division that collects information from industry on a mandatory basis. LGMN also collects voluntary information and because of this, LGMN reporters must maintain good relationships with their industry contacts. As a result, LGMN reporters meet face-to-face with their contacts on a regular basis. LGMN utilizes the MNIS database on a limited basis. Instead, LGMN utilizes multiple databases to collect information, some of which have redundant functionality. These systems include the following: the Mandatory Price Reporting (MPR) System, Data Import and Validation Applet (DIVA), LWS, Rapid Entry Program (REP), and the Feedlot database.

1.3.5 Poultry Market News & Analysis (PMNA)

Since 1917, the PMNA Division has provided unbiased, real-time coverage of prices, supply, demand, trends, movement, and other pertinent information affecting the trading of poultry and eggs. Market news information helps bring stability and transparency to the marketplace. It enables buyers and sellers to determine market value based on the attributes of the agricultural commodity being traded and not on the absence, unavailability, or imbalance of information. PMNA helps to improve the efficiency of private sector entities in marketing poultry and egg products, resulting in increased returns to producers and lower costs to consumers. PMNA promotes a strategic marketing perspective that assists the poultry and egg industries in adapting their products and marketing decisions to changing consumer demands, marketing practices, and technologies. Market information is collected by Federal and State reporters through daily contact and interaction between experienced reporters and voluntary industry cooperators in 84 markets. This information is held in the strictest confidence and only released as composite information to avoid disclosing individual operations and proprietary information. MN reports provide market coverage of the primary production and consumption areas of the country.

[4] About Livestock and Grain Market News

Information is released publically at no cost and is widely available either directly through the Internet, e-mail, and personal contact, or indirectly through other media outlets, including news organizations, print and web media, colleges and universities, information re-packagers, and private market analysts.[5]

The PMNA Division currently produces approximately 93 reports on a daily, weekly, monthly, and annual basis. PMNA includes 22 FT staff members located in four different locations across the country. All of PMNA staff members are 100 percent dedicated staff. PMNA strategically locates its reporters so they are near poultry producing regions to collect information from industry members on a voluntarily basis. Because of this, PMNA reporters must maintain good relationships with their industry contacts. PMNA staff performs work remotely from their office location and generally do not meet face-to-face with contacts on a daily basis.

1.4 AMS MN Impact on the Agricultural Industry

To assist farmers, traders, and agribusinesses with making sound marketing decisions, AMS MN provide information on prices, volume, quality, condition, and other market data on farm products in specific markets and marketing areas. A key strength of MN is the unbiased information provided on the market conditions. Additionally, MN captures information about price trends on different geographical areas and provides historical insights of the market environment. MN is able to accomplish this critical task by employing reporters nationwide to cover hundreds of commodities on a daily basis and producing information which impacts billions of dollars in agricultural trading each year. MN recognizes the importance of reliable market information and by doing so, achieves the following:

- Transparency so that everyone involved in production and marketing knows what the market prices are;
- Reduce the likelihood of local or regional shortages because traders can act in response to price information to supply deficit areas;
- Assist farmers in positioning where they are better able to bargain with traders;
- Indicate possible and profitable production opportunities for farmers; and
- Improve policy formulation through the availability of better information.

Many farmers, traders, and agribusinesses have relied on this service for many years. Trained reporters gather and disseminate complete, accurate, unbiased and real-time agricultural market news information depicting the current conditions of supply, demand, price, trend, movement and other information affecting the trade of livestock, grain and other commodities. Timely and reliable information is compiled and updated several times via the Internet and made available through various electronic means, in printed reports, by telephone recordings and through the news media.

Accurate and reliable market information can be shown to have positive benefits for farmers, traders, and agribusinesses. Up-to-date information on prices and other market factors enables

[5] About Poultry Market News and Analysis

the industry to fairly negotiate among each other. Having valuable information on prices, volume and other market data enables the agricultural industry to become fully market orientated and ensure that their production is in line with market demand. The availability of reliable market information can further assist farmers, traders, and agribusinesses to:

- Reduce the risks associated with marketing,
- Decide where to sell produce,
- Check whether or not the offered prices are in line with market prices,
- Decide whether or not to store, and
- Decide whether or not to grow different products.

As defined by *The Value of Market News Draft* dated April 7, 2006, "the value of USDA's public information programs is generated first by the role of information in fostering an allocation of resources and agricultural production that is desired by consumers. Second, information can reduce the risk and uncertainty faced by producers and buyers, resulting in lower discounts on commodity prices and more production, and lower prices for consumers." Therefore, MN plays an intricate role in economy of the US. The following are just some reported examples of MN's impact in the agricultural industry and economy:

- USDA's Economic Research Service has reported that "information on prices, supplies, stocks, movement, and market conditions, as it relates to the day-to-day operations of the marketplace, is the exclusive domain of the Market News Service."
- USDA Commodity Procurement uses MN information in many aspects of their commodity purchases for nutrition assistance programs such as the National School Lunch Program. These purchases total about $1.1 billion per year.
- The DoD Fresh Program which supplies schools across the country with fresh fruits and vegetables valued at about $84 million each year relies on MN to evaluate markets and make purchase decisions.
- The USDA's Risk Management Agency (RMA) insures approximately 256 million acres of crops valued at $78 billion and they use MN information in price elections, product valuation, and in providing tools to their customers via the Farm Risk Plans website.
- The U.S. International Trade Commission has used MN information to monitor tomatoes and peppers as required by the North American Free-Trade Agreement (NAFTA) Implementation Act for more than 15 years.
- The USDA's Perishable Agricultural Commodity Act relies on MN information to settle formal and informal reparation cases. In FY10, MN was instrumental in settling cases amounting to about $12.8 million.
- CMN provides spot-market price data that is used by various segments of the Cotton industry and other USDA agencies. The Daily Spot Quotation (DSQ) report provides the commercial differences for deliverable qualities that are used for the settlement of InterContinental Exchange (ICE) Cotton No.2 futures contracts and contributes to the value of cotton that has been delivered into Certified Stock.

- The DSQ report is the only source of data used by the FSA in calculating the Commodity Credit Corporations (CCC) Upland Cotton Loan premiums and discounts. The use of this report is required by the 2008 Farm Bill. The FSA has provided $3.0 billion in marketing loans to producers during the 2010 crop-year.
- In addition to the direct uses of the DSQ report by the FSA, all forward contracts between producers and cotton merchants are tied to either the CCC Loan premiums/ discounts or directly to the Daily Spot Cotton Quotations report. Based on NASS's average price received by farmers, the year-to-date value of cotton forward contracted for 2010 crop-year is $708.3 million.
- The USDA Grain Inspection, Packers and Stockyards Administration (GIPSA) also utilize MN reports to assist with conducting regulatory activities of the livestock industry.

1.4.1 MN Strategic Alignment to AMS Mission

The mission of AMS is to facilitate the competitive and efficient marketing of agricultural products. MN contributes to AMS mission by providing in-depth insights and analysis on prices, supplies, stocks, movement, and market conditions. By doing so, MN is able to achieve the strategic goal of "*Provide benefits to the agriculture industry and general public by deliver in timely, accurate, and unbiased market information; supporting marketing innovation; and purchasing commodities in temporary surplus and supplying them for Federal food and nutrition programs*." In addition, other government agencies, both within and outside of USDA, rely on MN data to accomplish their missions. The following are examples of how MN supports the mission of AMS and achieves the Strategic Goals for 2008-2013[6]:

Farmers, Ranchers, and Other Businesses Compete Smarter - MN is the only source of price, demand and supply data on hundreds of commodities and markets daily. MN data gives all participants in the marketing chain access to the same critical information at the same time. This enables small and medium producers to compete effectively. MN information is frequently used as the reference price for long-term supply contracts. In addition, this information is used to settle livestock contracts traded on the Chicago Mercantile Exchange (CME).

USDA Emergency Response in National Crisis - MN, through existing networks of key contacts in the food and transportation industries, is able to collect and report to national decision-makers timely and reliable information on the impact on the food supply of severe weather or other crises.

U.S. Government Response to Unfair International Trade Practices - In addition to its critical role in informing thousands of business decisions every day, MN reports are used extensively by government agencies and courts to address business and trade disputes. For example, the U.S. International Trade Commission (ITC) would not be able to address charges of unfair international trade without the use of MN information.

[6] How Is USDA Market News Used

Settling Business Disputes and Insurance Claims – Market news is prima fascia evidence in federal and many other courts. Without MN, business disputes before the Secretary of Agriculture brought under the Perishable Agricultural Commodities Act could not be resolved. Federal and other courts, as well as insurance companies and USDA RMA, would similarly be hamstrung in determining the value of contracts in dispute or property loss. MN is the standard data set which all parties accept.

Administration of USDA Commodity Loan Programs - USDA market news is used to establish loan repayment rates for producers who utilize the Commodity Loan Programs. Without MN data, USDA FSA would be unable to administer their program. The Commodity Loan Programs covers cotton, peanuts, grains and many other commodities.

During the 2011 USDA Data Users meeting, it was reported that private industries rely heavily on MN information. Paradigm briefly met with the following representatives from the industry:

- Paul E. Paterson, Director of CME Group
- Don Close, Market Director of Texas Cattle Feeders Associations
- Chad E. Hart, Assistant Professor of Iowa State University
- Katelyn McCullock, Economist of Livestock Marketing Information Center
- Erin Borror, Economist of U.S. Meat Export Federation
- Marni Donetz, Market Intelligence Specialist, Manitoba
- Jacquelyn Voeks, Branch Manager of Stewart Peterson
- Dale L. Durchholz, Market Analyst of AgriVisor, Inc
- John Ginzel, Broker of Linn Group
- Derrell Peel, Professor of Oklahoma State University

All stated they frequently visit the AMS MN website at least twice a week and relies on MN data to make business decisions for their company. The consensus among the representatives is MN data is unbiased, accurate, and on-time. One interviewee stated “most important to me is the personal relationship I have with some of the reporters; I trust them. They provide me with information and I give them information. It’s a give and take relationship.”

2.0 PHASE 1 – EVALUATION OF THE CURRENT ORGANIZATION

2.1 Task 1 - Data Collection and Fact Finding

To assist with data collection, Paradigm requested data, conducted onsite visits, and worked with AMS MN staff to collect relevant information. The data calls were developed to collect basic information about the organization so preliminary research could begin. This preliminary research allowed Paradigm to gain an initial understanding of the organization. To assist with understanding the organization and its processes, Paradigm conducted multiple onsite visits to AMS MN locations. To best accomplish the onsite visits, Paradigm sent a team of two analysts to each site. The onsite visits included direct observations and interviews of AMS MN employees.

2.1.1 Process Scoping

Prior to performing the onsite visits, the Paradigm team collected information related to the AMS MN core processes and activities. As a result, Paradigm developed a work breakdown structure (WBS) to assist with defining and grouping the AMS MN activities. The WBS provides the necessary framework to align the activities in a logical and meaningful manner. The WBS will serve as the foundation for identifying workload related to the core business processes. Based on information received and in coordination with AMS MN Directors, MN reporting activities were segregated into the following core program functions:

1. Information Collection
2. Information Analysis & Verification
3. Information Dissemination
4. Administration and Management
5. Information Technology (IT)

2.1.2 Information Gathering

Site visits were conducted to observe, document, and map current processes and procedures. Site selections were provided by AMS Management as a holistic representation of the AMS MN reporting. The onsite visits selected by AMS MN Management included the following locations:

- Washington, D.C.
- Des Moines, IA (LGMN and PMNA)
- Los Angeles, CA (FVMN)
- Madison, WI (DMN)
- Memphis, TN (CMN)[7]
- New Holland, PA (LGMN)
- Phoenix, AZ (FVMN)
- St. Joseph, MO (LGMN)[8]

Figure 5: Los Angeles, CA Terminal Market

[7] The Tobacco MN Branch was absorbed by the Cotton MN Division, effective January 2008.
[8] The St. Joseph, MO office is primarily used for LGMN but there is currently one FVMN reporter working out of this location.

AMS MN staff members were given the opportunity to provide information on their current job responsibilities and how they perform their work. Paradigm captured process activities like work triggers, handoffs, and the specific steps taken to accomplish tasks. In addition, major work outputs, performance measures, and tools/systems used to accomplish the work were also captured. The AMS MN staff members were also asked to verify activities listed in the WBS. By doing this, the AMS MN staff was able to verify the activities and processes that had been developed prior to the site visits. Where activities were missing or did not apply, corrections were made and noted.

These staff members were also asked to provide possible areas of improvement that could make their job and the overall MN Program more efficient as well as any internal best practices that could be shared across the organization. During the onsite interviews, the AMS MN staff assisted Paradigm with uncovering bottlenecks which is an important step to improving efficiency. We have found in past projects that some of the best ideas for improvements come from the staff members who are actually performing the work.

Figure 6: Memphis, TN AMS Cotton Headquarters

Where possible, Paradigm accompanied AMS MN staff to markets and observed how information is collected and verified as well as interactions with sellers. This allowed Paradigm to receive a firsthand perspective of the AMS MN functions as they are performed. Paradigm also conducted phone interviews with AMS MN staff members to capture additional information. The information that was collected during these onsite visits was vital and it assisted Paradigm with grasping what functions AMS MN is performing and more importantly, how AMS MN performs these functions.

2.1.3 As-Is Processes & Workflows

From the process information that was collected during the onsite visits, Paradigm developed process workflows to capture a baseline of the current core processes and division of responsibilities for AMS MN reporting. Using Microsoft Visio, Paradigm created workflow diagrams that documented and organized the complex activities that makeup the processes of the MN Divisions. These workflows were mapped based on the information that was collected from onsite/phone interviews and observations. Workflows were developed with the intent of representing each commodity group at a high-level and identifying variation where necessary. Workflows are aligned in accordance with the initial WBS that will be used to assist with capturing specific workload within each core process. Paradigm worked with AMS MN Directors to verify the processes identified in the workflows. The following assumptions used while capturing the current process workflows:

Figure 7: AMS MN Core Reporting Processes

- Paradigm will evaluate the value of mapping out the MN support processes separately (administrative, management, and/or IT functions).
- The baseline core process maps only include instances where administrative, management, or IT functions are identified within the core reporting processes since these functions are intricately intertwined.

The red highlighted circles in the "as-is" workflows indicate recommended process changes that were incorporated into the recommended "to-be" process. The process workflows are located in the following appendices:

- Appendix C – Cotton & Tobacco Market News Workflows
- Appendix D – Dairy Market News Workflows
- Appendix E – Fruit & Vegetable Market News Workflows
- Appendix F – Livestock & Grain Market News Workflows
- Appendix G – Poultry Market News Workflows

2.1.4 AMS Market News Reporting

All AMS MN Divisions collect, analyst, and disseminate information. LGMN is the only AMS MN Division that currently collects information from industry on a mandatory and voluntary basis. DMN received funding in FY2011 to establish a mandatory reporting system, which is expected to be operational sometime in FY2012. Currently, all AMS MN Divisions collect information from industry members voluntarily. In 1999, Congress enacted the Livestock Mandatory Reporting Act to provide livestock market information that could be readily understood by producers, packers, and other market participants and to encourage competition in the marketplace for livestock and livestock products. Under the act and USDA regulations, packers with large packing plants are required to report to USDA all of their purchases of cattle, lamb, and hogs, as well as their sales of beef and lamb meat. Based on packers' reports of their transactions, USDA publishes about 100 various mandatory[9] LGMN reports, which are available over the Internet.

Paradigm collected and analyzed the report listings that were provided by AMS MN staff along with Cornell's master report listing. Currently, LGMN has the largest number of reports with approximately 989 different reports. Based on the total number of MN reports, FVMN and LGMN together produce 88 percent of the reports while CMN, DMN, and PMNA produce the remain 12 percent. Due to changes in market demands and technology, as well as ongoing budget constraints, AMS MN should conduct further analysis to determine if producing such a large number of reports is still required and relevant. Even though a heavy volume of reports are being produced MN-wide, not all reports are considered equal in terms of information, volume, or level of effort to produce. Table 2 below provides the "known" number of reports produced by each AMS MN Division. Because a comprehensive listing does not exist, Paradigm was unable to determine the actual number of AMS MN reports being produced.

[9] GAO-06-202 Livestock Market Reporting – USDA Has Taken Some Steps to Ensure Quality, but Additional Efforts Are Needed

AMS MN Reports		
Division	**# of MN Reports**	**% of MN Reports**
CMN	47	3%
DMN	53	3%
FVMN	370	24%
LGMN	989	64%
PMNA	93	6%
Total:	**1528**	**100%**

Table 2: AMS MN Report Totals by Division

Since the main output of the AMS MN Program is information, Table 3 provides a high-level calculation of cost per data point to produce MN information. The calculation takes the total number of data points and divides that number by the total funding allocation (baseline, mandatory, organic) for each Division. However, mandatory funding for DMN is not included in this calculation because mandatory reporting is still in the process of being established. Each AMS MN Division defines data points somewhat differently. CMN defines data points as individual prices, quality statistics, and other unique information to CMN reports. DMN used Oracle (MNIS) outputs and transaction level data to determine their data points. FVMN segregated their data points by specific categories: Terminal Markets; Shipping Points; Truck, Rail, and Ornamental Shipments; Truck Rate, and Retail. LGMN described their data points as a count of all records from the Portal and the MPR database. PMNA reported that they have been counting data points in a consistent fashion for the past nine years and defines data points as comments and narratives, prices, statistical calculations, and graphs. Resultantly, the cost per data point calculation below provides a rough estimate of what each data point costs to collect and produce MN information. Unlike the other Divisions, DMN produce MN information on a weekly basis which results in lower data points and higher cost per data point.

AMS MN Cost Per Data Point			
Division	**FY2011 # of Data Points**	**FY2011 Fund Allocation (in Thousands)[10]**	**Cost Per Data Point**
CMN	2,033,732	$2,426	$1.19
DMN	109,136	$1,577	$14.45
FVMN	3,633,944	$8,312	$2.29
LGMN	10,507,000	$19,774	$1.88
PMNA	655,755	$2,973	$4.53
Total:	**16,939,567**	**$35,513**	**$4.87 (Avg.)**

Table 3: AMS MN Cost Per Data Point

2.1.5 AMS Market News Organizational Structure / Staffing

An organizational structure provides a graphical representation of how an organization coordinates and supervises its resources. It also provides a prospective through which

[10] FY2011 Fund Allocation includes baseline, mandatory, and organic funding.

individuals can see their organization and how it is structured. The following strawman represents the AMS MN organization as of December 31, 2011.

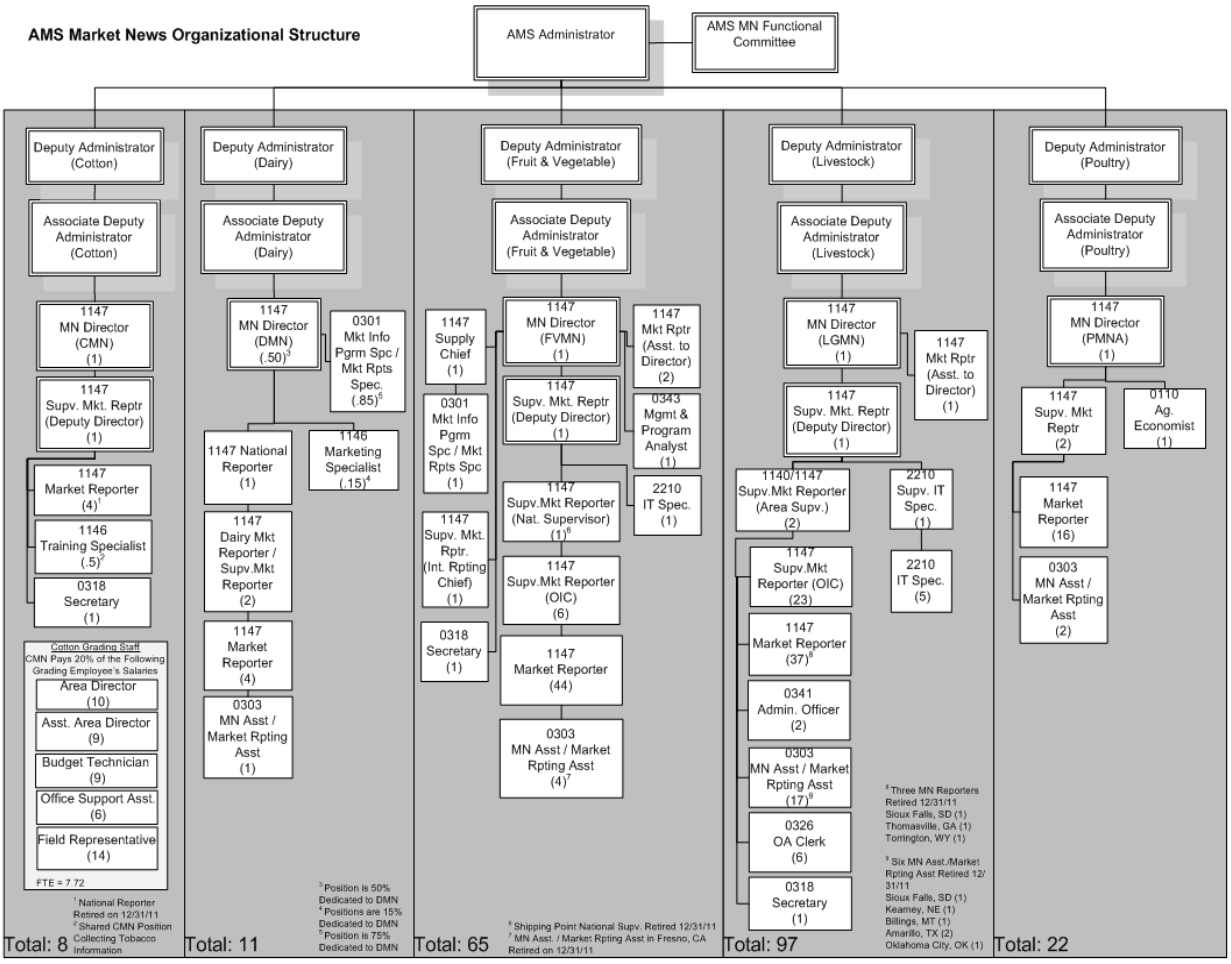


Figure 8: AMS MN Organizational Structure

Based on the initial analysis of the organizational structure, AMS MN is segregated into divisional "silo" structures. Even though, the current organization includes a Functional Committee of Deputy Administrators from each Division, each AMS MN Division operates independently from one another which typically do not lead to collaboration and standardization. AMS MN should relook at the current organization structure to possibly establish a centralized management position that will help AMS MN to better align and posture the organization to prevent barriers and achieve the accountability necessary among the Divisions.

2.1.5.1 AMS Market News Grade Distribution

Table 4 provides a breakout of grades by AMS MN Division. The majority of AMS MN positions are GS-11 and GS-12 and LGMN has a significant number of GS-06 employees. This may show a disproportionate number of employees with high-level grades.

Division	GS Grade Distribution (as of 12/31/11)															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	**Total**
CMN[11]	0	0	0	0	4	6	11	7	2	0	0	14	11	1	0	**56**[12]
DMN	0	0	0	0	1	0	0	0	1	0	4	3	1	1	0	**11**
FVMN[13]	0	0	0	0	0	3	2	0	2	0	24	21	7	5	1	**65**
LGMN[14]	0	0	2	3	4	15	5	0	8	0	32	22	2	3	1	**97**
PMNA	0	0	0	0	0	2	0	0	1	0	13	4	0	1	1	**22**
Total:	**0**	**0**	**2**	**3**	**9**	**26**	**18**	**7**	**14**	**0**	**73**	**64**	**21**	**11**	**3**	**251**

Table 4: AMS MN Grade Distribution by Division

Since labor is generally the largest cost driver, it is important for grade classification to accurately reflect the full-performance level for the job responsibilities and qualification requirements (skill mix). The need to achieve an economical and effective staffing is critical to the proper usage of limited financial and personnel resources. Further analysis, should be considered to determine if AMS MN could redistribute work better to align its position grades to increase efficiency and ensure the work is commensurate with pay.

2.1.5.2 AMS Market News Geographical Disbursement

Figure 9 below represents the current geographical disbursement for AMS MN reporting. AMS MN encompasses 60 locations across the US. Some locations include more than one AMS MN Division but the majority of locations are Division specific. Although the total lease costs for AMS MN is only about 5 percent of the overall budget, further analysis should be conducted by AMS MN Management to determine if co-locating and/or consolidating offices is a viable option for improving the efficiency and effectiveness of AMS MN. Additionally, AMS MN should consider cross-training employees to cover multiple commodities as this will help better utilize staff and make the overall AMS MN Division more efficient.

[11] The CMN National Reporter (GS-9) in Memphis, TN will be retired on 12/31/11.
[12] The CMN total includes Cotton Grading staff members that are cross-utilized to collect MN information. CMN only pays 20% of the salaries for these 48 Grading Positions. Positions include 4 GS-5s, 5 GS-6s, 11 GS-7s, 7 GS-8s, 2 GS-9s, 10 GS-12s, and 9 GS-13s. 1 GS-13 from Tobacco Standards is also included in the CMN total. This position is shared between CMN and Tobacco Standards.
[13] The FVMN National Shipping Point Supervisor in Idaho Falls, ID (GS-14) retired on 12/31/11. Additionally, a FVMN MN Assistant / Market Reporting Assistant (GS-6) in Fresno, CA retired on 12/31/11.
[14] One LGMN reporter in Sioux Falls, SD (GS-11), one in Thomasville, GA (GS-12), one in Torrington, WY (GS-11) retired on 12/31/11. Additionally, the following LGMN MN Asst. / Market Reporting Assts. retired on 12/31/11: Sioux Falls, SD (1 GS-6), Kearney, NE (1 GS-6), Billings, MT (1 GS-6), Amarillo, TX (1 GS-4, 1 GS-6), and Oklahoma City, OK (1 GS-6).

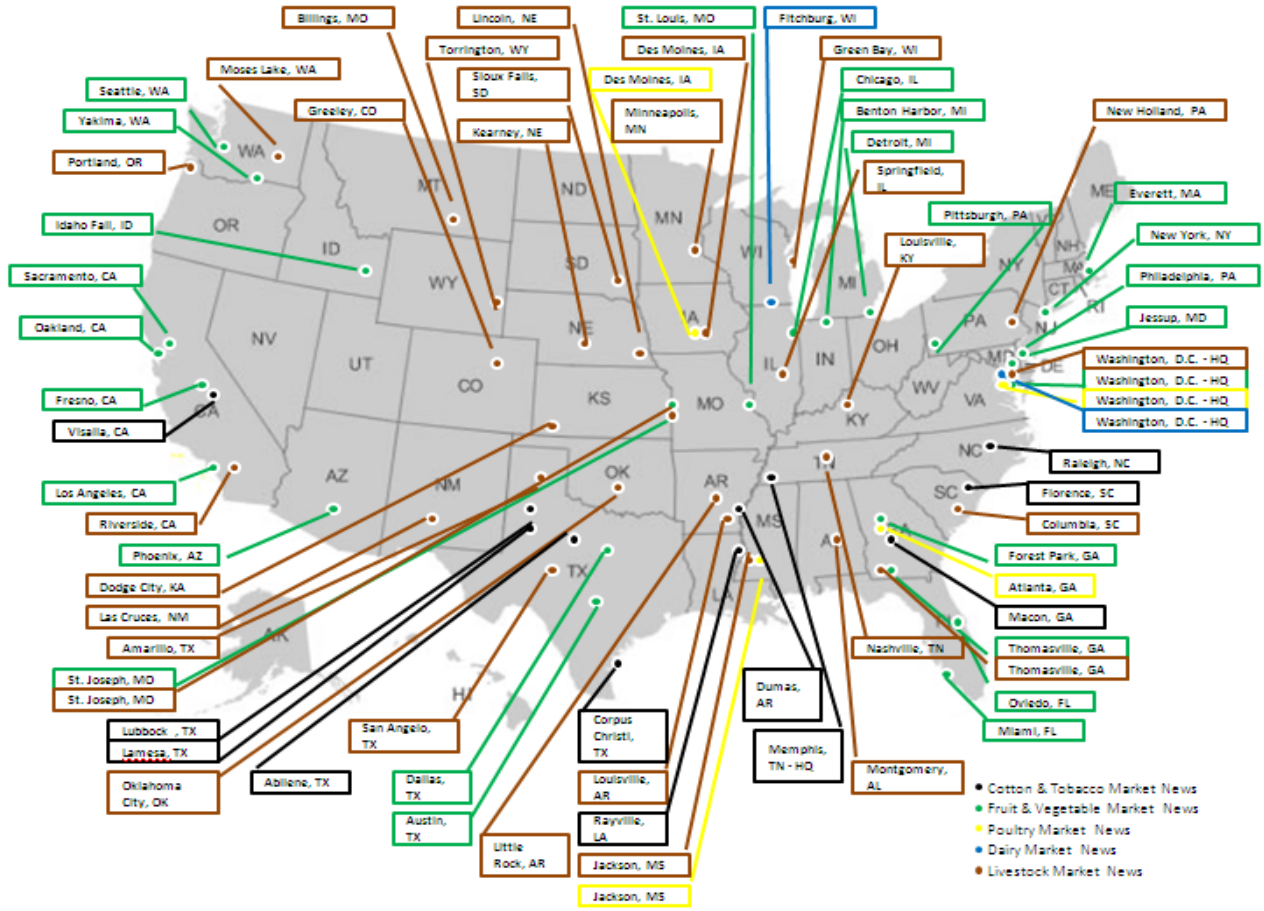


Figure 9: AMS MN Division Geographical Disbursement

2.1.5.3 Overall Location and Staffing Allocation

The current staff data shows that LGMN currently has the largest percentage of the AMS MN locations at 38 percent. LGMN also has the highest percentage of employees in regards to the other AMS MN Divisions at 46 percent. FVMN is a second with 36 percent of the locations but only 31 percent of the AMS MN employees. This is due to the largest volume of commodities are covered by LGMN and FVMN.

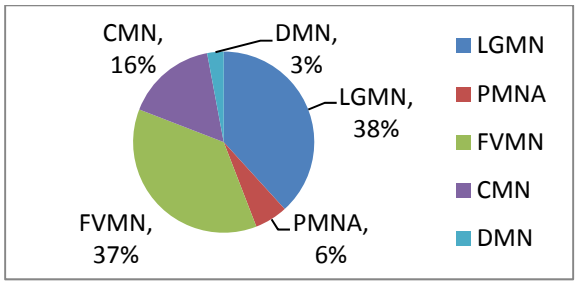


Figure 10: Percentage of Locations by MN Division

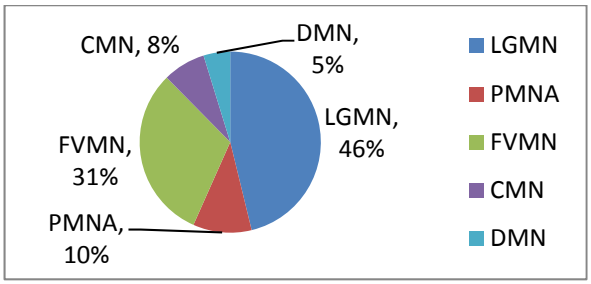


Figure 11: Percentage of Employees by MN Division

2.1.5.4 AMS Market News Staffing By Division & Location

The following sections provide AMS MN employees by Division and location. For staffing details see Appendix B – AMS MN Staff Listings.

2.1.5.4.1 CMN Division Staff & Locations

Table 5 shows CMN Division utilizes seven FT staff members and 49 staff members are shared Cotton & Tobacco positions located in eleven different geographic locations. The CMN Division is headquartered in Memphis, TN and is the only MN Division that is not headquartered in Washington, D.C. CMN has staff members in five locations with one of those positions located in Raleigh, NC who collects tobacco information. The Tobacco MN staff member is shared between CMN and tobacco standards. CMN cross-utilizes 48 (7.72 FTE) Cotton Grading employees for the collection of CMN market information. By having these cross-utilized employees, CMN maintains a smaller FT staff. However, CMN pays 20 percent of the salaries for these Cotton Grading positions. CMN is co-located with other Cotton offices where overhead costs are less than five percent and selected staff members are shared.

CMN Locations	Grading (20% Allocation to CMN Reporting)	CMN	Tobacco
Abilene, TX	4	0	0
Corpus Christi, TX	4	0	0
Dumas, AR	5	0	0
Florence, SC	6	0	0
Lamesa, TX	4	0	0
Lubbock, TX	6	1	0
Macon, GA	6	1	0
Memphis, TN	6	4[15]	0
Raleigh, NC	0	0	1 (50% CMN)
Rayville, LA	4	0	0
Visalia, CA	3	1	0
Total:	**48 (7.72 FTE)**	**7**	**1**

Table 5: CMN Locations & Employees

2.1.5.4.2 DMN Division Staff & Locations

Table 6 shows the DMN Division has 11 staff members (three PT and eight FT) in two different geographic locations. The majority of DMN staff is located in Fitchburg, WI but their Headquarters resides in Washington, D.C.

DMN Locations	# of Employees	Status
Fitchburg, WI	8	FT
Washington, DC	3	50% for Position Series 1147 (Chief) 85% for Position Series 0301 15% for Position Series 1146
Total:	**11**	

Table 6: DMN Locations & Employees

[15] CMN National Reporter retired on 12/31/11.

2.1.5.4.3 FVMN Division Staff & Locations

Table 7 shows the FVMN Division has 65 staff members (seven intermittent, two PT, 56 FT) in 24 different geographic locations. FVMN Division is headquartered in Washington, D.C. and is segregated into four main functional areas: Shipping Point, Terminal Market, International, and Supply.

FVMN Locations	# of Employees	Status
Benton Harbor, MI	3	1 Intermittent, 2 FT
Chicago, IL	3	1 Intermittent, 2 FT
Dallas, TX	2	1 Intermittent, 1 FT
Detroit, MI	2	FT
Everett, MA	4	1 PT, 3 FT
Forest Park, GA	2	FT
Fresno, CA	3	FT
Idaho Falls, ID	5	FT
Jessup, MD	1	FT
Los Angeles, CA	3	FT
Miami, FL	3	1 Intermittent, 1 PT, 1 FT
New York –Bronx, NY	3	FT
Oakland, CA	2	FT
Oviedo, FL	3	FT
Philadelphia, PA	2	FT
Phoenix, AZ	7[16]	2 Intermittent, 5 FT
Pittsburgh, PA	1	FT
Sacramento, CA	1	FT
Seattle, WA	1	FT
St Joseph, MO	1	FT
St Louis, MO	2	1 Intermittent, 1 FT
Thomasville, GA	1	FT
Washington, D.C.	9	FT
Yakima, WA	1	FT
Total:	**65**	

Table 7: FVMN Locations & Employees[17]

2.1.5.4.4 LGMN MN Division Staff & Locations

Table 8 shows the LGMN Division includes 97 staff members (**four** intermittent, four PT, and **89 FT**), in 25 different geographic locations. The majority of LGMN employees are located in Des Moines, IA. The LGMN Division is headquartered in Washington, D.C.

[16] The total includes an intermittent employee that works from home in Austin, TX.
[17] The FVMN National Shipping Point Supervisor in Idaho Falls, ID retired on 12/31/11 and this position will be consolidated with the National Terminal Market Supervisor in Chicago, IL. A MN Assistant / Market Reporting Assistant in Fresno, CA retired on 12/31/11.

LGMN Locations	# of Employees	Status
Amarillo, TX	3	FT
Billings, MT	2	1 Intermittent, 1 FT
Columbia, SC	1	FT
Des Moines, IA	26	FT
Dodge City, KS	3	1 PT, 2 FT
Greeley, CO	4	FT
Kearney, NE	2	FT
Las Cruces, NM	2	FT
Lexington, MS	1	FT
Little Rock, AR	2	FT
Louisville, KY	2	FT
Minneapolis, MN	1	FT
Montgomery, AL	1	FT
Moses Lake, WA	2	FT
Nashville, TN	1	FT
New Holland, PA	2	FT
Oklahoma City, OK	3	FT
Portland, OR	4	FT
San Angelo, TX	1	FT
Sioux Falls, SD	2	1 Intermittent, 1 FT
Springfield, MO	4	1 PT, 3 FT
St Joseph, MO	17	FT
Thomasville, GA	3	2 PT, 1 FT
Torrington, WY	2	1 Intermittent, 1 FT
Washington, D.C.	6	FT
Total:	**97**	

Table 8: LGMN MN Locations & Employees[18]

2.1.5.4.5 PMNA Division Staff & Locations

Table 9 shows PMNA Division includes 22 FT staff members in four different geographic locations. The majority of PMNA employees are located in Des Moines, IA. The PMNA Division is headquartered in Washington, D.C.

PMNA Locations	# of Employees	Status
Atlanta, GA	7	FT
Des Moines, IA	11	FT
Jackson, MS	1	FT
Washington, DC	3	FT
Total:	**22**	

Table 9: PMNA Locations & Employees

[18] One LGMN reporter in Sioux Falls, SD (GS-11), one in Thomasville, GA (GS-12), one in Torrington, WY (GS-11) retired on 12/31/11. Additionally, the following LGMN MN Asst. / Market Reporting Assts. retired on 12/31/11: Sioux Falls, SD (1 GS-6), Kearney, NE (1 GS-6), Billings, MT (1 GS-6), Amarillo, TX (1 GS-4, 1 GS-6), and Oklahoma City, OK (1 GS-6).

2.1.6 Current Internal AMS Market News Initiatives

Prior to this organizational assessment, each AMS MN Division was instructed to conduct internal analysis to find efficiencies which would to opportunities for reduced redundancy and waste. In addition to these efforts, and due to ongoing budget issues, AMS MN has reduced its staff through attrition and Voluntary Separation Incentive Payment (VSIP). The results of these initiatives will greatly influence the final recommendations.

2.1.6.1 Voluntary Separation Incentive Payment Division (VSIP)

The AMS MN Division has taken preemptive steps to combat expected funding constraints. As a result, the AMS MN Division proposed a reduction in the annual allocation to the MN Support Division (MNSD) by $250,000 as well as a reduction in staff. The reduction in staff was accomplished by offering a targeted VSIP to support staff and reporter positions in strategic locations. Table 10 outlines the estimated VSIP cost savings. In addition to the Voluntary Early Retirement Authority (VERA) for 2011 and 2012, AMS MN proposed a targeted VSIP for 2011 and 2012.[19] The VSIP targeted predominately support staff [0303 series] and reporters [1147 series] in small or single person offices. AMS MN offered the eligible staff in targeted areas a VSIP of $25,000 to separate. From October 1, 2011 to December 31, 2011, AMS MN offered the VSIP to 26 identified positions. AMS MN employees that accept the VSIP were taken off the payroll December 31, 2011. This allows the MN Division to realize cost savings in 2012 since these positions will not be backfilled.

VSIP Implementation & Estimated Cost Savings		
Proposed Action	**# of Positions Targeted for VSIP**	**Est. of Full Year Reduction**
Reduction in allocation of the MNSD	N/A	$250,000
Targeted VSIP of Support Staff (0303 series)	16	$880,000
Targeted VSIP of Reporters (1147 series)	10	$1,000,000
Total:	**26**	**$2,130,000**

Table 10: VSIP Implementation & Estimated Cost Reductions[19]

However, AMS MN believes the VSIP will result in a short-term loss of institutional knowledge and could impact MN services. AMS MN is anticipating the impacts of the VSIP and has developed a plan to mitigate the impact. AMS MN will rely on knowledge sharing and shifting of workload to other offices to offset any adverse effects. The closing of smaller offices that are responsible for supervising State reporters and consolidating this function will result in the level of direct Supervision for those State employees. In addition, some local-area reports will be eliminated or consolidated into regional reports; AMS MN expects possible difficulties for small producers. For support services, the reduction in 0303 series positions will bring about an unbalanced level of support, however, AMS MN plans to address this by consolidating and sharing support services across MN Divisions. This change is expected to eliminate redundancies among the AMS MN Divisions. AMS MN plans to address the need for consolidating support services by developing a virtual network of support staff in the short-term. In the event that reductions in funding are greater than the response to the VSIP offers, AMS

[19] AMS Market News Proposal for Responding to FY 2012 Reduction in Funding and Support for Voluntary Separation Incentive Payment June 30, 2011.

may find it necessary to pursue other ways to offset funding constraints. As of 31 December 2011, Table 11 indicates, MN achieved 42 percent of its targeted goal. Due to limited information, Paradigm was not able to provide cost savings. DMN did not participate in the VSIP since they are at full workload capacity and could not afford to reduce its workforce. Table 11 provides a summary of the VSIP results:

VSIP Results					
Division	**Support Staff (303/326)**	**Reporters**	**FY2012 Savings**	**FY2013 Savings**	**Overall FY2012 % of Goal**
FVMN	1	1	$74,405.00	$188,813.00	**42%**
LGMN	6	3	$176,510.77	$601,758.00	
Total:	**7**	**4**	**$250,915.77**	**$790,571.00**	

Table 11: Summary of VSIP Results

2.1.6.2 AMS Market News Internal Assessments

In 2010, AMS asked the AMS MN Divisions to look for ways to create efficiencies to address potential reductions in funding. As a result, the AMS MN Divisions took different approaches to accomplish this task.

PMNA initiated a phased assessment of its market reporting activities. The initial phase took place during November-December 2010 time period when data was collected on the amount of time reporters spend to collect and analyze information, prepare and proof market reports, and disseminate those reports. A form was used to capture this information for each employee involved in the reporting process to record the amount of time per week they normally spend on the various components of the reporting process.[20] In the second phase of the assessment, the recorded data was sent to headquarters staff to be tabulated and reviewed to ensure consistent interpretation among employees and to obtain a better understanding of how and why certain processes were being employed. PMNA identified opportunities to increase Division efficiency through the elimination of redundancy and wasted effort, realignment of reporting responsibilities, consolidation or elimination of market reports, and targeted training.[20] **The data also served as a baseline to measure PMNA process improvements.**

In FY2012, PMNA completed a follow-up to the FY2011 reporting assessment. The FY2012 assessment was conducted similarly to the FY2011 assessment. The FY2012 data was compared against the FY2011 results to gauge the effectiveness of the action strategies. PMNA saw a marked improvement in the number of hours per week spent on reporting. The FY2012 assessment results indicate that PMNA used 70 fewer hours per work week to perform market reporting functions in 2011, an 18 percent reduction in time usage. For the most part, this can be attributed to efficiency gained when the workload previously done by two separate reporter positions that was redistributed among remaining staff. Targeted changes to the collection, preparation, and dissemination processes provided a significant contribution as well.

[20] Market Reporting Assessment Poultry Market News & Analysis – Preliminary Report February 2011

Of the 70 hours per week reduction, 42 hours (60 percent) was realized in the information collection and analysis process, despite a 133 percent increase in the amount of market information provided in 2011 over 2010. Report preparation and proofing accounted for 24 hours (34 percent) of the reduction, reflecting both a 12 percent decline in the number of reports prepared by PMNA and an increase in automation applied to the process. Dissemination time improved by four hours (six percent), reflecting the decline in the number of reports but also changes to the reports themselves that impacts the way reports are disseminated[21].

CMN did not document their assessment but they have coordinated with the C&T Grading Division to re-assign the collection of MN information when office closures have occurred. Over the past two years, the C&T Program closed its Phoenix, AZ and Birmingham, AL offices, which CMN had no fulltime staff but C&T Grading staff were collecting CMN information. CMN worked with C&T Grading to ensure the work that C&T Grading was performing for CMN was properly re-assigned within the C&T Grading Division. CMN has one centralized support position that supports all CMN employees; however, CMN still relies on C&T administrative and IT staff for additional support.

2.1.6.3 AMS Market News Attrition & Staff Reductions

Since 1998, all AMS MN Divisions have experienced a decrease in staffing. Table 12 illustrates the MN attrition and staff reductions from 1998 to 2011. Some have experienced more significant decreases than others. The FVMN and PMNA Divisions have taken the biggest decreases at 43 percent and 41 percent respectively. The overall decreases range from 21 percent to 41 percent with an overall average of 28 percent reduction.

AMS MN Staffing Changes			
Division	**1998[22]**	**2011**	**% Change**
CMN	12	9	-25%
DMN	14	11	-21%
FVMN	114	65	-43%
LGMN	140	106	-24%
PMNA	37	22	-41%
Total:	**317**	**213**	**-31% (Avg.)**

Table 12: AMS MN Attrition & Staff Reductions (1998 – 2011)

The majority of the AMS MN Divisions have taken steps to reduce their numbers of support staff personnel. CMN has eliminated its 0303 and 0301 positions and decreased 0318 positions to one staff member. DMN has eliminated its 0318 position, reduced 0303 positions to one staff member, and added a 0301 position in 2006 and an 1147 position in 2009, which was partially due to organic reporting requirements. FVMN has significantly reduced its 0303 positions and eliminated all 0326 positions. LGMN have significantly decreased its 0326 positions but have been fairly consistent in regards to its number of 0303 positions. LGMN has kept their 0303

[21] **PMNA FY2012 Market Reporting Assessment Final Report**

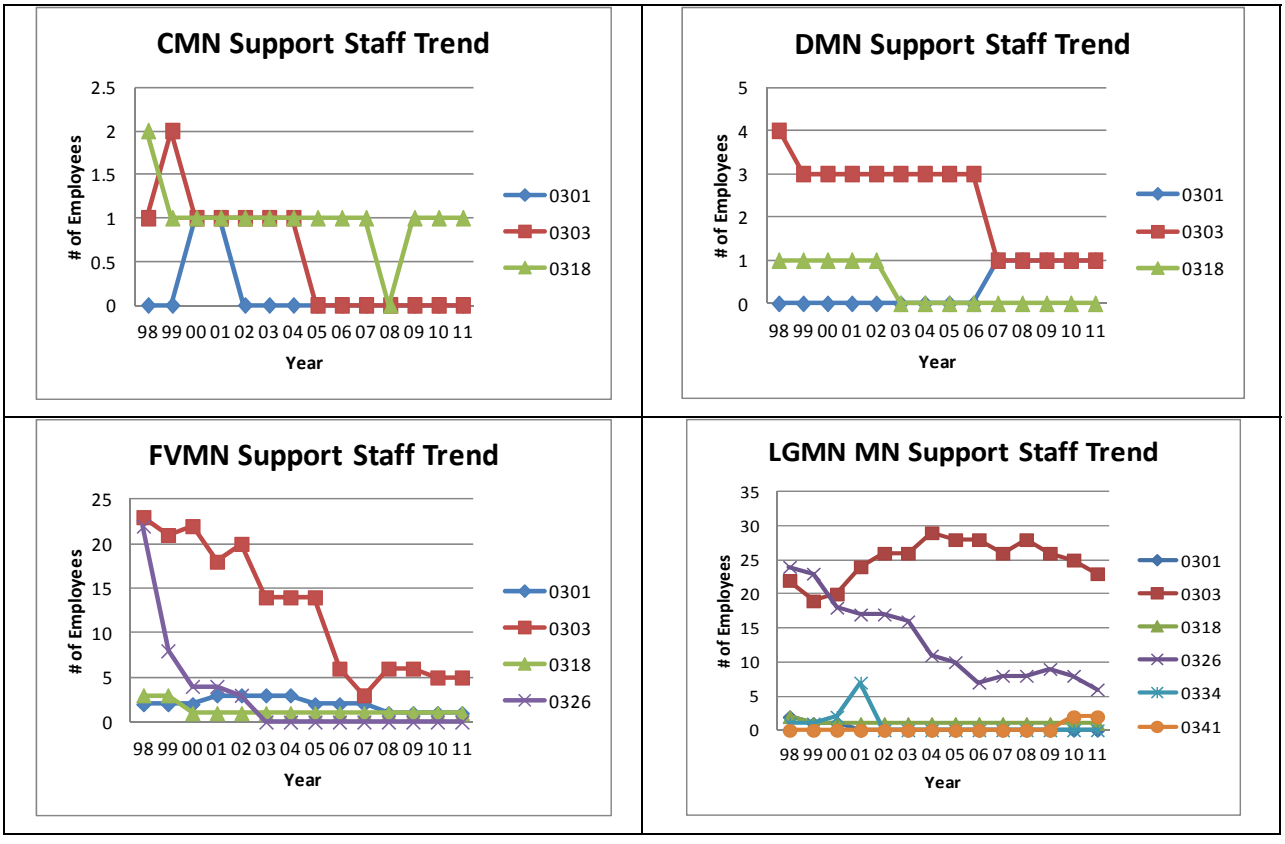
[22] Market News Staffing Summary 1998 – 2010 dated March 7, 2011

positions at about 25 employees since 1998. In 2010, LGMN added two 0341 positions. PMNA has decreased its 0303 positions and eliminated all other support staff positions. Table 13 below represents the support staffing trends by AMS MN Division.

AMS MN Support Staff Changes				
Division	**1998**	**2011**	**Difference**	**% Change**
CMN	3	1	-2	-67%
DMN	5	2	-3	-60%
FVMN	50	7	-43	-86%
LGMN	51	32	-19	-37%
PMNA	9	2	-7	-78%

Table 13: AMS MN Support Staff Changes by Division

Based on the staffing information, all AMS MN Divisions have realized overall decreases in support staff since 1998. Overall, FVMN has experienced the most significant decrease in support staff positions at 86 percent. PMNA has also experienced a significant drop at 78 percent. Each AMS MN Division conducted their reductions in support staff internally and no formal MN wide effort took place. Most Divisions gradually reduced their amount of support staff personnel over the years. In 1998, due to budget cuts, FVMN conducted a Reduction in Force (RIF). The decision on which positions to RIF was based on job classification and the elimination of arrival reporting. In 2005/2006, FVMN again conducted a RIF. This RIF coincided with budget cuts and the launching of the AMS MN Portal. The following figures represent reductions in support staff positions by each AMS MN Division.



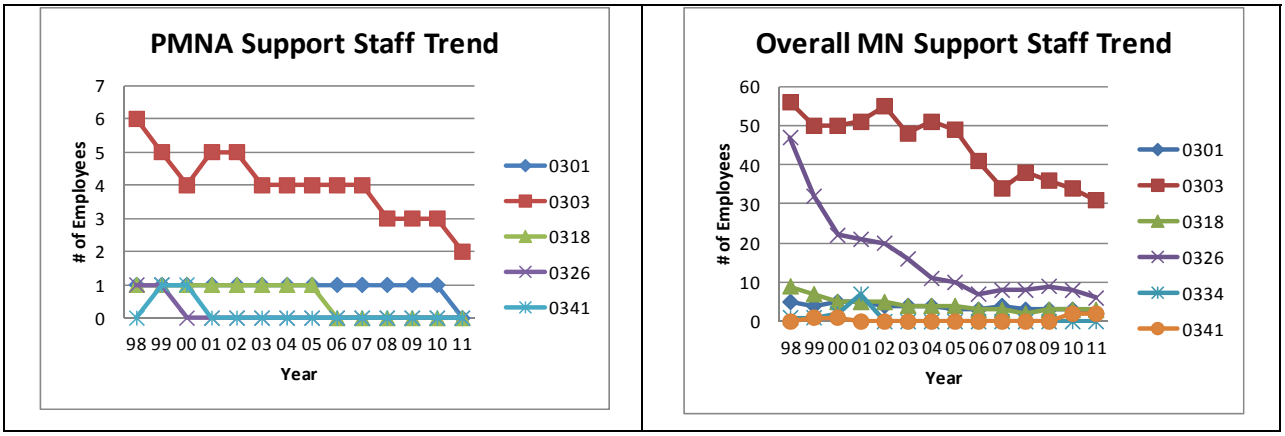


Figure 12: Market News Support Staff Trends by Division

2.1.6.4 AMS Market News Customer Satisfaction

The AMS MN Program understands the importance of increasing customer satisfaction which is integrated into the overarching AMS Strategic Plan. According to the Agency's Core Values, AMS subscribes to be accountable to customers and provide prompt, accurate, and technically competent services. As such, the AMS MN Program continues to monitor customer satisfaction through engaging customers to obtain feedback as well as daily interactions with vendors, information sharing, training, outreach, etc.

2.1.6.4.1 Customer Satisfaction Surveys

To assist with increasing customer satisfaction, AMS MN conducted a customer satisfaction survey in 2008. The CFI Group worked in collaboration with AMS MN Management to develop the survey. The survey was designed to be agency-specific in terms of activities and outcomes. However, the survey was structured in a format common to many federal agency questionnaires that allow cause-and-effect modeling using the American Customer Satisfaction Index model.

The survey was distributed via email to approximately 7,500 potential users of AMS MN. It was reported that these 7,500 individuals represent only a subset of AMS MN "mega" users; therefore, 2008 survey results depicts a very small customer base for AMS MN. Data was collected from September 22, 2008 through October 7, 2008. The survey results showed that AMS MN was most influential in the decision-making process of those who used AMS MN data on a daily basis and those who's primarily area of interest is livestock and meat. The category that most respondents identified themselves with was the Producer category at 39 percent. General market awareness and analyzing markets were the two most frequent activities which MN data was used. The majority of survey respondents noted that they were frequent users of AMS MN with 43 percent using it on a daily basis and another 45 percent using it at least weekly. Four-fifths of survey respondents reported that they used AMS MN data sent through email and 63 percent used the website. Also, 52 percent of respondents said they have used AMS MN for more than five years. The 2008 survey resulted in a customer satisfaction baseline score of 73 with users of AMS MN. At that time, the score compared favorably to the federal government average (68) and was on or near par with the scores of other similar information

providing agencies in the federal government.[23] From analyzing the survey results, it appears that only 758 individuals responded to the survey. AMS MN did gain some valuable insights into their customer base. Overall, customer satisfaction rated high with an overall score of 85, however, the lowest overall ratings were received in USDA Market Reports (clarity of writing style, tables, graphics, and layout of reports). Although, the usefulness of reports could not be determined from this survey, careful consideration will need to be taken into account to determine what reports are actually being used as MN Management explore restructuring reports to a more standard format that's consistent across the Divisions, clear, and easy to read and use.

AMS MN is in the process of releasing another customer satisfaction survey in 2012. This survey will mirror the original survey conducted in 2008 with some minor changes geared to reach a larger audience of participants. For this survey, AMS MN is looking increase the response rate compared to the 10 percent response rate of the 2008 survey. Paradigm worked with AMS Directors to provide feedback on the revised survey. AMS MN is working with the CFI Group to complete and administer the survey. This survey is scheduled to be administered to AMS MN customers January, 2012. Once the raw data is available, AMS MN Management will determine whether Paradigm will assess and document the results as part of the final deliverable.

2.1.6.4.2 AMS Market News Customer Testimonials

In addition to customer surveys, AMS MN collects customer testimonials as a way to gauge customer satisfaction. Table 14 provides shows what industry members noted as important in their testimonials.

Customer Service Satisfaction Testimonials								
Industry	**Relevant**	**Useful in Decision-making**	**Quality**	**Invaluable Info/ Tool**	**Only Source of Info**	**Reliable & Timely**	**Compete Effectively**	**Settle Disputes/ Claims**
Texas Cattle Feeders Association	*	*	*					
US Sweet Potato Council					*			
PACA Branch		*		*		*		
Farmers, Ranchers, and Other Businesses		*					*	
USDA Emergency Response in National Crisis		*				*		
US Government Response to Unfair International Trade Practices		*				*		*
Business Disputes and Insurance Claims		*						*
USDA Commodity Loan Divisions		*						
Tri-County Steer Carcass Futurity Cooperative		*		*			*	*
The National Cotton Council		*		*		*		

Table 14: FY2011 AMS MN Customer Satisfaction Matrix

[23] USDA Agricultural Marketing Service USDA Market News Customer Satisfaction Survey – Final Report December 2008

- During our interview with one of the largest AMS MN customers, The National Cotton Council (NCC) Gary M. Adams, PhD (Vice President of Economic and Policy Analysis) expressed "*we have a good working relationship with CMN and AMS MN data is valuable not just to us, but to the cotton industry as a whole*."
- Don Close (Texas Cattle Feeders Association) stated, *"Market News is the very essence of what USDA should be. LGMN price reports are the unbiased third party that provides order to US grain and livestock markets."*
- Charles Walker (Executive Director of U.S. Sweet Potato Council) stated, *"It's the only barometer of shipment pricing we have. No one else collects this information."*
- Jason Hanselman (National Watermelon Board) stated, "*Having access to virtually real-time data at any moment allows our industry to have an idea of not only where the market is currently situated, but also allows comparison to previous years to get an idea of what to expect in the days ahead."*

Based on customer testimonials received, it is obvious that these industry members consider AMS MN as either a valuable, main, or third-party reporting source. Customers also noted that they consider the Portal as a valuable tool for the entire industry; it gives them the ability to see where the market is at any time and provides the ability to perform historical trend analysis. In addition, customers would like the ability to have access to more historical information and raw data that can be easily accessed and formatted as necessary.

2.1.7 Funding Allocations / Expenses

2.1.7.1 AMS Market News Baseline Budget

Each AMS MN Division receives a percentage of the overall AMS MN budget. The baseline allocation funding does not include overhead charges which are captured as Greenbook charges. Allocations per Division are based on prior funding allocations; several attempts have been made by AMS MN to update these percentages but no changes have been successfully implemented. The baseline AMS MN funding for FY2011 was $28,230,000.[24] The budget information that was provided rounds the allocation percentages and shows dollar amounts in thousands. Due to ongoing budget issues, AMS MN does not know the final FY2012 budget/allocation at this time. Table 15 provides a breakout of funding allocation for each Division for FY2011.

AMS MN FY2011 Funding Summary			
Division	**Percentage of Baseline Fund Allocation**	**Baseline Appropriated Funding (Dollars in Thousands)**	**Actual FY2011 Expended (Dollars in Thousands)**
CMN	8%	$2,303	$2,181
DMN	5%	$1,361	$1,234

[24] The overall AMS MN baseline funding for FY2011 was $29,810,000. This included funding for the MNSD which AMS management decided would not be part of this assessment. The MNSD received $1,580,000 (5% of total baseline allocation) of the FY2011 Market News funding allocation. Because the MNSD is not included in this assessment, its funding will not be highlighted in the funding allocation.

AMS MN FY2011 Funding Summary			
Division	**Percentage of Baseline Fund Allocation**	**Baseline Appropriated Funding (Dollars in Thousands)**	**Actual FY2011 Expended (Dollars in Thousands)**
FVMN	27%	$8,104	$8,104
LGMN	46%	$13,604	$13,089
PMNA	10%	$2,858	$2,739
Total:	**96%**	**$28,230**	**$27,347**

Table 15: FY2011 AMS MN Funding Summary

Funding for mandatory reporting is included in the baseline funding for LGMN and DMN. In FY2011, DMN received $450,000 one-time funding to establish its new mandatory process in FY2012. Table 16 shows the mandatory reporting funding that LGMN and DMN received in FY2011.

AMS MN Mandatory Reporting Funding Allocation	
Division	**Fund Allocation (Dollars in Thousands)**
LGMN	$6,052
DMN	$450
Total:	**$6,502.00**

Table 16: FY2011 AMS MN Mandatory Reporting Budget Allocation by Division

Under the FY2008 Farm Bill a onetime no-year funding of $3.5 million was appropriated to AMS MN. AMS management distributed this funding over a five-year period for each of the Divisions. Table 17 below identifies FY2011 organic allocations for each Division.

AMS MN Organic Fund Allocation		
Division	**Percentage of Organic Fund Allocation**	**Fund Allocation (Dollars in Thousands)**
CMN	16%	$123
DMN	27%	$216
FVMN	26%	$208
LGMN	15%	$118
PMNA	15%	$115
	Total:	**$780**

Table 17: FY2011 AMS MN Organic Reporting Budget Allocation by Division

2.1.7.2 AMS Market News Greenbook Charges

Each Division incurs overhead charges that are paid out of their appropriated funds allocation. These charges include items such as diversity council, flexible spending accounts, enterprise network messaging, emergency operations center, and preauthorized funding. CMN Management overhead charge is not captured in the Greenbook because their management is not located in Washington, D.C. However, Management overhead expenses are captured at the Division level through their shared costs. Additionally, CMN pays less than 5 percent overhead costs to offset shared facilities expenses.

2.1.7.3 Cornell Automated Report Distribution Fee

AMS MN has contracted with Cornell University to provide mass e-mail distribution of its market reports. AMS MN customers can sign up to receive market reports free of charge. Once AMS MN post reports to MNCS, the IT system at Cornell distributes reports to subscribers. AMS MN pays Cornell an annual fee of $19,700 for this service. It is unclear at this time whether this fee remains static or changes on an annual basis.

2.1.7.4 AMS Market News Lease Cost Information

AMS MN maintains U.S. General Service Administration (GSA) facility leases in various locations across the country. There are instances where the MN lease is not expired and there is currently no staff present. On the contrary, there are instances where the lease has expired and staff resides at the site. As a tenant in several offices that include daycare facilities, AMS lease includes cost for daycare services regardless if services are used or not. It was reported that AMS MN has limited control over its locations and space. However, AMS MN may have the ability to request waivers for GSA facilities if alternate leasing options are available. Additionally, GSA leases tend to be more expensive because GSA includes an additional fee on the lease that covers their services. Paradigm will work with MN Management to determine the areas that require further analysis as recommendations for possible improvement. Table 18 represents the GSA lease costs to the AMS MN Divisions and identifies field office staff members where lease costs are incurred in field offices.

GSA Leases for Field Offices								
Prg	**ST**	**City**	**Address**	**# Emp**	**SF**	**Exp Date**	**Annual Rent**	**Cost/SF**
FVMN	AZ	Phoenix	230 N First Ave	7	2571	9/30/14	$74,089.61	$28.82
FVMN	CA	Fresno	2202 Monterey St #104	4	2329	2/28/19	$31,441.50	$13.50
FVMN	CA	Los Angeles	1320 E Olympic Blvd	3	2380	3/31/12	$59,500.00	$25.00
FVMN	CA	Oakland	1301 Clay Street – FB	2	1649	8/24/20	$51,071.54	$30.97
FVMN	FL	Miami	909 Se First Ave - FB	2	1220	5/31/12	$41,114.48	$33.70
FVMN	ID	Idaho Falls	1820 E 17th St	6	1533	12/15/21	$22,796.85	$14.87
FVMN	MA	Everett	34 Market Street	4	1905	8/31/13	$38,157.15	$20.03
FVMN	MI	Detroit	7201 W Fort Street	2	856	12/31/19	$8,328.88	$9.73
FVMN	MI	Benton Harbor	120 Water St	3	1425	10/17/13	$31,122.00	$21.84
FVMN	MO	St. Louis	1 Produce Row	2	1738	12/18/24	$26,834.72	$15.44
FVMN	PA	Philadelphia	3301 S Galloway	2	2272	9/30/11	$33,891.42	$14.92
FVMN	TX	Dallas	1400 Parker Street	2	621	4/30/16	$9,035.55	$14.55
FVMN	WA	Kent	841 Central Ave N Ste 228	1	841	3/4/14	$18,266.52	$21.72
FVMN	WA	Yakima	115 West Yakima Ave	1	1593	10/31/25	$42,772.05	$26.85
JOINT	IA	Des Moines	1408 East Court Ave - Daycare	0	375	3/23/13	$10,987.50	$29.30

GSA Leases for Field Offices								
Prg	**ST**	**City**	**Address**	**# Emp**	**SF**	**Exp Date**	**Annual Rent**	**Cost/SF**
LGMN	IA	Des Moines	210 Walnut St, 7th Fl - FB	26	6415	8/1/14	$112,802.29	$17.58
LGMN	OR	Portland	911 Ne 11th St - Daycare	0	17	9/30/11	$399.69	$23.51
LGMN	OR	Portland	333 SW First Ave - Daycare	0	14	9/17/21	$420.84	$30.06
LGMN	WY	Torrington	1833 East A	4	940	12/19/16	$12,915.60	$13.74
LGMN	NM	Las Cruces	205 W Boutz, Bldg 4, Suite 4	2	876	8/31/20	$12,307.80	$14.05
LGMN	OR	Portland	805 SW Broadway	4	1257	7/28/15	$37,544.28	$29.87
PMNA	GA	Atlanta	100 Alabama Street SW – FB	7	2990	9/30/12	$76,867.88	$25.71
PMNA	IA	Des Moines	210 Walnut St, 9th Fl - FB	11	3632	8/1/14	$78,101.23	$21.50
						Total:	**$497.26**	

Table 18: FY2011 AMS MN GSA Lease Costs

Table 19 represents the Agency lease costs to the AMS MN Division. Agency lease costs are paid directly out of the AMS MN budget. Table 19 represents the Agency lease costs to the AMS MN Divisions and identifies field office staff members where lease costs are incurred in field offices.

Agency Leases for Field Offices								
Prg.	**ST**	**City**	**Address**	**# Emp**	**SF**	**Exp Date**	**Annual Rent**	**Cost/SF**
DMN	WI	Fitchburg	2920 Marketplace Drive	9	2279	4/30/20	$43,847.96	$19.24
FVMN	FL	Oviedo	2461 West SR 426	3	1501	9/30/19	$36,549.00	$24.35
FVMN	IL	Chicago	2404 South Wolcott Ave	2	616	9/30/14	$19,650.95	$31.90
FVMN	NY	Bronx	465b NY City Terminal	3	980	12/31/12	$19,304.60	$19.70
FVMN	PA	Pittsburgh	2100 Smallman Street	1	414	12/31/12	$5,796.00	$14.00
LGMN	CO	Greeley	800 8th Avenue	4	1484	11/30/11	$11,230.64	$7.57
LGMN	KS	Dodge City	100 Military Plaza	3	1183	2/28/15	$13,852.93	$11.71
LGMN	KY	Louisville	1321 Story Avenue	2	1029	3/31/12	$11,699.58	$11.37
LGMN	MN	Minneapolis	400 South Fourth Street	1	226	2/28/16	$6,600.00	$29.20
LGMN	MO	St Joseph	12819 Country Place Drive	18	7300	1/31/13	$147,965.00	$20.27
LGMN	MT	Billings	18th Street & Minnesota Ave	2	432	9/30/11	$6,256.44	$14.48

Agency Leases for Field Offices								
Prg.	**ST**	**City**	**Address**	**# Emp**	**SF**	**Exp Date**	**Annual Rent**	**Cost/SF**
LGMN	NE	Kearney	4009 6th Ave, Ste 47	2	1000	1/31/14	$16,222.50	$16.22
LGMN	OK	Oklahoma City	2501 Exchange Ave	4	1256	2/28/14	$12,560.00	$10.00
LGMN	PA	New Holland	101 W. Fulton Street	2	720	5/31/16	$9,600.00	$13.33
LGMN	SD	Worthing	28168 Commerce Ave	4	730	1/31/15	$12,900.00	$17.67
LGMN	TX	San Angelo	1311 Bell Street	1	216	2/28/13	$1,800.00	$8.33
LGMN	TX	Amarillo	100 Manhattan Street	5	1672	1/31/15	$23,040.00	13.78
LGMN	WA	Moses Lake	1428 South Pioneer Way	3	1100	10/31/12	$17,381.53	$15.80
						Total:	**$298.92**	

Table 19: FY2011 AMS MN Agency Lease Costs

Table 20 represents the CMN shared facilities costs.

CMN Shared Facilities Costs			
State	**City**	**Street address**	**Annual Rent**
TX	Abilene	24 Windmill Circle	$4,642.22
TN	Bartlett (Memphis)	3275 Appling Road	$293,414.86
TX	Corpus Christi	3545 Twin River Blvd	$4,185.00
AR	Dumas	996 Highway 65 South	$6,525.00
SC	Florence	1725 Range Way Road	$5,373.00
TX	Lamesa	906 N. Elgin Street	$1,407.86
TX	Lubbock	4316 Ironton Avenue	$5,825.03
GA	Macon	1100 Parkway Drive	$7,442.16
NC	Raleigh	1304 Annapolis Drive	$3,133.32
LA	Rayville	161 Industrial Loop	$5,520.00
CA	Visalia	7100 W. Sunnyview Ave	$10,725.12
		Total:	**$348,193.57**

Table 20: FY2011 CMN Shared Facilities Costs

Table 21 represents the lease costs that AMS MN pays to various States.

AMS MN State Leases			
Division	**State**	**City**	**Annual Rent**
FVMN	MD	Jessup	$3,500.00
LGMN	TN	Nashville	$2,000.00
LGMN	GA	Thomasville	$5,500.00
		Total:	**$11,000.00**

Table 21: FY2011 AMS MN Office Space Provided by States[25]

Table 22 represents the overall total annual AMS MN lease costs.

Total AMS MN Lease Costs	
Lease Type	**Cost**
GSA Lease Costs	$830,769.38
Agency Lease Costs	$416,257.13
CMN Division Shared Overhead Costs	$348,193.57
Lease to States Costs	$11,000.00
Total[26]**:**	**$1,606,220.08**

Table 22: FY2011 Total AMS MN Overall Lease Costs

Table 23 provides a breakout of lease costs by AMS MN Division. FVMN currently has the highest associated lease costs of all the AMS MN Divisions at 36 percent. LGMN is second at 30 percent with CMN is third at 22 percent. The CMN portion of their lease cost has been reduced by 27.7 percent for 2012 in comparison to 2011. It was brought to Paradigm's attention that FVMN lease costs may be higher than other Divisions because FVMN has offices near terminal markets in metropolitan areas. Further analysis should be conducted by AMS MN Management to determine if sharing office space among the various Divisions as well as AMS-wide is an option where cost savings can be achieved.

AMS MN Lease Costs by Division		
Division	**Lease Costs**	**Percentage**
CMN	$348,193.57	22%
DMN	$43,847.96	3%
FVMN	$573,222.82	36%
JOINT[27]	$10,987.50	1%
LGMN	$474,999.12	30%
PMNA	$154,969.11	10%
Total:	**$1,606,220.08**	**102.00%**

Table 23: FY2011 Lease Cost by Division

Table 24 provides an average lease cost per employee based on each AMS MN Division's lease cost and total number of employees. From this analysis, CMN has the highest lease cost per employee at $20,481.98 and DMN being the lowest at $4,872. CMN Management overhead charge is not captured in the Greenbook because their management is not located in Washington, D.C. However, management overhead expenses are captured at the division level through their

[25] There are no costs associated with the following State locations: Jackson, MS, Columbia, SC, Montgomery, AL, Little Rock, AR, Thomasville, GA, Atlanta, GA, Nashville, TN, and Springfield, IL
[26] Total AMS MN Lease Cost = GSA Leases + Agency Leases + CMN Shared Facilities + Lease Paid to States
[27] Offsite daycare facility utilized by both PMNA and LGMN in Des Moines, IA

shared lease costs. Additionally, CMN pays less than 5% overhead costs to offset shared facilities expenses.

AMS MN Lease Costs Per Employee			
Division	**Lease Costs**	**# of Field Office Employees in Leased Facilities**	**Cost Per Employee**
CMN	$348,193.57	17[28]	$20,481.98
DMN	$43,847.96	9	$4,872
FVMN	$573,222.82	60	$9,495.38
LGMN	$474,999.12	91	$5,137.35
PMNA	$154,969.11	17	$9,115.83
Total:	**$1,595,232.58**	**194**	**$9,820.51 (Avg.)**

Table 24: FY2011 Lease Cost Per Employee by Division

2.1.7.5 AMS Market News Travel Costs

Table 25 provides the FY2011 travel costs by Division. FVMN has the highest travel costs at $339,809.77, which represents 47 percent of the total AMS MN travel costs. The bulk of FVMN's travel was due to TDY assignment for relief work. LGMN was second with $304,282.16, which represents 42 percent of the total travel costs. Due to budget constraints, travel funding is expected to decrease significantly in FY2012.

AMS MN Travel Costs		
Division	**Travel Costs**	**% of Total Travel Costs**
CMN	$24,627.69	3%
DMN	$18,061.8	3%
FVMN	$339,809.77	47%
LGMN	$304,282.16	42%
PMNA	$35,229.11	5%
Total:	**$722,010.53$722,010.53**	**100%**

Table 25: FY2011 Travel Cost by Division

2.2 Task 2 - Assessment and Analysis

Paradigm conducted an in-depth assessment and analysis based on information gathered during Task 1, of which the primary focus is on achieving operational efficiencies and effectiveness across the organization. This task included conducting a Gap Analysis and obtaining best business practices from industry as well as within AMS MN organization.

Figure 13: Gap Analysis

2.2.1 Gap Analysis

Gap Analysis is an assessment tool that identifies the differences that exist between the current business practices and those required to achieve the desired end state. It is

[28] Number of CMN employees = 8 CMN Positions + 7.72 Grading Positions (rounded to 8) + 0.5 Tobacco Reporting Position (rounded to 1)

essential to identify the nature of the current state of MN operation in order to make this comparison. For this reason, the Gap Analysis identifies the changes required to transition MN where it wants to be in the future. There are two important questions that the Gap Analysis answers:

1. Where are we now?
2. Where do we want to be?

Answering these questions will allow MN to focus on the changes that need to be implemented in order to achieve the AMS 2008-2013 Strategic Goal of "*Provide benefits to the agriculture industry and general public by delivering timely, accurate, and unbiased market information.*" An additional aspect of the Gap Analysis is the development of a vision for the future state. As it helps to identifies the gaps between the optimized allocation and integration of the inputs (resources), and the current allocation level. This reveals areas that can be improved by determining, documenting, and approving the variance between organizational requirements and current capabilities. This goal provided the basis for the Gap Analysis which yielded the following findings.

2.2.1.1 Challenges or Constraints

As previously discussed, MN has numerous challenges that prevents the overall organization from performing at an optimum efficiency level. The following is a list of the key challenges:

- Lack of a centralized division oversight;
- Lack of a Strategic Plan and unified Vision at the MN level;
- Operating as a "silo" structured organization;
- Limited communication and synergy across the Divisions;
- Inability to accurately measure customer report utilization;
- High volume of reports being produced and disseminated;
- Reduction in staff due to funding constraints;
- Out-of-date application design that contains numerous out-of-date process;
- IT infrastructure that requires more consolidations, increase in scalability, and adoption of new technologies and;
- IT maintenance redundancy as there is a lack of uniform functionality.

2.2.1.2 Non-Value Added Activities/Inefficient Practices

Separating non-value added and value-added activities allows MN to think about how the organization can excel at value-added activities, while reducing or eliminating the non-value added activities. Typically, the goal is to have the value of the end-products or services exceed the cost of producing the product or providing the service. The cost of the product or service includes all resources used to produce it (e.g., materials, labor, and overhead costs). The value-added activities must transform a product or service in a way that brings it closer to the final form the customer desires as well create value from the customer's perspective.

Although, some non-value added activities are necessary and cannot be avoided. It is important to examine these activities to see if they could be included in value added activities or eliminated. Leveraging the key findings, Paradigm indentified the following non-valued added activities:

- Repackaging reports and/or duplicating information from published reports;
- Exerting manpower to consolidate primary sources data for secondary source reporting ;
- Disseminating market news via fax, code-a-phone/AVT, video, and radio broadcast;
- Supervisor with one or fewer employees creating a narrow span of control and increasing cost;
- Usage of MNIS differs among the Divisions as result, lacks of maintenance uniformity;
- Excessive supervisory reviews prior to and/or after report release;
- Cumbersome quality control process that involves numerous supervisory handoffs;
- End-of-day versus real-time reporting due to lack of network access;
- Manually reentering data from reports that is available on the MN website; and
- Internal best practice is not frequently shared across the Divisions.

2.2.1.3 Compare Current Organization to the Desired Future State

Vision is based on seeing where AMS MN can possibly go, what can be achieved, or having a goal that is above and beyond operations and objectives. One way to develop vision is to ask the question, "What is the definition of success for AMS MN?" For the purposes of this assessment, the "definition of success" is proposed to be, "*Reshape AMS MN to provide the most efficient services while optimizing value to its customers*." Table 26 is a comparison between the current state of MN and the optimize state of operation. The "X" symbolizes current roadblock or constraint that prevents MN from operating in the ideal state.

Where do we want to be?		As-Is	To-Be
Information Collection	Standardization among the Divisions (where possible) in the way data is collected.	✗	✓
	Collecting and consolidating data for repackaged reports are eliminated or significantly reduced.	✗	✓
	AMS MN website provides direct links to secondary source data.	✗	✓
	FVMN terminal market reports enter market data and LGMN reporters enter live auction directly into a hand held device that links to the MNIS and MNCS.	✗	✓
	Field office staff has access to internal resources to complete job responsibilities.	✗	✓
	A threshold/target based on transaction volume of the market share has been defined to serve as guidelines for data collection.	✗	✓
	Ongoing customer training to navigate the website and run customized query reports.	✗	✓
Analysis & Verifi	Excessive supervisory reviews are streamlined to reduced bottlenecks.	✗	✓

Where do we want to be?		As-Is	To-Be
	Quality control is streamlined to reduce the number of handoffs.	✗	✓
Information Dissemination	Disseminating market reports via fax, code-a-phone/AVT, video, and radio broadcast is restricted for better use if resources.	✗	✓
	A system in place that monitors and assesses the utilization of reports.	✗	✓
	Cornell and MN Master Report Listing are in sync and up to date.	✗	✓
	Divisions maintain an updated email subscriber listing to better gauge email subscriber base.	✗	✓
Administrative / Management	Barriers have been removed and the MN Divisions promote better collaboration and communication across the organization.	✗	✓
	Internal best practices are frequently shared among the MN Divisions	✗	✓
	Strategic Plan and Vision statement are specifically identified at the Program/Division level.	✗	✓
	Centralize administrative and IT functions in order to achieve potential cost savings by standardizing practices and procedures and creating economies of scale.	✗	✓
	Increase the span of management so that supervisor to employee ratio is proportionate and consistent across the entire MN organization (where possible).	✗	✓
	Position descriptions are updated and accurately reflect the employee responsibilities.	✗	✓
	Resources are efficiently allocated to meet the customer demand and achieve a higher return on investment (ROI).	✗	✓
	Relief work is completed in the most cost effective manner and employees are fully utilized while onsite.	✗	✓
	Operating cost saving is achieved through executing alternate leasing options as results, Divisions that are close in proximity are now co-located.	✗	✓
Information Technology	IT support has been shifted from Division specific support to overall MN centralized support.	✗	✓
	MNIS and MNCS have adequate capability for uploading of MN information.	✗	✓
	MNIS and MNCS have the functionality to support the needs of all MN Divisions.	✗	✓
	Increased level of standardization among the Divisions in the usage of databases.	✗	✓

Table 26: Vision for the Future State

2.2.2 Best Practices

AMS MN will benefit from exploring best business practices for continual increase in performance and operational efficiencies. Through our analysis, we have identified several best practices of relevant companies in the industry as well as AMS internal shared practices.[29] Best practices are incorporated into Phase 2 future organizational enhancements and improvements [as applicable].

2.2.2.1 Relevant Industry Companies

In coordination with AMS MN Management, organizations were identified for review, inquiry, and to establish a benchmark of similar reporting processes and/or activities that are effectively being performed and managed. The following organizations have been identified as potential candidates that may have best practices that include activities relevant to AMS MN processes.

Industry Best Practice		
Organization Name	**Relevance to Market News**	**Potential Best Practice**
NCC	The NCC is a consumer and re-distributor of CMN data. The NCC disseminates and repackages AMS MN data on their website.	Displays historical cotton information on website. Utilizes technology as much as possible.
The Seam	The Seam is a web-based company that specializes in agribusiness and provides an online platform for the trading of cotton. The Seam and CMN have a working relationship and share cotton related information.	Displays up-to-date market information in fully searchable online system.
Cotton Outlook	Cotton Outlook provides cotton information via the web and a printed magazine. Information is provided through a subscription-based service. This company could be considered a potential competitor of CMN.	Detailed industry newsletters, reports and summaries. XML based cotton indices with historical lookups.
DTN (The Progressive Farmer)	Market information is disseminated through the website and some information is provided through a subscription-based service. This company could be considered a potential competitor of CMN.	Displays stock ticker on website showing futures, cash indexes, and cash bids. Also, includes video summaries of market activity and blogs by industry experts.
Texas Cattle Feeders Association	The Texas Cattle Feeder Association disseminates AMS MN information through their website and some information is provided through a subscription-based service.	Displays industry and historical data, charting capabilities on website.
AgriVisor, LLC	AgriVisor redistributes AMS MN market information through their website and some information is provided through a subscription-based service.	Online PDF and audio summary detailing industry trends.
Livestock	The Livestock Marketing Information Center	Online economic analysis and

[29] Paradigm worked with AMS MN staff to identify best practices from within the organization to share with the other AMS MN Divisions.

Industry Best Practice		
Organization Name	**Relevance to Market News**	**Potential Best Practice**
Marketing Information Center	redistributes AMS MN market information through their website and some information is provided through a subscription-based service.	market projections.
U.S. Meat Export Federation	The U.S. Meat Export Federation redistributes AMS MN market information through their website and some information is provided through a subscription based service.	Online documents providing raw data of industry trends. Historical documentation available for research and analysis.
Cattlefax	Cattlefax collects, analyzes, and distributes information related to the cattle industry. Information is provided via subscription-based service. This company could be considered a potential competitor of LGMN.	Online system for conducting industry research and analysis. Historical documentation available for research and analysis.
CME	The CME provides market information for a variety of agriculture products. LGMN has a working relationship with CME and LGMN reporters are contracted to CME to perform inspection services of livestock.	Stock ticker displayed on website providing various indexes and prices.
Agriculture.com	Provides market information for a variety of agriculture products. Also provides video market summaries.	Video summaries of market activity. Stock ticker displayed on website providing various indexes and prices. Search field for looking up local cash prices.
The AgPlus Network LLC	The AgPlus Network LLC repackages AMS MN information as well as other information and makes it available to paid subscribers.	Online portal providing up-to-date commodity price information in user-friendly formats.
Department of Interior (DOI) International Trade Administration (ITA) Supervisor to Employee Ratio Checklist[30]	ITA strengthens the competitiveness of U.S. industry, promotes trade and investment, and ensures fair trade through the rigorous enforcement of our trade laws and agreements. ITA works to improve the global business environment and helps U.S. organizations compete at home and abroad. ITA collects and disseminates market information to help business compete in the world market.	DOI ITA utilizes a Supervisor Ratio Checklist to determine if a position should be considered supervisory. The document defines a Supervisor as "A Supervisor is a position or employee that accomplishes work through the direction of other people and meets the minimum coverage under the GSSG."[31] In order to meet the definition of a Supervisor, the work must involve accomplishment of work through combined technical and administrative direction of subordinates and at least 25 percent of the position's time is

[30] http://ita.doc.gov/hrm/documents/supervisor_defined.pdf

[31] Office of Personnel Management's (OPM) General Schedule Supervisory Guide (GSSG)

Industry Best Practice		
Organization Name	**Relevance to Market News**	**Potential Best Practice**
		spent performing supervisory duties.

Table 27: Relevant Industry Best Practices

Table 28 provides best practices obtained from internal AMS shared practices:

AMS Internal Shared Best Practices	
Best Practice	**Description**
Internal AMS MN Efficiency Studies	PMNA conducted an assessment of its operations and identified opportunities to increase Division efficiency through the elimination of redundancy and wasted effort, realignment of reporting responsibilities, consolidation of market reports, and targeted training. These type of internal studies and continuous process improvement initiatives are vital for the organization to remain agile in an ever changing market. Each MN Division should continue to look inward to identify how performance can improve and deliver the greatest possible ROI.
Customer Satisfaction Survey	The customer satisfaction surveys assist with continuous improvement by soliciting customer/stakeholders' feedback. This allows AMS MN to improve the delivery of products and services by engaging customers in the process as a valuable asset in making necessary the changes.
Desk Manuals	LGMN currently requires each employee to maintain a desk manual that provides a detailed description of the duties that have to be performed on a daily basis. This structure allows for increased continuity of operations and a high-level of standardization. If an employee is out of the office, another employee has quick access to the desk manual that includes step-by-step instructions to perform the required tasks.
User Guide	PMNA developed internal user guides to help employees to understand how to calculate the market data, complete various spreadsheets, software applications, and IT system. These guides provide clear step-by-step instructions on how to perform certain task, along with the associated screenshots and simplified diagrams. In addition, it provides a short history of the report and how it fits into the overall PMNA reporting scheme. The user guide can also serve as application tutorial as it provides clear instructions on how to develop and populate spreadsheets and databases.
Strategic Plan and Employee Performance Plan Alignment	Aligning employee performance plan with the overall organization strategy allows the organization to maximize workforce productivity and achieve greater results by ensuring that plans are being executed. When performance goals align with organizational objectives, there is accountability and it helps the employees clearly see how their performance impacts the organization.
Retail Reporting	Retail Reporting was initiated by PMNA. After refining the report, shared the benefits of capturing retail data with the Divisions. As a result, LGMN and FVMN adopted Retail Reporting for their Division and refined the software to better fit their unique needs. FVMN transferred to MNIS as it allow for more flexibility of grouping the various commodity

AMS Internal Shared Best Practices	
Best Practice	**Description**
	items. DMN is currently modeling after FVMN to capture dairy retail data in MNIS.
Correlation Training	LGMN conducts correlation training to ensure grading assessments are consistent among the reporters. Reporters from different locations convene and assess commodity items to compare their grading assessments and criteria. This provides an opportunity for everyone to evaluate/report commodity items with the same set of criteria. In addition, this helps teach other reporters on how the assess the various community items with the USDA guidelines. FVMN is considering this training as a possible adaption.
LGMN Reference Room	LGMN developed an on-line reference library dashboard contains Glossary of Terms, Tutorials, and Report Overview of the reports. LGMN shared this best practice as a result, FVMN plans to adapt this technology.
Co-locating	Rent sharing could be considered a potential opportunity to achieve efficiency and cost savings. Currently, FVMN is collocated with USDA AMS Fruit & Vegetable Fresh Products Branch in Kent, WA and as of January 2012 begin sharing lease cost. All CMN offices are collocated with other Cotton Division offices where overhead costs and selected staff members are shared. AMS MN should look for more rent sharing/ co-locating opportunities within MN as well as AMS-wide to reduce costs.
Sharing of Support Services	Based on the impact of VSIP, AMS MN is considering restructuring and consolidating its MNSD to eliminate redundancies among the AMS MN Divisions and establish a centralized support function accessible among all Divisions. Cross-training support staff to service all AMS MN Divisions as opposed to a single Division will provide the opportunity to b to better utilized staff. AMS MN proposed to accomplish this centralized support function by developing a virtual network of support staff in the short-term.
CMN Error Tracking	CMN established a process in place to track and monitor report errors. This process provided the tool to quickly identify potential areas for employees training as well as potential bottlenecks in the reporting process.
Social Media	There are three main benefits for using social media; (1) Cost savings, (2) Ease of Use, and (3) Improved Efficiency. Based on the article - USDA Chief Says Social Media is Important for Farmers posted 03/06/11 (http://www.indianagrain.com/blog/usda-chief-says-social-media-is-important-for-farmers):According to the article, Secretary Vilsack stated 'trying to increase our outreach and use social networking.' But while the USDA may be slightly behind the curve when it comes to Twitter, a growing contingency of US farmers aren't. It's something we see on a daily basis at Indiana Grain, as our twitter stream lights up with comments and observations from the trusted AG professionals we've come to know since early in 2009." Social media allows organizations to engage with their customer base and in a sense, listen to what their customers are saying. Additionally, most social media websites are easy to use and do not require much technical knowledge to operate. "Sitting back and watching as the USDA finally embraces with open arms the power of

AMS Internal Shared Best Practices	
Best Practice	**Description**
	social media, it is fascinating to consider what the coming years will bring as contemporary 21st century farming grows closer than ever to the social media platforms that are uniting us all." Facebook and Twitter accounts exist but are not frequently used. The following USDA Agencies have Facebook or Twitter accounts: USDA Rural Development, USDA Organic Listening Session, USDA NRCS Texas, USDA FSIS, USDA Forest Service, USDA AMS Farmer's Market, USDA NASS, and USDA FAS. AMS MN should consider revamping these social media accounts to increase awareness to MN and expand the customer base. AMS MN could also utilize social media as an avenue to phase out distribution channels that are no longer cost effective but still provide information to a select group of users.
Really Simple Syndication (RSS) Feeds	RSS Feeds is an easy way to keep up with the news and information that's important to a consumer of information. They help to avoid the conventional methods of browsing or searching for information on websites. The content can be delivered directly to you without cluttering the email inbox.[32] RSS feeds benefit publishers of information by letting them syndicate content automatically. RSS feeds allow information to be published once and viewed by many different Divisions. RSS feeds benefit consumers of information because they provide timely updates from many different websites or aggregate feeds. FVMN, LGMN, and DMN currently offer syndicated RSS feeds on their portal. AMS MN should consider expanding this service and determine if efficiencies and cost savings could be gained by better utilizing this technology.

Table 28: AMS Internal Shared Practices

2.2.3 Key Findings

After assessing and analyzing the current "as-is" state, Paradigm has identified a series of key findings that could be more consistent for both AMS MN employees and customers in the MN reporting process. Findings are grouped based on the current core processes:

1. Information Collection
2. Information Analysis & Verification
3. Information Dissemination
4. Administration and Management
5. Information Technology

[32] http://marketnews.usda.gov/portal/lg/lgmnrss

2.2.3.1 Information Collection

Specific findings were identified related to the inconsistency and inefficiencies between the Divisions, as well as repackage information required to complete the Information Collection process. Key findings associated with the Information Collection process are described below.

2.2.3.1.1 Retail Report

The Retail Report provides information on commercial promotional activity. It provides insights on consumers demand, product and market trends, and market segmentation. Currently, CMN does not participate in retail reporting and DMN anticipates implementation by Spring 2012.

Various inconsistencies exist among FVMN, LGMN, and PMNA for retail reporting. Although, the overall process of capturing retail data is similar among these Divisions, each utilizes different software that best suits their needs to collect and calculate data. FVMN uses MNIS (Oracle database); LGMN uses an MS Access database and PMNA uses MS Excel. DMN is mirroring FVMN to use MNIS to capture their data.

Similar to the market commentary, the Retail Report summary provides customers with a synopsis of the current selling prices and product trends within their respective regions. LGMN and PMNA reporters collect retail data and compose the narrative for inclusion in the report. An FVMN reporter collects the data and forwards the report to the Supervisor, who reviews the collected data and develops the market summary narrative.

In addition, the perception of analysis required to perform retail reporting differs among the reporters. All agreed that the process of accessing hundreds of supermarket websites and entering the data into the database is very time consuming. However, some LGMN reporters indicated that retail reporting does not require in-depth analysis and considered as "busy work." During an onsite visit, Paradigm observed an instance where a LGMN reporter trainee completes this task and develops the market commentary. On the contrary, PMNA reported that retail reporting requires a trained reporter to analyze the collected information to ensure that the report accurately depicts market conditions.

According to the 2008 Customer Satisfaction Survey, retail advertised specials were rated 44 out of 100 in terms of importance to the respondent. Although, the survey was based on a limited audience provided by Cornell, results revealed 24 percent of respondents indicated that retail advertised specials information did not meet their needs, while another 24 percent did not know whether this information met their needs. Even though the survey is based on a limited audience, it does indicate an interest in retail reporting. Thus, according to MN Management Retail Report is the most popular report.

Comparison of the 2008 and 2012 Customer Satisfaction Survey indicates retail advertised specials decreased by two (2) points, to a rating of 42 out of 100 in the category of the information importance to the respondent. Conversely, the comparison results revealed an increase from 53% to 67% in terms of retail advertised specials meeting the respondent information needs. The 2012 survey was also based on a limited audience provided by Cornell, overall retailed advertised specials are rated the least important types of MN

information. According to the FY 2012 Customer Satisfaction Survey, Figure 14 **illustrates the ranking of Importance of Information**

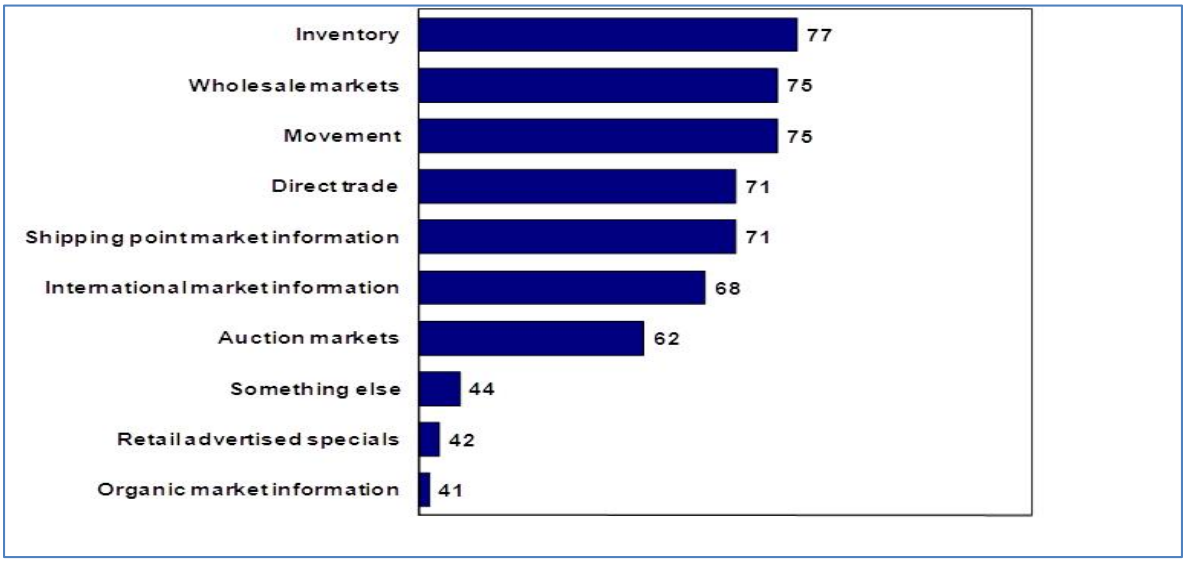


Figure 14: FY 2012 Customer Satisfaction Survey: Importance of Information[33]

PMNA stated JBS USA, owner of Pilgrim's, the second largest poultry processor in the U.S. and the world with more than $30 billion in annual sales, uses the information in the PMNA retail reports to determine demand trends when formulating their long-term marketing and facility development plans. PMNA also reported that Case Farms, a primary supplier to KFC Corporation, the world's most popular chicken restaurant chain with revenues in excess of $11 billion in 2008, uses PMNA retail data each week to determine the position they take on the market for price negotiations with their suppliers.

Based on the employee interviews and a demonstration of the process, it appears the process of collecting retail advertisement data could be considered a possible an administrative/MN assistant function. The process does involve minor conversion calculations of the advertised price unit into a common denominator. However, the summary commentary does require a level of analysis to actually depict the current market conditions which is out of the range of their level of expertise. Perhaps once the data is entered; it can be handed off to the reporter to review and complete the narrative summary. However, this change in process will need to be further researched to determined feasibility.

2.2.3.1.2 Repackaged Reports

Numerous inefficiencies were found related to collecting and producing repackaged reports. These reports are consolidated and/or consist of summaries of AMS MN information publically

[33] **USDA Agricultural Marketing Service, USDA Market News, Customer Satisfaction Survey, May 2012**

available on the Portal and/or AMS website. These repackaged reports implicitly contain a direct copy and paste and/or a slightly modified version of already published reports.

This repackaging process involves exerting manpower to abstract data from multiple sources, consuming web storage space, and expending supplies to complete. Although, this process may be performed mostly by MN assistants; there are reporters that are also performing this task. The data collection and consolidation efforts are very time consuming and might be a non-valued process since information is already being disseminated in a different report. **Refer to Section** 3.1.3.2.3.1. **for** the **repackaging report** workload assessment.

Several repackaged reports require MN assistants to spend time manually entering data from downloaded AMS MN reports; this manual reentry of data could potentially increase data errors. By having multiple occurrences of manual data entries, this inefficiency could increase the probabilities of producing minor typos in the report. Typically, the data entry errors are insignificant and do not affect the overall integrity of the report.

There are instances where this process requires multiple quality reviews between the MN assistants and reporters to ensure the applicable sections are correctly duplicated. Often, the MN assistant prints hard copies for the reporters to review and make hand written edits. This process diverts the reporter's attention away from performing market reporting duties which possibly creates constant strain between staff members.

There is a possibility that repackaged report could be occurring in many instances given the numerous reports availability. Therefore, the volume of repackaged reports can require extensive labor to complete. Originally these consolidated report versions were created to ease dissemination via fax or because of the limitations of technology accessibilities. However, technology has since evolved where these limitations are becoming less. According to the *2007 Census of Agriculture*[34], average age of farm operators is 57. The Census also found that 57 percent of all farmers have internet access, up from 50 percent in 2002. Of those producers accessing the Internet, 58 percent reported having a high-speed connection. In addition, the *American Farm Bureau's 2010 Young Farmers and Ranchers Survey*[35] indicates that, "nearly 98 percent of farmers and ranchers between the ages of 18 to 35 now have access to and use the Internet." Refer to Section 2.2.3.3.1 for additional survey results.

Currently, CMN repackaging is done on a much smaller scale than the other Divisions. The majority of CMN repackaging is done in the Weekly Cotton Market Review.

LGMN reported that there is a demand for these "one-stop-shop" repackaged reports as a value – added process. However, based on LGMN onsite interviews, there are two reports called the Daily and Weekly National Carlot Meat Report that are basically a combination of all the reports consolidated into one report. Overall, the LGMN reporter publishes their reports then, the clerks

[34] http://www.usda.gov/wps/portal/usda/usdahome?contentidonly=true&contentid=2009/02/0036.xml

[35] http://www.fb.org/index.php?fuseaction=newsroom.newsfocus&year=2010&file=nr0311c.html

consolidates and republishes the same information. Consequently, this consolidated report is considered outdated and unnecessary by the reporters. As a result, this process has created problems because the clerks often interfere with the reporters work. It was reported Carlot Reports are repackaged summary sections of previously published reports. Listed below is an example provided by LGMN how swine reports information is duplicated.

- Eastern Cornbelt Daily Direct Hogs-PM
- Iowa/Minnesota Daily Direct Hogs-PM
- Daily Livestock Summary
- National Direct Hog Price Comparison
- National Daily Direct Hogs-PM
- National Daily Hog and Pork Summary
- Western Cornbelt Daily Direct Hogs-PM

Based on discussion with PMNA Management, PMNA reported nine repackaged reports they are planning to reduce to four in FY 2012.

2.2.3.1.3 Secondary Source Reporting

Secondary source reporting is another form of repackaging data but from external sources. Unlike collecting AMS MN data directly from industry contacts, secondary source reporting is repackaging data from external sources that was originally presented elsewhere, i.e. National Agricultural Statistics Service (NASS), CME, or FAS. It appears secondary source reporting is not a good fit for MN. MN's imagine as the most comprehensive source in providing current/unbiased information as well as being considered as the main source of information for many business and government agencies.

It was reported, the reporters do not necessarily analyze the secondary source information; it is summarized, repackaged, or calculated and disseminated through the respective distribution channels. The omission of analysis in the collection of secondary source data does not coincide with the primary MN responsibility of providing in-depth insights and analysis on prices, supplies, stocks, movement, and market conditions. It appears secondary source reporting is a 'gold plating" service that provides MN customers the conveniences of a "one-stop-shop" market data.

For example, CMN use information from NASS, Cotton Ginnings, World Agriculture Outlook Board, International Cotton Advisory Committee, and Cotton Outlook Indexes for inclusion into the Weekly Cotton Market Review and NASS data for the Monthly Price Stats Report and Long Staple Reports. It was reported, CMN copy and pasted the information into the applicable reports or produce summaries, and cite it accordingly.

In DMN, the reporter receives the daily CME prices email then manually enters the CME data into MNIS which is then posted to the Portal. This process consumes another reporter time in order to conduct a quality review of the data entry. In addition, the MN assistant hand records the CME data onto a collection sheet as well as record the CME prices on the AVT. As a result, DMN distributes the CME data through three different channels: Portal, AVT, and Weekly Summary Report. In turn, manpower is exerted to provide this service that is readily available

on the CME website. DMN reported the difference in CME publishing is that DMN also provides average calculations for weekly and monthly. It was also reported that DMN consolidate data from NASS, ERS, and World Outlook for inclusion in the Weekly Summary Reports.

According to FVMN employee interview, FAS data is used for the Commerce Report. This process involves the Supervisor downloading FAS data and emailing it to the reporter; see Appendix E – Fruit & Vegetable Market News Workflows-Commerce Reporting "As-Is" for more details. The reporter then manually enters in the exact data that is available on FAS website into MNIS. It was reported that this process involves one to two hours of data entry.

The amount of secondary source reporting is unknown in LGMN. However, LGMN reported positive feedback from its customers for this service. Conversely, PMNA does not participate in secondary source reporting.

Secondary source reporting appears to be a non-value added process as it requires reporters to expend time to repackage data instead of simply creating a direct link to the data sources on the AMS MN website and/or with associated reports. **Refer to Section** 3.1.3.2.4.1 **for the secondary source reporting workload data**.

2.2.3.1.4 Onsite Market News Data

Currently, LGMN reporters hand record live auction data on a collection sheet. Return to the office to manually enter the data into the LSW database. The data is then uploaded to the Portal. There are some instances where the reporter collects the data at the auction site and then calls a MN assistant to enter the data into the LSW because the reporters do not have remote access to the database. During down time at these auction sites, the reporters utilize this time to collaborate/network with industry. As a guideline, LGMN reporters have to obtain at least 80 percent of total receipts from that particular auction.

Similar to live auction data collection, terminal reporters collect information on a collection sheet and returns to the office to manually enter the data into MNIS. Since reports are driven by time standards, reporters may have limited time to perform quality checks.

2.2.3.1.5 Shared Network Folders

During the onsite interview, LGMN employee stated that the Des Moines office does not have access to San Angelo shared network folder. As a result, the AMS website has to be monitored to download the applicable published reports for inclusion in other summary reports. This process results in additional time and effort to download the information; since raw data is not accessible, it has to be manually reentered into MNIS thus, creating a higher probability of data errors in AMS MN reports. This network configuration limits collaboration on reports and information sharing within the same commodity group as well as creates unnecessary obstacles for staff to perform their responsibilities.

2.2.3.1.6 Sample Size

Voluntary MN data collection relies on the interpersonal relationships with the industry contacts. A majority of reporter's time is dedicated to collecting data from the various contacts. Some

contacts require multiple phone calls to "track down the information." During the onsite interviews, instances were found where reporters indicated that no criteria or threshold currently exists for determining when enough information has been collected. Basically, reporters continue to make calls until they get data; many times up to the last minute the report is due.

Resultantly, there does not appear to be a predefine threshold/target to serve as a guideline to establish the market population for obtaining data. It is vital the reporters collect enough data to ensure the reporters have a good representation of the "players" in order to accurately depict the current market environment. In addition, it is critical that sample size is large enough to detect any outliers and prevent any biases as well as take into account there are certain vendors that reporters have to contact. The main goal is to contact as many as possible on the list to ensure the market is represented as well as to maintain a good ongoing relationship.

However, there are instance where some vendors cannot be reached yet, the reporter continues to devote time and effort to track down the vendors. MN should consider the possibility of establishing a threshold/target thus, to serve only as a guideline if feasible. This could help the reporters to know when to keep trying and when to move on to the next task.

2.2.3.1.7 Customized Reports/Ad-hoc Reporting

The Portal was intended to provide historical information and allow customers to filter records in order to yield a semi-customized report. Some of these reports contain additional data points that are outside of the customers' needs; as a result, this can require the customer to spend additional time to extract the precise data set points. Therefore, the customer will at times, request the reporter to perform ad-hoc reporting in response to the request for a customized report.

Even though semi-customization of data is available, there are instances where employees will devote time and effort to accommodate customer requests. Most of the time, the reporter will run the search query and copy and paste the applicable data into a customized format, rather than referring the customer directly to the Portal, and navigating them through the data. Although, this is excellent customer service, it does limit the customer's exposure to effectively utilizing the Portal. In addition, this service takes away time from the reporter to perform assigned duties as well as meet reporting time standards.

It was reported that FVMN reporters generally do not email customized reports. Instead, they outline the steps necessary to create the report and then send a link to the report (not the report itself) so the user can "edit query" and modify the parameters and see how it was created. Although this may generally occur, based on onsite visits, reporters from all of the Divisions indicated they frequency produce some type of ad-hoc/customized reports.

2.2.3.2 Information Analysis & Verification

The review of the Information Analysis & Verification Process resulted in the following key findings.

2.2.3.2.1 Review Process

A review of the Weekly Cotton Market Review and the Cotton Price Statistics Report workflow exemplifies an excessive review process. These reports are subjected to multiple reviews prior

to their release from the Memphis, TN CMN office. The Weekly Cotton Market Review receives four reviews and the Cotton Price Statistics receives three. It has been reported that many of the cotton and tobacco industry base their decisions on CMN information; therefore, a careful and thorough review is imperative to assure the published information is accurate. Although pre-checking information is a good practice, there appears to be a redundancy of supervisory reviews prior to reports being released. CMN should consider streamlining its pre-check.

Although CMN does appear to have an excessive review process, the Division does maintain an exceptionally low error rate. It was reported that in FY2011, CMN error rate was only 0.5 percent. Since all information flows through the CMN Headquarters office prior to public release, CMN Management is able to track and record all errors through a formal process.

For the FVMN Pecan Report, the consolidating reporter collects and consolidates data from previously released MN reports. The consolidating reporter sends the data to the market reporter that collected the data to verify the information was collected correctly. This causes the reporter to spend time reviewing their data which has already been released. Often times, this is simply ensuring the data has been copied and pasted correctly by the consolidating reporter. Although, the Pecan Report is a seasonal report, and that is not repeated in a daily basis. This an example of a redundant process as it requires exerting additional time and effort to review data previously released MN reports that have already been through the initial review process. Even though, this is a seasonal report that's not repeated on a daily basis, it is more than likely that the same and/or similar process is occurring in the development of other reports on a more frequent basis, given the numerous reports and information being produced AMS-wide.

Conversely, DMN has a very efficient review process of sharing collected market data in a pricing meeting. During the pricing meeting, reporters inform each other of the current market condition and current prices in their respective areas. This allows the reporters to have a comprehensive understanding of the dairy industry.

2.2.3.2.2 Quality Control Process

FVMN's quality control process was found to be somewhat cumbersome and time consuming. Although, FVMN runs an automated script to identify potential errors, it was reported that about 65 pages of records are often retrieved that must be reviewed manually to determine if they are viable errors. Sometimes these potential errors are then reviewed with the applicable OIC to determine if they are actual errors or outliers. Even though automated scripts are being run on a weekly basis, the actual error rate could not be determined from this process. Additionally, a total of three different quality control checks are being performed for FVMN. The National Reporting Technology Manager (NRTM) performs random checks as well as running the error script for the Chief of Field Operations (COFO), the COFO performs checks based on the results of the error script, and the Officer in Charge (OIC) performs checks at the local level. Although quality control is a good practice, it should not be performed to the level of duplicating work, thus creating inefficiencies.

2.2.3.2.2.1 Pre-Check Quality Control Measures

Unlike CMN, there is limited quality control in place to pre-check the accuracy of the price data before it is published. In FVMN, LGMN, and PMNA the pre-check quality control varies from reports. Some reports are submitted to the Supervisor/OIC for cursory review and some reports bypass the cursory review process. The criteria to submit a report to the Supervisor/OIC is unclear. DMN has standardized this process as all reports are submitted to the Supervisor for review prior to release.

Paradigm found limited cursory reviews do occur before some reports are posted, however, there does not appear to be a formal pre-check quality control process in place. Often FVMN, LGMN, and PMNA rely on the reporters and supervisors to discover and correct any errors. In addition, customers are very responsive to report any inaccuracies. The customers contact the reporter directly to alert them of errors in the reported price data. It is unclear if some of these errors are due to the large amount of manual data entry or how data was collected, since there is no mechanism in place to track.

During the 2011 Data User Conference, several end users reported that from their perspectives MN data was "about 98 percent accurate and there is never any major issues with the reports."

2.2.3.3 Information Dissemination

There are several key findings in the Information Dissemination process where AMS MN can achieve increased efficiency and standardization.

2.2.3.3.1 Multiple Dissemination Channels

Communication and information dissemination are important components of AMS MN. Having multiple distribution channels is an effective strategy that allows access to different target audiences/groups. Currently, AMS MN utilizes multiple dissemination channels i.e., Cornell, AVT phone message system, radio broadcasting, posting on Portal plus AMS website, video, faxes, mobile text, etc to disburse agriculture market data.

Each of the distribution channels has an associated cost that should be considered to determine the overall cost benefit of having so many various distribution channels. For example, if a customer receives the report through an email distribution then this customer is less likely to visit the website and in turn miss the opportunity to learn more about other MN offerings. It was reported that some Cornell subscribers also receive personalized email notification from the reporters. This redundancy creates unnecessary work for the reporters and potentially sending customers multiple notifications for the same report. Table 29 illustrates the various distribution channels among the Divisions and the associated cost factors.

MN Distribution Channels and Associated Costs Factors												
Distribution Channel	**Stellent**	**MNCS**	**FTP Server**	**Portal**	**Cornell Subscription Service**	**Email List Distribution**	**Newspaper**	**Code-A-Phone/AVT**	**Fax**	**Video**	**Telephone**	**Radio Broadcast**
Cost Factor	Software License Fee	Web Storage Space & Maintenance Cost			$19,700 per year	Personnel Cost		Equipment/ Service Cost & Personnel Cost				
CMN		*	*	*	*	*					*	
DMN	*	*		*	*			*			*	
FVMN		*		*	*	*	*	*			*	
LGMN		*		*	*	*	*	*	*	*	*	*
PMNA	*	*		*	*	*			*		*	*

Table 29: MN Distribution Channels and Associated Costs Factors

Although, the *USDA, AMS Market News Customer Satisfaction Survey* –December 2008, was based on a limited respondents "eighty percent of respondents receive or access MN via e-mail and 63 percent access it via the USDA MN website. Another 13 percent of respondents access the Market News through a website other than the USDA website. Media, such as radio, television and periodicals account for seven percent, and three percent of respondents receive the MN via fax."

PMNA distribution volume data is closely aligned with the survey respondents. Currently, the 65 percent of PMNA customer access reports on the website and 28 percent receive the reports through Cornell. PMNA data also confirms the fax distribution channel is least utilized.

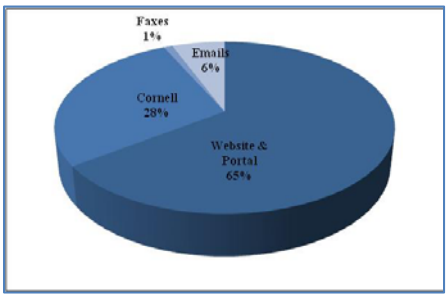


Figure 15: PMNA Distribution Channels

Furthermore, a survey conducted by the American Farm Bureau Federation- March 11, 2010[36], supports the claim that farmers have access to technology. The survey indicates the "Internet is an important tool for young farmers and ranchers. Nearly 99 percent said they have access to and use the Internet, with the vast majority, 72 percent, saying they have access to a high-speed Internet connection. Only 20 percent rely on slower dial-up connections and 8 percent turn to more costly satellite connections." The survey also reported social media site such as Facebook is very popular with young farmers and ranchers. "Nearly three-quarters of those surveyed have a Facebook page. Ten percent of the young farmers say they use the micro-blogging website Twitter, while about 12 percent say they post YouTube videos." Although, there will be some remote locations where less frequent disseminations channels may be justifiable. However, additional information such

[36] http://www.fb.org/index.php?fuseaction=newsroom.newsfocus&year=2010&file=nr0311c.html

as the number of limited-resource farmers, location, and accessibility to technology will be assessed in order to determine the level of impact. It would be beneficial to further evaluate the potential benefits of allocating resources to support the most practical & available channels that provide the best return given upcoming funding constraints.

2.2.3.3.2 Usefulness / Utilization of Reports

There is complexity with measuring AMS MN customers' demand of reports which makes it difficult to determine the current demand rate. Currently, AMS MN uses a website hit counter that enables the organization to measure the number of web page hits (E-views). However, this tool is not a suitable mechanism for calculating report utilization rate in order to gauge the level of demand for the various reports. Table 30 provides a macro view of FVMN internet traffic for FY 2011. According to the table, the FVMN website received an average of 105,095 visits.

FVMN FY 2011 E-View Data					
Date	**MNP Custom Reports (Report Pages)**	**MNP (Page Views)**	**MNP Visits**	**WCM- AMS - FV (Page Views)**	**Cornell (all AMS)**
Sep-11	522,418	494,873	97,664	519,145	599,539
Aug-11	560,043	573,711	107,390	493,438	567,092
Jul-11	607,693	565,378	99,148	491,809	482,455
Jun-11	629,801	571,481	105,690	502,265	499,647
May-11	486,265	476,446	97,607	488,142	487,874
Apr-11	604,598	503,052	101,365	502,238	469,058
Mar-11	722,823	561,802	109,533	508,922	505,343
Feb-11	676,434	557,813	109,435	445,043	431,194
Jan-11	515,707	565,297	111,977	469,362	445,942
Dec-10	403,446	508,889	110,075	481,692	429,730
Nov-10	514,229	522,942	108,109	450,383	453,943
Oct-10	418,970	551,043	103,151	427,739	459,965
Total:	**6,662,427**	**6,452,727**	**1,261,144**	**5,780,177**	**5,831,782**
Average:	**555,202**	**537,727**	**105,095**	**481,681**	**485,982**

Table 30: FVMN E-View Data

The number of visits also does not accurately measure customer demands as one customer can visit the website and access numerous reports. However, the visit is only counted once and do not account for the number of accessed reports. Typically, the number of visits captures the unique IP address within a defined time period (i.e. day, week or month). Although, the number of visits does not provide insight in the demand rate of a report; it does provide FVMN with an estimated baseline of the number of web customers. It appears, FVMN have an average of 105,000 customers in a given a month that access several reports. The Cornell data also does not provide insight into report utilization, it merely tells the number of emails sent for all MN.

The number page views number provides slightly more information as it captures the number of times a page is loaded. However, the number of page views also accounts for the navigation pages that customer must access to get to the actual report. The page view data is not solely based on the actual report view but it is a total of views a customer encounter during a visit. In Table 30, FVMN received an average of 555,202 page views for custom reports in addition to an

average of 537,727 page views for reports that are accessed through the Portal. To have a more insightful gauge of FVMN report demand, it would be beneficial to drill down to identify the unique page view. A unique page view is similar to a page view, but multiple visits to the same page during the same visit are only counted once. For instance, if a customer visits the FVMN the home page, then the Truck Shipment report, then the home page again, this would count as three page views, but only two unique page views (home page and Truck Shipment Report).

According to FVMN, the "WCM- AMS - FV (Page Views)" is similar to a unique page view as this data represent reports that are directly accessed. In FY 2011, FVMN received an average of 481, 681 WCM page views for directly accessed reports.

This web data is a very useful as it confirms a demand for FVMN reports. FVMN has 351 reports, 78 percent of reports are released on a daily basis. However, the release frequency can skew some of the web data because 276 FVMN reports are released five times a week resulting in higher page view. In addition, using this high-level data, it is difficult to determine the actual demand volume for individual reports. It would be valuable to segregate the total number of page views by individual reports as this can assist FVMN with determining the utilization rate of the various reports. A breakdown of the web data was requested but, it was reported the numbers could not be itemized to the finite level.

Table 31 is an illustration of the LGMN web views for FY 2011. As previously discussed, this high level data indicates a demand for LGMN reports. However, it is difficult to glean any analysis based on the following data to determine the actual demand volume for the individual reports and the number of customers.

LGMN Reports Yearly Internet Views	
Category	**Number of Views**
Mobile reports	23,676
Voluntary Livestock reports	24, 759,720
International reports	869,844
PDF reports	1,586,396
Meat Voluntary reports	8,006,372
Mandatory reports	15,413,008
Grain reports	11,362,592
Total:	**62,021,608**

Table 31: LGMN E-View Data

Table 32 is an illustration of DMN FY 2011 E-Views Data. According to DMN, this web data do not include the navigation page views as it only account for actual report loaded/downloaded. DMN has 53 reports, 88 percent of DMN reports are released on weekly or biweekly basis. As a result, the report release frequency is not resulting in higher page views.

DMN FY 2011 E-View Data	
Category	**Number of Views**
WCM Txt - Reports viewed on website	1,940,816
WCM PDF - Reports viewed on website	431,036
Cornell Txt - Reports received by emails	583,190
Cornell PDF - Reports received by emails	10,382

DMN FY 2011 E-View Data	
Category	**Number of Views**
Portal Reports - Custom reports generated on the Portal	177,329
Total:	**3,142,753**

Table 32: DMN E-View Data

Table 33 is an illustration of PMNA FY 2011 E-View Data. As previously discussed, this high-level data is difficult to garner any analysis as it does not differentiate between website hits and visits. Typically, a customer can visit a website and access numerous reports but the visit is only counted once.

PMNA FY2011 E-Views Data	
Category	**Number of Views**
Website hits/visits	1,021,764
Portal views	76,000
Emailed	576,838
Faxed	8,788
Total:	**1,683,390**

Table 33: PMNA E-View Data

Table 34 is a summary of CMN FY 2011 E-View Data. CMN provided additional details that identified the various reports demand.

CMN FY 2011 E-View Data					
Internet Page Views	**Oct-Dec**	**Jan-Mar**	**Apr-June**	**Jul-Sep**	**FY 2011 Totals**
Current PDF	21,752	20,262	18,728	14,276	75,018
Current Excel	157	119	137	106	519
Current Text	649,049	609,470	417,196	396,542	2,072,257
Archive PDF	2,011	2,881	2,708	1,663	9,263
Archive Text	5,021	4,111	1,477	1,702	12,311
Total:	**677,990**	**636,843**	**440,246**	**414,289**	**2,169,368**

Table 34: CMN FY 2011 E-View Data

The following table identifies CMN top 20 reports that received the most internet views from October 1, through December 13, 2011.

CMN Top 20 Internet Views from October 1 through December 13	
Report Name	**# of Views**
Daily Spot Quotations, Pg 1 (front page)	37722
Weekly Cotton Market Review, narrative	25199
Monthly Cotton Price Data File, base quality	24240
Daily Spot Quotations, excerpts	23457
Weekly Cotton Market Review, selected spot & landed mill quotations, differences	22677
Daily Spot Quotations, Pg 3 (Upland, N. Delta differences)	18728
Daily Spot Quotations, Pg 10 (Upland, San Joaquin Valley differences)	18644
Daily Spot Quotations, Pg 4 (Upland, S. Delta differences)	18619
Daily Spot Quotations, Pg 12, 13 (Upland, U.S. seven-market average differences)	18602
Quality of Cotton Classed, By Office, Pg 1,Volume Classed	18433
Quality of Cotton Classed, By Office, Pg 8-10, Upland; strength and micronaire	18180

CMN Top 20 Internet Views from October 1 through December 13	
Report Name	**# of Views**
Quality of Cotton Classed, By Office, Pg 11-13, Upland; mike, unif, trash, tenderable	18139
Quality of Cotton Classed, By Office, Pg 14-15, Pima, all qualities	18104
Daily Spot Quotations, Pg 7, 8 (Upland, W. Texas differences)	17977
Quality of Cotton Classed, By Office, Pg 2-7, Upland; color, leaf, staple, and ex.mat.	17893
Daily Spot Quotations, Pg 9 (Upland, Desert Southwest differences)	17828
Daily Spot Quotations, Pg 5, 6 (Upland, E. Texas-OK differences)	17705
Daily Spot Quotations, Pg 2 (Upland, SE differences)	3608
Daily Spot Quotations, Pg 11 (American Pima)	700
Quality of Cotton Classed, By State, Page 14-15, Pima	501

Table 35: CMN Top 20 Internet View from October 1-December 13, 2011

2.2.3.3.3 Customer Subscriptions

Based on E-view data and email statistics received for FVMN, PMNA, and CMN the "total number of reports provided through subscriptions" does not clearly identify the number of subscribers. The "annual total of reports provided through subscriptions" also includes the release frequency of reports. The following provides a rough estimate of how the number of subscriptions was calculated:

1. Number of Subscribers * Number of Issues = Monthly Total
2. Add the 12 Monthly Total = Number of Reports provided through subscription.

This equation is useful to measure the reporters' workload. For instance, the sum in Table 36 below highlights 114,604 emails sent from Fresno and 89,894 emails sent from the Portal, and provide a summary for FY 2011 annual total emails for FVMN.

FVMN FY 2011Email Calculation Annual Summary			
Report	**Subscribers**	**Emailed Issues**	**Annual Total**
Cold Storage	92	7	644
Truck rate PDF	4	52	208
Truck Rate TXT or Excel	24	52	1,248
Table Grape Supplement	30	58	1,740
Apple processing	97	52	5,044
Honey	15	12	180
onion and Potato	153	250	38,250
FOB Review	156	250	39,000
Watermelon	81	250	20,250
Tomato	28	250	7,000
Trends	10	52	520
Proc Berry Table & Graph	10	52	520
		Total Emailed by Fresno:	114,604
		Portal Reports Emailed Nightly:	89,894
		Total:	**204,498**

Table 36: FVMN FY 2011 Email Calculation Summary

However, in order to gauge the demand of the reports, the actual number of subscribers should only be used in the computation. The total numbers of reports issued is irrelevant in determining

the demand rate since the number of report issued is a FVMN output not necessary the demand of the consumers. For example, in Table 37, the number of subscribers is extracted into a separate column; which clearly identifies that Fresno has 700 email subscribers and the Portal has an estimated 344 subscribers; with a total of 1,044 email subscribers.

FVMN FY 2011 Email Subscribers		
Category	**Annual Number of Emails**	**Number of Subscribers**
Fresno Email	114,604	700
Portal Reports Emailed Nightly	89,8942	344[37] (Avg.)
Total:	**204,498**	**1044**

Table 37: FVMN FY 2011 Email Subscribers

Table 38 indentifies PMNA FY 2011 subscriber data. By extracting the number of subscribers into a separate column, PMNA has a subscription based of 5,058. Table 38 shows the comparison between the total numbers of emails/faxes versus the number of PMNA subscribers.

PMNA FY 2011 Email Subscribers		
Category	**Total Number of Emails**	**Number of Subscribers**
Cornell Email	475,102	3423
PMNA Emails	101,736	1493
Faxed	8,788	142
Total:	**585,626**	**5058**

Table 38: PMNA FY 2011 Email Subscribers

Table 39 illustrates the comparison of the total number of CMN emails/Cornell emails and the number of subscribers for FY 2011. A review of CMN data shows the numbers of subscribers varies each quarter. Subscriber data was missing for the period of April through June. As a result, the total number of subscribers is based on three quarters. On average, CMN has 1,524 CMN email subscribers and 2,806 Cornell subscribers.

CMN FY 2011 Email Subscribers			
Category	**Total Number of Emails Sent**	**Number of Subscribers**	**Average Number of Subscriber**
Cornell Emails	265,519	8,418	2,806[1]
CMN Emails	209,539	4,571	1,524[2]
Total:	**475,058**	**12,989**	**4,330 (Avg.)**

Table 39: CMN FY 2011 Email Subscribers

[37] Assuming "Portal Reports Emailed nightly" line item is based on the number of individual subscribers. Number of Portal Subscriber=Annual Total (89,894) /261 business day in FY 2011

[1] Does not include Cornell email subscriber data from April-June 2011

[2] Does not include CMN email subscriber data from April-June 2011

Table 40 illustrates the DMN subscriber data. The total number of Cornel emails is the sum of Cornell subscriber times report frequency i.e. daily, weekly, or biweekly. Extracting the report frequency, shows DMN subscription based of 8,884.

DMN FY 2011 Email Subscribers		
Category	**Total Number of Emails Sent**	**Number of Subscribers**
Cornell Emails TXT	583,190	8,884
Cornell Emails PDF	10,382	
Total:	**593,572**	**8,884**

Table 40: DMN FY 2011 Email Subscribers

Having a detail subscriber listing provides valuable information on the demand rate of various reports. In the E-view data and email statistics reports, it would be beneficial to have a separate line item to clearly identify the number of current subscribers. CMN does delineate the between the total number of emails and subscriber numbers. The total number of emails provides internal workload data while, number of subscribers provides insights into the customers demand.

2.2.3.3.3.1 Subscriber Report Demand

Table 41 provides a micro-level view of actual customer demand. Based on the results, it appears in FY 2011, there were 700 FVMN Fresno email subscribers and there is a 21 percent demand variation among reports. The top three reports are Freight on Board (FOB) review, Onion and Potato, and Apple Processing; combined, these three reports total 58 percent of the Fresno email subscribers. Table 41 also highlights that Truck Rate PDF report, Trends, and Proc Berry Table and Graph reports are not in high demand since these three reports combined total three percent of the subscribers. On a weekly basis, FVMN allocate resources to provide these reports to 25 subscribers. FVMN should compare these numbers to Cornell subscriber numbers. If the total number of demand is low, FVMN should assess the reason why and pursue the cost benefit of continuing to allocate resources to produce these less frequent demand reports, unless the rational for continual production is viable. If the total number of Fresno and Cornell subscribers is high, FVMN should direct the Fresno subscribers to sign up for the Cornell email distribution service.

It was also reported that in FY 2011, FVMN's Portal emailed an estimated 89,894 reports. This data does not identify the individual reports titles therefore the actual subscriber demand is unknown. From this data, it appears that FVMN's Portal emails an estimated 344 subscribers on a nightly basis as a result; Fresno and the FVMN Portal have 1,044 subscribers. It is unclear whether this is redundant as Cornell University is contracted to provide a mass e-mail distribution of market reports.

FVMN Emailed by Fresno/DC/Portal	
Report Name	**Subscribers**
Truck Rate PDF	4
Trends	10
Proc Berry Table and Graph	10
Honey	15
Truck Rate TXT or Excel	24
Tomato	28
Table Grape Supplement	30

FVMN Emailed by Fresno/DC/Portal	
Report Name	**Subscribers**
Watermelon	81
Cold Storage	92
Apple Processing	97
Onion and Potato	153
FOB Review	156
Subtotal	700
Portal Reports Emailed Nightly 89,894 (Annually) Subtotal	344[38]
Total:	**1,044**

Table 41: FVMN Fresno/DC/Portal Email Subscribers

PMNA also maintains a detailed listing of 1,493 email subscribers. This email listing is separate from the Cornell email subscriber listing. Table 42 provides insight into the report subscription demand range. For example, there are at least five reports that have over a 100 email subscriptions. Majority of PMNA reports have at least 20 subscribers. For the reports with a low subscription, PMNA should consider directing the subscribers to the Cornell email distribution service. In addition, PMMA should continue to reach out to subscribers to gain insights as to why they prefer not to sign up with Cornell since this is a free service.

PMNA Email Subscribers Range	
Number of Reports	**Range of Subscribers**
17 Reports	1 - 20 Subscribers
9 Reports	21- 40 Subscribers
3 Reports	41- 60 Subscribers
1 Report	61- 80 Subscribers
2 Reports	81- 100 Subscribers
5 Reports	100 or More Subscribers

Table 42: PMNA Email Subscribers Range

Obtaining the actual number of subscribers can better posture AMS MN to identify customer demands as well as the flexibility to respond to changing needs. AMS MN will be able to accurately evaluate the demand rate and adjust resources to the most value added activities. In addition, constant communication with customers can help solicit feedback on the value and usefulness for some reports. For instance, as PMNA reporters collect data, they continually communicate potential report changes to customers as well obtain their feedback and advice as well as gauge their feedback. As a result, PMNA was able to eliminate/consolidate a number of reports into more comprehensive reports. DMN also reported working with industry contacts to help determine usefulness/relevance for various reports on a consistent basis. If there is enough interest in a report, DMN will consider carrying the information.

For Divisions that generate a larger quantity of reports, this initiative may require a significant amount of time and resources to reach out to customers to identify actual demands. However,

[38] Assuming "Portal Reports Emailed nightly" line item is based on the number of individual subscribers. Number of Portal Subscriber=Annual Total (89,894) /261 business day in FY 2011

not having this data limits the Division's ability to prioritize reports, clearly identify critical information versus non-critical or non-valued added reports as well as adjust resources accordingly.

2.2.3.3.4 Inventory of Reports

AMS MN continues to refine its report listing, but Cornell has not been able to efficiently keep up with MN's change request. The discrepancies vary from inconsistent title names to discontinued reports. Typically, each Division provides Cornell with updates on an annual basis. However, PMNA may provide batch changes to Cornell outside of the normal annually update to ensure the latest changes are captured. This is part of PMNA strategic goal to review and evaluate market reports on a regular basis for relevance and usefulness.

Where possible, Paradigm compared AMS MN Division master report listings against Cornell's master list. Table 43 is a summary of the discrepancies as of December 2011.

Discrepancy Between Cornell and MN Report Listings					
Discrepancy Finding	**CMN**	**DMN**	**FVMN**	**LGMN**	**PMNA**
Inconsistent Title	1	10	N/A	7	4
Availability of Discontinued Report	2	0	N/A	50	5
Duplicate Listing	1	0	N/A	0	0
Report Not Available on Cornell	1	0	N/A	0	0
Incorrect Commodity Classification	7	0	N/A	1	0
Link Error	0	0	N/A	5	0

Table 43: Discrepancy between Cornell and MN Internal Master Report Listing

It was reported that the Divisions completed a review of the Cornell listing in November, 2011; as of December 2011, these discrepancies were resolved.

2.2.3.3.4.1 Naming Convention

During the review of MN internal reporting listing, Paradigm found the naming convention of CMN, FVMN, DMN, and PMNA to be very helpful in identifying the report category. The naming convention promotes a level of consistency in nomenclature that fosters a relatively intuitive access to the reports. The reports are categorizes by the common commodity item that identifies the content of the report. This naming convention scheme provides easy retrieval of reports as Paradigm was able to distinguish between the various commodity items. Tables 44 through 47 below provide examples of CMN, DMN, FVMN, and PMNA naming convention.

CMN Naming Convention	
Daily Reports	**Quality of Cotton Classed Reports**
Daily Cotton Quality Summary - PDF report release notice	Quality of Cotton Classed, By Office, Pg 14-15, Pima, all qualities
Daily Spot Quotations, Entire Report -- PDF announcement only	Quality of Cotton Classed, By Office, Pg 8-10, Upland; strength and micronaire
Daily Spot Quotations, excerpts	Quality of Cotton Classed, By Office, Pg 2-7, Upland; color, leaf, staple, and ex.mat.
Daily Spot Quotations, Pg 1 (front page)	Quality of Cotton Classed, By State, Page 14-15, Pima
Daily Spot Quotations, Pg 10 (Upland, San Joaquin Valley differences)	Quality of Cotton Classed, By State, Pg 1, volume classed

Table 44: CMN Naming Convention

DMN Naming Convention	
Butter Reports	**Dry Why Reports**
Butter - Oceania	Dry Whey - Central
Butter Highlights	Dry Whey - Northeast and Southeast
Butter/Butteroil - Western & Eastern Europe	Dry Whey - West

Table 45: DMN Naming Convention

FVMN Naming Convention	
Apple Reports	**Intl. Wholesale Market Fruit Reports**
Apple Juice Concentrate Imports	Intl Wholesale Market Fruit Report Birmingham, United Kingdom
Apple Processing Report - Appalachian District	Intl Wholesale Market Fruit Report Guadalajara, Mexico
Apple Processing Report - California	Intl Wholesale Market Fruit Report - Hamburg, Germany
Apple Processing Report - Michigan	Intl Wholesale Market Fruit Report Mexico City
Apple Processing Report - Washington	Intl Wholesale Market Fruit Report Monterrey, Mexico

Table 46: FVMN Naming Convention

PMNA Naming Convention	
Broiler/Fryer Reports	**Shell Egg Reports**
Broiler/Fryer: Daily Chicago Broiler/Fryers	Shell Eggs: Daily 5-Day Weighted Average Trailer Load Egg Sales
Broiler/Fryer: Daily Delmarva Broiler/Fryers	Shell Eggs: Daily California Eggs
Broiler/Fryer: Daily Estimated Slaughter of Broiler/Fryers	Shell Eggs: Daily Midwest Regional Eggs
Broiler/Fryer: Daily Georgia F.O.B. Dock Broiler/Fryers Parts Price (Mon/Wed/Fri)	Shell Eggs: Daily National Egg Market at a Glance
Broiler/Fryer: Daily Los Angeles Broiler/Fryers	Shell Eggs: Daily New York Eggs

Table 47 PMNA Naming Convention

It appears LGMN uses the location then the commodity item. This naming convention scheme is slightly more complex as it requires users to filter by location then by commodity item. Table 48 is an example of LGMN naming convention.

LGMN Naming Convention	
Alabama Reports	**Eastern Cornbelt Reports**
Alabama Auctions Summary (Tue-Fri)	Eastern Cornbelt Daily Direct Hogs-PM
Alabama Weekly Auction Summary (Fri)	Eastern Cornbelt Daily Direct Hogs-AM
Alabama Feeder Cattle Board Sale (Seasonal)	Eastern Cornbelt Daily Direct Prior Day Hog-Purchased Swine
Alabama Feeder Cattle Wtd Avg. (Fri)	Eastern Cornbelt Direct Feeder Cattle Summary (Fri)
Alabama Goat Summary Weekly (Mon)	Eastern Cornbelt Direct Feeder Pig Weekly Summary

Table 48: LGMN Naming Convention

During the comparison review of Cornell to MN master report listing, Paradigm found it easier to filter by the common commodity item versus the reporting location. As a result, Paradigm was able run query searches quicker.

2.2.3.4 Administration / Management

Paradigm has identified some general observations and several key findings for possible improvement that relate to Administration / Management.

2.2.3.4.1 Divisional / Silo Organizational Structure

AMS MN has a divisional organization structure that segregates the organization into semi-autonomous groups. As such, AMS MN is organized according to the specific agricultural industries. This structure focuses on a higher degree of specialization within a specific commodity, so that each Division is given the resources and autonomy to swiftly react to changes in their specific industry environment. As with any organization structure, these Divisions have both strengths and weaknesses.

The benefit of the AMS MN organizational structure is that specialized activities are segregated into self-reliant Divisions, each capable of satisfying customer demands and changes. As a result, there is greater flexibility in responding to environmental changes within their specific commodity. The AMS MN structure allows for clear points of responsibility and allows the reporters to foster relationships with the industry contacts to better collect voluntary information.

On the other hand, the AMS MN current structure may reduce economies of scale and disperses technical competence and expertise. For example, economy to scale can be achieved by sharing the IT and administrative functions among the Divisions. The current structure can potentially lead to increased costs by duplicating resources and efforts across Divisions and causing an overemphasis on divisional versus organizational goals. This type of structure also leads to a restricted divisional view and possible "turf battles" since each Division operates in a "silo" which limits cross-communication, coordination, and collaboration necessary to gain efficiencies across the organization. Additionally, employees are more affiliated with their own Division and lack a sense of being part of AMS MN.

2.2.3.4.2 Division Oversight

The Functional Group Committee was established for collaboration to ensure consistency, uniformity regarding functional-specific issues and concerns across the Divisions. Overall, the goal of the Committee is to provide a unified AMS MN voice. According to the general AMS Functional Committee Draft Charter, the primary objective is to ensure consistency and uniformity of policy and direction across the Agency. As a result, best practices and lessons learned are shared in order to avoid repeating problems as well as provide a unified AMS voice. However, it is unclear whether this Charter is not being used or enforced.

Currently, each Division operates as a type of self-contained mini-business, charged with carrying out its specific role. There is some cooperation and collaboration across the Divisions; however, there is limited participation as well as sharing of internal best practices. The degree of autonomy may have caused coordination of activities and information sharing difficult. The Deputy Administrators have oversight authority for their specific Divisions to ensure accountability for decision-making and group participation. However, a neutral party does not exist between the AMS Administrator and the Deputy Administrators to enforce and implement a formal process for decision-making, accountability, and participation. Based on the Draft Charter, "sensitive or controversial issues upon which the Committee cannot form an agreement

will be elevated by the Chair to all appropriate Deputy Administrators, the AMS Administrator, and the Associate Administrator." In reference to the Functional Committee, this process would require the Chair of the Functional Committee to go directly to the AMS Administrator to resolve sensitive or controversial issues. Additionally, it is unclear whether the Functional Committee has the authority to enforce group accountability and participation. Ineffective oversight results in operating inefficiently as each Division can develop a narrow perspective as well as resist participant without justifiable cause. While the Divisions within the current structure can perform with a level of efficiency and response to the changing needs of industry; the best interest of the Divisions may take precedence over MN as a whole.

2.2.3.4.3 Strategic Plan

AMS MN Strategic Goal is briefly described in the AMS 2008-2013 Strategic Plan. However, it is unclear as to how AMS MN plans to achieve the following strategic objective that states *"Respond quickly and effectively to changing markets, marketing practices, and consumer trends* and "*Expand the Market News Portal to improve data access for users in all commodity areas*."

Currently, AMS MN, as a Division, does not have an internal Strategic Plan that clearly provides short and long-term direction to guide the Divisions as a unified organization to achieve the AMS overarching goals. However, MN does have a Management Plan that includes goals and objectives. However, without a cohesive strategy, the Divisions might be less productive by operating in a reactive mode where time is spent reacting to unexpected changes instead of anticipating and preparing for them.

PMNA has Strategic and Performance Plans that clearly links to the overarching AMS Strategic Goals. These Plans provide clear direction for PMNA staff to obtain future goals that aligns with the AMS 2008-2013 Strategic Plan. Although, this process may be occurring within other Divisions, it was not identified.

2.2.3.4.4 Vision

AMS has a vision that states *"We envision a marketing system that quickly and efficiently moves wholesome, affordable agricultural products from the farm to the consumer"* but AMS MN does not appear to a similar type of statement. AMS MN lacks a unified vision statement that defines what the organization wants to become and ultimately achieve. No strategy is possible without first setting a vision. A statement of "our vision" should give shape and direction to the organization's future state as well as the desired level of achievement. Having a well define unified vision for AMS MN can help the Divisions to become more of a cohesive organization. A unified vision creates cohesion, teamwork and community. Having very clear shared goals and underlying set of principles and values hold the team together. Without a shared vision, MN can easily degenerate into factions, disparate agendas, and turf wars.

In addition, by having a vision statement, MN can use it as an effective vehicle for communicating with important internal and external stakeholders. Customers will be reassured when they are exposed to the statement as they will be able to see that MN is committed to integrity, transparency, and openness.

2.2.3.4.5 Economies of Scale

There appears to be an imbalance of support services within the AMS MN Divisions. CMN, DMN and PMNA do not have dedicated IT Specialists on staff. CMN utilizes the Cotton and Tobacco Divisions IT staff for assistance with routine computer and network related issues. For basic help desk support, DMN attempts to be self-sufficient by having an internal reporter responsible for IT functions. For more technical issues, DMN contacts Market News Support Branch for assistance. While PMNA does not maintain its own IT staff, it does use IT staff from other MN Divisions including FVMN and LGMN as a collaborative resource.

In FVMN and LGMN, the Administrative and IT functions are setup in a semi shared services structure in their respective offices. By having these shared services, the two Divisions are attempting to reduce cost by creating economies of scale. However, this economy of scale is not fully realized since these functions are not shared across all of the Divisions. To fully enjoy cost saving the shared services should be accessible to all MN. Consequently, it appears that the IT Specialists do possess the capability necessary to provide support to the Divisions.

2.2.3.4.6 Supervisor to Employee Ratio

For some AMS MN Divisions, the ratio of supervisors to employees is unclear and inconsistent. For instance, the GS-14 Supply Branch Chief has supervisory responsibility for one employee and is also responsible for all movement reports nationwide. Conversely, a GS-12 OIC supervises a staff of 10 employees. As defined by the Office of Personnel Management's (OPM) General Schedule Supervisory Guide (GSSG): a Supervisor is a position or employee that accomplishes work through the direction of other people and meets the minimum coverage under the GSSG. In order to meet the definition of a Supervisor, the work must involve accomplishment of work through combined technical and administrative direction of subordinates and at least 25 percent of the position's time is spent performing supervisory duties.[39] Some of the Supervisors/OICs perform dual-hatted roles as they have supervisory and market reporting responsibilities. LGMN Supervisor to employee ratio may be higher because LGMN supervises state employees. However, the level of state supervision being performed by AMS MN Supervisors varies from state to state. Additionally, some Supervisors/OICs may perform various duties that include supervisory, reporting, and maintaining IT in field offices. Table 49 illustrates the percentages of supervisors and employees. From this example, it appears DMN has the highest supervisory percentage and PMNA has the lowest.

Supervisors/OICs and Employees Ratio					
Division	**Directors/ Supervisors/OICs**	**Percentage of Directors/ Supervisors/OICs**	**Employees**	**Percentage of Employees**	**Total Staff**
CMN	2	25%	6	75%	8
DMN	4	36%	7	64%	11

[39] http://ita.doc.gov/hrm/documents/supervisor_defined.pdf

Supervisors/OICs and Employees Ratio					
Division	**Directors/ Supervisors/OICs**	**Percentage of Directors/ Supervisors/OICs**	**Employees**	**Percentage of Employees**	**Total Staff**
FVMN	11	17%	54	83%	65
LGMN	28	28%	69	72%	97
PMNA	3	14%	19	86%	22

Table 49: Supervisors/OICs and Employees Percentages

2.2.3.4.7 Position Descriptions

It was reported that the majority of position descriptions (PD) are outdated and do not actually reflect the most current reporters duties. For instance, there are some PDs that have supervisory position titles but the employee does not perform supervisory duties. These supervisory position titles are assigned to employees in one-man field office locations; which creates confusion given that a position title generally conveys the job responsibility.

PDs need to be revisited to accurately reflect the work that is being performed. They must describe the principal duties, responsibilities and supervisory relationships of a position, clearly and definitively, in order to provide the information necessary to determine the proper classification. The PD is the official record of the major duties and responsibilities of a position assigned by a Supervisor or Management official. Ultimately, there should be direct correlation between PDs and employee performance plan.

2.2.3.4.8 Workload

There appears to be an inconsistency in workload distribution however, the level of workload imbalance among the staff is unknown at this time. During the onsite interviews, it was discovered that some employees are being underutilized and would benefit from assuming additional responsibilities while others appear to be overworked and would like to shift some of the workload elsewhere. The workload analysis will assist with identifying the workload distribution (gaps/overage/shortage) among the staff. The results will be used to determine whether workload/resources may need to be adjusted/ realigned. The results will also establish a baseline that can be used as a benchmark for comparison during annual workload assessments.

2.2.3.4.9 Coverage

The impact of attrition and funding constraints has created situations where offices have difficulties with completing required work in the event that staff members take leave. According to FVMN, relief work is especially important at the terminal markets. In some cases, there is only one report covering a market or a few reporters covering the largest markets (Boston, LA, New York). When there are extended absences due to vacation time, emergencies, or sick leave, FVMN has to shift reporters temporarily to maintain market coverage. All of FVMN reporters are trained in shipping point as well as terminal market reporting and are expected to fill in when necessary.

Some relief work require reporters to be onsite for only a short duration and then make calls the remaining part of the day. For example, it was reported the LGMN Minneapolis relief work only requires the reporter to be physically present for about 15 minutes. The reminder of the day is

spent calling the contacts for market data. Employees expressed concerns that it was not cost effective to provide relief for some of these remote locations. Although LGMN employees believe relief work can be done remotely, LGMN is required to have a physical presence at markets and auctions to collect information. Some relief work can be done remotely but attending markets and auctions requires a physical presence.

Although, MN Divisions solicit annual leave requests each year to plan relief work, emergencies/illnesses which occasionally require last-minute coverage arrangements cannot be anticipated. Overall, MN Divisions have existing efforts in place to perform relief work with the lease amount of disruption and cost.

2.2.3.4.10 Co-locating

FVMN has been paying full rent for the Kent, WA office even though FVMN has been co-located with Fruit & Vegetable Fresh Products Branch for over two years. However, as of January 2012, this issue was resolved and both agencies are now sharing the lease cost. Based on information received, CMN has the highest lease cost per employee. Even though, CMN shares space with their other cotton operations and pays a prorated lease cost, they pay higher rent per employee. This is partly due to their management residing in Memphis, TN and not headquartered in Washington, DC which results in direct overhead leadership charges. Additionally, CMN pays less than five percent overhead costs to offset facility expenses and does not pay Greenbook charges. Other AMS MN Management is located in the USDA Headquarters in Washington D.C and their associated lease costs are covered in Greenbook charges. If possible, CMN Management should evaluate the distribution of shared office space cost to ensure the cost is appropriately spread within the Division. Given the span of AMS MN disbursement, careful consideration should be taken to identify additional opportunities to co-locate/share cost among MN Divisions as well as AMS-wide.

2.2.3.5 Information Technology

Several key findings for possible improvement that relate to Information Technology are identified below.

2.2.3.5.1 IT Support

As part of this organizational assessment, seven IT support positions have been identified; six in LGMN and one in FVMN. These IT support positions are dedicated to database and user support in their specific AMS MN Divisions. DMN assigns IT responsibilities to an existing AMS MN reporter as an additional duty. CMN does not have a dedicated IT staff and the Division relies on C&T IT staff for its IT support. PMNA also does not have a dedicated IT support staff and relies on support from other MN IT personnel; for more difficult problems, PMNA request assistance from IT staff within other Poultry operations.

The services provided by these IT staff positions could become a more centralized support function for the entire AMS MN Program, regardless of Division. Further centralizing these IT staff positions could assist with standardizing end-user support and entry procedures. This would add expertise to the existing centralized unit where IT experts could better share knowledge and expertise among one another.

2.2.3.5.2 IT Infrastructure

In discussions with IT staff at AMS MN Headquarters, it was reported that the IT application design has not been updated in recent time. According to the IT staff, many of the IT systems were developed during the mid-1990s and the updates could improve system efficiency and reliability. These updates have not been possible because of the investment needed to redesign the systems. As a result, AMS MN IT continues to build on its legacy architecture. Currently, each MN Division has its own set of database tables and interface frontend; refer to Appendix H – MNIS-MNP Design for a graphic depiction of the current MNIS environment. This type of environment reduces efficiencies and increases maintenance costs. It was also reported that other database platforms exists that could be less expensive to license and operate than the current Oracle system (MNIS) while providing the same level of functionality. However, but cost-benefit studies of the alternatives are planned but have not been conducted.

2.2.3.5.3 Virtual Server Connectivity

After AMS relocated the IT servers to Washington, DC, many employees expressed concern regarding the speed and connectivity [especially for in-house standalone databases/spreadsheets] which was confirmed by IT staff. Many reporters also expressed concerns about the slow connectivity reduces their efficiency and at times inhibits their ability to complete work in a timely manner. However, based on feedback received from the IT staff, the connectivity issue has been resolved through network optimization equipment.

2.2.3.5.4 Information Technology Systems

Each AMS MN Division is using information systems and technology in different ways (IT Silos – MRP, DIVA, LWS, REP, and Feedlot). LGMN currently uses the LSW and REP databases that are similar in nature but have significant redundant functionality and are not linked. Redundant databases cause increased maintenance costs and reduces efficiencies. Additionally, the Portal and DIVA are being maintained by a contractor. It was discovered that although the MNIS is capable of handling most of the AMS MN Divisions (the exception being CMN which uses MNIS only for the capturing of quality data), LGMN have been resistant to utilize it and prefer to use MS Excel and other internal databases. PMNA uses the MNIS in a majority of its processes but less than 30 percent of the time for report generation, due to the fact that MNIS is not adequately suited for PMNA.

During the onsite interviews, it was reported by some of the MN staff that the MNCS is not user friendly as it has limited capability in loading some of the reports that contains graphics.

2.3 Task 3 – Best Business Models

Best business models are the most efficient (least amount of resources) and effective (best results) way of accomplishing an activity based on proven, repeatable procedures. In order to accelerate culture change by making an organization look outward rather than focusing inward. This approach based around continuous learning to find ideas and strategies to improve performance.

In order to achieve the major goals of this organizational assessment, Paradigm employed various process analysis techniques to identify measurements for process simplification and improvement as outlined in Table 50.

Options for Identifying Targeted Areas of Improvement		Relevant Process
Value-Added Analysis	Evaluating activities and tasks within the organization to determine the contribution to meeting customer and organizational needs.	Improve timeliness for disseminating reports by reducing the excessive review process and cumbersome quality control. Improve the clarity of the writing style and tables and graphics, as well as the layout to satisfy consumers' feedback.
Cost Driver/ Root Cause Analysis	Analyzing the cause of activities (cost drivers) and determining the root cause or source of Non-Value Added activities and tasks.	Repackaging reports in terms of reproducing already published data. Eliminate secondary source reporting to focus on gathering direct data source.
Bureaucracy Elimination	Removing unnecessary administrative tasks, approvals, and paperwork. May include unnecessary approvals, extra copies, and unneeded reports.	Determine the usage of reports to eliminate reports and consolidate where necessary. Evaluate the value of having multiple quality reviews to ensure the applicable sections are correctly duplicated for repackaged reports.
Duplication Elimination	Removing identical activities that are performed in different parts of the process.	No longer expend time to reproduce secondary source information that can be accessed directly from the original source.
Simplification	Reducing the complexity of the activity or process. Includes the use of standardized forms and procedures to eliminate errors.	Reduce the overwhelming number of MN reports Division-wide to reduce overlap and redundant information and different reporting styles.
Error Proofing	Making it difficult or impossible to perform the activity incorrectly.	Ensure current desk manuals/ user guides are up to date for all staff to have quick access to effectively perform relief duties.
Cycle Time Reduction	Using streamlined tools and concurrent activities to reduce the total cycle time of a process. Includes the use of quick change over techniques.	Start to finish time can be reduced significantly for reporters who have remote access to appropriate databases to directly enter data from live actions and terminal markets.
Technology Upgrading	Utilizing more modern technology to perform an activity or tasks or upgrading systems to automate manual processes.	Integrate IT infrastructure into a uniform platform to reduce duplicating configuration maintenance. Reducing the number of different databases, spreadsheets to capture data (MRP, DIVA, LWS, REP, Feedlot, standalone databases and spreadsheet).
Standardization	Selecting a single efficient way of performing an activity (best practices)	Redistribute retail reporting duties to better utilize staff and reduce redundancy.

Options for Identifying Targeted Areas of Improvement		Relevant Process
	and having all employees do the activity the same way all the time.	
Controlling Process Variation	Understanding the causes of variation within a process and eliminating the variation to the extent possible.	Published reports are formatted differently within the Division's and in some instances within field offices.

Table 50: Best Business Models

2.3.1 Specific Opportunities of Recommended Improvements

After defining and assessing the "as-is" organization and building the process map workflow relationships, Paradigm identified several areas that could be more consistent for both AMS MN reporters and its customers. Initial improvements were identified because several opportunities exist within the MN process that can be enhanced. Table 51 provides detailed opportunities for improvement that will be further examined as a target area of improvement:

Information Collection			
#	**Findings**	**Proposed Resolution**	**Rationale**
1	Retail Report	Evaluate which software is the most efficient in capturing retail data to standardize where possible the retail reporting among the Division. Examine the possibility of allocating the retail data entry to the MN assistant and the MN reporter will be responsible for the analysis and commentary write-up.	Best Practices could be better shared and implemented among the Division; could become a centralized reporting activity with shared resources. MN reporter will have more time to analyze market data and perform other essential duties.
2	Repackaged Reports	Formulate a team to evaluate the cost benefit of developing and disseminating repackaged reports.	Eliminate the duplication of information. AMS MN needs to determine what information is actually "critical" for reporting. This will assist MN with determining what information is necessary to repackage. The goal of MN is to continue to be the main source for collecting unbiased information.
3	Secondary Source Reporting	Provide a link on the AMS website or Portal that directly link customers directly to the source.	Reduce time and effort of searching through various databases to obtain information and eliminate the need for manually data entry. Does not coincide with the primary MN responsibility of providing in-depth insights and analysis on market data. During a time of budget constraint, consider reducing / limiting 'gold plating" service in order to maximized usage of

			resources.
4	Onsite Market News Data	Invest in laptops or tablet PCs that has the necessary capability to capture data and upload data directly to the Portal.	This investment will allow reporters to provide timely market data and reduce the level of effort.
5	Shared Network Folders	Provide access to employees within the same Division.	Field office staff should have access to internal resources to complete job responsibilities. These employees need to feel as if they are included rather than excluded from the organization.
6	Sample Size/ Standards	Develop guideline to define the threshold/target based on transaction volume of the market share.	Ensure reporters reach out to all possible contacts in order to accurately depict the market conditions.
7	Customized / Ad-hoc Reporting	Continue to train customers to navigate the website and teach them how to run queries for customized reports.	Customers will be exposed to additional content from MN. Eliminates the need for reporters to be pulled away from performing job duties.
Information Analysis & Verification			
#	**Findings**	**Proposed Resolution**	**Rationale**
8	Review Process	Streamline the quality review process so that this function is not being performed excessively or duplicated by multiple positions.	Quality control is a necessary part of an organization but an excessive amount of review leads to inefficiencies.
9	Quality Control Process	Modify the FVMN automated error script to better segregate errors and lessen time for manual sorting.	The error script returns about 65 pages of records that it identifies as potential errors. These errors must be sorted through manually to determine if they are actually errors. If the script could be modified to return only true errors, this would make the quality control process much more efficient.
Information Dissemination			
#	**Findings**	**Proposed Resolution**	**Rationale**
10	Multiple Dissemination Channels	Eliminate less frequent dissemination channel and redirect customers to the website.	Each dissemination channel has an associated cost. Eliminating or restructuring the less frequent channel can provide cost saving.
11	Usefulness / Utilization of Reports	Establish a mechanism to assist MN Divisions with better gauging and monitoring utilization/ usefulness of reports as well as determining critical information.	Provide better insight into customer demands and relevance in order for MN to adjust resources to the most value added activities.
12	Inventory of Reports	Provide Cornell updates on a quarterly or semi-annual basis.	Provide incremental batch updates so Cornell is more in sync with up-to-date reports on the AMS portal/website.

Table 51: Specific Opportunities for Improvement

3.0 PHASE 2 FUTURE PROGRAM ENHANCEMENTS & IMPROVEMENTS

3.1 Business Alignment Strategy

A proper business alignment strategy can help AMS MN optimize its organization by aligning its staff, resources, and structure to meet organizational goals. Based on key findings/opportunities for improvements that resulted during Phase 1, Paradigm developed the business alignment strategy that includes recommended options/alternatives [deemed feasible by MN Management], and "to-be" structure and processes that will provide AMS MN the framework to assist with:

- Improving overall organizational and operational efficiencies,
- Maximizing resources (funding and staff),
- Streamlining business processes (where feasible),
- Eliminating redundancies,
- Improving effectiveness/usefulness as it relates to customers' needs, and
- Aligning technology to more efficiently accomplish the agency's mission.

3.1.1 Workload Assessment

As part of Phase 2, Paradigm conducted a workload assessment to assist with validating specific activities being performed by the workforce, the distribution level of work within the organization, and to support recommended options. Paradigm coordinated with MN Directors to develop a workload survey tool to assist with collecting workload data from MN staff. In accordance with AMS MN Management decision, Paradigm modeled the survey tool after the existing tool developed by the PMNA Division**. and to capture only the average time to perform a task.** Although, AMS MN Management requested a feature to tally reported workload hours during data entry, Paradigm did not include this feature**. Including a tally would have introduced bias into the data entry from employees adjusting per accomplishment times** to **produce the equivalent of full time** work **rather than accurately reporting level of effort for tasks**. Based on previous lessons learned, **including a tally counter for reported workload** does not provide an accurate representation of work actually being performed by the workforce.

3.1.1.1 Scope and Approach

To conduct the level of effort analysis, Paradigm used the operational audit technique to capture workload data. This is based on a combination of technical estimate and good operator timing. The technical estimate is based on determination of the standard hours needed for a given process step, based on an estimate made by individuals technically and professionally competent to judge the needed time. The good operator method establishes time values by estimating the time a qualified individual expends on a given activity.

Workload data pertains to per accomplishment times (PATs) and the utilization of staff to perform specific tasks. PATS are for the delivery or completion of one occurrence of the activity in minutes. As previously discussed, the workload data captured only the average time it takes to perform a task (i.e., the most likely). All PATs were then converted to monthly hours for the analysis. The workload computations are an estimate because they are based on averages.

Data collection was accomplished using a Microsoft Access database tool designed specifically for AMS MN. It provided a simple point-and-click interface for respondents to enter data. The survey tool was **pre-populated with reports produced by AMS MN. The survey included standard supporting tasks for supervision, administration, management, and IT processes. Finally, there are some tasks that are transitory, or unique to specific positions or locations. Because these are less common, the tool provided the means for respondents to include other essential and productive tasks. These are simply categorized as additional duties.**

The workload survey focuses on capturing PATs for the following core processes:

- **Information Collection**
- **Analysis and Verification**
- **Dissemination**

Workload data for the Information Collection, Analysis and Verification, and Dissemination processes was captured by the method the respondent uses to complete~~.~~ **the task. Additionally, there are numerous supporting activities necessary for the performance and operation of AMS MN. Workload associated with these areas is grouped into the following three main processes:**

- **Administration / Management**
- **Supervision**
- **Information Technology**

Workload data was used to compute the Full-Time Equivalents (FTEs) for the delivery of activities, products, and/or services. FTE is a measure of workload. An FTE of 1.0 equates to a full-time employee. It is also interpreted to represent the amount of time a person works. An FTE of 1.0 also means an individual works a standard 40 hour work week of five (5) workdays for fifty (50) weeks a year (adding the ten Federal holidays to the work schedule would equal 52 weeks). FTEs are calculated based on the number of hours available for an employee to work annually. For this survey, we used 2007 annual available hours to compute FTEs. Table 52**: Computation of Annual Available Work Hours summarizes how the 2007 annual available hours was determined.**

Computation of Annual Available Work Hours		
	Computation	Results
Calendar Days/Month	365.25 days/year 12 months/year	30.4375 days
Standard Workweek	5 Days *8 Hours/Day	40 hours
Computation of Assigned Days/Month		
	Days / Month Less the following:	
Holidays/Month	10 holidays 12 months	-0.8333 days
Weekend Days/Month Weeks/Month	30.4375 days/month 7 days/1 week	4.3482 weeks

2 days / week in a 30.4375 days / month	4.3482 weeks / month x 2 days	-8.6964 days
Resulting Assigned Days/Month		**20.9078 days**
Computation of Annual Assigned Hours		
Monthly Assigned hours	20.9078 Assigned Days/Month X 8 Hours/Day 167.26 Hours / Month	167.26 hours
Annual Assigned hours	167.26 Monthly Assigned Hours x 12 Months / Year 2007.12 Hours / Year	2007 (rounded)

Table 52: Computation of Annual Available Work Hours

Paradigm developed survey instructions to guide the respondents through each part of the survey. The instructions also included contact information for the Paradigm point of contact in the event respondents had issues or questions regarding the survey. The population for the workload survey included all AMS MN employees as well as Cotton grading employees who collect MN information.

Paradigm **used** the Cornell listing provided by AMS MN **to preload the MN reports into the survey tool**. However, the report listing was not all-inclusive and throughout the survey process, requests were made to add reports to the survey tool. Even though, a revised Cornell listing was provided to Paradigm, discrepancies still **exist in trying to account for actual reports being produced.**

3.1.1.2 Summary of Initial Workload Assessment Results

The **initial** workload survey was provided to 234 AMS MN staff by their leadership for mandatory completion; as a result, the overall response rate for the survey was 99.6 percent.

AMS MN Workload Survey Response Summary			
Division	**# of Respondents**	**# of Surveys Returned**	**% of Surveys Returned**
CMN	54	53	98%[40]
DMN	11	11	100%
FVMN	57	57	100%
LGMN	83	83	100%
PMNA	22	22	100%
IT	7	7	100%
Totals:	**234**	**233**	**99.6%**

Table 53: AMS MN Workload Survey Response Summary

The 233 individual survey database files were compiled into a single master database. The master database only retains records where data was provided and excludes records with no survey data. Based on **initial** survey results, 81 respondents provided data that was 1.6 FTE or

[40] The one outstanding CMN position was a Cotton grading employee who was on extended leave.

higher. The majority of these were FVMN and LGMN employees which represented 34.6 percent of the overall population. Additionally, 47 respondents reported data under 0.6 FTE. The majority of these respondents are Cotton grading positions, which may be appropriate since Cotton grading staff performs a small portion of collecting CMN information.

Due to project time constraints and the number of outliers/erroneous data, a proper analysis could not be conducted on the workload survey data. The current state of outliers/erroneous data misrepresents the overall results and prevents meaningful recommendations from being fully supported. **Based on the initial workload, Paradigm cannot assign a level of confidence to the data collected.** Paradigm will work with AMS MN Management to determine a strategy for mitigating the outliers/erroneous data so a meaningful assessment can be conducted to support recommended options.

Respondents Outside FTE Threshold			
Division	**# Respondents**	**# of Respondents Over 1.6 FTE**	**# of Respondents Under 0.6 FTE**
CMN	53	6	37
DMN	11	0	1
FVMN	57	28	2
LGMN	83	44	7
PMNA	22	2	0
IT	7	1	0
Totals:	**233**	**81**	**47**

Table 54: Respondents outside FTE Threshold

Approximately 65 reports were added to the "Additional Duties" section of the survey that was not identified in the original Cornell listing. Although, an updated Cornell listing was provided to Paradigm, discrepancies between report listings still exist. As a result, Paradigm recommends during the follow-up workload assessment, this listing of reports be validated with the assistance of the AMS MN reporters who actually produce these reports to ensure the most accurate listing is captured in the survey tool. The initial analysis also revealed that respondents did not provide workload for 194 AMS MN reports. As such, there is a disconnect between the reports AMS MN believes are being produced versus those that are actually being produced. Therefore, Paradigm recommends that AMS MN verify whether these reports are being produced by AMS MN employees and take action to update report listing accordingly.

3.1.1.3 Recommended Addendum to Final Report – Workload Mitigation Strategy

Due to project time constraints and the amount of outliers/erroneous data reported, Paradigm was unable to perform a proper normalization to correct the data and asses the workload survey results. Also, Paradigm was unable to use this data to perform an evaluation of staff resources/work distribution nor provide recommendations for identifying the effective use these resources. To retain data integrity and to be able to provide third party objective recommendations, it is important that Paradigm be engaged in the data correction and normalization. As a result, AMS MN Management has agreed to follow up with correcting workload data after approval of the Final Report. As part of this effort, Paradigm will coordinate with AMS MN Management to determine requirements and timeframe for completion. The results of this follow on assessment will require an addendum to the final report to document

survey assessment results. The following provides a listing of initial activities that will need to occur in conducting this follow up effort:

1. Paradigm will coordinate with AMS MN Management to determine requirements and timeframe.
2. Make requested changes/modifications to workload survey tool; address automated send issue.
3. Paradigm work with AMS MN Divisions to scrub report listing to ensure all reports are accurately captured.
4. Update instructions based on survey changes/modifications and lessons learned from the initial data collection effort.
5. Identify respondents with suspect workload (>= 1.6 FTE, <0.6 FTE).
6. Provide a severity ranking for each of the suspect surveys (i.e., 1 to 5, where 5 requires complete rework, 1 can be updated quickly)
7. Determine whether training sessions will need to be provided to respondents who need additional support.
8. Develop supplemental training aids to assist respondents who are having trouble understanding the workload data collection process.
9. Distribute survey to respondents who need to retake the survey (i.e., those rated with severity 3 through 5).
10. Normalize data for lower severity respondents (i.e. those rated with severity 1 and 2); work with respondents to clarify and correct data issues via phone calls, emails, etc.
11. Track status of returned surveys and provide updates to AMS MN Management as needed.
12. Collect and compile all returned surveys into master MS Access database.
13. Run computations to identify any remaining outliers and/or erroneous data.
14. Work with AMS MN and respondents to correct the remaining outliers and/or erroneous data.
15. Develop queries and reports to produce workload analysis results.

Once the data has been corrected and properly normalized, an optimal allocation of resources can be identified. Using the workload data, Paradigm will analyze and evaluate staff resources and work distribution. This will be the basis for identifying the effective use of resources, to address whether existing resources are sufficient or redistribution of workload may be required. Paradigm will coordinate with AMS MN Directors to address any workload gaps and overage/shortage of resources.

3.1.2 Workload Addendum Results

On May 14, 2012, AMS MN Management initiated the workload data correction and normalization effort. AMS MN Management led the data correction effort of the 81 respondents that provided workload data of 1.6 FTEs or higher. According to AMS MN Management, the respondents were instructed to reexamine and revise their original submission. Once the respondents made the necessary corrections, the respondents

submitted the survey directly to Paradigm. Paradigm compiled and normalized the data by making sure workload data was within an FTE range of less than 1.6 FTE, typographical errors were corrected, and data types were consistent. Upon completion of data normalization and data analysis, anecdotally Paradigm would estimate a 75% to 85% level of confidence to the data collected as the basis for making any resource utilization decisions. Overall, Paradigm estimates that some FTE calculations still remains higher than the actual level of effort required performing these tasks. This is especially true for any FTE value for a single employee that is greater than 1.5. A 1.5 FTE for a single employee translates to mean that employee is working more than 60 hours a week, every work week of the year. As shown in the following section.

3.1.2.1 Comparison of Baseline Staffing and FTE

Table 55 through Table 59 illustrates the crosswalk from the current MN staffing to the FTE computations. The calculations are based on the survey data from MN directors, reporters, and staff members. Intermittent employees and state reporters did not participate in the survey. Therefore, they are not accounted in the baseline or the FTE calculations.

Table 55 shows CMN baseline staffing and computed FTEs. As previously reported, CMN baseline is seven (7) FT employees and one (1) PT employee in Raleigh, NC who also collects tobacco information. In addition, CMN cross-utilizes 48 (7.72 FTEs) cotton grading employees for the collection of CMN market information.

The cotton graders provided additional workload that is outside of the market data collection scope. The graders provided workload data in all seven processes: Information Collection, Analysis & Verification, Dissemination, Administration & Management, IT Support, Supervision and Additional Duty. For example, the graders provided workload for handling office mail, performing time and attendance, and etc. This resulted in a 50% increase of the baseline staffing of 7.72 FTEs to 15.05 FTEs. Workload data outside of Information Collection process is excluded from the analysis and FTE calculations. There were 187 tasks totaling 6.98 FTEs that are not included in the graders workload calculations. By including only the Information Collection workload data, the initial total of 15.05 FTEs is reduced to 8.07 FTEs.

Overall the CMN workload analysis results in a slight increase of approximately one percent (1%) of total staffing from 15.22 to 15.41 FTEs. The calculations show additional resources may be needed in the reporter and grader positions. It appears CMN requires an additional 0.88 FTEs in the reporter position and 0.35 FTEs in the grader position to meet demand of the reported workload. The comparison of the baseline and workload data show a decrease of 0.45 FTEs in the supervisory position and 0.59 FTEs in the MN assistant. It appears CMN could possibly shift some reporting duties to the supervisory position to offset the reporting workload.

CMN Locations	Baseline				Reported FTE			
	Grader	Supervisor	Reporter	MN Asst.	Grader	Supervisor	Reporter	MN Asst.
Abilene, TX	4	0	0	0	0.47	0	0	0
Corpus Christi, TX	4	0	0	0	0.80	0	0	0
Dumas, AR	5	0	0	0	0.68	0	0	0
Florence, SC	6	0	0	0	1.14	0	0	0
Lamesa, TX	4	0	0	0	0.08	0	0	0
Lubbock, TX	6	0	1	0	0.08	0	1.15	0
Macon, GA	6	0	1	0	3.48	0	1.46	0
Memphis, TN	6	2	1	1	0.25	1.55	1.09	0.41
Raleigh, NC	0	0	0.5	0	0.0	0	0.62	0
Rayville, LA	4	0	0	0	0.56	0	0	0
Visalia, CA	3	0	1	0	0.53	0	1.06	0
Subtotal	7.72[41]	2	4.5	1	8.07	1.55	5.35	0.17
Total	**15.22**				**15.41**			**+1%**

Table 55: CMN Baseline Staffing and FTEs

Table 56 illustrates the comparison of the DMN baseline staffing and FTE computations. The FTE comparison shows an increase of approximately 16% of staffing to meet the reported workload demand. The current staffing in Fitchburg, WI is eight (8) FT employees. The total workload calculation for this location is 9.52 FTEs, an increase of 1.52 FTEs. The overall workload calculations in Washington, DC location did not yield any changes.

The comparison of the baseline and FTE shows an increase of 0.86 FTEs in the supervisory position and 0.81 FTEs in the reporter position. Although it appears additional resources may be required in the supervisory position, it is unclear if the workload requires a management level staff since some DMN supervisors perform both supervisory and market reporting responsibilities.

DMN Locations	Baseline			Reported FTEs			Δ Baseline-Reported
	Supervisor	Reporter	MN Assistant	Supervisor	Reporter	MN Assistant	
Fitchburg, WI	3	4	1	3.71	4.74	1.07	+1.52
Washington, DC	0.5	0.15	0.85	0.65	0.22	0.63	0.0
Subtotal	3.5	4.15	1.85	4.36	4.96	1.7	1.52
Total	**9.5**			**11.02**			**+16%**

Table 56: DMN Baseline Staffing and FTEs

[41] **CMN cross-utilizes 48 (7.72 FTE) Cotton Grading employees for the collection of CMN market information.**

As previously discussed, FVMN has seven (7) intermittent, two (2) PT employees, and 56 FT employees. The seven (7) intermittent employees did not participate in the workload survey. During the workload assessment, FVMN promoted a reporter in Benton Harbor, MI and Chicago, IL to supervisory positions. This resulted in a baseline change from 11 to 13 Supervisors/OICs and a decrease in the reporter positions from 41 to 39 reporters.

Table 57 illustrates the comparison of FVMN baseline staffing and FTEs. The calculations resulted in an increase of the baseline staffing of 57 to 58.81 FTEs, an increase of 1.81 FTEs. Approximately three percent (3%) increase in FVMN overall staffing.

Phoenix, AZ (+1.02), Oakland, CA (+0.85), and Washington, DC (+0.77) are the top three locations with the highest demand for additional resources. The analysis concludes a shortage of 2.64 FTEs for these three locations. Conversely, the workload data indicates Chicago, IL (-1.08), St. Louis MO (-0.43), and Fresno, CA (-0.40) have a total surplus of 1.91 FTEs.

Currently, FVMN has 13 FT supervisors. However, the workload volume equates to 12.33 FTEs, a decrease of 0.67 FTEs. The analysis indicates an increase of 2.48 FTEs in the reporter position. It appears realignment of some supervisors and reporters responsibilities could offset the imbalance of the current workload demand. The workload comparison shows minor changes in IT (-0.1) and MN assistant (+0.1) positions.

FVMN Locations	Baseline				Reported FTE				Δ Baseline-Reported
	Supervisor	Reporter	IT	MN Asst	Supervisor	Reporter	IT	MN Asst	
Benton Harbor, MI	1	2	0	0	1.13	1.19	0	0	0.32
Chicago, IL	1	2	0	0	0.0004	0.92	0	0	-1.08
Dallas, TX	0	1	0	0	0.00	1.23	0	0	0.23
Detroit, MI	0	2	0	0	0.00	1.8	0	0	-0.20
Everett, MA	1	2	0	0.5	0.89	1.98	0	0.6	-0.03
Forest Park, GA	1	1	0	0	0.61	0.99	0	0	-0.40
Fresno, CA	1	1	0	1	0.48	1.09	0	1.03	-0.40
Idaho Falls, ID	1	3	0	1	1.29	2.57	0	1.01	-0.13
Jessup, MD	0	1	0	0	0.00	0.87	0	0	-0.13
Los Angeles, CA	1	2	0	0	1.01	2.16	0	0	0.17
Miami, FL	0	1	0	0.5	0.00	1	0	0.56	0.06
Bronx, NY	1	2	0	0	1.02	2.14	0	0	0.16
Oakland, CA	0	2	0	0	0.00	2.85	0	0	0.85
Oviedo, FL	0	3	0	0	0.00	3.32	0	0	0.32
Philadelphia, PA	0	2	0	0	0.00	2.4	0	0	0.40
Phoenix, AZ	1	4	0	0	1.09	4.93	0	0	1.02
Pittsburgh, PA	0	1	0	0	0.00	1.08	0	0	0.08
Sacramento, CA	0	1	0	0	0.00	0.81	0	0	-0.19
Seattle, WA	0	1	0	0	0.00	1.36	0	0	0.36
St Joseph, MO	0	1	0	0	0.00	1.07	0	0	0.07
St Louis, MO	0	1	0	0	0.00	0.57	0	0	-0.43
Thomasville, GA	0	1	0	0	0.00	0.87	0	0	-0.13

FVMN Locations	Baseline				Reported FTE				Δ Baseline-Reported
	Supervisor	Reporter	IT	MN Asst	Supervisor	Reporter	IT	MN Asst	
Washington, D.C.	4	3	1	1	4.81	3.16	0.9	0.9	0.77
Yakima, WA	0	1	0	0	0.00	1.12	0	0	0.12
Subtotal	13	39	1	4	12.33	41.48	0.9	4.1	1.81
Overall Total	**57**				**58.81 FTEs**				**+3%**

Table 57: FVMN Baseline Staffing and FTEs

As previously reported, LGMN Division has a staffing of four (4) intermittent, four (4) PT, and 89 FT. The four (4) intermittent did not participate in the workload survey. For the workload computation, the four (4) PT employees equate to two (2) FT employees. This results in a baseline of 91 FT employees.

A total of four (4) workload surveys were not submitted from the following: One (1) Supervisor/OIC, one (1) reporter, one (1) FT MN assistant, and a PT (.5) MN assistant. One (1) Supervisor/OIC submitted a workload survey that resulted in a statistical outlier. The employee provided data for so many tasks, that although no single task was excessively high, the workload totaled 4.38 FTEs. To reflect the missing workload surveys and one (1) outlier, the initial baseline of 91 FT employees is reduced by 4.5 FT employees to 86.5 FT employees. This ensures that reported workload is correctly compared to the staff who reported the workload and that comparisons to actual staffing are not skewed.

Table 58 **shows an increase in LGMN staffing of 10.31 FTEs from the adjusted baseline of 86.5 to 96.81 FTEs. This results in an increase of approximately 12% in the overall workforce. St Joseph, MO (+2.98), Des Moines (+1.55), IA, and Thomasville, GA (+1.06) have the largest imbalance of staffing and workload. The three locations appear to have a shortage of 5.59 FTEs. In contrast, Montgomery, AL (-0.89) and Moses Lake (-.42) have a surplus of 1.31 FTEs.**

The analysis shows the highest demand for additional resource is for the reporter position. The total workload for the reporters is 43.75 FTEs, an increase of 8.25 FTEs from the baseline of 35.5 FT reporters. The supervisory workload totals 28.38 FTEs, an increase of .38 FTEs from the baseline of 28 FT supervisors. Calculations show an increase of 0.42 FTEs in IT and an increase of 1.26 FTEs in the MN assistant categories.

LGMN Locations	Baseline				Reported FTE				Δ Baseline-Reported
	Supervisor	Reporter	IT	MN Asst	Supervisor	Reporter	IT	MN Asst	
Amarillo, TX	1	2	0	0	0.97	2.48	0	0	0.45
Billings, MT	1	0	0	0	1.58	0	0	0	0.58
Columbia, SC	1	0	0	0	0	1.46	0	0	0.46
Des Moines, IA	5	16	2	3	5.75	16.9	1.89	3.01	1.55
Dodge City, KS	1	0	0	1.5	1.58	0	0	1.89	0.97

LGMN Locations	Baseline				Reported FTE				Δ Baseline-Reported
	Supervisor	Reporter	IT	MN Asst	Supervisor	Reporter	IT	MN Asst	
Greeley, CO	1	0[42]	0	2	1.36	0	0	2.27	0.63
Kearney, NE	1	0	0	0	0.72	0	0	0	-0.28
Las Cruces, NM	1	0	0	1	1.31	0	0	1.02	0.33
Lexington, MS	1	0	0	0	0.86	0	0	0	-0.14
Little Rock, AR	1	0	0	1	0	0.82	0	1.47	0.29
Louisville, KY	0[43]	0	0	1	0	0	0	1.28	0.28
Minneapolis, MN	1	0	0	0	1.61	0	0	0	0.61
Montgomery, AL	1	0	0	0	0.11	0	0	0	-0.89
Moses Lake, WA	0	1	0	1	0	1.26	0	0.32	-0.42
Nashville, TN	1	0	0	0	1.46	0	0	0	0.46
New Holland, PA	1	1	0	0	0.98	1.1	0	0	0.08
Oklahoma City, OK	1	2	0	0	0.42	2.31	0	0	-0.27
Portland, OR	1	2	0	1	1.48	2.76	0	0.04	0.28
San Angelo, TX	1	0	0	0	1.23	0	0	0	0.23
Sioux Falls, SD	1	0	0	0	0.78	0	0	0	-0.22
Springfield, MO	1	1	0	0[44]	0	2.32	0	0	0.32
St Joseph, MO	3[45]	9	2	2	3.7	10.22	2.28	2.78	2.98
Thomasville, GA	0	0.5	0	1.5	0	1.06	0	2	1.06
Torrington, WY	0	0	0	1	0	0	0	1.52	0.52
Washington, D.C.	2	1	2[46]	1	2.48	1.06	2.25	0.66	0.45
Subtotal	28	35.5	6	17	28.38	43.75	6.42	18.26	10.31
Total	**86.5**				**96.81**				**+12%**

Table 58: LGMN Baseline Staffing and FTEs

Table 59 shows PMNA does not require significant changes to the current staffing structure. Overall the analysis shows a decrease of approximately four percent (4%) from the baseline staffing of 22 FT employees to 21.20 FTEs. Based on the survey data, it appears PMNA resources are aligned to meet the workload demand.

PMNA Locations	Baseline			Reported FTE			Δ Baseline-Reported
	Supervisor	Reporter	MN Asst	Supervisor	Reporter	MN Asst	
Atlanta, GA	1	6	0	0.92	5.21	0	-0.87
Des Moines, IA	1	8	2	1.12	8.05	1.89	0.06

[42] Reporter did not submit a workload survey.

[43] Supervisor/OIC did not submit a workload survey.

[44] One (1) FT MN assistant and a PT (.5) MN assistant did not submit a workload survey.

[45] Supervisor/OIC workload survey resulted in a statistical outlier.

[46] Includes one IT Supervisor

PMNA Locations	Baseline			Reported FTE			Δ Baseline-Reported
	Supervisor	Reporter	MN Asst	Supervisor	Reporter	MN Asst	
Jackson, MS	0	1	0	0	1	0	0
Washington, DC	1	2	0	1.01	2	0	0.01
Subtotal	3	17	2	3.05	16.26	1.89	-0.8
Total	**22**			**21.20**			**-4%**

Table 59: PMNA Baseline Staffing and FTEs

3.1.2.2 Workload Imbalance

Table 60 provides a summary of the reported workload equal to or less than 0.6 FTEs. This equates to less than 24 productive man-hours a week. It appears these positions may be underutilized and be candidates for assuming additional responsibilities. These positions could counterbalance areas of staffing shortage identified in Table 61 to create a more efficient workforce.

Reported Workload Equal or Less Than .06 FTEs				
CMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Office Support Assistant (OA)	Memphis	TN	836.4	0.42
DMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Info Program Specialist	Washington	DC	452.99	0.23
FVMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Reporter Supervisor	Chicago	IL	8.364	0.004
Market Reporter	Washington	DC	838.92	0.41
Market Reporter	Everett	MA	884.36	0.44
Market Reporter	Idaho Falls	ID	972.13	0.48
Market Reporter Supervisor	Fresno	CA	975.04	0.49
Market Reporting Assistant OA	Miami	FL	1132.48	0.56
Market Reporter	St Louis	MO	1138.12	0.57
Market Reporting Assistant OA	Everett	MA	1204.41	0.6
LGMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Reporting Assistant OA	Portland	OR	86.899	0.04
Market Reporter Supervisor	Montgomery	AL	224.418	0.11
Market Reporter	Des Moines	IA	424.055	0.21
Market Reporting Assistant OA	Moses Lake	WA	639.785	0.32
Market Reporter Supervisor	Oklahoma City	OK	832.854	0.41
PMNA				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Reporter	Atlanta	GA	1155.346	0.57

Table 60: Workload Equal or Less Than .06 FTEs

Table 61 shows the reported workload equal to or greater than 1.40 FTEs. This equates to 56 productive man-hours work week, every week, all year long. Based on the workload

data, it appears these positions are overworked and need additional resource to offset the high workload demand. Workload and resources may need to be adjusted to create a more balanced distribution of workload.

Workload Equal or Greater Than 1.40 FTEs				
CMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Reporter	Macon	GA	2841.669	1.416
DMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Reporter Supervisor	Fitchburg	WI	2849.831	1.42
FVMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Reporter	Phoenix	AZ	2810.019	1.40
Management& Program Analyst	Oakland	CA	2996.53	1.49
Market Reporter	Phoenix	AZ	3008.876	1.50
Market Reporter Supervisor	Washington	DC	3032.725	1.51
Market Reporter Supervisor	Everett	MA	3082.134	1.54
Market Reporting Assistant OA	Washington	DC	3093.702	1.54
LGMN				
Position	**City**	**State**	**Annual Hours**	**FTEs**
Market Reporter	Des Moines	IA	2826.458	1.41
Market Reporter	Portland	OR	2860.267	1.43
Market Reporter	Columbia	SC	2925.447	1.46
Market Reporter Supervisor	Nashville	TN	2931.267	1.46
Market Reporting Assistant OA	St Joseph	MO	2941.565	1.47
Market Reporter	Amarillo	TX	2949.11	1.47
Market Reporting Assistant OA	Little Rock	AR	2957.581	1.47
Market Reporter Supervisor	Portland	OR	2962.035	1.48
Market Reporter	St Joseph	MO	3045.739	1.52
Market Reporting Assistant OA	Torrington	WY	3053.928	1.52
Market Reporter	Des Moines	IA	3058.282	1.52
Market Reporter	St Joseph	MO	3084.921	1.54
Market Reporter Supervisor	Dodge City	KS	3166.354	1.58
IT Specialist	Washington	DC	3173.178	1.58
Market Reporter Supervisor	Billings	MT	3175.164	1.58
Market Reporter	Des Moines	IA	3204.011	1.60
Market Reporter Supervisor	St Joseph	MO	3206.599	1.60
Market Reporter	Oklahoma City	OK	3208.773	1.60
Market Reporter Supervisor	Minneapolis	MN	3239.583	1.61

Table 61: Workload Equal or Greater Than 1.40 FTEs

3.1.2.3 Direct and Indirect Cost Estimates

Each report has a related set of functional processes; cumulatively the output of the processes results in a report. Collecting workload data based on defined processes, we are able to segregate the functional tasks into two distinctive overarching components: direct and indirect processes. Direct processes are those activities required for the delivery of a

MN report. Indirect processes are activities that are essential to the operations of the organization, but are not directly identifiable to a report. Often indirect processes are activities or services that benefit more than a single output/report.

Through the workload surveys, we can attribute specific hours to specific tasks for delivery of MN reports. Therefore, Information Collection, Analysis & Verification, and Dissemination are categorized as direct processes in producing and delivering MN reports. Conversely, Administration & Management, IT, Supervision, and Additional Duties are considered indirect processes because they cannot be directly associated with specific reports. These processes are essential to the Divisions directly engaged in the delivery of reports.

Resources for all processes ultimately equate to costs. Describing the different types of direct and indirect processes entails some reference to the associated costs. As reported in Section 2.1.7.1**, each AMS MN Division receives a percentage of the overall AMS MN budget. The baseline AMS MN funding for FY2011 was $28,230,000.**

The main output of the AMS MN Program is information. Through the collection, analysis, and dissemination of market reports, MN is able to capture and provide numerous valuable data points. The workload directly attributed to collecting the data point is considered direct labor. Using a high-level computation of only the budgetary data, Paradigm is able to provide a rough estimate of the direct cost and indirect cost. The calculation simply takes the total percentage of the direct processes and multiplies that percentage by the total funding allocation for each Division. The same computation is used to estimate the indirect cost.

Table 62 **through Table** 66 **shows the crosswalk of the FTEs percentage allocation and the direct and indirect cost estimates. It appears the majority of CMN (82%), DMN (53%), FVMN (76%), and LGMN (59%) workload is in the direct delivery of MN reports. Based on the workload data, it appears the majority of PMNA reported FTEs (62%) are attributed to indirect processes.**

Table 62 **summarizes CMN workload distribution for each of the core processes. Eighty-two percent of the reported workload is in direct delivery of CMN reports. The total level of effort to produce CMN reports is 12.63 FTEs. The remaining 18% of the workload is attributable to indirect processes. The FY 2011 CMN budget was $2,303,000. Based on a high-level calculation of only the budgetary data, the direct cost estimate to deliver CMN report is $1,888,460 and the indirect cost is $414,540.**

CMN Direct and Indirect Cost Estimates				
Process		Reported FTEs	Percentage Allocation	High-level Cost Estimate
Direct Process	Information Collection	10.93	71%	$1,885,768
	Analysis & Verification	1.21	8%	
	Dissemination	0.47	3%	

CMN Direct and Indirect Cost Estimates				
Process		**Reported FTEs**	**Percentage Allocation**	**High-level Cost Estimate**
Indirect Process	Administration & Management	1.57	11%	$415,736
	IT Support	0.09	1%	
	Supervision	0.93	6%	
	Additional Duty	0.19	1%	
	Total	**15.41 FTEs**	**100%**	**2,303,000**

Table 62: CMN Direct and Indirect Cost Estimates

Table 63 shows 53% of DMN workload is in the direct delivery of reports and 47% of the workload is attributed to indirect processes. The computation results in 5.81 FTEs to collect, analyze, and disseminate reports and 5.20 FTEs are attributed to the indirect processes. DMN FY 2011 budget was $1,361,000. The direct cost estimate to produce DMN reports is $716,316 and the indirect cost is $643,449. There is a difference of $72,867 between the direct cost and indirect cost of providing DMN reports.

DMN Direct and Indirect Cost Estimates				
Process		**FTEs**	**Percentage Allocation**	**High-level Cost Estimate**
Direct Process	Information Collection	3.7	34%	$716,316
	Analysis & Verification	1.83	17%	
	Dissemination	0.27	2%	
Indirect Process	Administration & Management	1.93	18%	$643,449
	IT Support	0.3	3%	
	Supervision	1.68	15%	
	Additional Duty	1.3	12%	
	Total	**11.02 FTEs**	**100%**	**$1,361,000**

Table 63: DMN Direct and Indirect Cost Estimates

Table 64 provides the FVMN workload distribution. The total workload for FVMN is 58.85 FTEs. Seventy-five percent (75%) of the reported workload is directly attributed to producing these reports. The remaining 25% is allocated to indirect support. The FY 2011 budget was $8,104,000. Based on the estimated calculations, the direct cost to provide FVMN reports is $6,146,205 and the indirect cost is $1,957,795. A difference of $4,188,409 between the two operating cost.

FVMN Direct and Indirect Cost Estimates				
Process		**Reported FTEs**	**Percentage Allocation**	**High-level Cost Estimate**
Direct Process	Information Collection	29.66	50%	$6,096,065

FVMN Direct and Indirect Cost Estimates				
Process		**Reported FTEs**	**Percentage Allocation**	**High-level Cost Estimate**
	Analysis & Verification	11.26	19%	
	Dissemination	3.72	6%	
Indirect Processes	Administration & Management	6,64	11%	$2,007,935
	IT Support	1.56	3%	
	Supervision	5.03	8%	
	Additional Duty	1.47	2%	
	Total	**58.85 FTEs**	**100%**	**$8,104,000**

Table 64: FVMN Direct and Indirect Cost Estimates

Table 65 **shows 59% of LGMN reported workload is the direct delivery of reports. The remaining 41% is distributed among indirect support. The FY 2011 LGMN budget was $13,604,000. The direct cost estimate to deliver LGMN reports is $8,025,019 and the indirect cost is $5,578,981. Resulting in a difference of $2,446,039 between the two operating cost.**

LGMN Direct and Indirect Cost Estimates				
Process		**Reported FTEs**	**Percentage Allocation**	**High-level Cost Estimate**
Direct Processes	Information Collection	35.55	37%	$8,025,019
	Analysis & Verification	15.28	16%	
	Dissemination	6.28	6%	
Indirect Processes	Administration & Management	15.83	16%	$5,578,981
	IT Support	5.99	6%	
	Supervision	13.71	14%	
	Additional Duty	4.17	4%	
	Total	**96.81 FTEs**	**100%**	**$13,604,000**

Table 65: LGMN Direct and Indirect Cost Estimates

Table 66 **shows approximately 38% of PMNA reported workload is attributed to the direct delivery of reports and the approximate remaining 62% is due to indirect work. Based on the survey respondents, the majority of the workload is attributed to indirect support of producing PMNA reports. PMNA FY 2011 budget is $2,858,000. The high-level calculation shows the allocation cost for the indirect work is $1,769,129 and the direct cost is $1,088,871.**

PMNA Direct and Indirect Cost Estimates				
Process		**Reported FTEs**	**Percentage Allocation**	**High-level Cost Estimate**
Direct Processes	Information Collection	5.61	26%	$1,088,871
	Analysis & Verification	2.15	10%	
	Dissemination	0.31	1%	
Indirect Processes	Administration & Management	4.76	22%	$1,769,129
	IT Support	0.44	2%	
	Supervision	6.11	29%	
	Additional Duty	1.80	8%	
Total		**21.20 FTEs**	**100%**	**$2,858,000**

Table 66: PMNA Direct and Indirect Cost Estimates

3.1.2.4 Report FTE Calculations

Based on the Cornell's master report listing dated December 21, 2011, MN offers approximately 1,396 different reports to the agricultural industry. Paradigm reviewed and analyzed the report listings. The majority of the reports appear to have a common overarching classification. The reports are different variations of the reported commodity item. Often reports are segregated by geographical locations, time frames, and/or computations. To simplify analysis, Paradigm grouped the reports by common name to provide a high-level view of the level of effort to produce the reports.

Table 67 provides a summary of the total FTE calculations for CMN reports. According to the Cornell listing, CMN offers 40 reports. However, workload was provided for 46 reports. Grouping CMN reports by a common subject resulted in 10 distinct categories. The direct level of effort to produce CMN reports is 12.63 FTEs. Of the 12.63 FTEs, 8.08 FTEs are attributed to cotton graders and the remaining 4.54 FTEs are from the CMN reporters. Seventy-three percent (73%) of the total workload is in *Weekly Cotton Market Reviews* and *Daily Spot Quotations* reports. The remaining 27% is allocated to the various eight groups accordingly.

CMN FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Weekly Cotton Market Review	4	6.51	51.54%
Daily Spot Quotations	20	2.68	21.22%
Quality of Cotton Classed	13	2.25	17.81%
Cotton Varieties Planted	1	0.45	3.56%
Quarterly Tobacco Stocks	1	0.32	2.53%
Cotton Quality	2	0.25	1.98%
Daily Cotton Quality Summary	1	0.15	1.19%
Long Staple Cotton Review	1	0.02	0.16%

CMN FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Cotton Price Statistics	2	0.01	0.08%
Monthly Cotton Price Data File	1	0.003	0.02%
Total	**46**	**12.63**	**100%**

Table 67: CMN FTE Calculations by Common Name

Table 68 summarizes DMN workload by common name. DMN has 53 different report variations. The direct level of effort to produces these reports is 5.80 FTEs. The grouping of the reports resulted in 21 categories. Fifty-five percent of the reported workload is due to cheese, fluid milk and cream, organic dairy, and whey reports. The remaining 45 percent is allocated to various 17 categories.

DMN FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Cheese	6	0.97	16.72%
Fluid Milk and Cream	3	0.89	15.34%
Organic Dairy	3	0.66	11.38%
Whey	6	0.65	11.21%
Butter	6	0.60	10.34%
Chicago Mercantile Exchange	9	0.44	7.59%
Nonfat Dry Milk	3	0.43	7.41%
Buttermilk	2	0.33	5.69%
Whole Milk Powder	2	0.13	2.24%
Skim Milk	2	0.13	2.24%
National Dairy Market at a Glance	1	0.09	1.55%
Dry Products Worksheet	11	0.09	1.55%
Dry Whole Milk	1	0.08	1.38%
Lactose	1	0.08	1.38%
Casein - National	1	0.06	1.03%
Cold Storage Holdings	1	0.05	0.86%
European Daily Market Overview	1	0.04	0.69%
Oceania Dairy Market Overview	1	0.03	0.52%
International Dairy Market News Worksheet	1	0.03	0.52%
Evaporated Milk	1	0.01	0.17%
CCC Purchases	1	0.01	0.17%
Total	**56**	**5.80**	**100%**

Table 68: DMN FTE Calculations by Common Name

Table 69 provides FVMN common name grouping and FTEs. Based on the Cornell's master report listing dated December 21, 2011, FVMN delivers 342 reports. The workforce only provided workload for 218 reports. See Table 72 for a listing of FVMN reports with no workload.

The level of effort to produce 216 reports is 44.63 FTEs. Grouping the reports by common subject resulted in 44 categories. Fifty-three percent (53%) of the workload is attributable

to whole market fruit, wholesale market vegetable, shipping point fruit, and shipping point vegetables. Forty-seven percent (47%) is disbursed across the remaining 41 categories.

FVMN FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Wholesale Market Fruit	14	6.78	15.181%
Wholesale Market Vegetable	13	6.71	15.025%
Shipping Point Fruit	12	6.45	14.442%
Shipping Point Vegetable	10	3.8	8.509%
Truck Shipments (Movement) in 10,000 lb	20	2.67	5.979%
Truck Shipments (Movement) in Packages	17	2.48	5.553%
Retail	1	1.94	4.344%
Wholesale Market Onion & Potato	11	1.63	3.650%
Wholesale Market Subtropical F&V	12	1.41	3.157%
Wholesale Market Misc Herbs	12	1.38	3.090%
Wholesale Market Asian F&V	12	1.28	2.866%
National Shipping Point Trends Report	3	0.87	1.948%
Shipping Point Onion & Potato	1	0.86	1.926%
Shipment	1	0.67	1.500%
Potato and Onion	1	0.55	1.232%
Intl Wholesale Market Fruit	14	0.55	1.232%
Wholesale Market Nut	11	0.48	1.075%
Ornamentals	3	0.4	0.896%
Ornamental Shipment (Movement)	9	0.34	0.761%
Shipping Point Pecan	3	0.31	0.694%
Weekly Shipments (Movement)	4	0.27	0.605%
Movement	1	0.26	0.582%
Marketing	1	0.25	0.560%
FOB	1	0.25	0.560%
Honey	1	0.23	0.515%
Western Fruit	1	0.21	0.470%
Apple Processing	5	0.19	0.425%
Truck Rate	1	0.19	0.425%
Tomato	1	0.18	0.403%
Watermelon	1	0.18	0.403%
Weekly Ornamental Shipment (Movement)	1	0.17	0.381%
National Truck Rate Report	1	0.1	0.224%
Shipping Point Herb	1	0.09	0.202%
Shipping Point Subtropical F&V	1	0.08	0.179%
National Truck Shipments and Imports (Movement)	2	0.08	0.179%
Intl Wholesale Market Onion & Potato	4	0.08	0.179%
Rail and Piggyback Shipment (Movement)	2	0.07	0.157%
Apple	1	0.05	0.112%
Laurel Delaware Auction Market	1	0.04	0.090%

FVMN FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Shipping Point Asian Vegetables	1	0.04	0.090%
Pecan	1	0.03	0.067%
Apple Juice Concentrate Import	1	0.03	0.067%
Shipping Point Nut	1	0.03	0.067%
Fruit and Vegetable Market News Users Guide	1	0	0.0000%
Total	**216**	**44.63**	**100%**

Table 69: FVMN FTE Calculations by Common Name

Table 70 **shows the common grouping and reported FTEs for LGMN. According to the Cornell listing of December 21, 2011, LGMN delivers 893 reports. LGMN staff provided workload for 629 reports. This is a discrepancy of 264 reports between the report listings and what is actually produced. Refer to Table** 79 **for a listing of LGMN reports with no workload.**

The reported workload to deliver 606 LGMN reports requires 57.11 FTEs. Grouping these reports resulted in 53 categories. Fifty-four percent (54%) of the workload is in livestock auction, grain report, cattle summary, hogs, swine, and boars, carlot, and slaughter cattle. The remaining 46% is distributed among the various 46 categories.

LGMN FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Livestock Auction	184	8.79	15.39%
Grain Report	46	8.34	14.60%
Cattle Summary	25	3.91	6.85%
Hogs, Swine, and Boars	31	3.76	6.58%
Carlot	7	3.17	5.55%
Slaughter Cattle	39	3.03	5.31%
Wtd Avg	36	2.50	4.38%
Boxed Beef Report	17	2.37	4.15%
Hay & Straw	19	2.22	3.89%
Retail	4	2.05	3.59%
Sheep & Goat Report	24	1.53	2.68%
Feedstuffs	10	1.43	2.50%
Federal Inspection	6	1.32	2.31%
Feeder Cattle	31	1.20	2.10%
Lamb	12	1.16	2.03%
Livestock Imports	10	1.01	1.77%
Livestock Summary	7	0.92	1.61%
Ethanol	8	0.75	1.31%
Tallow, Protein & Hide	2	0.68	1.19%

LGMN FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Variety Meats	2	0.64	1.12%
Boneless Cow & Beef Trimmings	5	0.56	0.98%
Veal	3	0.56	0.98%
By-Product Drop Value	3	0.52	0.91%
Livestock Exports	5	0.48	0.84%
Production Cost Report	1	0.45	0.79%
Soybean Processors	5	0.34	0.60%
Cow and Bull	3	0.34	0.60%
Bean	5	0.33	0.58%
Import Beef Trade	1	0.33	0.58%
Export Bids	1	0.30	0.53%
Farmers & Ranchers	5	0.29	0.51%
Carcass	4	0.24	0.42%
Weekly Recap	2	0.21	0.37%
Direct Slaughter Cattle	13	0.21	0.37%
Direct Feeder Cattle	2	0.21	0.37%
Sunflower	2	0.16	0.28%
Estimated Receipts	3	0.13	0.23%
Farm Summary	2	0.11	0.19%
Breeding Stock	1	0.10	0.18%
Chicago Mercantile Exchange	2	0.09	0.16%
Estimated Grading Percent	2	0.08	0.14%
Replacement Sales	3	0.06	0.11%
Ag Energy	1	0.05	0.09%
Video Auction	3	0.05	0.09%
Feed and Seed Summary	1	0.04	0.07%
Average Weight Barrows & Gilts	1	0.03	0.05%
Commodity Corner	1	0.02	0.04%
Net Price Distribution	1	0.02	0.04%
Annual Grazing	1	0.02	0.04%
Supply & Demand Trends	1	0.01	0.02%
Pharmaceutical Report	2	0.01	0.02%
Internet Sales	1	0.00	0.0000%
Total	**606**	**57.11**	**100%**

Table 70: LGMN FTE Calculations by Common Name

Table 71 summarizes PMNA workload allocation by the common name grouping. The Cornell listing shows PMNA offers 68 reports. The staff provided workload for 91 reports. There were five reports from the Cornell listing that did not have any reported workload. Refer to Table 75 for a listing of reports with no workload. The level of effort to produce 63 PMNA reports is 8.07 FTEs. Eighty-five percent (85%) of the workload is attributable to broilers/fryers, shell eggs, and turkey reporting. The remaining 15% of the workload is

for international, processed eggs, misc. poultry, processed chicken, national fowl, organic poultry and eggs.

PMNA FTE Calculations by Common Name			
Common Name	**Number of Report Included**	**FTEs**	**Percentage Allocation**
Broiler/Fryer	33	2.84	35%
Shell Eggs	20	2.02	25%
Turkey	8	1.98	24%
International	5	0.34	4%
Processed Eggs	8	0.32	4%
Misc. Poultry	14	0.32	4%
Processed Chicken	8	0.17	2%
National Fowl Market	1	0.04	1%
USDA Certified Organic Poultry and Eggs	1	0.03	0%
Total	**91**	**8.07**	**100%**

Table 71: PMNA FTE Calculations by Common Grouping

3.1.2.5 Reports with No Workload

The survey report listing is based on an updated Cornell listing dated December 21, 2011. There are a total of 315 FVMN, LGMN, and PMNA reports with no workload data from MN staff. Currently, the Cornell listing shows 1,396 reports available however the listing should be updated to reflect 1,081 reports. CMN and DMN did not have any reports with no workload data. Table 72 **is a listing of 62 FVMN reports with no workload.**

FVMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
AR_FV120	Shipping Point Vegetable Report – Seattle, WA	NC_FV020	Intl Wholesale Market Vegetable Report - New Covent Garden, United Kingdom
AV_FV110	Shipping Point Fruit Report - Ashvelle, NC	NC_FV030	Intl Wholesale Market Onion & Potato Report - New Covent Garden, United Kingdom
AV_FV120	Shipping Point Vegetable Report - Ashvelle, NC	NG_FV120	Shipping Point Vegetable Report - Nogales, AZ
AV_FV170	Truck Shipments (Movement) in 10,000 lb Units - Ashvelle, NC	NG_FV280	Ornamental Shipment (Movement) Report - Nogales, AZ
AV_FV175	Truck Shipments (Movement) in Packages - Ashvelle, NC	ON_FV120	Shipping Point Vegetable Report - Onley, VA
BI_FV020	Intl Wholesale Market Vegetable Report - Birmingham, United Kingdom	ON_FV130	Shipping Point Onion & Potato Report - Onley, VA
BI_FV030	Intl Wholesale Market Onion & Potato Report - Birmingham, United Kingdom	ON_FV170	Truck Shipments (Movement) in 10,000 lb Units - Onley, VA

FVMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
BO_FV175	Truck Shipments (Movement) in Packages - Baton Rouge, LA	ON_FV175	Truck Shipments (Movement) in Packages - Onley, VA
BT_FV120	Shipping Point Vegetable Report - Bridgeton, NJ	PA_FV020	Intl Wholesale Market Vegetable Report - Paris, France
CA_FV001	South Carolina Farmers Market - Columbia, SC	PA_FV030	Intl Wholesale Market Onion & Potato Report - Paris, France
CA_FV010	Wholesale Market Fruit Report - Columbia, SC	PL_FV020	Intl Wholesale Market Vegetable Report - Plovdiv, Bulgaria
CA_FV020	Wholesale Market Vegetable Report - Columbia, SC	PL_FV030	Intl Wholesale Market Onion & Potato Report - Plovdiv, Bulgaria
CA_FV030	Wholesale Market Onion & Potato Report - Columbia, SC	PZ_FV020	Intl Wholesale Market Vegetable Report - Poznan, Poland
CA_FV040	Wholesale Market Nut Report - Columbia, SC	PZ_FV030	Intl Wholesale Market Onion & Potato Report - Poznan, Poland
CA_FV055	Wholesale Market Misc Herbs Report - Columbia, SC	RA_FV001	North Carolina Farmers Market - Raleigh, NC
CA_FV056	Wholesale Market Subtropical F&V Report - Columbia, SC	RA_FV110	Shipping Point Fruit Report - Raleigh, NC
CA_FV057	Wholesale Market Asian F&V Report - Columbia, SC	RA_FV120	Shipping Point Vegetable Report - Raleigh, NC
CA_FV120	Shipping Point Vegetable Report - Columbia, SC	RA_FV130	Shipping Point Onion & Potato Report - Raleigh, NC
CA_FV170	Truck Shipments (Movement) in 10,000 lb Units - Columbia, SC	RA_FV170	Truck Shipments (Movement) in 10,000 lb Units - Raleigh, NC
CA_FV175	Truck Shipments (Movement) in Packages - Columbia, SC	RA_FV175	Truck Shipments (Movement) in Packages - Raleigh, NC
GU_FV020	Intl Wholesale Market Vegetable Report - Guadalajara, Mexico	RO_FV020	Intl Wholesale Market Vegetable Report - Rotterdam, The Netherlands
GU_FV030	Intl Wholesale Market Onion & Potato Report - Guadalajara, Mexico	RO_FV030	Intl Wholesale Market Onion & Potato Report - Rotterdam, The Netherlands
HA_FV010	Intl Wholesale Market Fruit Report - Hamburg, Germany	SO_FV020	Intl Wholesale Market Vegetable Report - Sofia, Bulgaria
HA_FV020	Intl Wholesale Market Vegetable Report - Hamburg, Germany	SO_FV030	Intl Wholesale Market Onion & Potato Report - Sofia, Bulgaria
HA_FV030	Intl Wholesale Market Onion & Potato Report - Hamburg, Germany	SX_FV220	Import Ornamental Shipping Point Report - San Francisco, CA
HC_FV040	Wholesale Market Nut Report - Los Angeles, CA	TV_FV130	Shipping Point Onion & Potato Report - Thomasville, GA
MT_FV020	Intl Wholesale Market Vegetable Report - Monterrey, Mexico	US_FV175	Truck Shipments (Movement) in Packages - Austin, TX

FVMN Reports with No Workload			
Slug #	Report Name	Slug #	Report Name
MT_FV030	Intl Wholesale Market Onion & Potato Report - Monterrey, Mexico	VR_FV020	Intl Wholesale Market Vegetable Report - Varna, Bulgaria
MX_FV020	Intl Wholesale Market Vegetable Report - Mexico City	VR_FV030	Intl Wholesale Market Onion & Potato Report - Varna, Bulgaria
MX_FV030	Intl Wholesale Market Onion & Potato Report - Mexico City	WR_FV020	Intl Wholesale Market Vegetable Report - Warsaw, Poland
N/A	National Fruit and Vegetable Organic Summary	WR_FV030	Intl Wholesale Market Onion & Potato Report - Warsaw, Poland

Table 72: FVMN Reports with No Workload

Table 73 provides a listing of 248 LGMN reports with no workload data from the employees.

LGMN Reports with No Workload			
Slug #	Report Name	Slug #	Report Name
AG_GR110	Utah Daily Grain Report	MG_LS151	Kilpatrick Stockyard (Thu)
AG_GR310	Utah Weekly Hay Summary (Thu)	MG_LS152	Roanoke Stockyard (Thu)
AG_LS140	Salina Livestock Auction (Wed)	MG_LS153	Brundidge Stockyard (Fri)
AG_LS141	Weber Livestock Auction (Monthly)	MG_LS154	Cullman Stockyard (Fri)
AG_LS144	Cedar Livestock Auction	MG_LS156	Decatur Stockyard (Fri)
AG_LS145	Utah Weekly Livestock Review (Fri)	MG_LS157	Livingston Stockyard (Thu)
AM_LS127	Emory Auction (Mon)	MG_LS158	Ashville Stockyard (Tue)
AM_LS128	Nacogdoches Auction (Fri)	MG_LS552	Brewton Goat Auction (Mon)
AM_LS129	Clifton Auction (Thu)	MG_LS553	Elgin Goat Auction
AM_LS132	Pleasanton Auction (Wed)	MS_GR852	National Weekly Feedstuff Wholesale Prices
AM_LS140	Athens Auction (Mon)	N/A	Pork Pet Foods
AM_LS144	Crockett Auction (Wed)	N/A	Florida Weekly Livestock Review (Fri) PDF
AM_LS151	Coleman Auction (Thu)	N/A	Pork Skins Fresh in Combo
AM_LS154	Lockhart Auction (Fri)	N/A	Beef Pet Foods
AM_LS156	Lampasas Auction (Thu)	N/A	Quarterly Fetal Blood Quotes
AM_LS157	Beeville Auction (Mon)	NV_ LS140	Missing for Tennessee: Athens cattle auction
AM_LS158	Abilene Auction (Wed)	NV_GR110	Tennessee Country Grain Elevators
AM_LS159	Buffalo Auction (Mon)	NV_LS143	Tennessee Bred & Pairs Replacement report
AM_LS161	Milano Auction (Wed)	NW_G114	Minnesota Ethanol Plant report
AM_LS162	Edinburg Auction (Mon)	NW_GR111	Iowa Ethanol Plant Report
AM_LS163	Graham Livestock Auction (Tue)	NW_GR113	Upper Midwest Organic Grain & Feedstuffs Report (Bi-Weekly)
AM_LS164	Hallettsville Auction (Wed)	NW_GR310	National Biomass Energy Report
AM_LS166	Industry Auction (Wed)	NW_MB255	Mobile Feeder Pig

LGMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
AM_LS167	Three Rivers Texas Livestock Auction (Tue)	NW_MB500	Mobile Pork Cutout
AM_LS310	Goldthwaite Auction (Mon)	OK_GR310	Oklahoma Hay Report (Thu)
AM_LS312	Fredericksburg Auction (Wed)	OK_LS321	El Reno Sheep and Goat Auction
AM_LS751	Dalhart Auction Wtd Avg (Fri)	OR_LS760	Wauchula Wtd Avg Report (Tue)
AM_LS793	Saturday Combined State Wtd Avg (Mon)	PDF	Alabama Livestock at a Glance (Weekly)
BL_GR115	Montana Cash Grain Weekly (Fri)	PDF	Toppenish, WA Feeder Cattle Auction Cumulative to date
BL_LS351	Montana Direct Sheep Report (Fri)	PDF	Monthly ID Hay Averages
CV_GR110	Eastern New Mexico Grain Report (Tue)	PDF	Monthly NV Hay Averages
CV_LS150	Clovis Auction (Thu)	PDF	Monthly WA Combined Cattle Summary
CV_LS151	Roswell Auction (Tue)	PDF	Monthly WA-OR (Columbia Basin) Hay Averages
CV_LS156	Cattleman's Livestock Auction/Belen (Mon)	PDF	Monthly Northwest Direct Cattle WA-OR-ID Summary
CV_LS160	New Mexico Feedlot Report	PDF	Annual Davenport, WA Feeder Cattle Auction Cumulative to date
CV_LS750	Clovis Wtd Avg (Thu)	PDF	Annual Oregon Hay Market Summary Cumulative to date
CV_LS751	Roswell Wtd Avg (Tue)	PDF	Annual WA-OR (Columbia Basin) Hay Market Summary Cumulative to date
CV_LS753	Cattleman's Livestock Auction Wtd Avg Report/Belen (Mon)	PDF	Annual ID Hay Market Summary Cumulative to date
CV_LS795	New Mexico Combined Wtd Avg Report - Cattle	PDF	Weekly Federally Inspected Slaughter and Meat Production – Cattle
CW_LS140	Buckhannon Stockyards Livestock Auction	PDF	Weekly Federally Inspected Slaughter and Meat Production – Hogs and Sheep
CW_LS141	Greenbrier Valley Livestock Auction	PDF	Toppenish, WA Dairy Replacement Auction Cumulative to date
CW_LS142	Preston Farmers Market Special Sale	PDF	Annual Nevada Hay Summary Cumulative to date
CW_LS143	Poca Producers Co-op Livestock Auction	PDF	WA-OR-ID Direct Feeder Cattle Cumulative to date
CW_LS144	Preston Farmers Market Livestock Auction	RA_LS146	Shelby Livestock Auction (Tue)
CW_LS146	South Branch Valley Livestock Auction	RA_LS756	Shelby Livestock Wtd Avg (Tue)
CW_LS148	Weston Livestock Auction	RA_LS759	Powell livestock – Smithfield Wtd Avg
CW_LS149	Jackson County Livestock	RH_GR110	Virginia Grain

LGMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
	Market		
CW_LS150	Jackson County Livestock Special Sale	RH_GR310	Virginia Hay Report
CW_LS151	Harrisville Special Sale	RH_LS140	Northern Virginia Auctions Summary
CW_LS152	South Branch Valley Slaughter Cattle Special Sale	RH_LS141	Southwest Virginia Auctions Summary
CW_LS181	WV Special Graded Feeder Cattle/Buckhannon	RH_LS142	Central Virginia Auctions Summary
CW_LS182	WV Special Graded Feeder Cattle/Greenbrier Valley	RH_LS143	Lynchburg Weekly Auction (Mon)
CW_LS184	WV Special Graded Feeder Cattle/South Branch Valley	RH_LS144	Roanoke-Hollins Weekly Auction (Mon)
CW_LS186	WV Special Graded Feeder Cattle/Weston	RH_LS146	Marshall Weekly Auction (Tue)
CW_LS188	WV Special Graded Feeder Cattle/Pocahontas	RH_LS148	Blackstone Weekly Auction (Wed)
DC_GR112	Central Kansas Terminal and Processor Daily Grain Report	RH_LS149	Wythe County Weekly Auction (Thu)
GL_GR310	Colorado Weekly Hay Report (Fri)	RH_LS150	Rockingham Weekly Auction (Thu)
GX_GR115	Central Illinois Corn Processor Report	RH_LS151	Staunton Weekly Auction (Fri)
GX_GR118	Value-Added Grain Survey (Annual)	RH_LS152	Abingdon-TriState Weekly Auction (Fri)
GX_GR120	Eastern Cornbelt Organic Grain & Feedstuff Report (Bi-weekly) (Wed)	RH_LS153	Shenandoah Weekly Auction (Sat)
GX_GR121	Eastern Cornbelt Ethanol Plant Report	RH_LS154	Winchester Weekly Auction (Mon)
GX_GR210	Illinois Production Cost Report (Bi-weekly)	RH_LS157	Front Royal Livestock Auction (Fri)
GX_GR211	Soybean Crush Report (Thu)	RH_LS158	Fredericksburg Weekly Auction (Thu)
GX_GR217	Indiana & Ohio Soybean Processors Report (Wed)	RH_LS180	Dublin Graded Slaughter Cattle Sale (Seasonal)
GX_GR310	Illinois Hay Market Report (Mo - 1st Fri)	RH_LS181	Virginia Electronic Feeder Cattle Sale
GX_GR313	Hamilton's Madison County Ag Hay Auction (Seasonal–Mon)	RH_LS182	Fredericksburg Monthly Graded Slaughter Cattle Sale
GX_GR314	Reel's Weekly Hay Auction / Congerville (Wed)	RH_LS183	Front Royal Monthly Graded Slaughter Cattle Sale
GX_LS133	Special Feeder Cattle Sale Greenville Livestock Auction, Inc (Seasonal)	RH_LS187	Staunton Monthly Graded Slaughter Cattle Sale
GX_LS142	Schuyler Special Feeder Cattle Auction (Seasonal)	RH_LS320	Virginia Electronic Sheep Sale (Seasonal)

LGMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
GX_LS144	Reel Special Feeder Cattle Auction (Seasonal)	RH_LS381	Monterey Electronic Lamb & Sheep Sale (Seasonal)
GX_LS146	Fairview Livestock Auction	RH_LS383	Winchester Electronic Lamb, Sheep & Goat Sale (Seasonal)
JC_GR111	St. Louis Truck Grain Prices @Terminal Elevators	RH_LS750	Marshall Feeder Cattle Wtd Avg (Seasonal)
JC_LS172	Fruitland Livestock Auction (Wed)	RH_LS751	Culpeper Feeder Cattle Wtd Avg (Seasonal)
JC_LS756	Fruitland Feeder Cattle Wtd Avg (Wed)	RH_LS752	Winchester Feeder Cattle Wtd Avg (Seasonal)
JK_GR110	Mississippi Daily Grain (Wed)	RH_LS753	Front Royal Feeder Cattle Wtd Avg (Seasonal)
KO_LS162	Apache Video sale	RH_LS754	Fredericksburg Feeder Cattle Wtd Avg (Seasonal)
KO_MB150	Mobile Oklahoma City Feeder Cattle Auction	RH_LS757	Rockingham Feeder Cattle Wtd Avg (Seasonal)
LM_CT115	Direct Slaughter Cattle-Negotiated Purchases-Summary	RH_LS759	Monterey Feeder Cattle Wtd Avg (Seasonal)
LM_CT166	CO Weekly Wtd Avg Direct Slaughter Cattle-Negotiated Sales	RH_LS761	Wythe County feeder cattle wtd avg
LM_HG215	Avg Net Price Distribution	RH_LS762	Abingdon-TriState Feeder Cattle Wtd Avg (Seasonal)
LM_LM304	Western US Daily Lambs – Negotiated & Formula Base Prices	RH_LS765	Dublin Feeder Cattle Wtd Avg (Seasonal)
LM_LM352	National Weekly Slaughter Sheep Review (Fri)	RH_LS766	Narrows Feeder Cattle Wtd Avg (Seasonal)
LM_LM353	Western US Weekly Slaughter Sheep Review (Fri)	RH_LS770	Wythe County Feeder Cattle Wtd Avg (Seasonal)
LM_LM355	Western US Weekly Lamb (Tue)	RH_LS772	Radiant Feeder Cattle Wtd Avg
LM_XL801	Central U.S. Daily Lamb Carcass-CSV	RH_LS773	Blackstone Weekly Feeder Cattle Wtd Avg
LM_XL855	Weekly Lamb Carcass (Wed)-CSV	RH_LS777	Lynchburg Weekly Feeder Cattle Wtd Avg
LN_GR110	Pennsylvania Weekly Grain Report (Mon)	RH_LS778	Narrows Weekly Feeder Cattle Wtd Avg (Seasonal)
LN_GR111	Pennsylvania Weekly Hay Report (Mon)	RH_LS795	Virginia Weekly Feeder Cattle Wtd Avg Summary
LN_LS147	Eighty-Four Livestock Auction (Mon)	SC_LS830	Midwest Electronic Lamb Auction (Mon, Tue, Thu)
LN_LS149	Greencastle Livestock Auction (Mon)	SF_LS134	Midwest Direct Slaughter Cow And Bull Carcass Report
LN_LS151	Middleburg Livestock Auction (Tue)	SF_LS332	Faith Sheep Report (Mon Or Wed)
LN_LS152	Belleville Livestock Auction (Wed)	SF_LS752	Bales Continental Commission Co Wtd Avg - Huron (Tue)

LGMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
LN_LS153	Leesport Livestock Auction (Wed)	SF_LS753	St Onge Feeder Cattle Wtd Avg Report (Fri)
LN_LS154	Indiana/PA Livestock Auction (Thu)	SF_LS754	Presho Livestock Wtd Avg Report (Thu)
LN_LS155	Pennsylvania Weekly Livestock Summary (Fri)	SJ_MB100	Mobile Direct Feedlot Report 1
LN_LS157	Belknap Livestock Auction (Wed)	SJ_MB900	Mobile Estimated Federally Inspected Slaughter 1
LN_LS158	Lebanon Valley Livestock Auction (Tue)	SV_LS192	Replacement Livestock Sales (Seasonal)
LN_LS159	Greencastle Livestock Auction (Thu)	SV_LS380	Irvington monthly graded sheep sale
LN_LS161	Dewart Livestock Auction (Mon)	TO_LS145	WY, Western NE & Western Dakotas Weekly Feeder Cattle Summary (Fri)
LN_LS170	Greencastle Monthly Feeder Cattle Auction (1st Fri)	TO_LS335	WY, Western NE & SW SD Weekly Sheep & Wool Sum (Fri)
LN_LS171	Middleburg Monthly Feeder Cattle Auction (3rd Fri)	WA_GR103	Wheat Inspected For Export By Class & Region (Mo)
LN_LS180	Pennsylvania Feeder Cattle Sale (Seasonal)	WA_GR104	Wheat Inspection And/Or Weighted For Export By Class Region & Co. of Dest. (Mo)
LN_LS180	Pennsylvania Feeder Cattle Sales (Seasonal)	WA_GR105	Barge Grain Movements (Fri)
LN_LS182	Vermont Graded Feeder Cattle Sale	WA_GR106	Wheat Inspection And/Or Weighed For Export By Class/Region & Port Area (Mo)
LN_LS184	Waynesburg Livestock Auction (Seasonal)	WA_GR107	Grains Inspection And/Or Weighed For Export By Region & Port Area (Mo)
LN_LS252	Carlilse Feeder Pig Auction	WA_GR108	Grains Inspection And/Or Weighed For Export & Co. of Dest. (Mo)
LN_LS550	Smokers Graded Goat Sale – Parkesburg, PA	WA_GR154	Corn, Sorghum, Soybeans & Sunflower Insp/Wtd for Export By Region and Port Area (Sept-Feb)
lswcosum	Colorado Weekly Summary	WA_GR155	Corn, Sorghum, Soybeans & Sunflower Insp/Wtd for Export By Region and Co. of Dest. (Sept-Feb)
LSWFIC	Weekly Federally Inspected Slaughter and Meat Production – Cattle	WA_GR156	Wheat Insp/Wtd for Export by Class, Region and Port Area (Jun-May)
lswfihs	Weekly Federally Inspected Slaughter and Meat Production – Hogs and Sheep	WA_GR158	Rye, Oats, Barley and Flaxseed Insp/Wtd for Export by Region and Port Area
MG_LS133	Frisco City Auction Report (Thu)	WA_GR159	Rye, Oats, Barley and Flaxseed Insp/Wtd for Export by Co. of Dest.
MG_LS135	Opp Stockyard (Thu)	WA_GR160	Semi-Annual Wheat Insp/Wtd for

LGMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
			Export by Class, Region, and Port Area (Jan-Jun)
MG_LS136	New Brockton Stockyard (Fri)	WA_GR161	Semi-Annual Wheat Insp/Wtd for Export by Class, Region, and Co. of Dest. (Jan-Jun)
MG_LS137	Moulton Stockyard (Thu)	WA_GR162	Semi-Annual Grains Insp/Wtd for Export by Region and Port Area (Jan-Jun)
MG_LS138	Linden Stockyard (Thu)	WA_GR163	Semi-Annual Grains Insp/Wtd for Export by Region and Co. of Dest. (Jan-Jun)
MG_LS139	Letohatchee Stockyard (Wed)	WA_GR164	Corn, Sorghum, Soybeans & Sunflower Insp/Wtd for Export By Region and Port Area (Sept-Aug)
MG_LS140	Clay County Stockyard (Wed)	WA_GR165	Corn, Sorghum, Soybeans & Sunflower Insp/Wtd for Export By Region and Co. of Dest. (Sept-Aug)
MG_LS142	Russellville Stockyard (Tue)	WA_GR166	Wheat Insp/Wtd for Export by Class, Region and Port Area (Semi-Annual Crop Year Jun-Nov)
MG_LS143	Arab Stockyard (Wed)	WA_GR167	Wheat Insp/Wtd for Export by Class, Region and Co. of Dest. (Semi-Annual Crop Year Jun-Nov)
MG_LS146	Fort Payne Stockyard (Wed)	WA_GR168	Rye, Oats, Barley & Flaxseed Insp/Wtd for Export by Region and Port Area (Semi-Annual Crop Year Jun-Nov)
MG_LS147	Montgomery Stockyard (Tue)	WA_GR169	Rye, Oats, Barley & Flaxseed Insp/Wtd for Export by Country of Dest. (Semi-Annual Crop Year Jun-Nov)
MG_LS148	Uniontown Stockyard (Wed)	WA_LS421	Imported Meat & Poultry For U.S. Entry (Mon)
MG_LS149	Dothan Stockyard (Tue)	WA_LS716	Estimated Calf Slaughter By Type Under Federal Inspection
MG_LS150	Florence Livestock Auction (Tue)	WA_MB700	Mobile Grain Export Inspections 1
LSWFIC	Weekly Federally Inspected Slaughter and Meat Production – Cattle	WA_GR156	Wheat Insp/Wtd for Export by Class, Region and Port Area (Jun-May)
lswfihs	Weekly Federally Inspected Slaughter and Meat Production – Hogs and Sheep	WA_GR158	Rye, Oats, Barley and Flaxseed Insp/Wtd for Export by Region and Port Area
MG_LS133	Frisco City Auction Report (Thu)	WA_GR159	Rye, Oats, Barley and Flaxseed Insp/Wtd for Export by Co. of Dest.
MG_LS135	Opp Stockyard (Thu)	WA_GR160	Semi-Annual Wheat Insp/Wtd for Export by Class, Region, and Port

LGMN Reports with No Workload			
Slug #	**Report Name**	**Slug #**	**Report Name**
			Area (Jan-Jun)
MG_LS136	New Brockton Stockyard (Fri)	WA_GR161	Semi-Annual Wheat Insp/Wtd for Export by Class, Region, and Co. of Dest. (Jan-Jun)
MG_LS137	Moulton Stockyard (Thu)	WA_GR162	Semi-Annual Grains Insp/Wtd for Export by Region and Port Area (Jan-Jun)
MG_LS138	Linden Stockyard (Thu)	WA_GR163	Semi-Annual Grains Insp/Wtd for Export by Region and Co. of Dest. (Jan-Jun)
MG_LS139	Letohatchee Stockyard (Wed)	WA_GR164	Corn, Sorghum, Soybeans & Sunflower Insp/Wtd for Export By Region and Port Area (Sept-Aug)
MG_LS140	Clay County Stockyard (Wed)	WA_GR165	Corn, Sorghum, Soybeans & Sunflower Insp/Wtd for Export By Region and Co. of Dest. (Sept-Aug)
MG_LS142	Russellville Stockyard (Tue)	WA_GR166	Wheat Insp/Wtd for Export by Class, Region and Port Area (Semi-Annual Crop Year Jun-Nov)
MG_LS143	Arab Stockyard (Wed)	WA_GR167	Wheat Insp/Wtd for Export by Class, Region and Co. of Dest. (Semi-Annual Crop Year Jun-Nov)
MG_LS146	Fort Payne Stockyard (Wed)	WA_GR168	Rye, Oats, Barley & Flaxseed Insp/Wtd for Export by Region and Port Area (Semi-Annual Crop Year Jun-Nov)
MG_LS147	Montgomery Stockyard (Tue)	WA_GR169	Rye, Oats, Barley & Flaxseed Insp/Wtd for Export by Country of Dest. (Semi-Annual Crop Year Jun-Nov)
MG_LS148	Uniontown Stockyard (Wed)	WA_LS421	Imported Meat & Poultry For U.S. Entry (Mon)
MG_LS149	Dothan Stockyard (Tue)	WA_LS716	Estimated Calf Slaughter By Type Under Federal Inspection
MG_LS150	Florence Livestock Auction (Tue)	WA_MB700	Mobile Grain Export Inspections 1

Table 74: LGMN Reports with No Workload

Table 75 is a listing of the 5 PMNA reports with no reported workload from the workforce.

PMNA Reports with No Workload	
RA_PY001	Shell Eggs: Daily North Carolina Eggs
RA_PY002	Broiler/Fryer: Daily North Carolina Broiler/Fryers
RA_PY004	Broiler/Fryer: Weekly North Carolina Broiler/Fryer White Parts (Mon/Wed/Fri)
AJ_PY035	Shell Eggs: Monthly Weighted Average Trailer Load Egg Sales
AJ_PY036	Shell Eggs: Annual Weighted Trailer Load Egg Sales

Table 75: PMNA Reports with No Workload

3.1.2.6 Additional Duties

Table 76 through Table 80 provides the additional duties workload for the Divisions. The total additional duties workload for the MN Program is 9.12 FTEs. The workload distribution is as follow: CMN is .08 FTEs, DMN is 1.30 FTEs, FVMN is 1.48 FTEs, LGMN is 4.17 FTEs, and PMNA is 1.81 FTEs. The majority of the additional duty tasks were available from the pick list; however the survey respondents often did not select this option accordingly. Instead, they used the additional duties to include work that was available in the Administration/Management, Supervisory, and IT Support portions of the survey.

CMN Additional Duties Workload	
Additional Duties	**FTEs**
CCTT Newsletter	0.08
Data Requests	0.004
Total	**.08**

Table 76: CMN Additional Duties Workload

DMN Additional Duties Workload	
Additional Duties	**FTEs**
Data Collection	0.64
Report - Market News by Commodity	0.60
Industry and Marketplace Research	0.05
Data Requests	0.02
Total	**1.30**

Table 77: DMN Additional Duties Workload

FVMN Additional Duties Workload	
Additional Duties	**FTEs**
Broadcast - Radio	0.02
Data Collection	0.52
Data Requests	0.06
Industry and Marketplace Research	0.07
Participate in selecting vendors	0.01
Report - Market News by Commodity	0.80
Total	**1.48**

Table 78: FVMN Additional Duties Workload

LGMN Additional Duties Workload	
Additional Duties	**FTEs**
Assists state reporters with reports, procedures, and processes	0.02
Athens Livestock auction	0.00
Broadcast - Radio	0.69
Chicago Mercantile Exchange Slaughter Cattle Deliveries	0.02
Chicago Mercantile Exchange Slaughter Cattle Deliveries - Coordinate	0.10
Complete USDA Surveys	0.01
Correlations	0.06
Data Collection	0.19
Data Requests	0.39
Develops applications and programs to ease data collection, reporting, and archiving	0.04
Grade cattle for Tri-County feedout program	0.04
Grade CME live cattle deliveries	0.00
Industry and Marketplace Research	0.33
Industry Service	0.14
Livestock Grading	0.08
LS Forms	0.00
LSW Program	0.10
Readying shipments	0.00
Records and disseminates daily radio broadcast	0.13
Report - Market News by Commodity	1.79
Updates the state pre-recorded grain reports	0.04
Total	**4.17**

Table 79: LGMN Additional Duties Workload

PMNA Additional Duties Workload	
Additional Duties	**FTEs**
Communicates market information with other market reporters	0.13
Communication	0.06
Data Collection	0.09
Data Requests	0.52
Government Information (newsletters, etc.)	0.01
Industry and Marketplace Research	0.90
Report - Market News by Commodity	0.09
Total	**1.81**

Table 80: PMNA Additional Duties Workload

3.1.3 Recommended Options/Alternatives

Based on key findings identified in Phase 1, Paradigm developed, grouped by priority, and categorized 19 recommendations for AMS MN Management consideration and approval. Three of the 19 recommendations were considered not feasible by AMS MN Management; as such, supporting rationale was provided (see Appendix A – Supporting Rationale for Recommendations Deemed Not Feasible). These recommended options/alternatives provide the framework for achieving the targeted strategy to improve operational efficiencies and performance. Table 81 depicts the priority legend that corresponds with the Key Findings and Recommended Options/Alternatives matrix.

Priority Legend	
Quick Fixes (QF)	Can quickly be implemented/resolved fairly quickly/easily with minimal resources.
Near Term (NT)	Can be implemented within one to two years that will require additional resources and process changes.
Long Term (LT)	Can be implemented within two plus years that will require additional evaluations / separate reviews.

Table 81: Priority Legend for Key Findings and Recommended Options/Alternatives

Table 82 identifies these recommendations deemed feasible by AMS MN Management

Key Findings and Recommended (Feasible) Options/Alternatives					
Priority (QF, NT, LT)	**Finding#**	**Title**	**Description of Findings Section#**	**Recommended Options / Alternatives**	**Supporting Rational (MN Management)**
QF1	21	Workload / Resource Distribution	3.1.3.1.1	*Option QF1.1* Establish a process and approved tool to conduct an annual workload assessment.	Perhaps periodic rather than annual; update in concurrence with the MN Strategic Plan (3-5 years). Paradigm: Suggest AMS MN conduct an assessment within a year of this study to establish a good baseline and formalize the process before moving into the 3-5 year cycle.
QF2	7	Customized Reports/ Ad-hoc Reporting	3.1.3.1.2	*Option QF2.1* Communicate with customers to determine what issues are being encountered when generating customized reports. *Option QF2.2* Increase formal and one-on-one customer training for navigating through the AMS Portal to build reports. *Option QF2.3* Establish an IT Help Desk support and an online customer feedback form on the Portal.	*Option QF2.1* Already does this. Can explore how to improve *Option QF2.2* Already do this. Can explore how to improve *Option QF2.3* This is not a question of IT support. IT staff would not have knowledge of market information in order to be effective in quickly and easily helping customers find the data they need. Providing customized data for our customers is not merely a waste of time. Market reporters strengthen relationships with cooperators and customers by providing data as well as receiving it. For our Portal customers, we already have training tools. We may need to explore ways to make those tools more visible/better.
QF3	13	Inventory of Reports	3.1.3.1.3	*Option QF3.1* Provide incremental batch updates on a quarterly or semi-annually basis.	*Option QF3.1* Believe annual update to Cornell is sufficient. Can explore ways to improve communication and the process of updating with Cornell.

Key Findings and Recommended (Feasible) Options/Alternatives					
Priority (QF, NT, LT)	**Finding#**	**Title**	**Description of Findings Section#**	**Recommended Options / Alternatives**	**Supporting Rational (MN Management)**
				Option QF3.2 Restructure/standardize naming convention of LGMN reports to mirror other Divisions.	*Option QF3.2* LGMN can examine restructuring or renaming reports, however we do not believe there will be a demonstrated business need to change report names. Past experience in LGMN has shown that changing long-standing names or titles of reports creates confusion and frustration with our customers.
NT1	23	Co-location	3.1.3.2.1	*Option NT1.1* Evaluate options to co-locate/ consolidate offices within a 50 miles radius of other AMS MN and/or AMS-wide locations. *Option NT1.2* Evaluate alternate leasing options. *Option NT1.3* Transition office locations with one to three employees to Resident Agents where possible.	*Option NT1.1 and NT1.2* Need to explore further *Option NT1.3* Livestock already has some work underway to do this.
NT2	19 20	Supervisor to Employee Ratio Position Description	3.1.3.2.2	*Option NT2.1* Adopt supervisor-subordinate ratio commensurate with the OPM General Schedule supervisory Guide. *Option NT2.2* Evaluate supervisory/ management positions based on organizational structure and span of control. *Option NT2.3* Engage HR with updating/reclassifying PDs to accurately	*Option NT2.1* Possible, but question is would this meet our needs. In some cases yes. In some cases no. *Option NT2.2* Need more information. *Option NT2.3* Yes

Key Findings and Recommended (Feasible) Options/Alternatives					
Priority (QF, NT, LT)	**Finding#**	**Title**	**Description of Findings Section#**	**Recommended Options / Alternatives**	**Supporting Rational (MN Management)**
				reflect updated job duties and responsibilities.	
NT3	2	Repackage Reports	3.1.3.2.3	*Option NT3.1* Evaluate repackaged reports.	
NT4	3	Secondary Source Reporting	3.1.3.2.4	*Option NT4.1* Provide a link on the AMS website, Portal, and/or within related reports that links customers directly to the originating source. *Option NT4.2* Evaluate the cost benefit (in terms of value, volume, demand) of providing these additional services.	May be feasible. We have vastly reduced the amount of secondary reporting over the last several years. However, we still do some. The secondary information we provide helps our customers (and us) see a more complete picture of the market. Market reporters must stay abreast of the many aspects of any given market and digest a good deal of secondary information to do so. The cost and effort to relay the same information to our customers is minimal.
NT5	11	Usefulness/ Utilization of Reports	3.1.3.2.5	*Option NT5.1* Establish a policy to assist MN Divisions with better gauging and monitoring utilization / relevance of reports as well as determining critical information.	Use/relevance is a much bigger issues than subscriptions. This is not a quick fix. We've been trying to figure out how best to do this for quite some time. Subscribers are a fraction of customers. Actual hits/# of subscribers is not an indicator of value. We can look at tracking tools to standardize. Also, can develop guidelines for determining relevancy.
	12	Customer Subscription			
NT6	9	Quality Control Process	3.1.3.2.6	*Option NT6.1* Streamline quality control checks for reports already posted. *Option NT6.2* Modify automated error script and establish a process to track/monitor error rates. *Option NT6.3* Standardize the pre-check quality control process.	Need to explore further. Do not know collectively what quality control looks like because each commodity is so different. Will need to look at each Division's way and determine where some changes can be made.
	8	Review Process			

Key Findings and Recommended (Feasible) Options/Alternatives					
Priority (QF, NT, LT)	**Finding#**	**Title**	**Description of Findings Section#**	**Recommended Options / Alternatives**	**Supporting Rational (MN Management)**
				Option NT6.4 Streamline the review process and minimize handoffs.	
NT7	1	Retail Report	3.1.3.2.7	*Option NT7.1* Standardize data collection for retail reporting across the Divisions. *Option NT7.2* Redistribute Retail Reporting resources: Assign an MN assistant the responsibility of collecting retail data in MNIS. Assign the reporter the responsibility of reviewing and analyzing the data and composing the narrative summary. Clearly define roles and responsibilities and communicate with staff the value of the report. *Option NT7.3* Conduct some initial fact-finding with Vendors to determine if there are other means for AMS MN to collect retail advertisement data.	Needs separate review.
LT1	25 26	IT Infrastructure IT Systems	3.1.3.3.1	*Option LT1.1* Conduct a study to determine the return-on-investment for a more efficient and robust IT infrastructure.	Needs separate review.
LT2	14	Divisional / Silo Organizational Structure	3.1.3.3.2	*Option LT2.1* Establish a formal decision-making process and Charter that can be managed and enforced by the	*Option LT2.1* AMS MN will use the current structure already in place through the Functional Committee to establish a procedural document to formalize the decision-making

Key Findings and Recommended (Feasible) Options/Alternatives					
Priority (QF, NT, LT)	**Finding#**	**Title**	**Description of Findings Section#**	**Recommended Options / Alternatives**	**Supporting Rational (MN Management)**
				Functional Committee Chairman. *Option LT2.2* Share best practices program-wide.	process but will not rotate the Chairman duties. Paradigm: Although, MN Management does not choose to rotate the Chairman duties, Paradigm suggest MN Management assess the possibility of selecting an assistant to the Chair (on an annual rotational basis) to provide other Deputy Administrators an opportunity to take a more active role in enforcing accountability and decision-making. *Option LT2.2* Can make sharing of best practices more formal. Suggest National Market News Association as forum.
LT3	16 17	Strategic Plan Vision	3.1.3.3.3	*Option LT3.1* Develop MN specific Strategic/Business Plans.	Link to organizational silo as this is dependent on the larger effort.
LT4	4	Onsite Market News Data	3.1.3.3.4	*Option LT4.1* Provide market reporter's laptops or tablet PCs.	Not a near-term fix. This is making the assumption that all auctions or terminal markets have WiFi. Livestock reporters have laptops and could enter data while covering auctions if the proper connections are available. It would not be feasible for F&V terminal market reporters to carry laptops around the market. The use of tablets would need further exploration as well as agency/ department approval. The cost (equipment and extensive training) may outweigh the time savings. Livestock currently provides all market reporters with laptops.
LT5	10	Multiple Dissemination Channels	3.1.3.3.5	*Option LT5.1* Conduct an assessment to determine the level of impact on limited-resource farmers. Reduce/ restructure less frequent	Cost and effort to conduct assessment may not prove beneficial. This is making the assumption that it is only limited resource farmers who would be affected by reduction or elimination of less frequent dissemination channels.

Key Findings and Recommended (Feasible) Options/Alternatives					
Priority (QF, NT, LT)	**Finding#**	**Title**	**Description of Findings Section#**	**Recommended Options / Alternatives**	**Supporting Rational (MN Management)**
				dissemination channels. *Option LT5.2* Consider social media as an avenue to phase out distribution channels that are no longer cost effective.	Current agency and department policy and approval process for social media uses are incredibly cumbersome making the use of social media for MN impractical as a replacement method for dissemination channels. Information would no longer be timely if we were forced to rely on external (other than MN) personnel to disseminate it via social media. This would directly impact our mission of providing accurate, unbiased, TIMELY market data. MN would need a blanket authority for social media use in order to fully realize the benefits of it as a dissemination method. This is not likely to be approved at the agency or the department levels.

Table 82: Key Findings and Recommended Options/Alternatives Matrix

3.1.3.1 Quick Fixes

3.1.3.1.1 QF1-Workload/Resource Distribution

Paradigm recommends AMS MN establish a formal process to conduct a workload assessment in alignment with the update cycle for the AMS Strategic Plan (three-five years). However, due to the amount of outliers reported during the initial 2012 workload assessment, Paradigm suggest AMS MN consider performing a follow up workload assessment within a year to establish a good baseline comparison and further flush out the process before moving into the three to five year cycle.

Retaining adequate resources are essential for AMS MN to effectively manage and deliver quality products and services to the public. Meeting these challenges involves objectively assessing the work being performed. Workload assessments can assist AMS MN with determining the resources necessary to achieve AMS strategic goals and aligning the level of effort needed to provide MN information. The workload assessment should be designed to quantitatively answer the following questions:

- What is the level of effort to produce MN information?
- Is the workforce optimally aligned to achieve the most efficient organization?

The workload assessment should provide AMS MN quantitative basis for understanding its current level of effort and provide insight where adjustments need to be appropriated. Unless AMS MN processes and activities change significantly, the approach utilized during the 2012 assessment should be viable for conducting future workload assessments. However, if AMS MN

processes and activities change significantly, a new baseline will need to be established and the tool modified accordingly. Figure 16 provides an overview of the proposed workload assessment formal process.

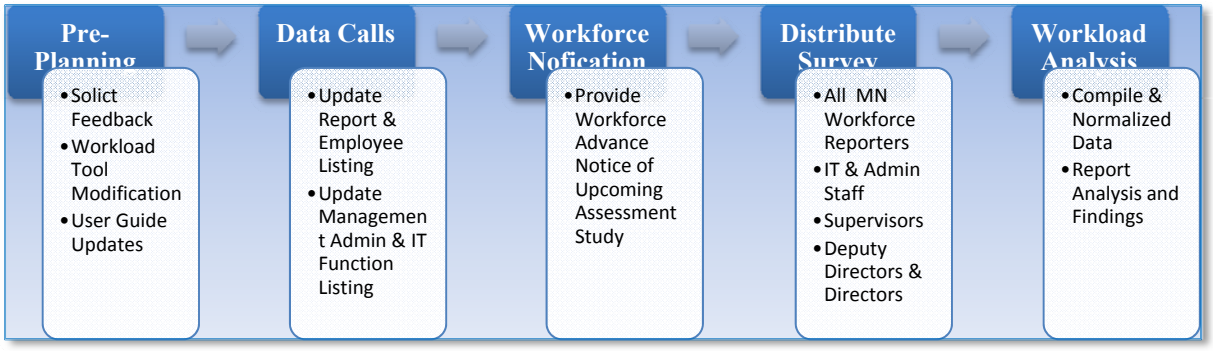


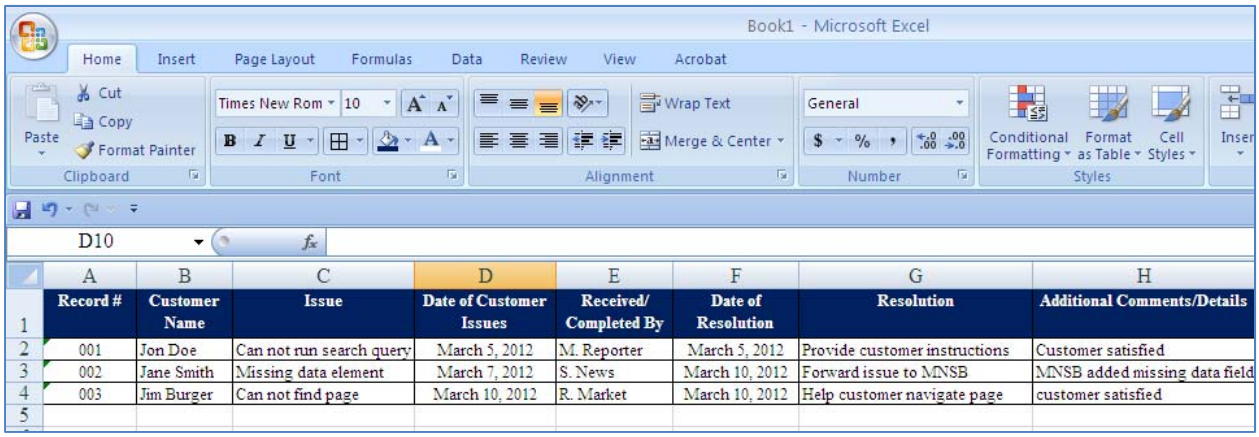
Figure 16: Proposed Workload Assessment Formal Process

Since the Functional Committee is responsible for the providing divisional oversight, Paradigm recommends the Committee initiates and oversees all aspects of the workload assessment study. Paradigm recommends the Functional Committee chose a dedicated Special Project Lead (SPL) from the existing management workforce who is familiar MS Access databases. The SPL should report directly to the Functional Committee on all aspects of the workload assessment study and serve as the single point of contact. The SPL should be responsible for the planning and executing the workload assessment to include modification of the tool as necessary. Paradigm recommends the Functional Committee post a high-level summary of the workload survey results on AGNIS. This will allow the workforce to see and understand how their inputs play a vital role in ensuring AMS MN continuously purse process improvements and organizational efficiencies.

3.1.3.1.2 QF2-Customized Reports/Ad-hoc Reporting

Currently, AMS MN informally communicates with customers to determine what issues are being encountered when generating customized reports. However, a centralized repository does not exist to capture this information to assist AMS MN with tracking resolution of these issues. Paradigm recommends AMS MN establish a formal tracking process to enable staff to quickly identify recurring problem areas. Recurring issues may pinpoint to software functionality that may need to be addressed with IT. In addition, this information may provide constructive ideas for adapting to marketing practices, upgrading services, and/or modifying report information.

One of the best ways to track and analyze these problems is through a centralized issues tracking tool. With this tool, AMS MN can track customer contact information, reported problems, and resolutions to common problems. There is no additional cost to use MS Excel since the software has the functionality to meet the needs of this recommendation. Its grid structure and easy interface makes it easy to create and maintain an issue log. Figure 17 provides is an example of a simple issue tracker template that can be quickly created using MS Excel.



	A	B	C	D	E	F	G	H
1	**Record #**	**Customer Name**	**Issue**	**Date of Customer Issues**	**Received/ Completed By**	**Date of Resolution**	**Resolution**	**Additional Comments/Details**
2	001	Jon Doe	Can not run search query	March 5, 2012	M. Reporter	March 5, 2012	Provide customer instructions	Customer satisfied
3	002	Jane Smith	Missing data element	March 7, 2012	S. News	March 10, 2012	Forward issue to MNSB	MNSB added missing data field
4	003	Jim Burger	Can not find page	March 10, 2012	R. Market	March 10, 2012	Help customer navigate page	customer satisfied
5								

Figure 17: Sample of Issue Tracker Template

Paradigm recommends the Functional Committee designate a SME to develop a standardized issue tracker template in MS Excel for Functional Committee approval and disbursement for use by all of the MN Division. This template will need to define the appropriate categories to capture information such as the date the customer's issue was received, the name of employee who received the issue, specific details, resolution, and notate any follow-up calls or additional information as necessary.

When a MN employee receives a customer request regarding customized reports generation, the MN employee will need to access the shared drive, retrieve the issue tracker spreadsheet, enter the appropriate information, and save the spreadsheet in the designated folder. Once a month, the Supervisor/OIC should review the spreadsheet for potential trends, identify the top ten issues, and report such findings and resolutions to the AMS MN Director and Market News Support Division (MNSB). Paradigm also recommends these findings and resolutions are included as a topic during the AMS MN Directors or Functional Committee meeting. This will help evaluate whether the issues are occurring across the AMS MN Program and possibly provide insights into different resolutions. Furthermore, this can help indicate long-range opportunities for product innovation and issue prevention.

In order for customers to take full advantage of the wealth of information available on the AMS MN Portal, it is important to increase formal Portal training. Currently, reporters provide one-on-one training sessions at trade shows and industry meetings as well as on a daily basis through phone conversations. Paradigm recommends AMS MN continue to provide informal training sessions in addition to increasing formal and one-on-one customer training. Implementing a systematic approach to training ensures that the course development efforts produce consistent results. Paradigm recommends AMS MN use the existing web meeting software and equipment to enhance Portal training through webinars. Webinars are an effective way for AMS MN to save on travel/overhead cost as well as provides the convenience for participants to attend. Webinars will also provide an avenue for AMS MN to explain, promote, and demonstrate its products and services. AMS MN should conduct the webinar in the same manner as a face to face seminar:

- Develop a script in MS PowerPoint presentation to provide a clear outline of course content,

- Setup sessions early to iron out any unforeseen technical glitches,
- Allow time for participants to ask questions throughout the presentation, and
- Request feedback for topics/issues of concern.

Each training course should to be comprehensive to ensure the customers have a full understanding of how to navigate through the Portal. Course content should include the following:

- Functionality of the Portal,
- How to build/format reports,
- How to build queries, and
- High-level overview of other related AMS MN commodity products services.

In addition, it is recommended that the AMS MN Division who is sponsoring the webinar, invite staff members from the other AMS MN Divisions to attend the sessions. This can provide employees the opportunity for increased awareness and understanding of other AMS MN products and services across the organization.

During the onset, Paradigm recommends each AMS MN Division offer Portal training on a quarterly basis. After the first year of implementation, training should correlate to the number of customer issues/requests received. If there is a continual increase in the number of issues then training should be offered more frequently. Conversely, if issues steadily decrease, the amount of training sessions should be adjusted. Table 83 depicts the proposed training frequency.

Training Frequency Recommendation	
Number of Issues Received	**Training Frequency**
1-10 Issues/Requests	Every six months
11- 20 Issues/ Requests	Every four months
21- 40 Issues/ Requests	Every three months
> 41 Issues/ Requests	Once a month

Table 83: Proposed Training Frequency

3.1.3.1.3 QF3-Inventoy of Reports

Although AMS MN believes providing annual updates to Cornell is sufficient, Paradigm recommends AMS MN consider providing incremental batch updates outside of the annual process to ensure all discrepancies are resolved and report listings are in sync. Also, Paradigm recommends AMS MN develop a standardized change request form for AMS MN to submit changes to Cornell. This will provide a clear audit trail for updates as well as facilitate a formal process for tracking changes. Table 84 provides a sample change request form.

Cornell Change Request Form				
Division Name	**Fruit and Vegetables**		**Date of Submission**	**03-01-12**
POC	**John Doe**		**Email**	**John.Doe@usda.amd.gov**
Slug #	**Report Title**	**Current Release Days**	**Summary of Change**	**Release Days Changes**
WA_FV998	Green Apples of GA	Monday	Report Title and Release Date Change: Green Apples of East Coast	Wednesday
WA_FV999	SA Bananas	Friday	Report Title Change: Bananas -South America	No Change

Table 84: Proposed Change Request Form

Each AMS MN Division should track and compare the Cornell listing against their internal master listing, notate any discrepancies, and provide updates in the standardized change request form. AMS MN should return to the normal update cycle once report listings are in synced between AMS MN and Cornell.

3.1.3.2 Near Term Fixes

3.1.3.2.1 NT-1 Collocation

Paradigm recommends AMS MN evaluate options to collocate/consolidate offices and establish a radius proximity or criteria for joining other AMS MN and/or AMS-wide locations. According to the Departmental Regulation- USDA Space Management Policy, Number: 1620-002 dated May 17, 200447, "when two or more field office agency locations are in the same community or geographical area, collocation will occur whenever practical. Agencies will take advantage of all space actions to increase participation in collocations." As defined in the Regulation, "Collocation is accomplished when two or more USDA agencies are located in any of the following configurations:

- Contiguous space on the same floor in the same building;
- Noncontiguous space on the same floor or on different floors in the same or adjacent buildings; or
- Space in different buildings that are part of a single complex or campus."

AMS should determine the appropriate USDA regulations, laws, policy, directives, etc for compliance with government leasing assignments as well as ensure the proper USDA/AMS authorities are engaged in the process. Paradigm understands this effort requires working with agencies outside of AMS MN that may impact the progress of this initiative. However, AMS MN should continue ongoing efforts to work with the appropriate government agencies to pursue alternative lease options. The preplanning efforts should include segregating lease terms based those assignments that have already expired and those that will expire within the near timeframe

[47] http://www.ocio.usda.gov/directives/ Visalia doc/DR1620-002.htm

(2012-2014). Identify offices that are in close proximity which could be considered for possible consolidation. Table 85 provides a list of potential co-location opportunities.

Potential Co-location Opportunities		Approximate Driving Distance
FVMN Forest Park, GA	Atlanta, GA- PMNA	12 miles
Fresno, CA- FVMN	Visalia, CA - CMN	45 miles

Table 85: Potential Co-location Opportunities

In evaluating offices for possible consolidation, AMS MN should examine if the current lease agreements contain termination clauses in order to evaluate any AMS MN liability. AMS MN may have to extend some term leases in order to establish a common expiration date. As part of the preplanning efforts, AMS MN will need to conduct a need's analysis and a market survey to identify and determine the most efficient lease option that will meet the needs of AMS MN staff. Based on need's and market analysis, if other facilities exists that are more cost efficient and are not GSA owned facilities, AMS MN should pursue a waiver from GSA that provides justification and supporting documentation to the appropriate authority for AMS and GSA approval.

Where practical and to the extent of achieving potential cost saving, AMS MN should consider consolidating field offices to reduce duplicate overhead expenses. Where possible, AMS MN should consider sharing common office space, equipment, supplies, etc. According to the *Departmental Regulation- USDA Space Management Policy, Number: 1620-002 dated May 17, 2004*, "Where practicable and to the extent consistent with efficient, effective, and improved service, field offices of agencies within USDA will be combined to reduce personnel and duplicative overhead expenses. When two or more USDA agencies share a common field office, the agencies will jointly use office space, equipment, office supplies, and personnel associated with that field office. This is consistent with the Act which directs the Secretary to save money through sharing resources and personnel. See Public Law 103-354, § 215, which appears in the United States Code as 7 U.S.C. § 6915." Paradigm recommends that AMS MN examine the current co-locations identified in Table 86 for possible realignment of resources as outlined in the Regulation cited above.

Current Co-locations for Possible Examination			
Divisions		Location	Shared Resources
LGMN	PMNA	Des Moines, IA	No
One FVMN employee	LGMN	St. Joseph, MO	No
FVMN	AMS Fresh Products Branch	Kent, WA	No
FVMN	LGMN	Thomasville, GA	No

Table 86: Current Collocations for Possible Examination

Paradigm recommends AMS assess how resident agents (RA's) are currently being used by LGMN and PMNA where three or less staff members reside and incorporate RAs into other AMS MN field offices where feasible. For instance, LGMN plans to have two reporters working FT from their homes by the end of FY2012. Also, LGMN is looking at different options for supervision in Federal-State Agreement locations, but likely will manage through attrition. PMNA maintains one RA who is supervised through their Atlanta field office. The RA has a Government-issued laptop and printer and the Government compensates for a portion of internet

service costs. Paradigm recommends AMS MN continue to explore options to integrate RAs where there are less than three staff members' onsite in order to potentially save on operating expenses.

3.1.3.2.2 NT-2 Supervisor to Employee Ratio and Position Descriptions

Paradigm recommends AMS MN consult with HR to align its supervisory to subordinate ratio in accordance with the *USDA Departmental Regulation (DR 4020-250-002) dated October 18, 2010* that states, "USDA's targeted supervisor-to-employee ratio is a minimum of one supervisor for nine (9) employees. When the span of control is lower than the nine employees for the supervisor, the Staff Office Director or Agency Head must document the reason for the variation." Based on the above regulation, Paradigm recommends AMS MN assess its current span of management control and realign staffing in accordance with USDA Departmental Regulations (DR 4020-250-002) where feasible. Where the span of control can not comply, AMS should document the rationale and submit to Office of Human Resources Management. The primary goal of maximizing the span of control for supervisors is to ensure the organization functions effectively and efficiently while eliminating needless layers of supervision and increasing workforce empowerment. This effort will take time for AMS MN to initiate given the geographically dispersed staff and the numerous supervisory positions AMS MN-wide. Overall, 49 AMS MN Supervisors/OICs manage 137 employees (not including intermittent or State employees). Table 87 provides a summary of the current span of control provided by AMS MN Management that should be considered for restructure.

Current Span of Control for Possible Restructure				
Division	**Supervisors/OICs**	**Location**	**MN Employee Supervised**	**State Employees Supervised**
CMN	1Director	Memphis, TN	1	N/A
	1Deputy Director	Memphis, TN	6	N/A
DMN	1 Director	Washington, D.C.	3	N/A
	1 National Supervisor	Fitchburg, WI	2	N/A
	1 Supervisor	Fitchburg, WI	3	N/A
	1 Supervisor	Fitchburg, WI	3	N/A
FVMN	1 Director	Washington, D.C.	8	N/A
	1 Deputy Director	Washington, D.C.	1	N/A
	1 Supply Branch Chief	Washington, D.C.	1	N/A
	1 International Reporter Chief	Washington, D.C.	0	N/A
	1 National Supervisor	Forest Park, GA	20	N/A
	6 Supervisors/OICs	New York – Bronx, NY	2	N/A
		Los Angeles, CA	2	N/A
		Fresno, CA	3	N/A
		Idaho Falls, ID	3	N/A
		Everett, MA,	4	N/A
		Phoenix, AZ	4	N/A
LGMN	1 Director	Washington, D.C.	4	N/A
	1 Deputy Director	Washington, D.C.	3	N/A
	2 Area Supervisors	St. Joseph, MO	13	N/A

Current Span of Control for Possible Restructure				
Division	**Supervisors/OICs**	**Location**	**MN Employee Supervised**	**State Employees Supervised**
		Des Moines, IA	13	N/A
	1 IT Supervisor	Washington, D.C.	5	N/A
	26 Supervisors/OICs	Amarillo, TX	2	1
		Billings, MT	0	0
		Columbia, SC	0	12
		Des Moines, IA	**3**	**0**
		Des Moines, IA	8	0
		Des Moines, IA	3	0
		Des Moines, IA	5	5
		Dodge City, KS	2	3
		Greeley, CO	5	3
		Jackson, MS	0	10
		Kearney, NE	0	3
		Las Cruces, NM	1	3
		Little Rock, AR	1	5
		Louisville, KY	1	11
		Minneapolis, MN	0	0
		Montgomery, AL	3	16
		Nashville, TN	0	7
		New Holland, PA	1	5
		Oklahoma City, OK	2	7
		Portland, OR	5	0
		San Angelo, TX	0	0
		Sioux Falls, SD	0	6
		Springfield, IL	2	4
		St. Joseph, MO	**2**	**0**
		St. Joseph, MO	3	14
		St. Joseph, MO	6	0
PMNA	1 Director	Washington, D.C.	3	N/A
	2 Supervisors/OICs	Atlanta, GA	10	N/A
		Des Moines, IA	8	N/A

Table 87: Span of Control for Possible Restructure

When determining the appropriate span of control, it is recommended that AMS MN consider the following factors: job complexity, similarity of subordinate jobs, diversity of assigned functions, and physical proximity of subordinates and technology. If the recommended minimum of one supervisor for nine (1:9) employees is not feasible, Paradigm suggests examining the possibility of consolidating supervisory positions where the ratio is equal to or less than one supervisor to two (1:2) employees in order to achieve a slightly higher span of control of one supervisor to five (1:5) employees.

In addition, OPM provides a General Schedule supervisory Guide, Position Classification Standard and Classifiers Handbook that AMS MN can use as guidance for determining and reclassifying supervisory job duties. As shown in Table 87 FVMN has one and LGMN has eight supervisory positions that do not manage any AMS MN employees, as such AMS should update

PDs to accurately reflect duties and reclassify accordingly. These positions should be reviewed to determine if transitioning the Supervisory/OIC positions to a reporter would be a more efficient use of resources. Based on the results of update to PDs, workload analysis, and span of control, AMS may need to realign staff to accommodate adjustments.

3.1.3.2.2.1 Supervisory Workload Allocation

As previously discussed, the GSSG stated the classification of a supervisor must involve at least 25 percent of the position's time is spent performing supervisory duties. The distinction between supervisory and administration/ management functions can be difficult to differentiate into separate processes. Often the supervisory workload includes some level of administration/management tasks to oversee the workforce. However the supervisory workload computation did not include the administration/ management data since we are only estimating the actual supervisory workload. Table 88 **provides the supervisory positions workload allocations.**

Since the workload assessment, FVMN promoted reporters in Benton Harbor, MI and Chicago, IL to supervisory positions. This resulted in an increase from six (6) Supervisors/OICs positions to eight (8). MN has a total of 53 Supervisors/OICs. Of the 53 Supervisors/OICs, 29 Supervisors/OICs have a workload that is less than 25% attributable to supervisory duties. The remaining 24 Supervisors/OICs have a workload that is equal to or greater than 25% in supervisory functions. The following is a summary of the supervisory workload assessment:

- **Two CMN supervisors have a workload equal to or greater than 25% attributable to supervision.**
- **Three of the four DMN supervisors have a workload less than 25% attributable to supervision.**
- **Eleven of the 13 FVMN Supervisors/OICs have a workload less than 25% attributable to supervision.**
- **16 of 31 LGMN Supervisors/OICs have a workload equal to or greater than 25% attributable to supervision.**
- **All three PMNA Supervisors/OICs have a workload equal to or greater than 25% attributable to supervision.**

Supervisory Workload Allocation

Division	Supervisors / OICs	Location	# of Employee Supervised		FTE Allocation			
			# of MN Employee	# of State Employee	Supervision	Admin/ Mgmt	Other Duties	Total
CMN	1Director	Memphis, TN	1	N/A	0.25	0.33	0.29	0.87
	1Deputy Director	Memphis, TN	6	N/A	0.26	0.02	0.40	0.68
DMN	1 Director	Washington, D.C.	3	N/A	0.61	0.00	0.05	0.66
	1 National Supervisor	Fitchburg, WI	2	N/A	0.24	0.26	0.57	1.07

Supervisory Workload Allocation								
Division	**Supervisors / OICs**	**Location**	**# of Employee Supervised**		**FTE Allocation**			
			# of MN Employee	**# of State Employee**	**Supervision**	**Admin/ Mgmt**	**Other Duties**	**Total**
	1 Supervisor	Fitchburg, WI	3	N/A	0.18	0.27	0.77	1.22
	1 Supervisor	Fitchburg, WI	3	N/A	0.32	0.01	1.09	1.42
FVMN	1 Director	Washington, D.C.	8	N/A	0.50	0.24	0.18	0.92
	1 Deputy Director	Washington, D.C.	1	N/A	0.27	0.22	0.63	1.12
	1 Supply Branch Chief	Washington, D.C.	1	N/A	0.28	0.40	0.54	1.22
	1 International Reporter Chief	Washington, D.C.	0	N/A	0.34	0.41	0.76	1.51
	1 National Supervisor	Forest Park, GA	20	N/A	0.53	0.00	0.09	0.62
	8 Supervisors /OICs	Benton Harbor, MI	Unknown	N/A	0.03	0.02	1.08	1.13
		Chicago, IL	Unknown	N/A	0.00	0.00	.0004	0.00
		Bronx, NY	2	N/A	0.00	0.00	1.02	1.02
		Los Angeles, CA	2	N/A	0.05	0.04	0.93	1.02
		Fresno, CA	3	N/A	0.22	0.12	0.15	0.49
		Idaho Falls, ID	3	N/A	0.20	0.09	0.96	1.25
		Everett, MA,	4	N/A	0.00	0.00	0.90	0.90
		Phoenix, AZ	4	N/A	0.05	0.04	1.00	1.09
LGMN	1 Director	Washington, D.C.	4	N/A	1.12	0.01	0.00	1.13
	1 Deputy Director	Washington, D.C.	3	N/A	1.01	0.33	0.01	1.35
	2 Area Supervisors	St. Joseph, MO	13	N/A	1.38	0.08	0.14	1.60
		Des Moines, IA	13	N/A	0.89	0.14	0.08	1.11
	1 IT Supervisor	Washington, D.C.	5	N/A	0.16	0.06	0.45	0.67
	26 Supervisors /OICs	Amarillo, TX	2	1	0.15	0.19	0.63	0.97
		Billings, MT	0	0	0.12	0.20	1.26	1.58
		Columbia, SC	0	12	0.37	0.11	0.98	1.46
		Des Moines, IA	3	0	0.60	0.32	0.28	1.20
		Des Moines,	8	0	0.62	0.11	0.48	1.21

Supervisory Workload Allocation								
Division	**Supervisors / OICs**	**Location**	**# of Employee Supervised**		**FTE Allocation**			
			# of MN Employee	**# of State Employee**	**Supervision**	**Admin/ Mgmt**	**Other Duties**	**Total**
		IA						
		Des Moines, IA	3	0	0.50	0.19	0.35	1.04
		Des Moines, IA	5	5	0.21	0.24	0.73	1.18
		Dodge City, KS	2	3	0.20	0.00	1.38	1.58
		Greeley, CO	5	3	0.15	0.14	1.11	1.40
		Jackson, MS	0	10	.07	.47		.86
		Kearney, NE	0	3	0.07	0.14	0.51	0.72
		Las Cruces, NM	1	3	0.32	0.00	0.99	1.31
		Little Rock, AR	1	5	0.37	0.12	0.32	0.81
		Louisville, KY[48]	1	11	n/a	n/a	0.00	n/a
		Minneapolis, MN	0	0	0.03	0.04	1.55	1.62
		Montgomery, AL	3	16	0.02	0.02	0.07	0.11
		Nashville, TN	0	7	0.37	0.31	0.82	1.50
		New Holland, PA	1	5	0.25	0.15	0.58	0.98
		Oklahoma City, OK	2	7	0.02	0.06	0.33	0.41
		Portland, OR	5	0	0.24	0.20	1.04	1.48
		San Angelo, TX	0	0	0.41	0.35	0.47	1.23
		Sioux Falls, SD	0	6	0.00	0.00	0.76	0.76
		Springfield, IL	2	4	0.03	0.20	0.93	1.16
		St. Joseph, MO	2	0	0.46	0.43	0.28	1.17
		St. Joseph, MO[49]	3	14	n/a	n/a	n/a	n/a
		St. Joseph,	6	0	0.48	0.03	0.42	0.93

[48] Supervisor/OIC did not provide a workload survey.

[49] Supervisor/OIC workload survey resulted in a statistical outlier.

Supervisory Workload Allocation								
Division	**Supervisors / OICs**	**Location**	**# of Employee Supervised**		**FTE Allocation**			
			# of MN Employee	**# of State Employee**	**Supervision**	**Admin/ Mgmt**	**Other Duties**	**Total**
		MO						
PMNA	1 Director	Washington, D.C.	3	N/A	0.90	0.04	0.07	1.01
	2 Supervisors /OICs	Atlanta, GA	10	N/A	0.60	0.29	0.03	0.92
		Des Moines, IA	8	N/A	0.53	0.28	0.31	1.12

Table 88: Supervisory Workload Allocation

3.1.3.2.3 NT-3 Repackage Reports

Paradigm recommends AMS MN establish teams within each AMS MN Division to evaluate the level of repackaging and communicate with customers to determine the demand and value of continuing to provide this service. This will allow employees to become more engaged and take ownership in the ongoing process of pursuing continuous process improvements. AMS MN should also assess the resources and time expended to duplicate this information and evaluate whether AMS MN has the available resources to continue repackaging market information as the number commodities increases and the impact of budget constraints become more severe. There may be cause where repackaging may be justifiable, however, that determination will need to be made within a team effort on a report by report basis during evaluation. Several repackage reports were identified during Phase 1 that Paradigm will need to assess the associated workload to gauge the amount of time that's being expended duplicating information. **Refer to Section** 3.1.3.2.3.1 **for the level of effort to repackaged reports.**

Given the large number of reports within FVMN and LGMN and the unknown level of repackaging, team members may need to rotate on a regular basis [as determined by AMS MN Management] to guard against disruption of work responsibilities. The team may need to establish a charter to clearly identify and communicate the purpose, goals, roles, responsibilities, decision-making process, and timeframe. Paradigm recommends AMS MN Management consider rewarding active participants within these teams after completion of major milestones or during their annual performance review. This will reinforce management's commitment to implement change as well as provide an avenue for employees to experience some early successes (small or large). This will increase employee support for change, while also having the benefit of possibly swaying the attitudes of skeptical employees.

3.1.3.2.3.1 Repackage Reports Workload

Table 89 **shows the workload for repackaged reports identified in Section** 2.2.3.1.2[50]**. The level of effort to repackage these reports is 1.94 FTEs. Although previously reported, repackaged reports are mostly performed by MN assistants. The workload data concludes**

[50] **LGMN reported the Hog Price Comparison was discontinued at the end of FY 2011.**

the majority of the effort is performed by the reporters. The distribution of the workload is as follow: reporter (44%), MN assistant (36%), supervisor (19%), and AO (0.02%).

LGMN Repackage Reports				
Daily Livestock Summary				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	
Information Collection	0.28	0.05	0.16	
Analysis & Verification	0.02	0.03	0.07	
Dissemination	0.02	0.02	0.42	
Subtotal	0.32	0.10	0.26	
Total	**0.70 FTEs**			
Eastern Cornbelt Daily Direct Hogs-PM				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	
Information Collection	0.0	0.07	0.0	
Analysis & Verification	0.0	0.04	0.0	
Dissemination	0.005	0.01	0.0	
Subtotal	0.005	0.12	0.0	
Total	**0.13 FTEs**			
Iowa/Minnesota Daily Direct Hogs-PM				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	
Information Collection	0.0	0.06	0.0	
Analysis & Verification	0.0	0.04	0.0	
Dissemination	0.005	0.01	0.0	
Subtotal	0.005	0.11	0.0	
Total	**0.12 FTEs**			
National Daily Direct Hogs-PM				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	
Information Collection	0.01	0.18	0.0	
Analysis & Verification	0.00	0.05	0.0	
Dissemination	0.01	0.01	0.0	
Subtotal	0.02	0.24	0.0	
Total	**0.26 FTEs**			
National Daily Hog and Pork Summary				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	**AO**
Information Collection	0.0	0.04	0.04	0.0
Analysis & Verification	0.0	0.0	0.06	.01
Dissemination	0.0	0.0	0.01	0.0
Subtotal	0.0	0.04	0.11	.01
Total	**0.16 FTEs**			
Western Cornbelt Daily Direct Hogs-PM				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	
Information Collection	0.0	0.07	0.0	
Analysis & Verification	0.0	0.04	0.0	
Dissemination	0.01	0.0	0.0	
Subtotal	0.01	0.11	0.0	
Total	**0.12 FTEs**			

National Weekly Carlot Report				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	**AO**
Information Collection	0.0	0.03	0.0	0.0
Analysis & Verification	0.0	0.02	0.0	0.01
Dissemination	0.0	0.01	0.03	0.0
Subtotal	0.0	0.06	0.03	0.1
Total	**0.10 FTEs**			
National Daily Carlot Report				
Process Category	**Supervisor**	**Reporter**	**MN Assistant**	
Information Collection	0.0	0.04	0.02	
Analysis & Verification	0.0	0.02	0.23	
Dissemination	0.0	0.1	0.03	
Subtotal	0.0	0.07	0.28	
Total	**0.35 FTEs**			

Table 89: LGMN Repackaged Reports Workload

3.1.3.2.4 NT-4 Secondary Source Reporting

Since secondary source reporting is very similar to repackaging, Paradigm recommends the same team evaluate the pros and cons of secondary source reporting in terms of value, demand, and cost. The team should also consider whether secondary source reporting coincides with AMS strategic goal of delivering timely, accurate, and unbiased market information, given the reproduction of information already being produced by other agencies/organizations. Although, AMS MN Management reported the cost to provide this service is minimal**. During Phase 2**, given the time constraints and inaccurate workload results, Paradigm was not able to identify or quantify specific reports, the associated level of effort, and time expended producing this information. **Based on** the workload **addendum, the following section provides the secondary source reporting workload.**

3.1.3.2.4.1 Secondary Source Reporting Workload

Table 90 **shows the workload for CMN Weekly Cotton Market Review, Monthly Cotton Price Statistics, and Long Staple Cotton Review reports. The workload survey did not drill down to the level to identify the actual name of the data source. Therefore the secondary source reporting workload for these reports could not be determined. As the content of these reports are not solely based on secondary source information, the reports also contain CMN collected market data.**

CMN Secondary Reporting	
Weekly Cotton Market Review	
Process Category	**Reported FTEs**
Information Collection	1.74
Analysis & Verification	0.04
Dissemination	0.03
Subtotal	**1.80**

Monthly Cotton Price Statistics	
Process Category	**Reported FTEs**
Information Collection	0.01
Analysis & Verification	0.01
Dissemination	0.0
Subtotal	**0.01**
Long Staple Cotton Review	
Process Category	**Reported FTEs**
Information Collection	0.01
Analysis & Verification	0.01
Dissemination	0.0
Subtotal	**0.02**

Table 90: CMN Secondary Reporting Workload

Table 91 provides the DMN secondary source reporting workload for CME reports. The total workload for secondary reporting is 0.44 FTEs. As previously reported, the direct level of effort to produce all of DMN reports is 5.80 FTEs. Eight percent (8%) of the total workload is attributable to secondary source reporting.

DMN CME Reports	
Process Category	**Reported FTEs**
Information Collection	0.16
Analysis & Verification	0.21
Dissemination	0.06
Total	**0.44 FTEs**

Table 91: DMN CME Reports Workload

3.1.3.2.5 NT-5 Customer Subscriptions and Usefulness/Utilization of Reports

Recommend the Functional Committee along with the appropriate SMEs continue ongoing efforts to explore tracking tools that can be standardized to meet AMS MN needs to capture report usefulness and to identify "critical" information. This effort should include developing guidelines for determining relevancy of specific information that can be shared across the AMS MN Divisions to incorporate. This process will also require engaging customers to solicit their feedback.

It appears that LGMN is the only AMS MN Division that has an online customer feedback capability; however, the link is not highly visible on the Portal and is embedded within the "Tips" link. The other Divisions use "Contact Us" to obtain customer feedback, however, this capability is different from accessing a standard online customer feedback form that's consistent across the MN Program. Also, the "Contact Us" capability is not consistent among the Divisions; one may only identify a physical mailing address, one may only identify an email address, and others have a combination of additional information such as phone and fax. Given the importance of obtaining customer feedback and engaging them in the process, Paradigm recommends online feedback links be established on the Portal for all AMS MN Divisions which

are highly visible and easy for customers to access. Establishing a standard online feedback form will provide customers a quick and simple avenue to communicate feedback/share ideas.

As MN Management continues its effort in pursuing a replacement for the Portal operating system, careful consideration should be taken to ensure enhancements include the required functionality to capture various aspects of data usage across all AMS MN Divisions in a standardized manner. Replacing the Portal platform with robust software may provide better tools and analytics for understanding and meeting the needs of AMS MN customers.

3.1.3.2.6 NT-6 Quality Control Process and Review Process

As with all elements of the quality control process, procedures should be thoughtfully planned with the goal of generating greater accuracy and consistency while maximizing efficiency. Since each AMS MN Division performs quality control and reviews in different variations (i.e., pre-checks, post-checks, cursory/peer reviews, extensive supervisory reviews, and handoffs); AMS MN Management should further explore how guidelines can be established for streamlining and standardizing quality control/reviews and evaluate its impact on turnaround time for report release. Paradigm recommends MN Management evaluate the feasibility of obtaining a tracking tool that can be managed by Supervisors/OICs that includes a more effective and efficient capability that captures and monitors potential errors in a uniformed manner. This capability should also assist Supervisors/OICs with identifying/responding to errors in a timely manner as well as providing management with better insight into employee performance.

3.1.3.2.7 NT-7 Retail Reports

Paradigm believes that efficiencies and standardization can be achieved in the Retail Reporting process across all AMS MN Divisions. As a result, Paradigm recommends the Functional Committee initiate an effort to further explore the use of each AMS MN Division's data collection method (Oracle, Access, and Excel) and decide which system best meets the needs of AMS MN program-wide (in terms of effort/ cost/ customer).

Since the process of capturing retail data is similar among the AMS MN Divisions and AMS MN has already invested in obtaining MNIS capability for FVMN and DMN, Paradigm recommends using MNIS program-wide for retail reporting. Best practices and lessons learned can be shared with LGMN and PMNA which can be used to better assist these Divisions with capturing the most effective capability within MNIS. As the Functional Committee explores obtaining retail reporting capability in MNIS for other Divisions, several items will need to be considered such as level of effort to determine needs and requirements, cost to obtain this capability, schedule, implementation, impact, and benefits.

The Functional Committee should also examine the possibility of allocating retail data collection/entry to the MN assistants to perform. This assessment will involve identifying specific skill sets that the MN assistants will need to obtain to perform this activity. Training requirements will need to be identified as well as consideration for establishing a mentorship to mitigate the learning curve and assist MN assistants with achieving full performance. Additionally, the Functional Committee should determine the feasibility of cross-training staff members across commodities to assist with meeting retail reporting workload requirements, as

well as relief work. Overall, the Functional Committee will need to compare the pros and cons of redistributing retail data collection resources.

Since AMS MN receives market data mostly through volunteer vendors, AMS MN should consider the feasibility of collaborating with major vendors to evaluate the possibility of vendors providing retail data in a raw data format on a regular basis (i.e., weekly). Establishing this capability could potentially reduce the amount of manual data entry and time expended accessing internet links as well as build rapport with the customer base.

3.1.3.2.7.1 Retail Report Workload

Based on the workload survey, Table 92 through Table 94 shows the retail report workload for FVMN, LGMN, and PMNA. The workload total for all three Divisions is 5.67 FTEs. As previously discussed, the collection of retail data is reported to be very time consuming. Eighty percent (80%) of the workload is in Information Collection. Reporters spend an average of 19% of their time analyzing and verifying the collected retail data. The remaining two percent (2%) is in Dissemination. Based on the workload data, the collection of retail data for FVMN, LGMN, and PMNA requires 4.51 FTEs and only 1.06 FTEs to analyze the data. If the Functional Committee determines the feasibility of allocating retail data collection/entry to the MN assistants is a viable option, then the reporters should have more time to analyze and verify the data.

National Fruit and Vegetable Retail Report	
Process Category	**Reported FTEs**
Information Collection	1.5
Analysis & Verification	0.39
Dissemination	0.04
Total	**1.94 FTEs**

Table 92: FVMN Retail Report Workload

Weekly Retail Beef Feature Activity Report	
Process Category	**Reported FTEs**
Information Collection	0.72
Analysis & Verification	0.22
Dissemination	0.02
Subtotal	0.97
National Weekly Retail Lamb & Veal Feature	
Process Category	**Reported FTEs**
Information Collection	0.44
Analysis & Verification	0.05
Dissemination	0.02
Subtotal	0.51
Weekly Retail Pork Feature Activity	
Process Category	**Reported FTEs**
Information Collection	0.45
Analysis & Verification	0.10
Dissemination	0.01
Subtotal	0.55

Weekly Retail Beef Feature Activity Report	
Process Category	**Reported FTEs**
Total	**2.03 FTEs**

Table 93: LGMN Retail Report Workload

Broiler/Fryer: USDA Weekly Retail Chicken Feature Activity Report (Fri)	
Process Category	**Reported FTEs**
Information Collection	0.38
Analysis & Verification	0.01
Dissemination	0.002
Subtotal	0.39
Shell Eggs: USDA Weekly Retail Shell Egg and Egg Products Feature Activity	
Process Category	**Reported FTEs**
Information Collection	0.44
Analysis & Verification	0.17
Dissemination	0.002
Subtotal	0.61
Turkey: USDA Weekly Retail Turkey Feature Activity Report (Fri)	
Process Category	**Reported FTEs**
Information Collection	0.58
Analysis & Verification	0.12
Dissemination	0.001
Subtotal	0.70
	1.70 FTEs

Table 94: PMNA Retail Report Workload

3.1.3.3 Long Term Fixes

3.1.3.3.1 LT-1 IT Infrastructure and IT System

The IT infrastructure has tremendous potential to provide positive benefits program-wide. Business processes, which may have been static for years can be radically transformed with an upgraded IT systems. As such, Paradigm recommends the Functional Committee establish a team of SMEs that includes the appropriate IT staff to conduct a Cost Benefits Analysis (CBA) to determine the return-on-investment for upgrading MNIS to a more efficient and robust infrastructure that can be used as a centralized data warehouse to meet the needs of all the AMS MN Divisions. The objective of the CBA is to provide the Functional Committee with adequate information/requirements to analyze and evaluate possible alternatives. The CBA should provide detailed documentation of requirements and considers the following:

- Identify the AMS MN short and long goals related to managing and sharing information in support of the AMS's Strategic Plan.
- Assessment of the current technological environment within the AMS MN Program, including the possible migration and integration of the various IT system currently being used, evaluation of the primary hardware requirements, application software, and connectivity.

- Development of an IT strategy based upon the analysis of the current platform and the goals to be achieved.

In addition, CBA team should consider what resources will be needed while taking into account any current or ongoing IT initiatives. Once the team completes the CBA, the team should present findings and analysis to the Functional Committee for review and approval.

If an upgrade is deemed feasible and cost effective by the Functional Commitee, the team should be tasked with developing an IT upgrade implementation strategy. Due to the vital nature of the IT infrastrucutre within AMS MN, the strategy should produce a minimum amount of service interruption and interferance with AMS MN day-to-day reporting responsibilities. However, if the results of the CBA reveals the update is too expensive and/or capabilities cannot be obtained, Functional Commitee may need to pursue alternative solutions to obtain an automated database management system that best meet the needs of AMS MN across all Divisions. Once a system has been selected, Paradigm recommends the Functional Committee require participation from all of the Divisions to integrate to the new system.

3.1.3.3.2 LT-2 Divisional/Silo Organizational Structure and Division Oversight

Although, AMS MN Management does not choose to rotate the Chairman duties, Paradigm recommends Functional Committee reconsider the possibility of selecting an assistant to the Chair (rotate on an annual basis) to provide other Deputy Administrators an opportunity to take an active role in participating in the decision-making process for the best interests of the organization program-wide. This position should be voted in by the members of the Committee. To ensure consistency throughout the Divisions, Paradigm recommends the Functional Committee be responsible for facilitating implementation of recommended changes approved by AMS MN Management as well as be "change agent" to communicate and promote the vision of the "to-be" organization. In addition, it is recommended the Committee establish a formal decision-making process and Charter that can be managed and enforced by the Functional Committee Chairman. The Functional Committee should work together to develop a procedural document to formalize guidelines for decision-making, accountability, and MN-wide participation. The decision making process should include the following activities:

- Recognize and clearly document the problem;
- Collaborate with the appropriate SMEs to analyze or research the problem;
- Develop a list of possible solutions and the impact for discussion and buy-in;
- Establish criteria for what constitutes a quorum for participation of voting members; and
- Develop a mechanism for tracking resolution of issues, status of ongoing initiatives and change management.

The formal process should be based around the idea of synergy in which decisions can be made collectively and will in turn be more effective. The Functional Committee should analyze different types of formal decision-making options like the consensus decision-making and voting-based methods to determine which method would work best for MN.

Consensus decision-making is when every member of the group has to buy into the decision. The obvious advantages are group commitment, team spirit, and a large amount of information and ideas which usually lead to a higher probability of success. A more accurate decision is usually made with a higher probability of success because so many ideas, perspectives, and skills are involved in the resolution. Teamwork and security is also created because everyone has a stake in the success of the decision. The disadvantage entails very slow and extremely time consuming process. It is also requires a lot of work, time, and energy to keep everyone engaged in the process.

A voting-based method is a group decision-making process that works best when the group uses a set of defined options to select the optimum solution. A voting method allows every participant to cast his/her vote, and the option that receives the maximum number of votes is selected. This method does not value the individual opinion of each and every participant in the group. A variation of this method is that the majority of members within the Committee have the power to pass the final decision.

In addition, the quantitative and qualitative components will need to be included in the decision-making process to take into account the facts, statistical data, emotional attachments, and relationships. Quantitative decision-making looks at facts and numbers in order to come up with a decision. Qualitative decision-making focuses on experience and considers other aspects, such as employee feelings and customer relationships. As such AMS MN should evaluate all options and appropriate the decision-making process that best meet the needs of the organization.

3.1.3.3.3 LT-3 Strategic Plan and Vision

Paradigm recommends the Functional Committee develop an AMS MN program-wide Strategic Plan that clearly documents and communicates the vision, mission, values, and strategies. The MN Strategic Plan should mirror the overarching AMS Strategic Plan as well as coincide with the update cycle. An overarching AMS MN Strategic Plan should assist with short and long-term direction to guide the AMS MN Divisions as a unified organization. Figure 18 is an illustration of a strategic planning process:

Figure 18: Example of Strategic Planning Process

It is recommended that the team conducts a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis as part of the strategic planning process. A SWOT is a useful tool that can assist with conducting an audit and analysis of the overall strategic position of program. The results of the analysis can assist in indentifying critical factors that are necessary for AMS MN to achieve its goals and objectives.

Once an AMS MN Program-wide Strategic Plan has been approved by the Functional Committee, the Division Directors should distribute the Strategic Plan to the workforce to adopt and to serve as a roadmap for the employees to achieve their performance plans and goals. To execute the Strategic Plan, it may be necessary to train the workforce on the same goal setting achievement process and any accompanying tools. Then conduct regular meetings to monitor the progress of the Strategic Plan. Monitoring of the plan should create personal accountability and communicate achievement to everyone within the Division to ensure continued motivation.

3.1.3.3.4 LT-4 Onsite Market News Data

Paradigm recommends AMS MN provide live auction reporters laptops with wireless modem (i.e. air cards capability) to capture data real-time and/or upload to the appropriate IT systems directly from the remote location. It was reported that these reporters have access to laptops; but have difficulty accessing network connectivity or Wi-Fi. As a result, Paradigm recommends that the Functional Committee along with the USDA, AMS senior leadership to discuss the option of investing in wireless modem (i.e., air cards) for use at live auction sites.

A wireless modem provides easy online access that does not require Wi-Fi hotspots. Accessories such as a USB adapter or connector can be obtained for use with desktops or laptops that lack a personal computer card slot. There are numerous cellular providers that offer Internet access to subscribing customers which require either a monthly plan for unlimited airtime or a pay-as-you go subscription. Paradigm also recommends AMS MN conduct a CBA to determine which cellular provider meets the needs of AMS MN at the most cost effective price. By having this network connectivity, the reporters can enter data real-time and/or upload collected market data directly from the remote location without having to return to the office at the end of the day to enter the data or call the MN assistant to enter the data. This process change should streamline the auction data collection process by alleviating the need to dictate market data over the phone to the MN assistant. Although, it was reported that some live auction find carrying around a laptop a inconveniences to performance, measures can be taken to store laptops in a secure location until data collection is complete (i.e., vehicle, office cabinet).

Even though, the use of laptops [with wireless modem] may not be feasible or realistic for use at terminal markets, Paradigm recommends the Functional Committee evaluate whether the benefits of investing in PC tablets for terminal market reporters to enter data outweighs manually entering data onto multiple sheets of paper.

3.1.3.3.5 LT-5 Multiple Dissemination Channels

Paradigm recommends reducing/restructuring less frequent dissemination channels by conducting an assessment to determine the level of impact on its customers. The Functional Committee should assign a team to determine the customers demand for receiving market reports

through radio broadcast, AVT, and fax. Once the targeted customer base has been identified, the team should conduct a CBA that captures all operating cost (i.e., equipment, service maintenance agreements, monthly phone bill expenses, and personnel) to determine resources expended to deliver this service in comparison to the demand. If the CBA concludes a high cost of delivery for less frequent dissemination channels then the Functional Committee should consider the option of restructuring these dissemination channels to continue to provide the most efficient and effective service. In addition, AMS MN could slowly transition these customers to access online market information. Any changes to the current dissemination channels will need to be communicated to customers in advance.

Paradigm also recommends AMS MN consider adopting social media tools (i.e., Facebook and Twitter) to increase network/outreach activities with AMS MN customers with the intent of expanding AMS MN customer base and awareness. AMS MN can also use these social media tools to provide general information about current event topics, tips, and other commodity information. These tools could also direct potential customers to the Portal for additional information. The Functional Committee should engage the appropriate USDA and AMS management to discuss options and alternatives to obtain approval from Public Affairs to use social media.

3.1.3.4 To-Be Organizational Structure/Staffing

Figure 19 below represents the "as-is" AMS MN organizational strawman. Areas highlighted in red identify where potential efficiencies could be gained. Even though the FVMN Supply Branch Chief (GS-14) is responsible for all movement data, this employee only directly supervise one staff member. The FVMN International Branch Chief is a GS-14 position that does not supervise any employees. As a result, AMS MN should consider making these Branch Chief positions MN reporters that specialize in their respective areas and reports to the FVMN Deputy Director instead of directly to the FVMN Director. AMS MN should also consider changing the 0301 series position that supports the Supply Chief to a MN assistant / market reporting assistant. Additionally, FVMN currently has two Assistant to the Director positions that needs to be evaluated. FVMN should determine whether retaining both of these positions is efficient use of MN resources. These positions are 1147 MN reporters so it would be logical to realign one position to FT MN reporting duties. Once the workload data is validated and normalized, an assessment can be conducted to validate adjustment to staffing. **The following section provides the workload assessment for the realignment recommendations.**

3.1.3.4.1 FVMN Realignment Workload

Based on the workload data, Table 95 **provides a summary of the reported workload for the two Assistant to the Director positions. It appears the current workload validates the staffing adjustment to better utilize MN resources. The Assistant to the Director (1) total reported workload is 1.20 FTEs while the Assistant to the Director (2) total workload is 0.42 FTEs. There is a 35% workload difference between Assistant to the Director (1) and Assistant to the Director (2). It appears Assistant to the Director (2) is underutilized and would be a candidate for workload/resources to be adjusted/ realigned to improve efficiency.**

Assistant to the Director Workload Calculation		
Process Category	**Asst to Director (1)**	**Asst to Director (2)**
Information Collection	.03	.01
Analysis & Verification	.07	.11
Dissemination	0.0	.01
Administration & Management	.10	.17
Supervision	1.01	.13
Total	**1.20**	**.42**

Table 95: Assistant to the Director Reported Workload

Table 96 is the workload summary for the Supply Branch Chief. The Supply Branch Chief has a workload total of 1.22 FTEs. Twenty-two percent of the total workload is attributed to supervisory duties and 26% is in reporting duties. The remaining 52% is for administration/management and additional duties.

Supply Branch Chief Workload Calculations		
Process	**FTE Calculation**	**FTE Percentage Allocation**
Information Collection	0.128	26%
Analysis Verification	0.095	
Dissemination	0.092	
Supervision	0.275	22%
Administration/Management	0.392	52%
Additional Duty	0.243	
Total	**1.22 FTEs**	**100%**

Table 96: Supply Branch Chief Workload Calculation

Table 97 shows the International Reporter Chief has a workload total of 1.51 FTEs. Twenty-two percent (22%) is for supervisory workload and 33% is for reporting duties. The remaining 45% is in administration/management and additional duties.

International Reporter Chief Workload Calculations		
Process	**FTE Calculation**	**FTE Percentage Allocation**
Information Collection	0.154	33%
Analysis Verification	0.29	
Dissemination	0.056	
Supervision	0.337	22%
Administration/Management	0.413	45%
Additional Duty	0.261	
Total	**1.51 FTEs**	**100%**

Table 97: International Reporter Chief Workload Calculations

Based on the workload data, it appears the realignment is feasible as the supervisory workload for the Supply Branch Chief and International Reporter Chief is less than 25% and the span of control is equal to or less than one supervisor to one (1:1) employee. In addition, the reporting duties workload is greater than the supervisory workload.

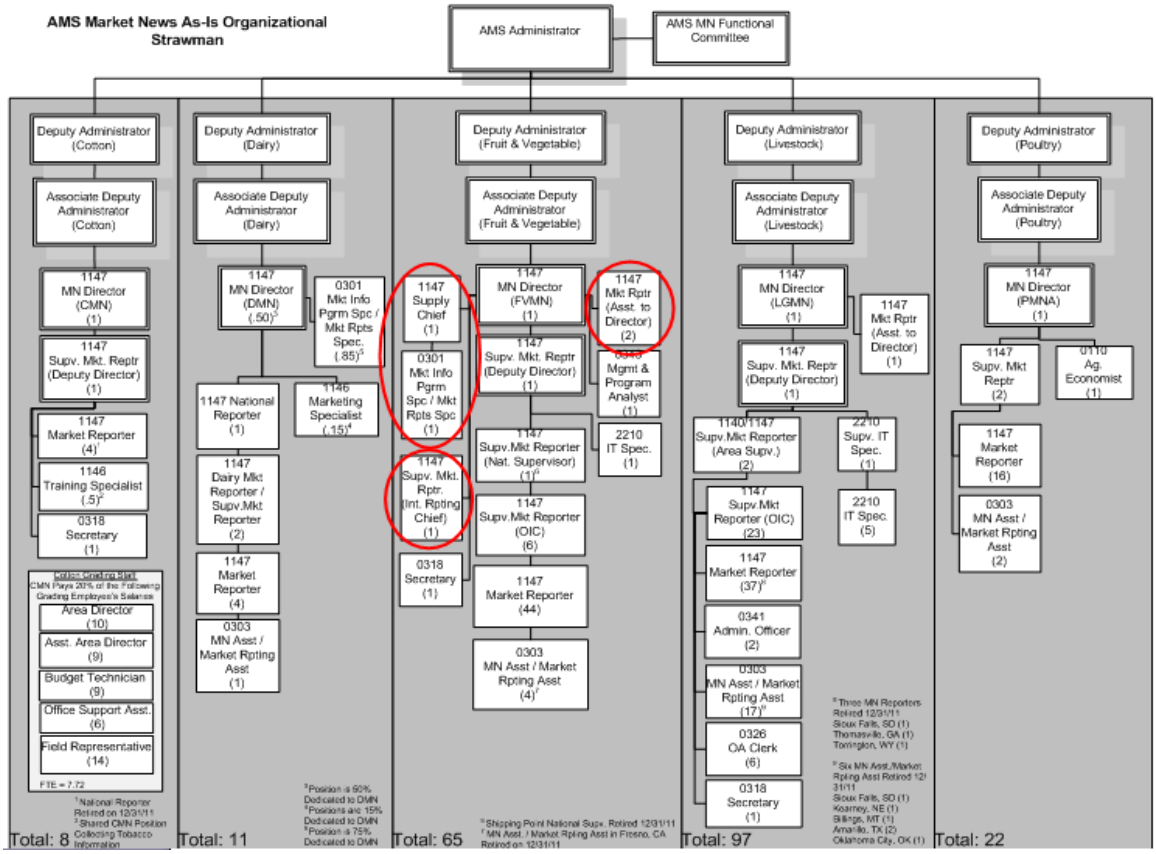


Figure 19: AMS MN "As-Is" Organizational Straman

Figure 20 below represents the recommended "to-be" AMS MN organizational strawman. The Supply Chief and the International Branch Chief have been changed to FVMN reporters that reports to the FVMN Deputy Director. The Supply Chief Assistant has also been changed to a MN assistant / market reporting assistant. Additionally, there is one Assistant to the Director position that can be better utilized to perform market reporting duties.

.

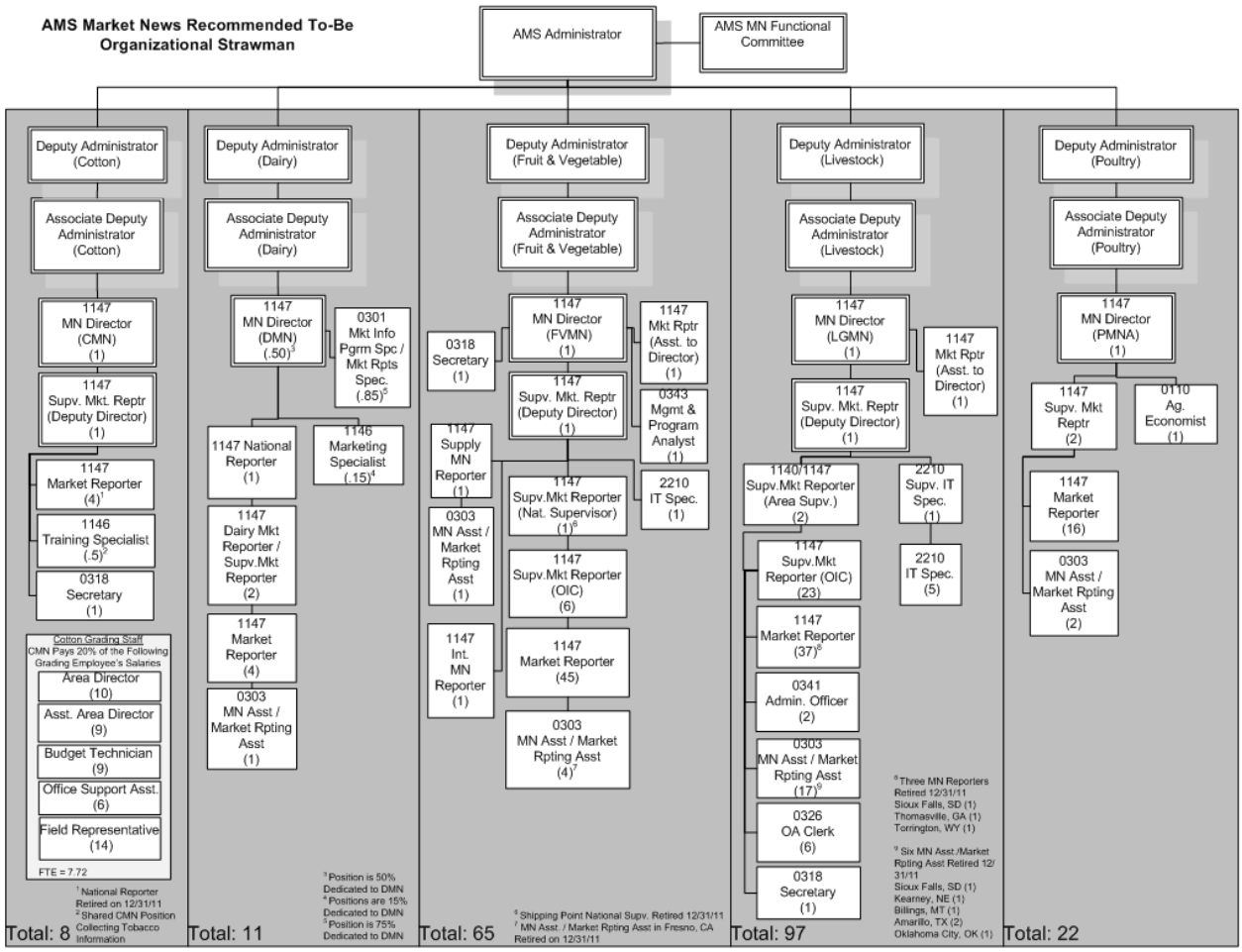


Figure 20: AMS MN Recommended "To-Be" Organizational Strawman

3.1.3.5 To-Be Processes and Workflows

Paradigm used workflow analysis to identify areas within the AMS MN processes that could benefit from general process improvements. Productivity can be improved when bottlenecks and redundancies are eliminated or reduced. To further increase productivity, Paradigm recommends standardization is pursued across the AMS MN Divisions, where possible to achieve efficiencies and uniformity. Based on the analysis, a determination was made by Paradigm to remove, add, and consolidate certain processes to reduce redundancies and/or inefficiencies. The recommended "to-be" models are based on an optimum state of efficiency that incorporates recommended options and relies significantly on upgrades to MNIS database. The "to-be" workflows were built based on the following assumptions:

- Changes to the DIVA would disturb the mandatory reporting process as it would significantly impact customer inputs; therefore, Paradigm does not recommend any IT changes to the DIVA system at this time.
- MNIS can be upgraded /configured to perform as a centralized data warehouse that meets the needs for all MN Divisions.

- Retail data collection can be performed by the MN assistant.
- Access and ability to run error scripts in MNIS scan to check for data errors can be performed by Supervisors/OICs.
- Live auction reporters have access to laptop with network capabilities (i.e. air cards).

A crosswalk identifying changes from the "as-is" to the recommended "to-be" are highlighted in red and depicted in the following appendices:

- Appendix C – Cotton & Tobacco Market News Workflows
- Appendix D – Dairy Market News Workflows
- Appendix E – Fruit & Vegetable Market News Workflows
- Appendix F – Livestock & Grain Market News Workflows
- Appendix G – Poultry Market News Workflows

Table 98 provides a high-level summary of recommended process changes for MN.

To-Be Process Recommendation Summary		
Process Category	**Process Change Description**	**Potential Outcomes**
Upgrade to MNIS	Consolidated various standalone databases into MNIS for data collection and report generating.	Streamline process to achieve standardization, reduce multiple database platforms maintenance cost, and format conversions.
	Utilize upgraded MNIS functionality to generate price series, develop narratives, and graphs in the database.	
Retail Reporting	MN assistant performs retail data collection.	Achieve standardization and cross-utilization of employees by realigning staff skill and redistributing resources.
	Reporter reviews, analyzes, and composes summary narrative.	
	Retail report generated in MNIS by the reporter.	
QC Process	Streamlined QC process	Tracking QC data can provide insights into the level of quality of MN reports and help identify potential problem areas. QC data can support MN's critical role in the industry to continue providing reliable and unbiased market information.
	Where possible, reporter completes entire reporting process of collecting, analyzing and disturbing the report	
	Supervisor/OIC runs error script.	
	Remove non-valued added handoffs	

Table 98: To-Be Process Recommendation Summary

3.1.3.5.1 Upgrade to MNIS

The current workflow analysis reveal numerous conversion process are being used to transfer data from various standard alone databases into MNIS and MNCS. The following provides examples of various conversion steps:

- Resetting worksheet

- Running macros
- Converting Word document to text file
- Converting Excel to PRN file
- Run .bat program to upload CSV file to the server

The "to-be" workflows, incorporates recommended options to consolidate the various standalone databases (i.e. MS Excel, MS Access, LSW, and REP) into MNIS to achieve standardization across the Divisions. As previously mentioned, the "to-be" workflows are based on the assumption that upgrades to MNIS will provide reporters the capability to generate price series, develop narratives, and graphs in the database to produce detailed comprehensive information. In an upgrade MNIS system, the reporters will be able to run queries to generate tables and graphs to perform trend analysis and compose the market summary within the same platform. This process improvement will eliminate the multiple processes of generating the price series in a standalone database which is then transferred into a MS Word document and finally converting the document to a text file. Removing the multiple conversions from the collection and distribution of MN information will streamline the core AMS MN processes to achieve more efficient and effective performance; refer to Appendices C through G for detailed "to-be" process workflows and procedures

Furthermore, an upgraded MNIS as a centralized data warehouse will eliminate data redundancy and increasing data integrity and accuracy. A reporter and/or MN assistant will no longer need to manually reenter data in order to consolidate data to produce summary reports. As the query functionality will enable the reporter and/or MN assistant to generate the consolidated data from previous collected market information. For example, in FVMN "As-Is" Pecan Reporting, the reporter collects previously published data from the Portal to manually reenter the same data in MS Excel for consolidation. Then the reporter emails consolidation report for review. This process can be more efficient by having the reporter run a query in the upgraded MNIS to generate the consolidated pecan and apple report. For a comparison of the recommended process change refer to Appendix E – Fruit & Vegetable Market News Workflows Pecan Reporting "As-Is" and Pecan Reporting "To-Be".

As a result, the process is streamline and improves collaboration and efficiency. An upgraded MNIS can be more cost effective in the longer term due to economies of scale. Another benefit of a standardized MNIS system is that the learning curve for employees is greatly reduced. If all processes are in the same database, then the employees only need to learn one system, not multiple systems.

3.1.3.5.2 Retail Reporting

The "to-be" workflows integrate the MN assistant to collect retail advertisement data and enter into MNIS. Once the data is entered, the reporter reviews the data and develops the summary narratives. Reassigning retail data collection to the MN assistant should enhance cross-utilization of employees and creates an opportunity to better utilize the reporters and MN assistants skill sets. In addition, this realignment provides reporters additional time to contact vendors, research market conditions, and perform in-depth analysis on the collected data.

3.1.3.5.3 Quality Control Process

For FVMN QC process, Paradigm recommends removing multiple handoffs and refining the error script to be location specific and redistributing Supervisor/OIC to run and managed the weekly error report. As shown in the "to-be" workflow, the process is transformed to a straightforward continuous workflow process; refer to Appendix E – Fruit & Vegetable Market News Workflows for the QC "to-be" process. This recommended option also eliminates the need for the National Supervisor to dedicate time and effort filtering the errors. Although the NRTM and National Supervisor are removed of the process, the Supervisor/OIC would continue to keep them abreast of errors via email notice and a monthly report log.

A review of the current random QC process indicated inconsistency and limited QC reviews across the other Divisions. Paradigm recommends the Divisions adopt a standardized QC process that entails running errors scripts in MNIS to check for data errors. In the Random Quality Control Check "to-be" workflows, if an error is discovered then the Supervisor/OIC will work with the reporters to resolve the issue. After the errors are resolved, the Supervisor/OIC should record the resolution in the report log and submit the report log to the Director on a monthly basis. Implementing the recommended QC process should provide better insights into the level of quality control to include the capability to track and monitor potential problem areas. In addition, restructuring the QC process can help support AMS MN's critical role in the industry of providing reliable and unbiased market information.

3.1.3.5.4 Review Process

Paradigm recommends the review process for CMN be assigned to the Assistant Director instead of having both the Director and Assistant Director perform this activity. The Assistant Director is already reviewing all the reports that are produced by CMN so this will not be a drastic change in the process. Having the Assistant Director act as the reviewing official better utilizes the Director and Assistant Director skill sets, and increases workforce empowerment. This will provide the Director additional time for performing managerial duties.

The workflow analysis revealed inefficiencies due to the amount of handoffs in the reporting process. For example, in the DMN CME workflow, a peer review is performed to check the accuracy of the data entry however; this process should be performed by one reporter instead of two. The reporter should complete the entire process of collecting and distributing the CME report without engaging peers to conduct a cursory review and forwarding to the MN assistant for final posting. In the "to-be" model, the reporter no longer forwards the CME report to the MN assistant for posting because the handoff causes a break in the workflow and does not add value to the process. Streamlining this secondary source reporting process in order to reduce multiple manpower efforts will lessen the amount of workforce distribution; refer to Appendix D – Dairy Market News Workflows for the CME Reporting "to-be" process.

For the DMN Weekly Summary Report, the designated reporter consolidates the applicable sections and forwards a copy to the Supervisor for review. For the "to-be" processes; once the Weekly Summary is ready for posting, the reporter completes final posting of the report rather than forwarding to the MN assistant for final posting; refer to Appendix D – Dairy Market News Workflows for the Weekly Summary "to-be" process.

For FVMN's Commerce Reporting process, the reporter directly accesses the FAS website and collects the data that is to be entered into MNIS rather than relying on the Supervisor to provide the data. Paradigm could not find a justification as to why the reporter could not retrieve the data directly from the website; refer to the Appendix E – Fruit & Vegetable Market News Workflows for the Commerce Reporting "to-be" process.

In LGMN's Weekly Oracle Reporting, the reporter completes the entire process of collecting and distributing the Weekly Oracle Report rather than engaging multiple manpower efforts and office resources to repackage this data; refer to Appendix F – Livestock & Grain Market News Workflows for the Voluntary Other Reporting 2 "to-be" process.

4.0 NEXT STEP

This document provides targeted recommendations to address the AMS MN Management agreed upon feasible options for transitioning AMS MN from the "as-is" state of affairs to the "to-be" structure/processes. However, the recommendations will require AMS MN Senior Management evaluation to decide what options will be further explored and/or implemented and establish a formal implementation strategy. Successful implementation of organizational change will require a unified approach and buy-in from all parties involved. Therefore, it is important for AMS MN Management and the Functional Committee work together to address the recommended areas of improvement and facilitate changes; if not, successful implementation will be limited and not consistent across all AMS MN Divisions.

Due to the complexity of MN organization, it is important to simplify and integrate planned changes as much as possible. Monitoring is also necessary when changes are implemented to ensure expected results are being achieved. AMS MN Management will need to develop a tool to monitor and track the status of implementation within each Division to ensure expected results are being achieved. All of these factors have direct and significant impact on the success or failure of implementation of recommended improvements

4.1 Follow-up Workload Assessment

Upon completion of the reevaluation of AMS MN workload assessment, the findings are documented in this addendum report. Anecdotally, Paradigm would estimate a 75% to 85% level of confidence to the data collected as the basis for making any resource utilization decisions. Overall the results can serve as a baseline to gauge the current level of effort and provide some insights into potential areas of improvements.

As previously discussed, Paradigm recommends AMS MN establish a formal process to conduct a workload assessment in alignment with the update cycle for the AMS Strategic Plan (three-five years). However, due to the 75% to 85% level of confidence of the data integrity, Paradigm suggests AMS MN consider performing a follow-up workload assessment within a year to establish another baseline comparison and further refine the data collection process. Ideally, the accumulation of data from each workload assessment would result in more accurate workload computations.

Survey results are likely to improve with each completion of the workload survey. Making the workload survey part of the institutional effort to improve the organization will produce better results each time it is accomplished because employees will better understand that the survey is a continuous process improvement tool, not a tool for managing funding limitations that could result in loss of positions. Each time respondents use the workload survey tool, they become better acquainted with it and with the process of reporting level of effort. Consequently, it will take them less time to complete the survey each time and the results will be more accurate because of decreased resistance to completing the survey.

4.2 AMS MN Senior Management Enact Recommended Strategies

Since the Functional Committee is designated for divisional oversight, this committee will need to take an active role in facilitating implementation of recommended changes approved by AMS MN Management. The Functional Committee will act as "Sponsors" of change to provide high-level, cross-functional leadership needed to facilitate a smooth transition from the current "as-is" state to the future "to-be" organization. The Functional Committee will need to select a team to include SMEs from all Divisions as well as human resources and IT to assist with those options that require additional research or separate studies as well as take on the role of "change agents" to provide implementation support. It will benefit AMS MN to develop a communication strategy that provides the workforce with ongoing high-level communications regarding organizational changes that will be implemented as well as clearly defined roles and responsibilities of the teams. Communication tools can include periodic newsletter/emails, message boards, or town hall meetings. These communications will promote a unified voice across the organization.

4.3 Periodic Audits

AMS MN should integrate periodic audits (both internal and external) that management can use as a tool to identify and determine whether specific tasks are meeting the Organizational Assessment goals and objectives. This process is an audit of the processes, not of individuals, even though changes may result in how particular employees should perform their duties. Conducting monthly status update meetings will help to keep the Functional Committee up-to-date on progress. Ideally, periodic audits will confirm and document a smooth running operation.

4.4 New System Evaluation/Selection

Recommend the Functional Committee and the appropriate IT staff establishes a team to focus on the feasibility of upgrading MNIS database. This team would need to coordinate with the Functional Committee to ensure the new system is designed to accommodate the "to-be" processes MN-wide, yet has the capability to evolve as the processes does. Developing a user friendly IT system that flags each process and captures workload data such as time and resources will increase productivity and accountability for all MN employees. Ultimately, an upgraded MNIS database or procurement of a new centralized automated database warehouse is a key activity that will excel AMS MN to achieve the best and most efficient operations in the future.

4.5 Continuous Process Improvements

Recommend the Functional Committee evaluate successes and failures and identify continued process improvements. AMS MN Management should select and use the appropriate teams (who will play a vital role in implementation) to interact and coordinate with employees and management, which is essential to continue with the success of the Organizational Assessment. As an act of continuing process improvement, the Functional Committee should allocate a timeslot in the current meeting agenda to discuss areas of improvement and solicit feedback from employees. Corrective action based on this feedback provides a robust cycle for implementing and continuing process improvements. This is part of the ongoing, continuous improvement of change management for AMS MN and ultimately leads to change competency.

ACRONYMS

Acronym	Definition
AMS	Agricultural Marketing Service
CME	Chicago Mercantile Exchange
COFO	Chief of Field Operations
CCC	Commodity Credit Corporations
COTR	Contracting Officer's Technical Representative
CBA	Cost Benefits Analysis
CMN	Cotton & Tobacco Market News
DSQ	Daily Spot Quotation
DMN	Dairy Market News
DIVA	Data Import and Validation Applet
FSA	Farm Service Agency
FAS	Foreign Agricultural Service
FVMN	Fruit & Vegetable Market News
FT	Full-time
IT	Information Technology
ICE	InterContinental Exchange
LGMN	Livestock and Grain Market News
MPR	Mandatory Price Reporting
MN	Market News Division
MNIS	Market News Information System
MNSD	Market News Support Division
NASS	National Agricultural Statistics Service
NCC	National Cotton Council
NRTM	National Reporting Technology Manager
NAFTA	North American Free-Trade Agreement
OPM	Office of Personnel Management
OIC	Officer In Charge
PT	Part-time
PD	Position Descriptions
PMNA	Poultry Market News Analysis
REP	Rapid Entry Program
RSS	Really Simple Syndication
RIF	Reduction in Force
RA	Resident Agents
ROI	Return on Investment
RMA	Risk Management Agency
SPL	Special Project Lead
SME	Subject Matter Expert
GSA	U.S. General Service Administration
USDA	United States Department of Agriculture
VERA	Voluntary Early Retirement Authority
VSIP	Voluntary Separation Incentive Payment
WBS	Work Breakdown Structure

APPENDIX A – SUPPORTING RATIONALE FOR RECOMMENDATIONS DEEMED NOT FEASIBLE

Key Findings and Recommended (Not Feasible) Options/Alternatives						
Priority (QF, NT, LT)	**Finding#**	**Title**	**Report Section#**	**Description of Findings**	**Recommended Options/Alternatives**	**Supporting Rational (MN Management)**
QF4	5	Shared Network Folders	2.2.3.1.5	• Restricted access to internal network information within the same Division.	*Option QF4.1* Ensure all field office staff have direct access to internal resources.	This only applies to one or two reports and is misguided. For several summary reports, the market reporting assistant waits for a report to be released through MNCS before they begin assembling the summary. To grant access to a specific drives that houses the data prior to its publication in report form would only cause confusion because there is no way for the individual to know what data is current and what is not. Therefore, it is most efficient to wait for the report to be published. Paradigm: Although, this finding is considered as an isolated event that occurs at one location, Paradigm suggests the following process improvement: market reporters send the market reporting assistants a courtesy email to inform them when a report has been released through MNCS. As such, the market reporting assistant would not expend time looking for the most current report and better communication could be established between the staff.
QF5	22	Coverage	2.2.3.4.9	• High travel costs due to relief work; some work cannot be performed remotely. • Employee concerns with travel/disruption in work.	*Option QF4.1* Relook at relief work to determine if more work can be performed remotely. *Option QF4.2* Preplan anticipated relief work and communicate upcoming adjustments as early as possible. *Option QF4.3*	MN Divisions solicit annual leave requests each year to plan relief work. We already shift work that is not location-dependent to other offices. However, there are some cases (such as terminal market coverage) that must be accomplished on-site. To the extent possible, we cover relief work without travel-related expenses. We cannot anticipate emergencies/ illnesses which occasionally require last-minute coverage arrangements.

Key Findings and Recommended (Not Feasible) Options/Alternatives						
Priority (QF, NT, LT)	**Finding#**	**Title**	**Report Section#**	**Description of Findings**	**Recommended Options/Alternatives**	**Supporting Rational (MN Management)**
					Reach out to PT or intermittent employees to perform relief work.	
NT8	6	Sample Size	2.2.3.1.6	• Does not have a predefine threshold/ target to serve as a guideline to establish the market population for obtaining data. - Market reporters rely on interpersonal relationships with industry contacts to gather voluntary market data. - No criteria or threshold exists for determining the level of information that has to be collected nor vendors that have to be reached.	*Option NT8.1* Establish a data point/market population threshold/target.	Market reporters have the autonomy and discretion (based on their knowledge of the market) to determine at what point they have enough information to report the market as accurately and unbiased as possible. To standardize this determination is simply NOT feasible. The differences in and the intricacies of most markets just won't allow for it. In some cases, such as the F&V movement reports, we strive to cover the market in its entirety. Anything less dilutes the value of the data and shows an incomplete picture of the marketplace. This undermines the MN mission of providing ACCURATE and UNBIASED market information.
LT3	15	Division Oversight	2.2.3.4.3	• A neutral party doesn't exist between the AMS Administrator and the Deputy Administrators that is not connected to a specific commodity or that has the authority to enforce and implement decision-making, accountability, and participation for the entire program (across Divisions).	*Option LT1.1* Assign a single leader/program director for MN oversight.	AMS MN already has a structure, the Functional Committee that provides oversight.
	18	Economies of Scale	2.2.3.4.5	• Not fully achieving economy of scale; imbalance of division	*Option LT3-1* Consolidate IT and administrative functions into a	AMS may be consolidating IT help desk staff (not MN specific staff). However, the Directors don't see much opportunity beyond what is already being done

Key Findings and Recommended (Not Feasible) Options/Alternatives						
Priority (QF, NT, LT)	**Finding#**	**Title**	**Report Section#**	**Description of Findings**	**Recommended Options/Alternatives**	**Supporting Rational (MN Management)**
	24	IT Support	2.2.3.5.1	specific administrative support functions. - CMN has one Secretary and DMN has one MN assistant/ market reporter assistant - FVMN has three MN assistant/market reporter assistant and one secretary - LGMN has two ADMV Officers, 17 MN assistants/ market reporter assistants, six office automation clerks, and one secretary - PMNA has two MN assistant/ market reporter assistant • Imbalance of IT support; includes staff that are dedicated to database and user support within their specific Divisions. - FVMN has one and LGMN has six dedicated IT specialists on staff - CMN relies on C&T IT staff for its IT support. - DMN assigns IT responsibilities to an existing market reporter as an additional duty. - PMNA relies on IT support from staff within other MN and Poultry IT operations.	shared service center (where possible) that can be managed by a single central office/ management staff.	to share IT and administrative duties. Poultry does not have dedicated MN IT staff, but they already take advantage of Livestock IT staff in Des Moines. Dairy uses market reporters to perform many IT tasks. F&V only has one IT specialist to cover MN. Cotton doesn't have dedicated MN IT staff, but they use Cotton Program IT staff. Administrative staff has been shrunk, especially with the latest VSIP, leaving little administrative support to share.

APPENDIX B – AMS MN STAFF LISTINGS

Cotton & Tobacco Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Lubbock	TX	GS	1147	12	FT	COTTON MKT REPTR (AREA)	1
Macon	GA	GS	1147	12	FT	COTN MKT REPTR	1
Memphis	TN	GS	0318	06	FT	SECY OA	1
Memphis	TN	GS	1147	13	FT	SUPVY COTN MKT REPTR	1
Memphis	TN	GS	1147	14	FT	SUPVY COTN MKT REPTR	1
Memphis	TN	GS	1147	12	FT	COTN MKT REPTR	1
Raleigh	NC	GS	1146	13	FT	TRAINING SPECIALIST (50% CMN)	1
Visalia	CA	GS	1147	12	FT	COTN MKT REPTR	1
						Total:	**8**

Dairy Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Fitchburg	WI	GS	1147	12	FT	DAIRY MKT REPTR	1
Fitchburg	WI	GS	1147	11	FT	DAIRY MKT REPTR	4
Fitchburg	WI	GS	303	5	FT	MKT NEWS ASST OA	1
Fitchburg	WI	GS	1147	12	FT	SUPVY DAIRY MKT REPTR	1
Fitchburg	WI	GM	1147	13	FT	SUPVY DAIRY MKT REPTR	1
Washington	DC	GS	1146	12	FT	Marketing Specialist (15% DMN)	1
Washington	DC	GS	301	9	FT	MKT INFO PROG SPECIALIST (85% DMN)	1
Washington	DC	GS	1147	14	FT	MN Director (50% DMN)	1
						Total:	**11**

Fruit & Vegetable Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Benton Harbor	MI	GS	1147	11	FT	F&V MKT REPTR	1
Benton Harbor	MI	GS	1147	12	FT	F&V MKT REPTR	1
Benton Harbor	MI	GS	1147	12	INT	F&V MKT REPTR	1
Chicago	IL	GS	1147	11	FT	F&V MKT REPTR	1
Chicago	IL	GS	1147	12	FT	F&V MKT REPTR	1
Chicago	IL	GS	1147	12	INT	F&V MKT REPTR	1
Dallas	TX	GS	1147	11	FT	F&V MKT REPTR	1
Dallas	TX	GS	1147	9	INT	F&V MKT REPTR	1
Detroit	MI	GS	1147	11	FT	F&V MKT REPTR	2
Everett	MA	GS	1147	12	FT	F&V MKT REPTR	1
Everett	MA	GS	1147	12	FT	SUPVY F&V MKT REPTR	1
Everett	MA	GS	303	7	PT	MKT REPTG ASST OA	1
Everett	MA	GS	1147	11	FT	F&V MKT REPTR	1
Forest Park	GA	GS	1147	11	FT	F&V MKT REPTR	1
Forest Park	IL	GS	1147	14	FT	SUPVY F&V MKT REPTR	1
Fresno	CA	GS	303	6	FT	OFF SUPRT ASST OA	1
Fresno	CA	GS	1147	13	FT	SUPVY F&V MKT REPTR	1
Fresno	CA	GS	1147	11	FT	F&V MKT REPTR	1
Idaho Falls	ID	GS	1147	11	FT	F&V MKT REPTR	2
Idaho Falls	ID	GS	303	6	FT	MKT REPTG ASST OA	1
Idaho Falls	ID	GS	1147	12	FT	F&V MKT REPTR	1
Idaho Falls	ID	GS	1147	13	FT	SUPVY F&V MKT REPTR	1
Jessup	MD	GS	1147	12	FT	F&V MKT REPTR	1
Los Angeles	CA	GS	1147	12	FT	F&V MKT REPTR	2
Los Angeles	CA	GS	1147	13	FT	SUPVY F&V MKT REPTR	1
Miami	FL	GS	303	6	PT	MKT REPTG ASST OA	1
Miami	FL	GS	1147	11	FT	F&V MKT REPTR	1

Fruit & Vegetable Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Miami	FL	GS	1147	11	INT	F&V MKT REPTR	1
New York -Bronx	NY	GS	1147	13	FT	SUPVY F&V MKT REPTR	1
New York -Bronx	NY	GS	1147	12	FT	F&V MKT REPTR	2
Oakland	CA	GS	1147	12	FT	F&V MKT REPTR	1
Oakland	CA	GS	343	14	FT	MGMT & PROG ANAL	1
Oviedo	FL	GS	1147	12	FT	F&V MKT REPTR	1
Oviedo	FL	GS	1147	11	FT	F&V MKT REPTR	2
Philadelphia	PA	GS	1147	11	FT	F&V MKT REPTR	1
Philadelphia	PA	GS	1147	12	FT	F&V MKT REPTR	1
Phoenix	AZ	GS	1147	12	INT	F&V MKT REPTR	1
Phoenix	AZ	GS	1147	11	FT	F&V MKT REPTR	1
Phoenix	AZ	GS	1147	12	FT	F&V MKT REPTR	3
Phoenix	AZ	GS	1147	13	FT	SUPVY F&V MKT REPTR	1
Phoenix	AZ	GS	1147	11	INT	F&V MKT REPTR	1
Pittsburgh	PA	GS	1147	11	FT	F&V MKT REPTR	1
Sacramento	CA	GS	1147	11	FT	F&V MKT REPTR	1
Seattle	WA	GS	1147	11	FT	F&V MKT REPTR	1
St Joseph	MO	GS	1147	11	FT	F&V MKT REPTR	1
St Louis	MO	GS	1147	11	INT	F&V MKT REPTR	1
St Louis	MO	GS	1147	11	FT	F&V MKT REPTR	1
Thomasville	GA	GS	1147	12	FT	F&V MKT REPTR	1
Washington	DC	GS	318	7	FT	SECY OA	1
Washington	DC	GS	2210	12	FT	ITSPEC (SYSADMIN)	1
Washington	DC	GS	1147	14	FT	SUPVY F&V MKT REPTR	1
Washington	DC	GS	1147	15	FT	SUPVY F&V MKT REPTR	1
Washington	DC	GS	1147	13	FT	F&V MKT REPTR	2
Washington	DC	GS	1147	14	FT	SUPVY F&V MKT REPTR	1

Fruit & Vegetable Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Washington	DC	GS	301	9	FT	TRANSP REPTS SPECLST	1
Washington	DC	GS	1147	14	FT	SUPVY F&V MKT REPTR	1
Yakima	WA	GS	1147	12	FT	F&V MKT REPTR	1
						Total:	**65**

Livestock Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Amarillo	TX	GS	1147	12	FT	SUPVY LVSTK MKT REPTR	1
Amarillo	TX	GS	1147	11	FT	LVSTK MKT REPTR	1
Amarillo	TX	GS	1147	9	FT	LVSTK MKT REPTR	1
Billings	MT	GS	1147	11	FT	LVSTK MKT REPTR	1
Billings	MT	GS	303	6	INT	MKT REPTG ASST OA	1
Columbia	SC	GS	1147	12	FT	LVSTK & GRAIN MKT REPTR	1
Des Moines	IA	GS	1147	12	FT	SUPVY LVSTK MKT REPTR	3
Des Moines	IA	GS	1147	7	FT	LVSTK MKT REPTR	2
Des Moines	IA	GS	1147	11	FT	LVSTK MKT REPTR	9
Des Moines	IA	GS	1147	11	FT	LVSTK & GRAIN MKT REPTR	5
Des Moines	IA	GS	1147	14	FT	SUPVY AGRL MKT REPRTR	1
Des Moines	IA	GS	2210	12	FT	ITSPEC (DATAMGT)	1
Des Moines	IA	GS	303	6	FT	MKT REPTG ASST OA	1
Des Moines	IA	GS	303	6	FT	MKT REPTG ASST OA	1
Des Moines	IA	GS	341	9	FT	ADMV OFFCR	1
Des Moines	IA	GS	303	6	FT	MKT REPTG ASST OA	1
Des Moines	IA	GS	2210	11	FT	ITSPEC (DATAMGT)	1
Dodge City	KS	GS	1147	12	FT	LVSTK MKT REPTR	1
Dodge City	KS	GS	326	4	PT	OFF AUTOMATION CLK	1

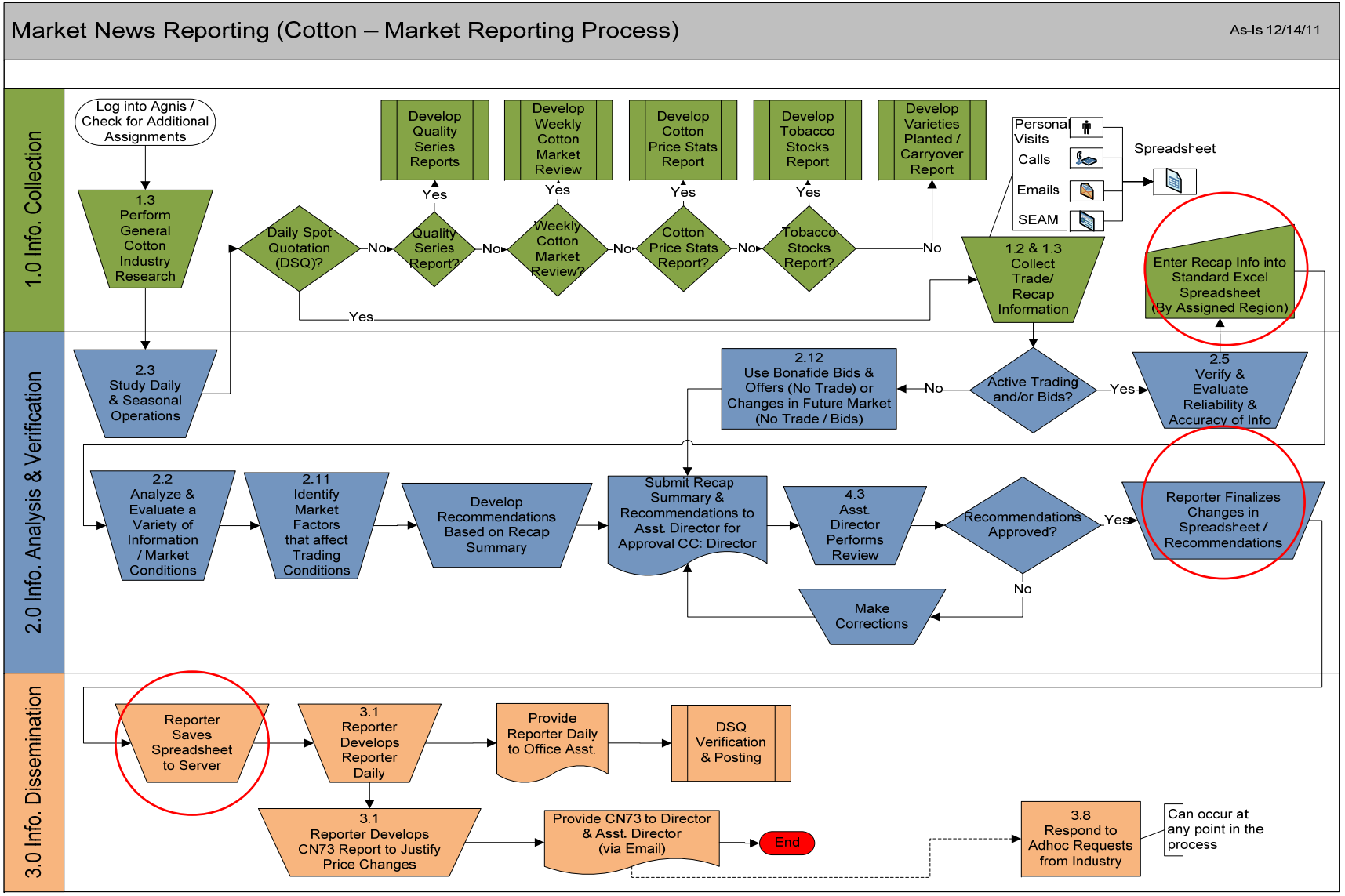
Livestock Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Dodge City	KS	GS	303	6	FT	MKT REPTG ASST OA	1
Greeley	CO	GS	1147	12	FT	SUPVY LVSTK MKT REPTR	1
Greeley	CO	GS	1147	9	FT	LVSTK MKT REPTR	1
Greeley	CO	GS	303	5	FT	MKT NEWS ASST OA	1
Greeley	CO	GS	303	6	FT	MKT REPTG ASST OA	1
Kearney	NE	GS	1147	11	FT	LVSTK MKT REPTR	1
Kearney	NE	GS	303	6	FT	MKT REPTG ASST OA	1
Las Cruces	NM	GS	303	6	FT	MKT REPTG ASST OA	1
Las Cruces	NM	GS	1147	12	FT	LVSTK & GRAIN MKT REPTR	1
Lexington	MS	GS	1147	12	FT	LVSTK & GRAIN MKT REPTR	1
Little Rock	AR	GS	303	6	FT	MKT REPTG ASST OA	1
Little Rock	AR	GS	1147	12	FT	LVSTK & GRAIN MKT REPTR	1
Louisville	KY	GS	303	6	FT	MKT REPTG ASST OA	1
Louisville	KY	GS	1147	12	FT	LVSTK & GRAIN MKT REPTR	1
Minneapolis	MN	GS	1147	12	FT	LVSTK MKT REPTR	1
Montgomery	AL	GS	1147	12	FT	LVSTK & GRAIN MKT REPTR	1
Moses Lake	WA	GS	303	5	FT	MKT NEWS ASST OA	1
Moses Lake	WA	GS	1147	11	FT	LVSTK & GRAIN MKT REPTR	1
Nashville	TN	GS	1147	12	FT	LVSTK & GRAIN MKT REPTR	1
New Holland	PA	GS	1147	11	FT	LVSTK MKT REPTR	1
New Holland	PA	GS	1147	7	FT	LVSTK MKT REPTR	1
Oklahoma City	OK	GS	1147	12	FT	SUPVY LVSTK MKT REPTR	1
Oklahoma City	OK	GS	1147	11	FT	LVSTK & GRAIN MKT REPTR	1
Oklahoma City	OK	GS	1147	9	FT	LVSTK MKT REPTR	1
Portland	OR	GS	1147	12	FT	SUPVY LVSTK MKT REPTR	1
Portland	OR	GS	303	6	FT	MKT REPTG ASST OA	1
Portland	OR	GS	1147	11	FT	LVSTK & GRAIN MKT REPTR	1

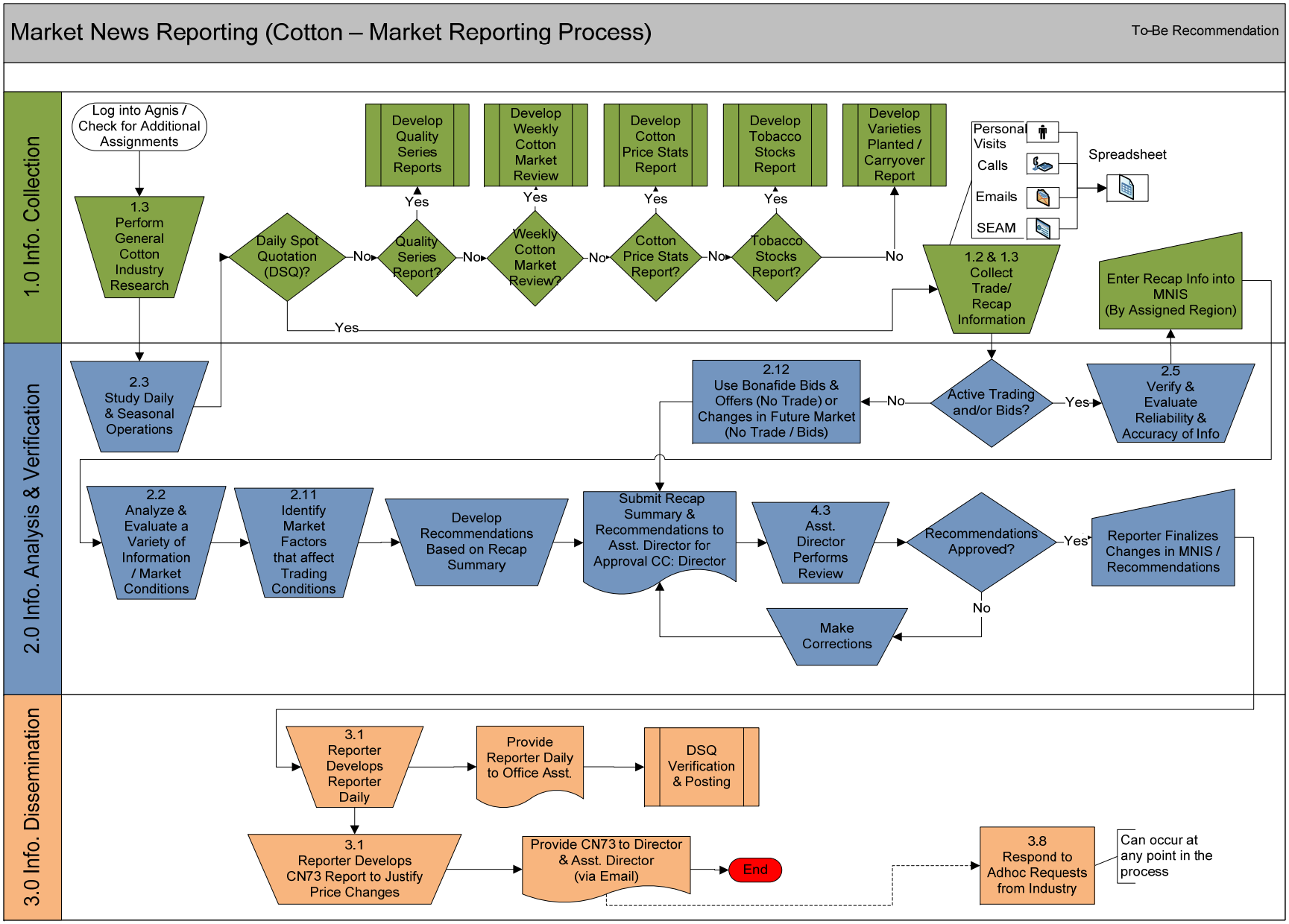
Livestock Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Portland	OR	GS	1147	9	FT	LVSTK MKT REPTR	1
San Angelo	TX	GS	1147	11	FT	LVSTK MKT REPTR	1
Sioux Falls	SD	GS	326	4	INT	OFF AUTOMATION CLK	1
Sioux Falls	SD	GS	1147	12	FT	LVSTK MKT REPTR	1
St Joseph	MO	GS	1147	11	FT	LVSTK MKT REPTR	2
St Joseph	MO	GS	1147	14	FT	SUPVY AGRL MKT REPRTR	1
St Joseph	MO	GS	1147	12	FT	SUPVY LVSTK MKT REPTR	2
St Joseph	MO	GS	303	6	FT	MKT REPTG ASST OA	1
St Joseph	MO	GS	2210	12	FT	ITSPEC (DATAMGT)	1
St Joseph	MO	GS	1147	7	FT	LVSTK MKT REPTR	2
St Joseph	MO	GS	2210	11	FT	ITSPEC (DATAMGT)	1
St Joseph	MO	GS	1147	11	FT	LVSTK & GRAIN MKT REPTR	4
St Joseph	MO	GS	303	5	FT	MKT NEWS ASST OA	1
St Joseph	MO	GS	1147	9	FT	LVSTK MKT REPTR	1
St Joseph	MO	GS	341	9	FT	ADMV OFFCR	1
Springfield	IL	GS	303	5	PT	MKT NEWS ASST OA	1
Springfield	IL	GS	303	6	FT	MKT REPTG ASST OA	1
Springfield	IL	GS	1147	12	FT	LVSTK MKT REPTR	1
Springfield	IL	GS	1147	11	FT	LVSTK MKT REPTR	1
Thomasville	GA	GS	303	6	FT	MKT REPTG ASST OA	1
Thomasville	GA	GS	1147	9	PT	LVSTK MKT REPTR	1
Thomasville	GA	GS	326	4	PT	OFF AUTOMATION CLK	1
Torrington	WY	GS	326	3	INT	OFF AUTOMATION CLK	1
Torrington	WY	GS	303	6	FT	MKT REPTG ASST OA	1
Washington	DC	GS	1147	14	FT	SUPVY LVSTK MKT REPTR	1
Washington	DC	GS	318	6	FT	SECY OA	1
Washington	DC	GS	1147	13	FT	LVSTK & GRAIN MKT REPTR	1

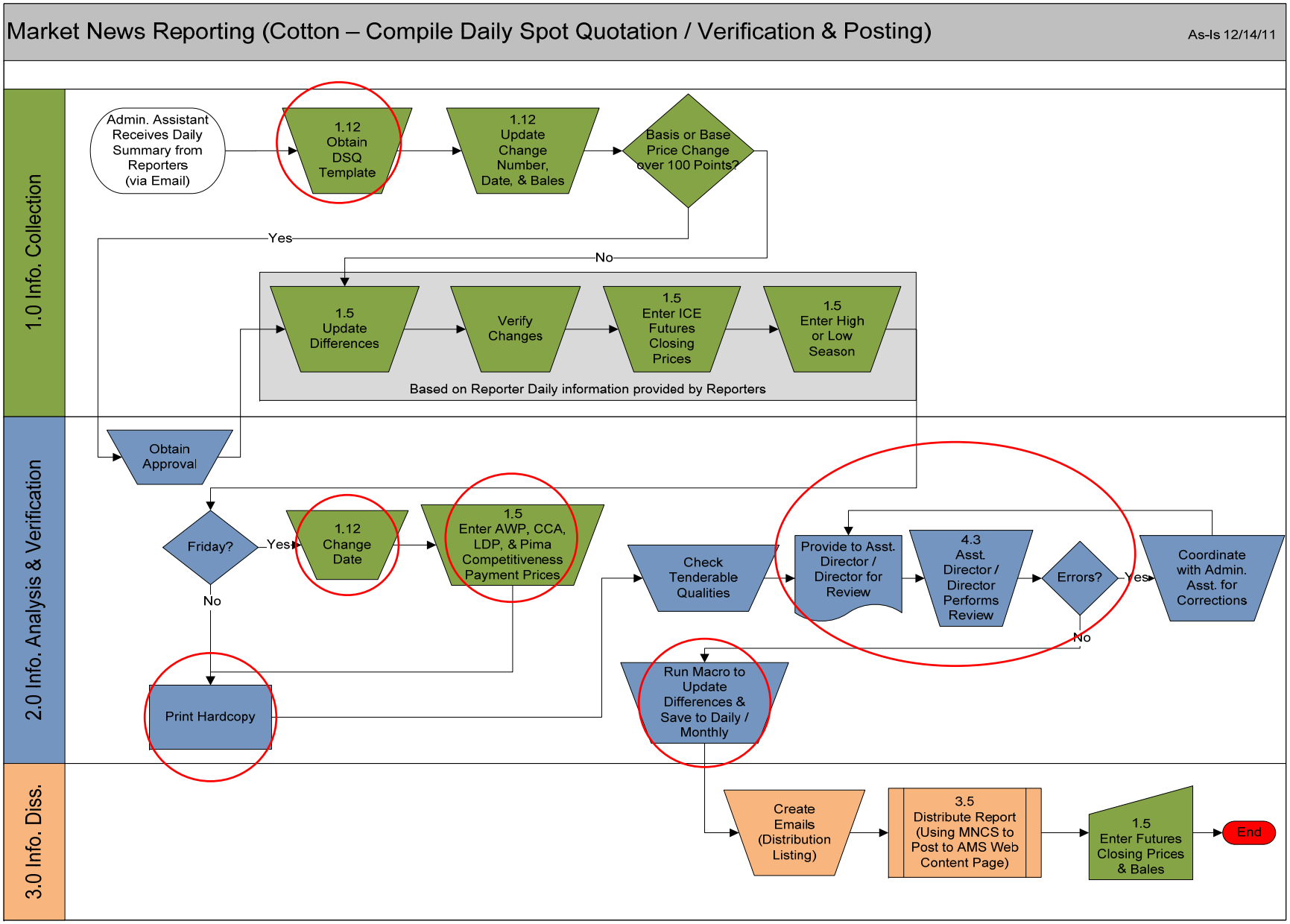
Livestock Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Washington	DC	GS	1147	15	FT	SUPVY LVSTK MKT REPTR	1
Washington	DC	GS	2210	13	FT	SUPVY ITSPEC	1
Washington	DC	GS	2210	11	FT	ITSPEC (SYSANALYSIS)	1
						Total:	**97**

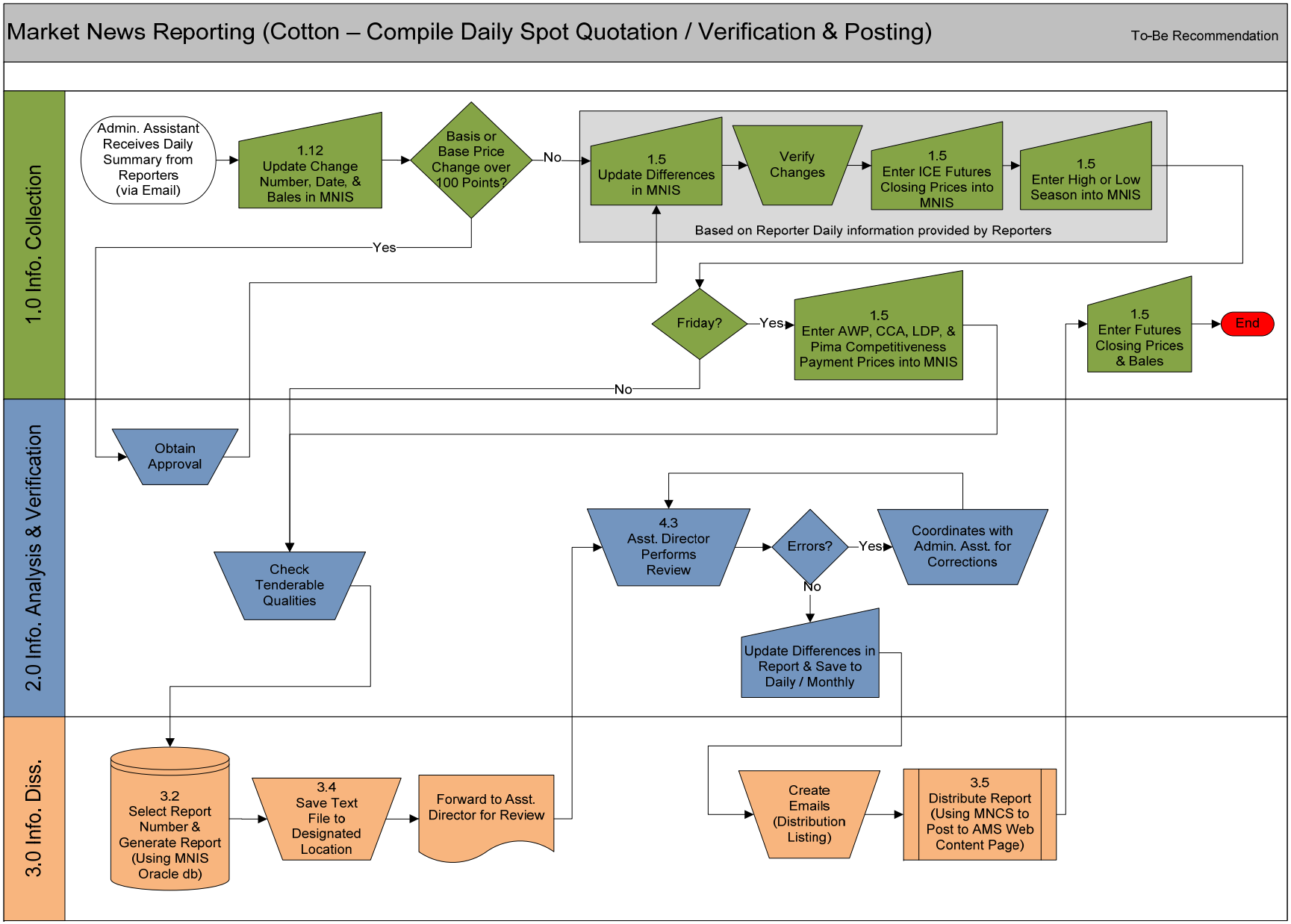
Poultry Market News Staff Listing							
City	**ST**	**PP**	**Series**	**Grade**	**Status**	**Position Title**	**# of Emp.**
Atlanta	GA	GS	1147	9	FT	PLTRY MKT REPTR	1
Atlanta	GA	GS	1147	11	FT	PLTRY MKT REPTR	5
Atlanta	GA	GS	1147	12	FT	SUPVY PLTRY MKT REPTR	1
Des Moines	IA	GS	1147	11	FT	PLTRY MKT REPTR	8
Des Moines	IA	GS	1147	12	FT	SUPVY PLTRY MKT REPTR	1
Des Moines	IA	GS	303	6	FT	MKT NEWS ASST OA	1
Des Moines	IA	GS	303	6	FT	MKT NEWS ASST OA	1
Jackson	MS	GS	1147	12	FT	PLTRY MKT REPTR	1
Washington	DC	GS	1147	12	FT	PLTRY MKT REPTR	1
Washington	DC	GS	110	14	FT	AGRICULTURAL ECONOMIST	1
Washington	DC	GS	1147	15	FT	SUPVY PLTRY MKT REPTR	1
						Total:	**22**

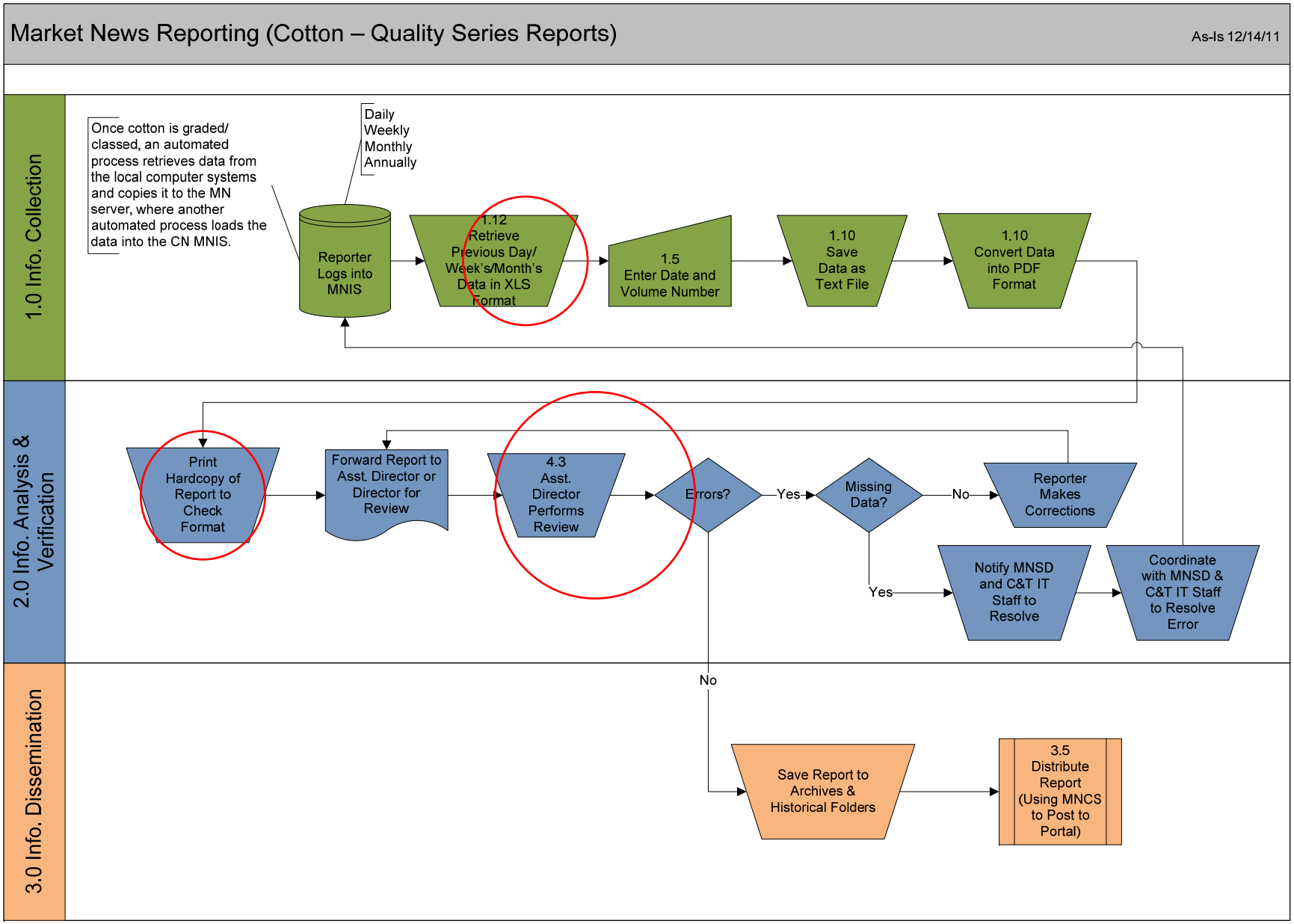
APPENDIX C – COTTON & TOBACCO MARKET NEWS WORKFLOWS

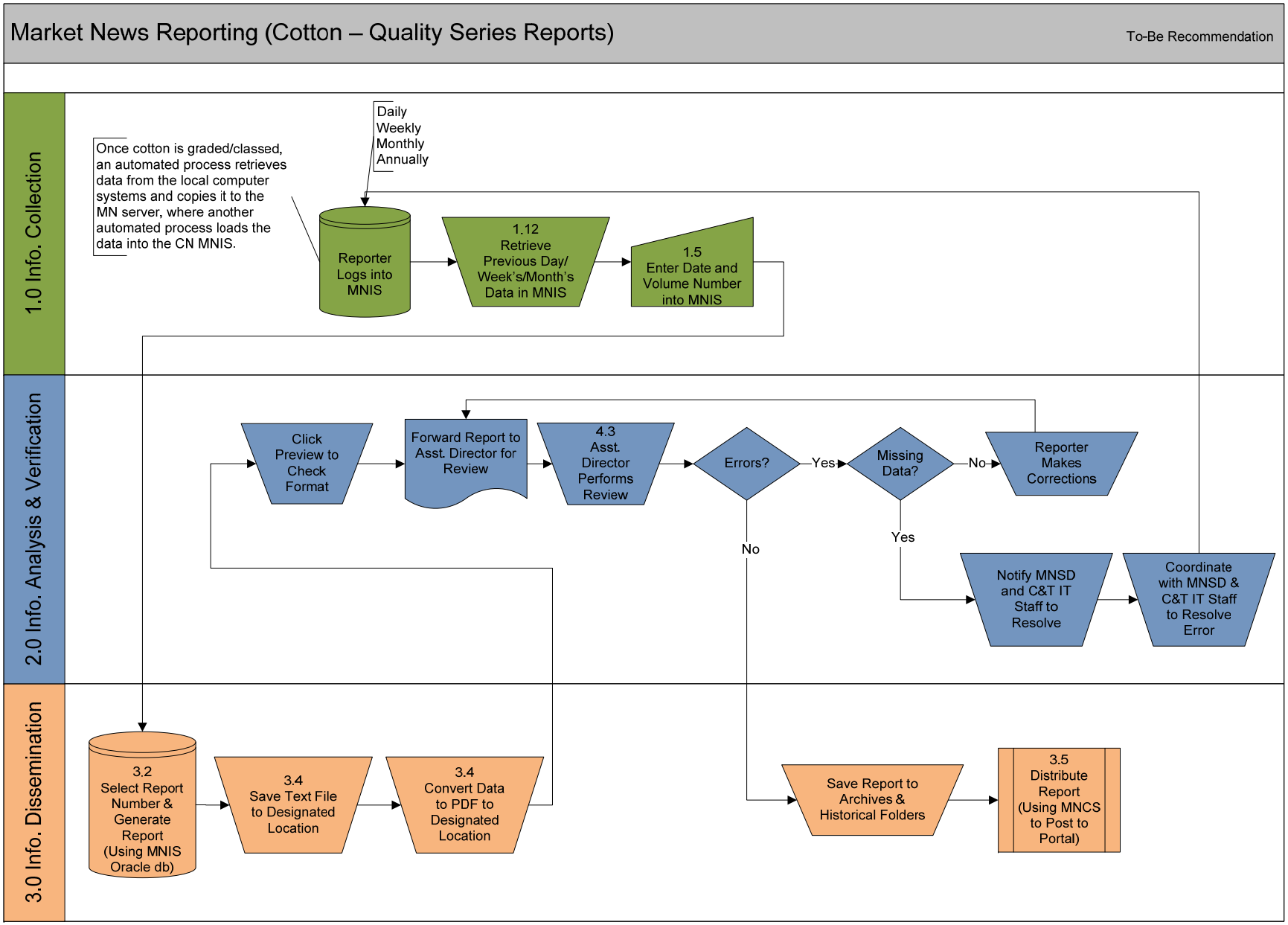


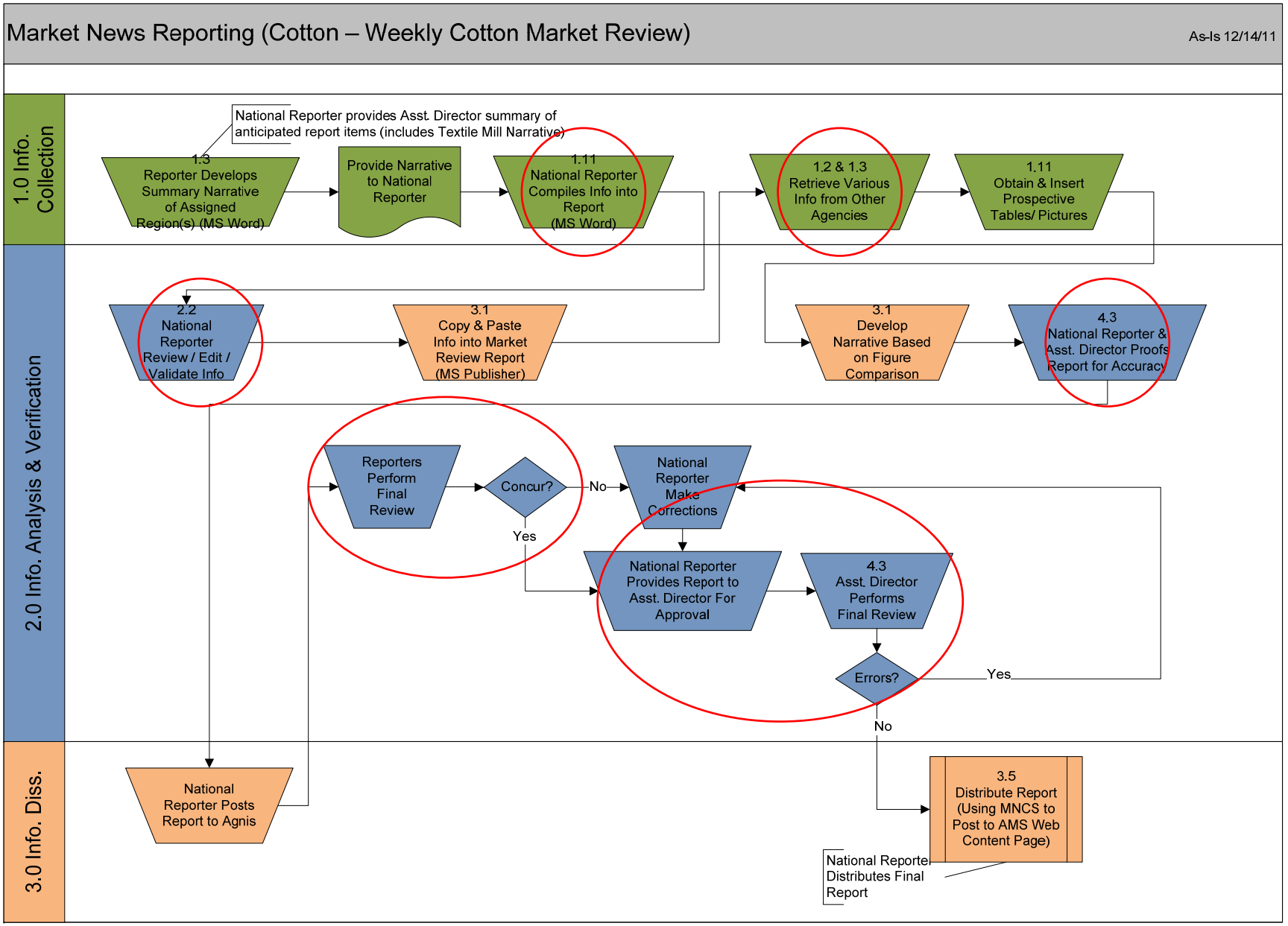

Market News Reporting (Cotton – Market Reporting Process)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Log into Agnis / Check for Additional Assignments
1.3 Perform General Cotton Industry Research
Develop Quality Series Reports
Develop Weekly Cotton Market Review
Develop Cotton Price Stats Report
Develop Tobacco Stocks Report
Develop Varieties Planted / Carryover Report
Daily Spot Quotation (DSQ)?
Quality Series Report?
Weekly Cotton Market Review?
Cotton Price Stats Report?
Tobacco Stocks Report?
Yes
No
Personal Visits
Calls
Emails
SEAM
Spreadsheet
1.2 & 1.3 Collect Trade/ Recap Information
Enter Recap Info into MNIS (By Assigned Region)
2.3 Study Daily & Seasonal Operations
2.12 Use Bonafide Bids & Offers (No Trade) or Changes in Future Market (No Trade / Bids)
Active Trading and/or Bids?
2.5 Verify & Evaluate Reliability & Accuracy of Info
2.2 Analyze & Evaluate a Variety of Information / Market Conditions
2.11 Identify Market Factors that affect Trading Conditions
Develop Recommendations Based on Recap Summary
Submit Recap Summary & Recommendations to Asst. Director for Approval CC: Director
4.3 Asst. Director Performs Review
Recommendations Approved?
Reporter Finalizes Changes in MNIS / Recommendations
Make Corrections
3.1 Reporter Develops Reporter Daily
Provide Reporter Daily to Office Asst.
DSQ Verification & Posting
3.1 Reporter Develops CN73 Report to Justify Price Changes
Provide CN73 to Director & Asst. Director (via Email)
End
3.8 Respond to Adhoc Requests from Industry
Can occur at any point in the process

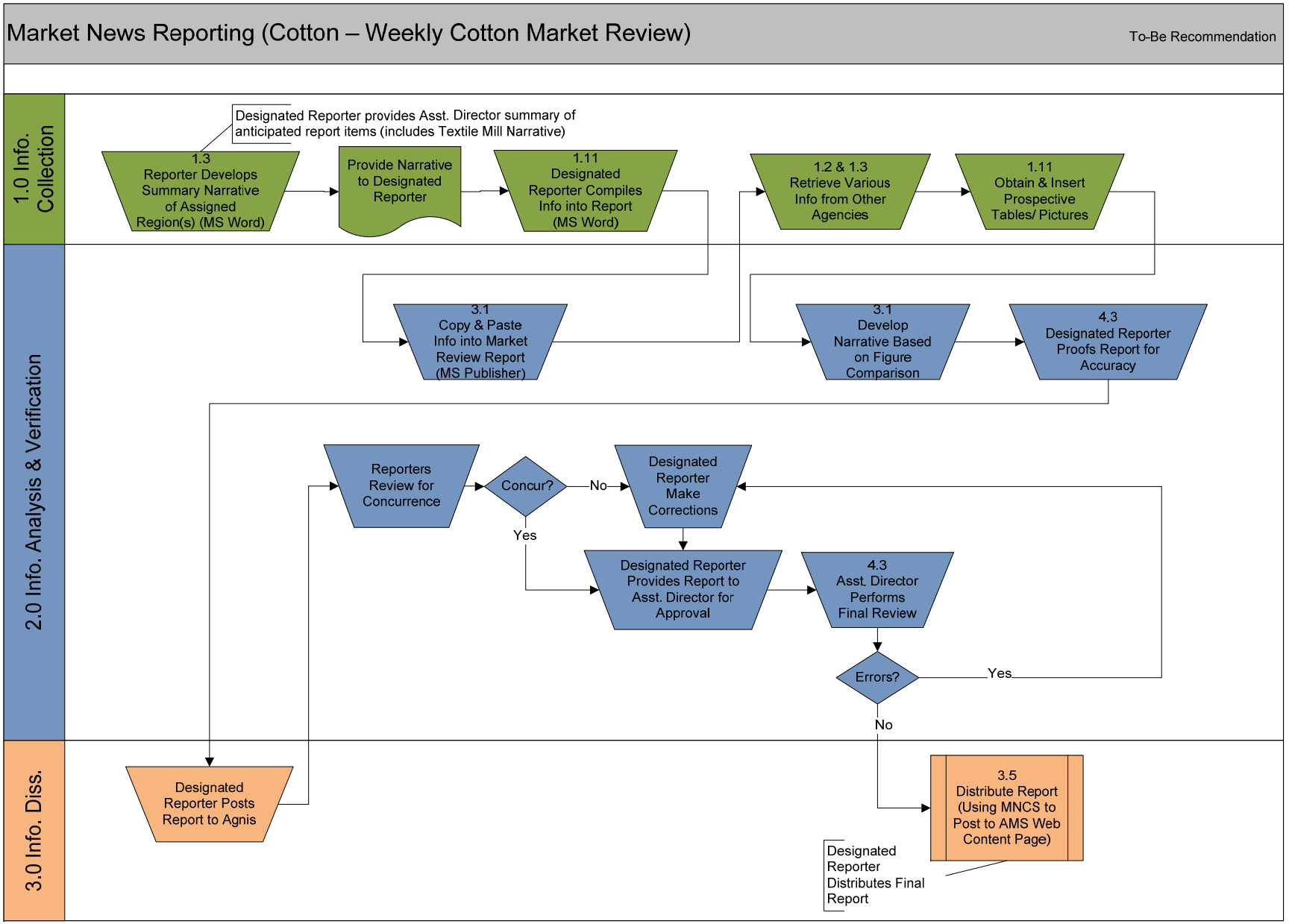

Market News Reporting (Cotton – Compile Daily Spot Quotation / Verification & Posting)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
Admin. Assistant Receives Daily Summary from Reporters (via Email)
1.12 Obtain DSQ Template
1.12 Update Change Number, Date, & Bales
Basis or Base Price Change over 100 Points?
Yes
No
1.5 Update Differences
Verify Changes
1.5 Enter ICE Futures Closing Prices
1.5 Enter High or Low Season
Based on Reporter Daily information provided by Reporters
Obtain Approval
Friday?
Yes
No
1.12 Change Date
1.5 Enter AWP, CCA, LDP, & Pima Competitiveness Payment Prices
Print Hardcopy
Check Tenderable Qualities
Provide to Asst. Director / Director for Review
4.3 Asst. Director / Director Performs Review
Errors?
Yes
No
Coordinate with Admin. Asst. for Corrections
Run Macro to Update Differences & Save to Daily / Monthly
Create Emails (Distribution Listing)
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)
1.5 Enter Futures Closing Prices & Bales
End

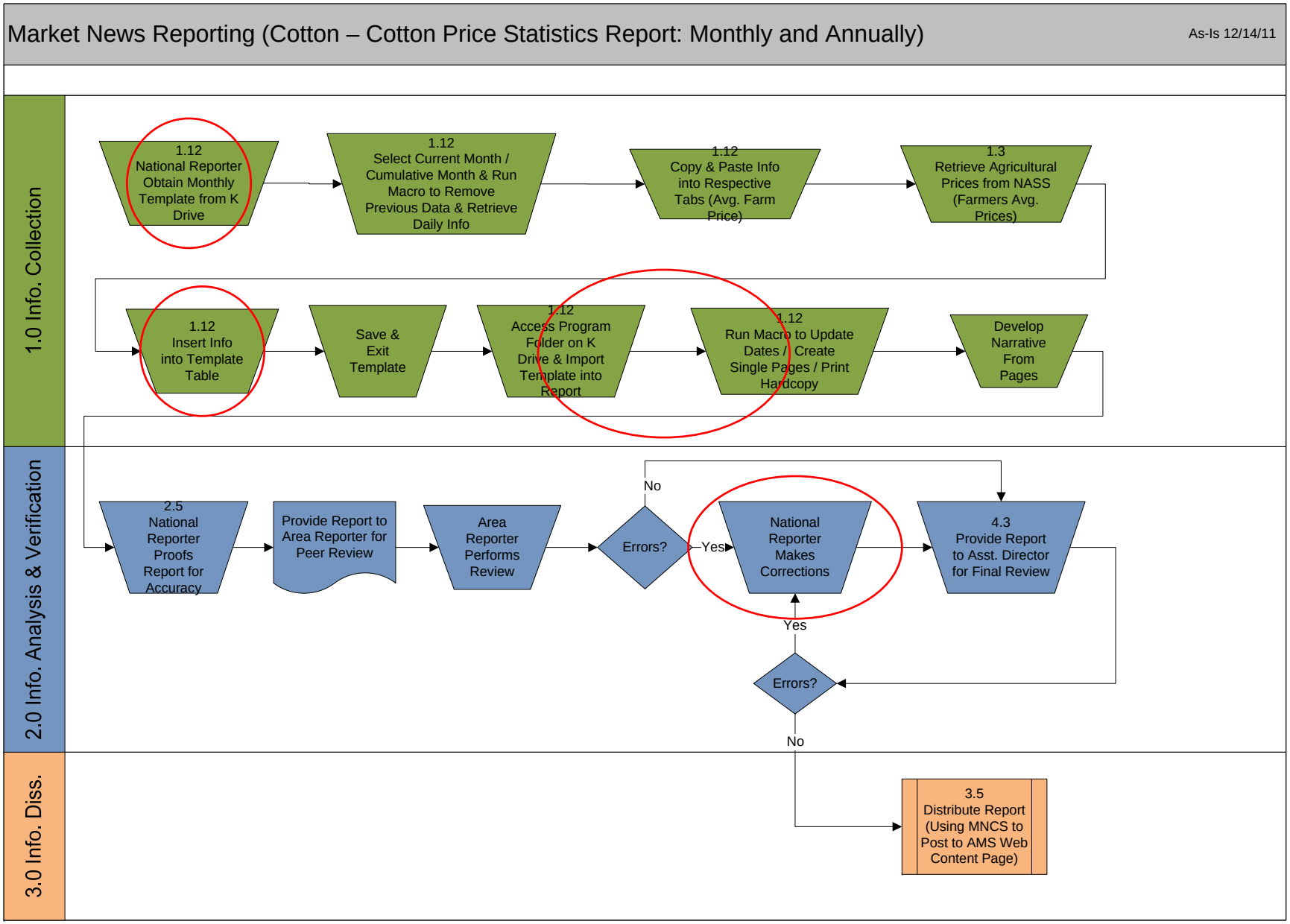

Market News Reporting (Cotton – Compile Daily Spot Quotation / Verification & Posting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
Admin. Assistant Receives Daily Summary from Reporters (via Email)
1.12 Update Change Number, Date, & Bales in MNIS
Basis or Base Price Change over 100 Points?
No
Yes
1.5 Update Differences in MNIS
Verify Changes
1.5 Enter ICE Futures Closing Prices into MNIS
1.5 Enter High or Low Season into MNIS
Based on Reporter Daily information provided by Reporters
Friday?
Yes
No
1.5 Enter AWP, CCA, LDP, & Pima Competitiveness Payment Prices into MNIS
1.5 Enter Futures Closing Prices & Bales
End
Obtain Approval
Check Tenderable Qualities
4.3 Asst. Director Performs Review
Errors?
Yes
No
Coordinates with Admin. Asst. for Corrections
Update Differences in Report & Save to Daily / Monthly
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Designated Location
Forward to Asst. Director for Review
Create Emails (Distribution Listing)
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)

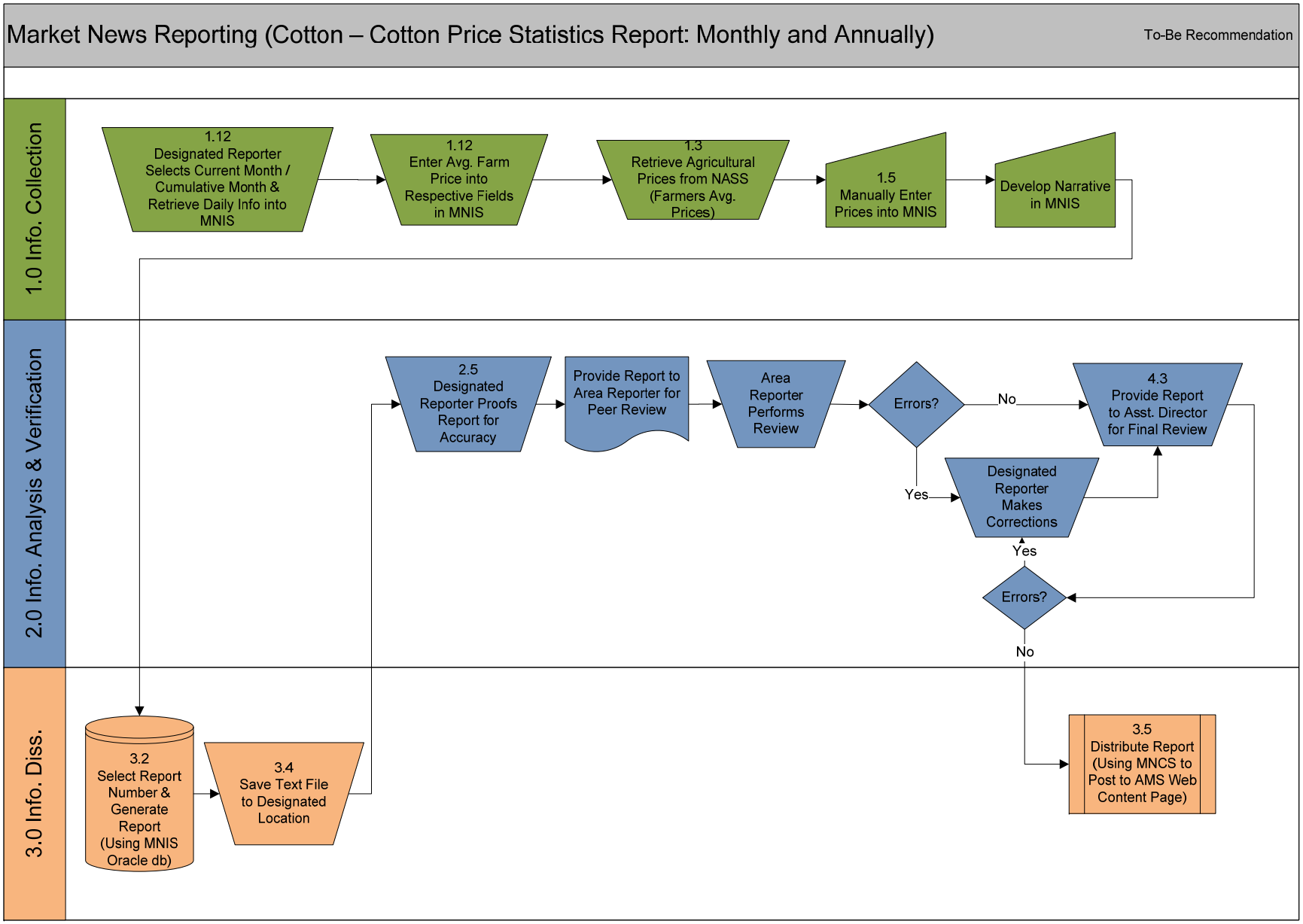

Market News Reporting (Cotton – Quality Series Reports)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Once cotton is graded/ classed, an automated process retrieves data from the local computer systems and copies it to the MN server, where another automated process loads the data into the CN MNIS.
Daily
Weekly
Monthly
Annually
Reporter Logs into MNIS
1.12 Retrieve Previous Day/ Week's/Month's Data in XLS Format
1.5 Enter Date and Volume Number
1.10 Save Data as Text File
1.10 Convert Data into PDF Format
Print Hardcopy of Report to Check Format
Forward Report to Asst. Director or Director for Review
4.3 Asst. Director Performs Review
Errors?
Yes
Missing Data?
No
Reporter Makes Corrections
Yes
Notify MNSD and C&T IT Staff to Resolve
Coordinate with MNSD & C&T IT Staff to Resolve Error
No
Save Report to Archives & Historical Folders
3.5 Distribute Report (Using MNCS to Post to Portal)

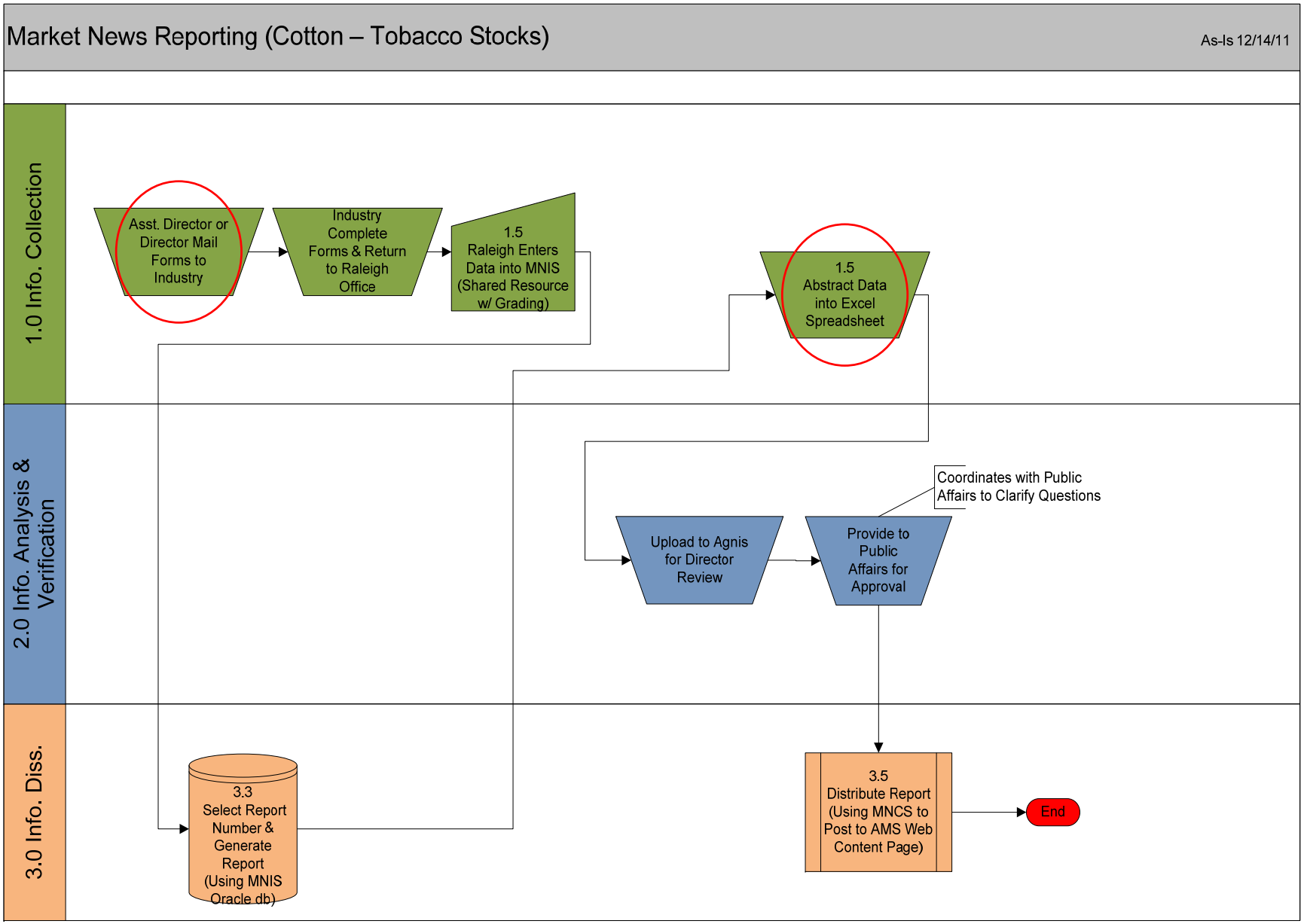

Market News Reporting (Cotton – Quality Series Reports)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Once cotton is graded/classed, an automated process retrieves data from the local computer systems and copies it to the MN server, where another automated process loads the data into the CN MNIS.
Daily
Weekly
Monthly
Annually
Reporter Logs into MNIS
1.12 Retrieve Previous Day/ Week's/Month's Data in MNIS
1.5 Enter Date and Volume Number into MNIS
Click Preview to Check Format
Forward Report to Asst. Director for Review
4.3 Asst. Director Performs Review
Errors?
Yes
Missing Data?
No
Reporter Makes Corrections
No
Yes
Notify MNSD and C&T IT Staff to Resolve
Coordinate with MNSD & C&T IT Staff to Resolve Error
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Designated Location
3.4 Convert Data to PDF to Designated Location
Save Report to Archives & Historical Folders
3.5 Distribute Report (Using MNCS to Post to Portal)

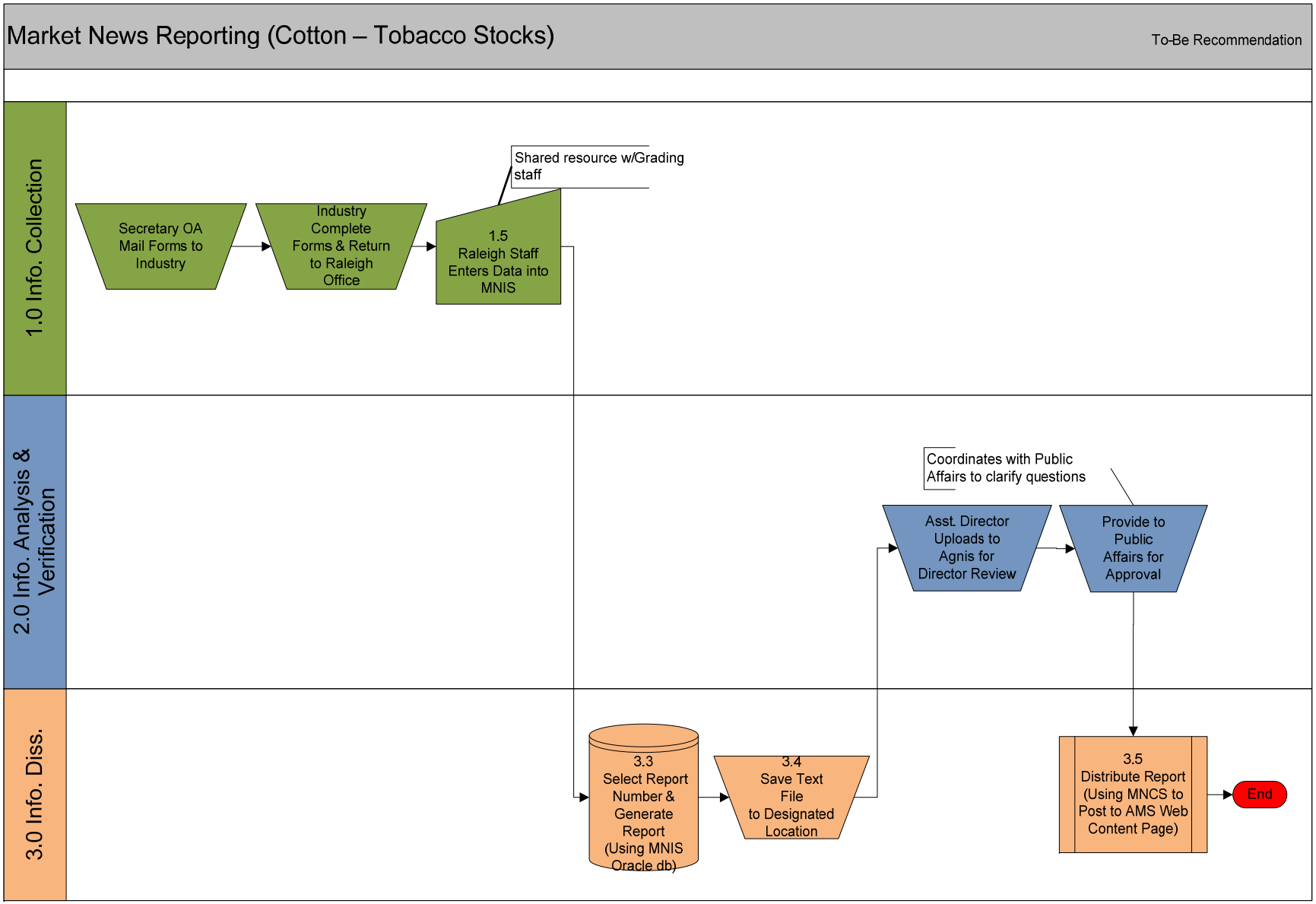

Market News Reporting (Cotton – Weekly Cotton Market Review)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
National Reporter provides Asst. Director summary of anticipated report items (includes Textile Mill Narrative)
1.3 Reporter Develops Summary Narrative of Assigned Region(s) (MS Word)
Provide Narrative to National Reporter
1.11 National Reporter Compiles Info into Report (MS Word)
1.2 & 1.3 Retrieve Various Info from Other Agencies
1.11 Obtain & Insert Prospective Tables/ Pictures
2.2 National Reporter Review / Edit / Validate Info
3.1 Copy & Paste Info into Market Review Report (MS Publisher)
3.1 Develop Narrative Based on Figure Comparison
4.3 National Reporter & Asst. Director Proofs Report for Accuracy
Reporters Perform Final Review
Concur?
No
Yes
National Reporter Make Corrections
National Reporter Provides Report to Asst. Director For Approval
4.3 Asst. Director Performs Final Review
Errors?
Yes
No
National Reporter Posts Report to Agnis
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)
National Reporter Distributes Final Report

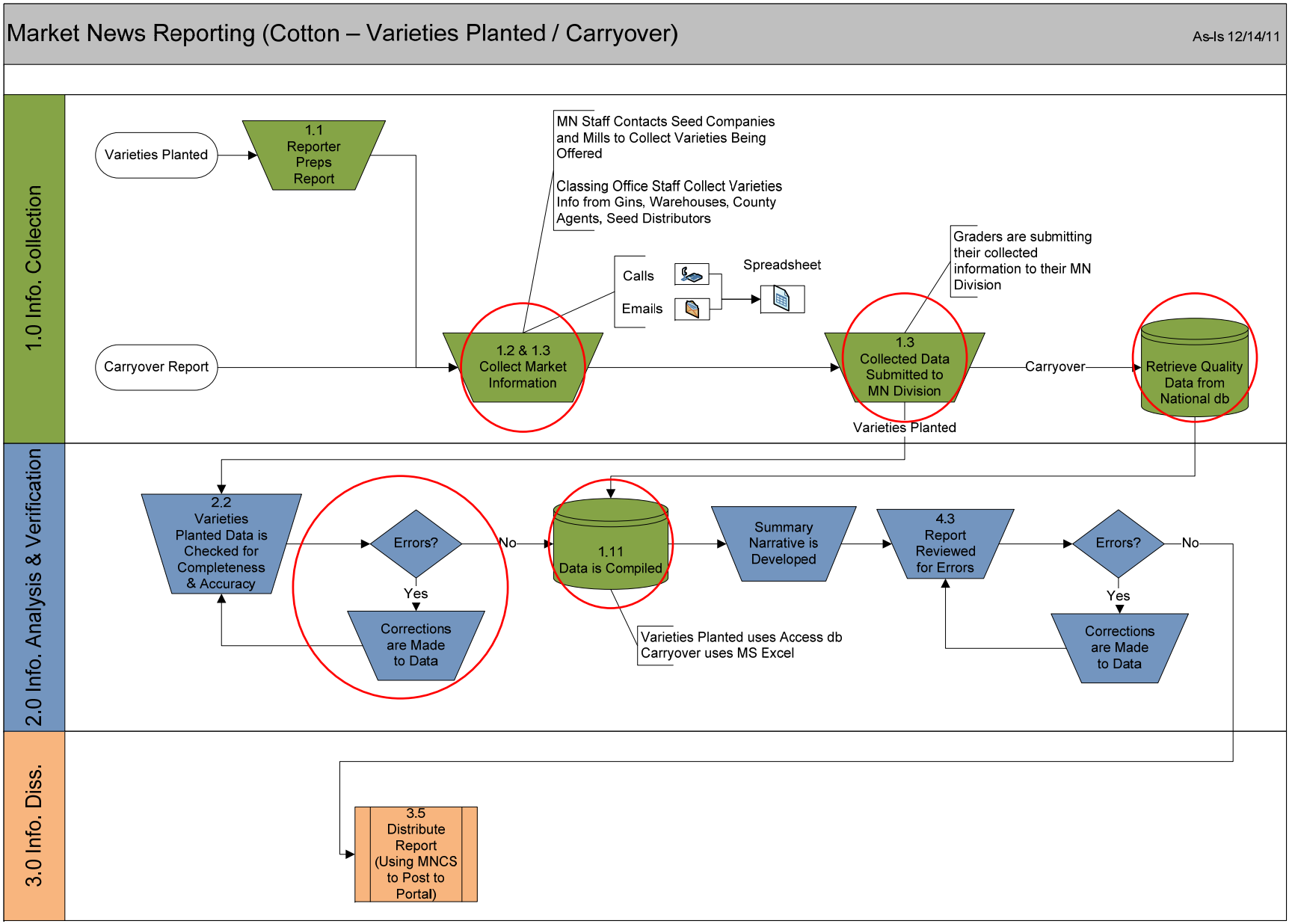

Market News Reporting (Cotton – Weekly Cotton Market Review)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
Designated Reporter provides Asst. Director summary of anticipated report items (includes Textile Mill Narrative)
1.3 Reporter Develops Summary Narrative of Assigned Region(s) (MS Word)
Provide Narrative to Designated Reporter
1.11 Designated Reporter Compiles Info into Report (MS Word)
1.2 & 1.3 Retrieve Various Info from Other Agencies
1.11 Obtain & Insert Prospective Tables/ Pictures
3.1 Copy & Paste Info into Market Review Report (MS Publisher)
3.1 Develop Narrative Based on Figure Comparison
4.3 Designated Reporter Proofs Report for Accuracy
Reporters Review for Concurrence
Concur?
No
Yes
Designated Reporter Make Corrections
Designated Reporter Provides Report to Asst. Director for Approval
4.3 Asst. Director Performs Final Review
Errors?
Yes
No
Designated Reporter Posts Report to Agnis
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)
Designated Reporter Distributes Final Report

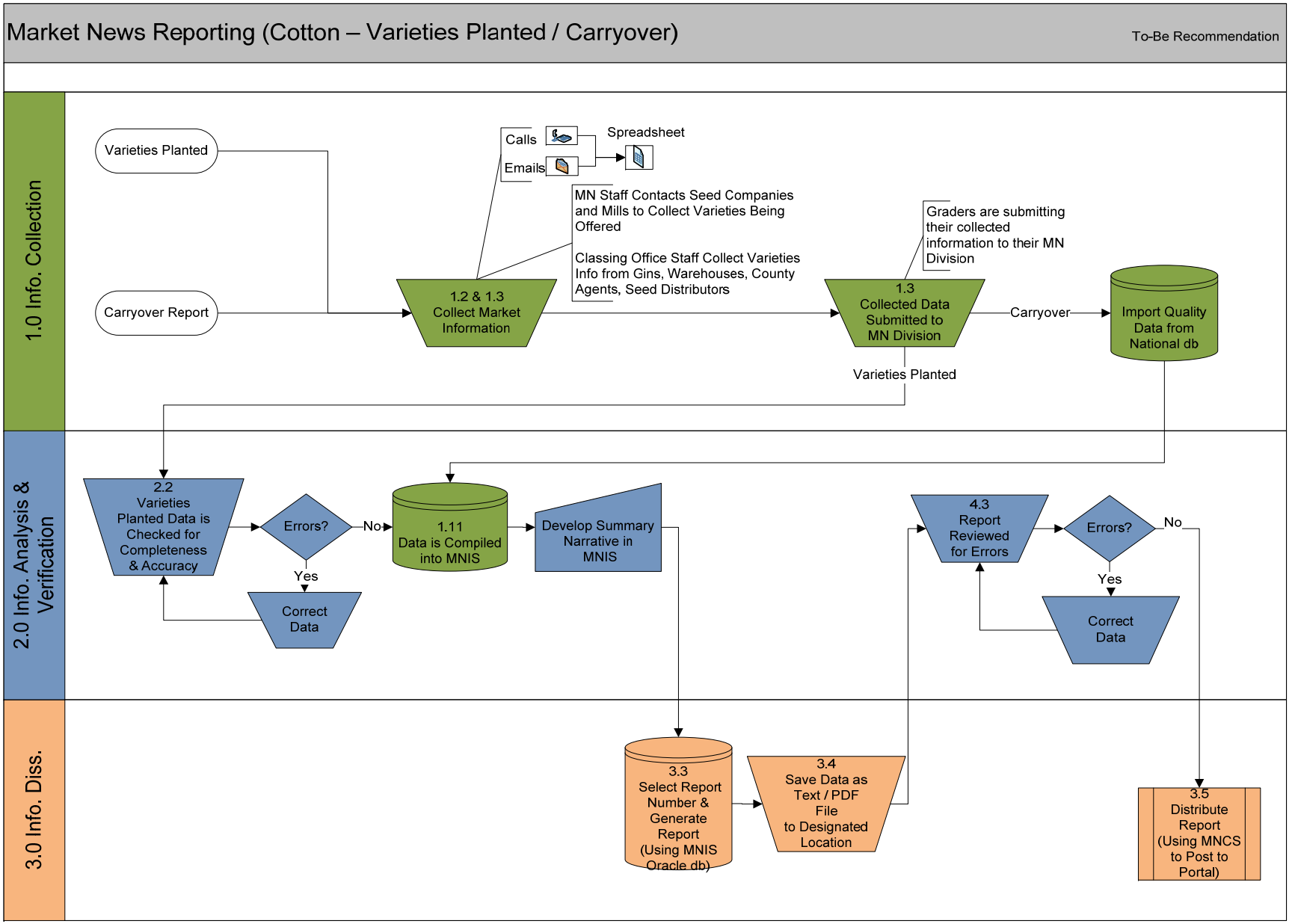

Market News Reporting (Cotton – Cotton Price Statistics Report: Monthly and Annually)
As-Is 12/14/11
1.0 Info. Collection
1.12 National Reporter Obtain Monthly Template from K Drive
1.12 Select Current Month / Cumulative Month & Run Macro to Remove Previous Data & Retrieve Daily Info
1.12 Copy & Paste Info into Respective Tabs (Avg. Farm Price)
1.3 Retrieve Agricultural Prices from NASS (Farmers Avg. Prices)
1.12 Insert Info into Template Table
Save & Exit Template
1.12 Access Program Folder on K Drive & Import Template into Report
1.12 Run Macro to Update Dates / Create Single Pages / Print Hardcopy
Develop Narrative From Pages
2.0 Info. Analysis & Verification
2.5 National Reporter Proofs Report for Accuracy
Provide Report to Area Reporter for Peer Review
Area Reporter Performs Review
Errors?
No
Yes
National Reporter Makes Corrections
4.3 Provide Report to Asst. Director for Final Review
Yes
Errors?
No
3.0 Info. Diss.
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)


Market News Reporting (Cotton – Cotton Price Statistics Report: Monthly and Annually)
To-Be Recommendation
1.0 Info. Collection
1.12 Designated Reporter Selects Current Month / Cumulative Month & Retrieve Daily Info into MNIS
1.12 Enter Avg. Farm Price into Respective Fields in MNIS
1.3 Retrieve Agricultural Prices from NASS (Farmers Avg. Prices)
1.5 Manually Enter Prices into MNIS
Develop Narrative in MNIS
2.0 Info. Analysis & Verification
2.5 Designated Reporter Proofs Report for Accuracy
Provide Report to Area Reporter for Peer Review
Area Reporter Performs Review
Errors?
No
4.3 Provide Report to Asst. Director for Final Review
Yes
Designated Reporter Makes Corrections
Yes
Errors?
No
3.0 Info. Diss.
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Designated Location
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)


Market News Reporting (Cotton – Tobacco Stocks)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
Asst. Director or Director Mail Forms to Industry
Industry Complete Forms & Return to Raleigh Office
1.5 Raleigh Enters Data into MNIS (Shared Resource w/ Grading)
1.5 Abstract Data into Excel Spreadsheet
Coordinates with Public Affairs to Clarify Questions
Upload to Agnis for Director Review
Provide to Public Affairs for Approval
3.3 Select Report Number & Generate Report (Using MNIS Oracle db)
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)
End

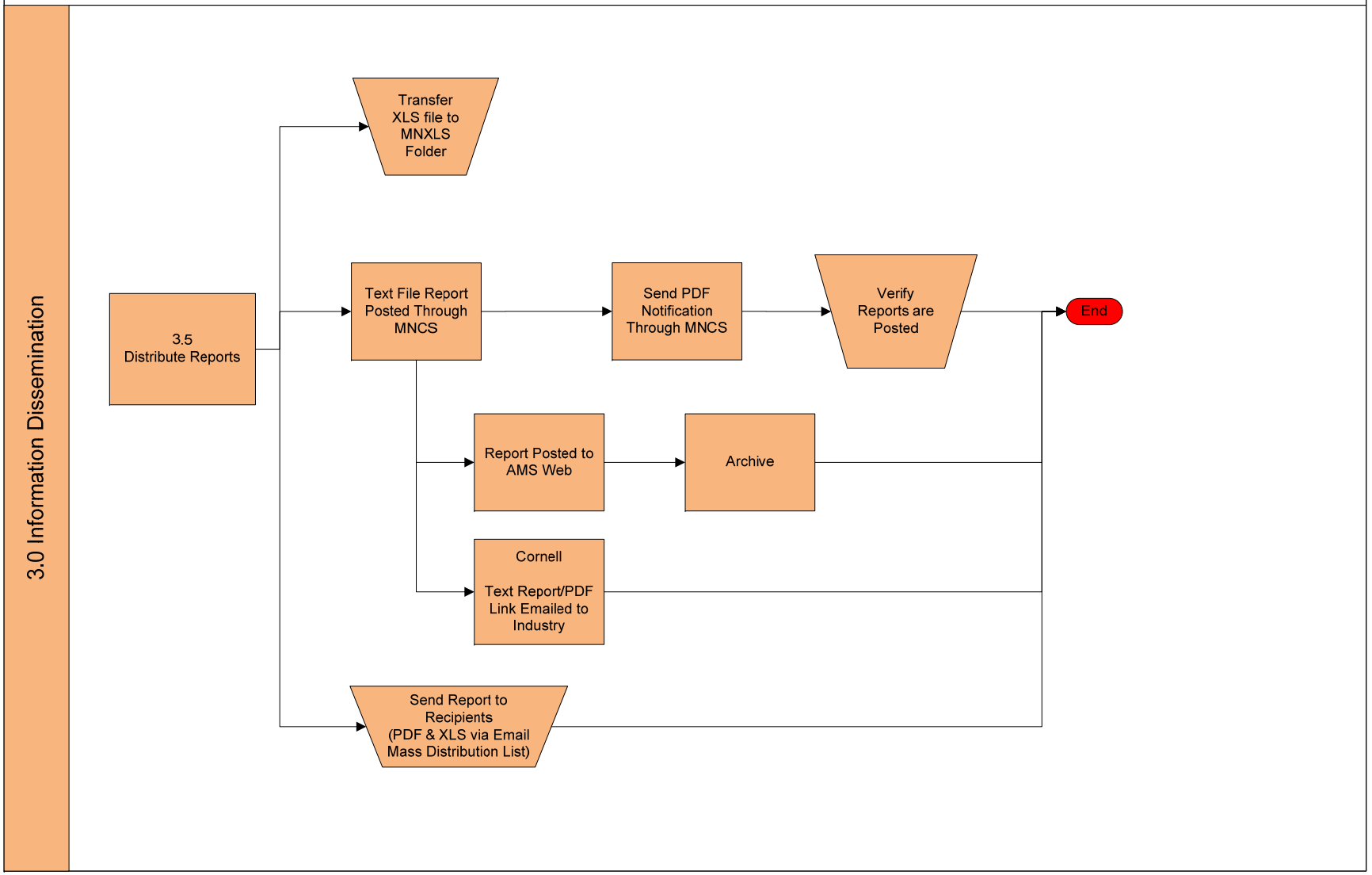

Market News Reporting (Cotton – Tobacco Stocks)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
Secretary OA Mail Forms to Industry
Industry Complete Forms & Return to Raleigh Office
Shared resource w/Grading staff
1.5 Raleigh Staff Enters Data into MNIS
Coordinates with Public Affairs to clarify questions
Asst. Director Uploads to Agnis for Director Review
Provide to Public Affairs for Approval
3.3 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Designated Location
3.5 Distribute Report (Using MNCS to Post to AMS Web Content Page)
End

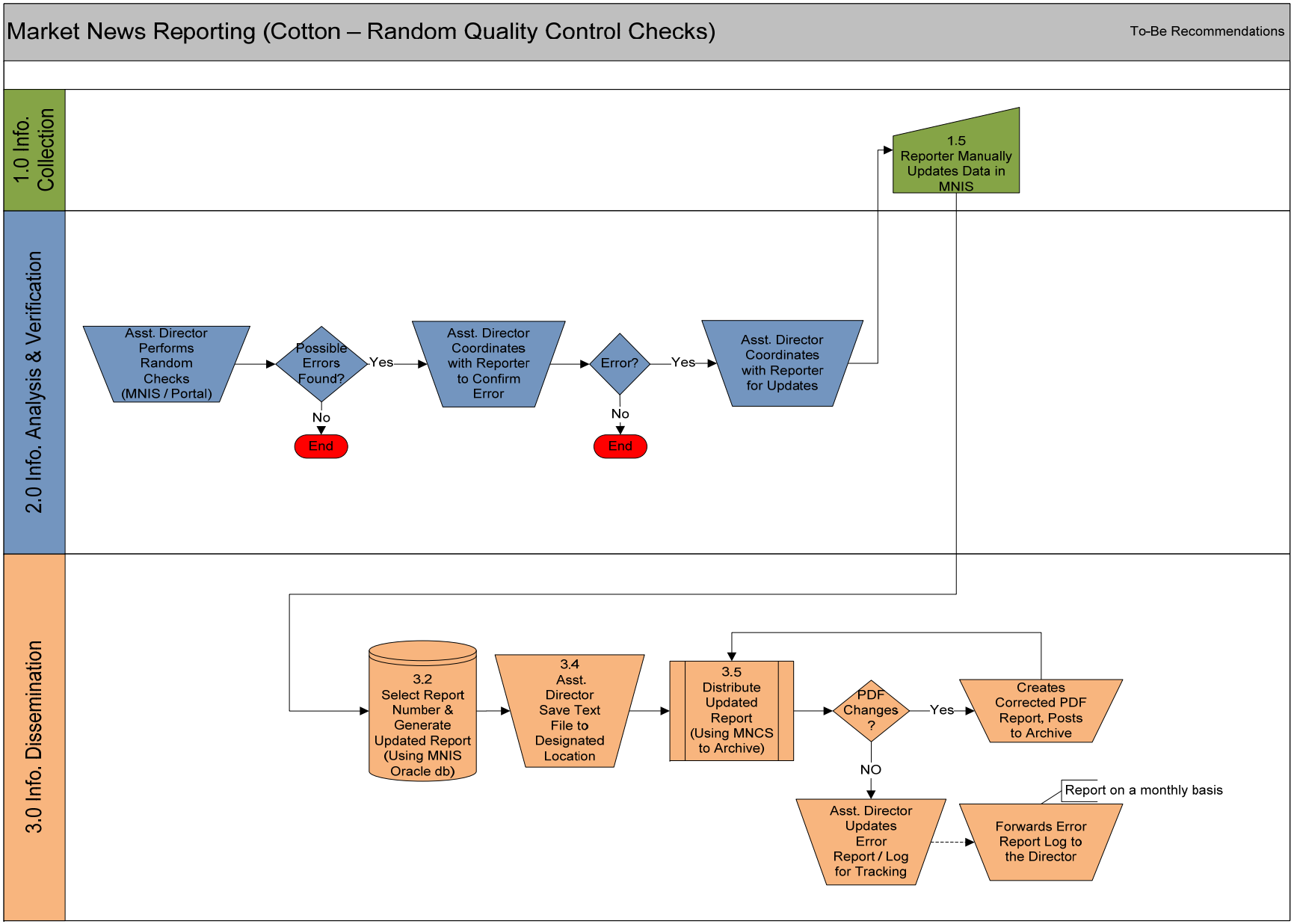

Market News Reporting (Cotton – Varieties Planted / Carryover)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
Varieties Planted
1.1 Reporter Preps Report
Carryover Report
MN Staff Contacts Seed Companies and Mills to Collect Varieties Being Offered
Classing Office Staff Collect Varieties Info from Gins, Warehouses, County Agents, Seed Distributors
Calls
Emails
Spreadsheet
1.2 & 1.3 Collect Market Information
Graders are submitting their collected information to their MN Division
1.3 Collected Data Submitted to MN Division
Carryover
Retrieve Quality Data from National db
Varieties Planted
2.2 Varieties Planted Data is Checked for Completeness & Accuracy
Errors?
No
Yes
Corrections are Made to Data
1.11 Data is Compiled
Varieties Planted uses Access db
Carryover uses MS Excel
Summary Narrative is Developed
4.3 Report Reviewed for Errors
Errors?
No
Yes
Corrections are Made to Data
3.5 Distribute Report (Using MNCS to Post to Portal)


Market News Reporting (Cotton – Varieties Planted / Carryover)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Diss.
Varieties Planted
Carryover Report
Calls
Emails
Spreadsheet
MN Staff Contacts Seed Companies and Mills to Collect Varieties Being Offered
Classing Office Staff Collect Varieties Info from Gins, Warehouses, County Agents, Seed Distributors
1.2 & 1.3 Collect Market Information
Graders are submitting their collected information to their MN Division
1.3 Collected Data Submitted to MN Division
Carryover
Import Quality Data from National db
Varieties Planted
2.2 Varieties Planted Data is Checked for Completeness & Accuracy
Errors?
No
Yes
Correct Data
1.11 Data is Compiled into MNIS
Develop Summary Narrative in MNIS
4.3 Report Reviewed for Errors
Errors?
No
Yes
Correct Data
3.3 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Data as Text / PDF File to Designated Location
3.5 Distribute Report (Using MNCS to Post to Portal)

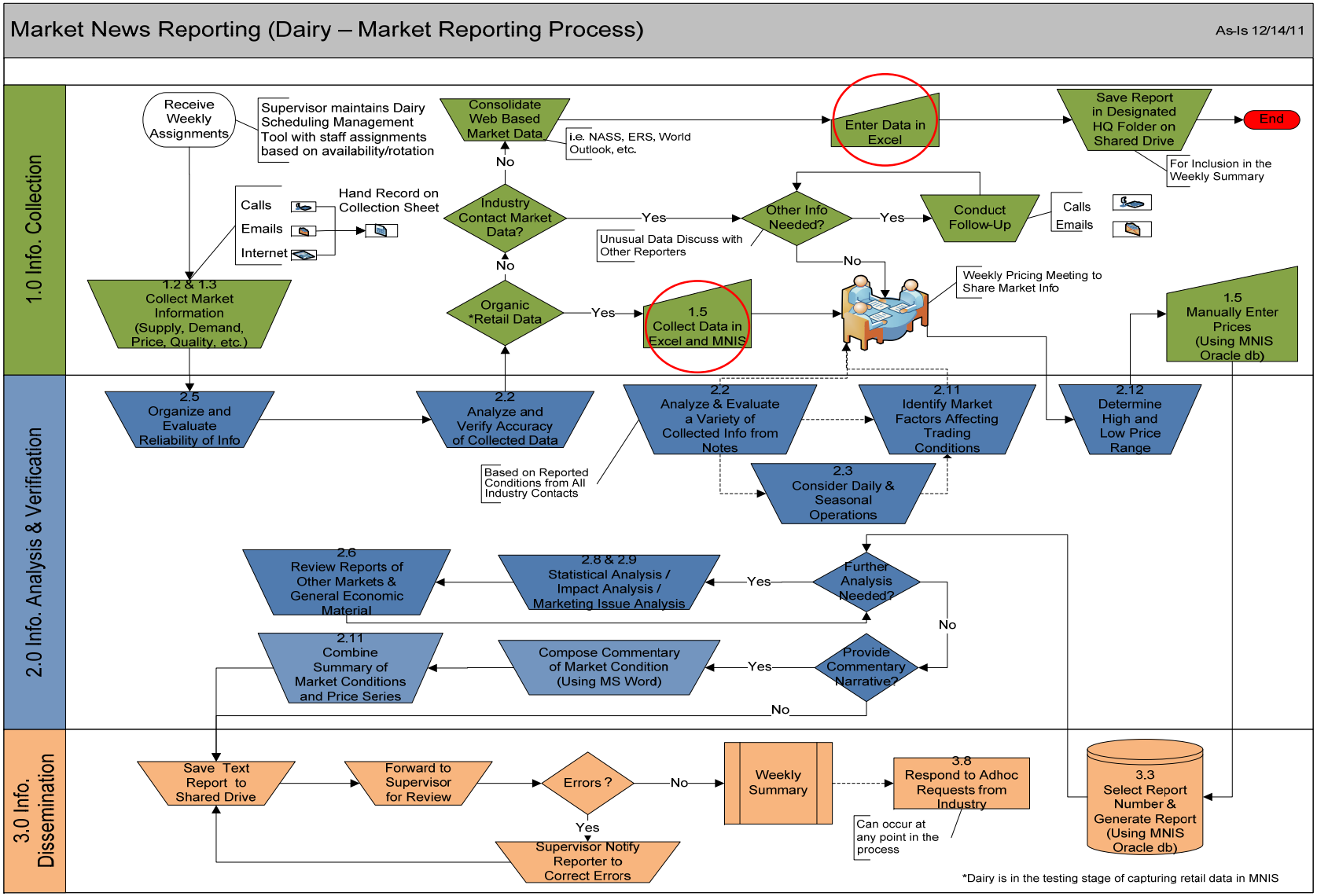
Information Dissemination (Cotton – Distribute Report)

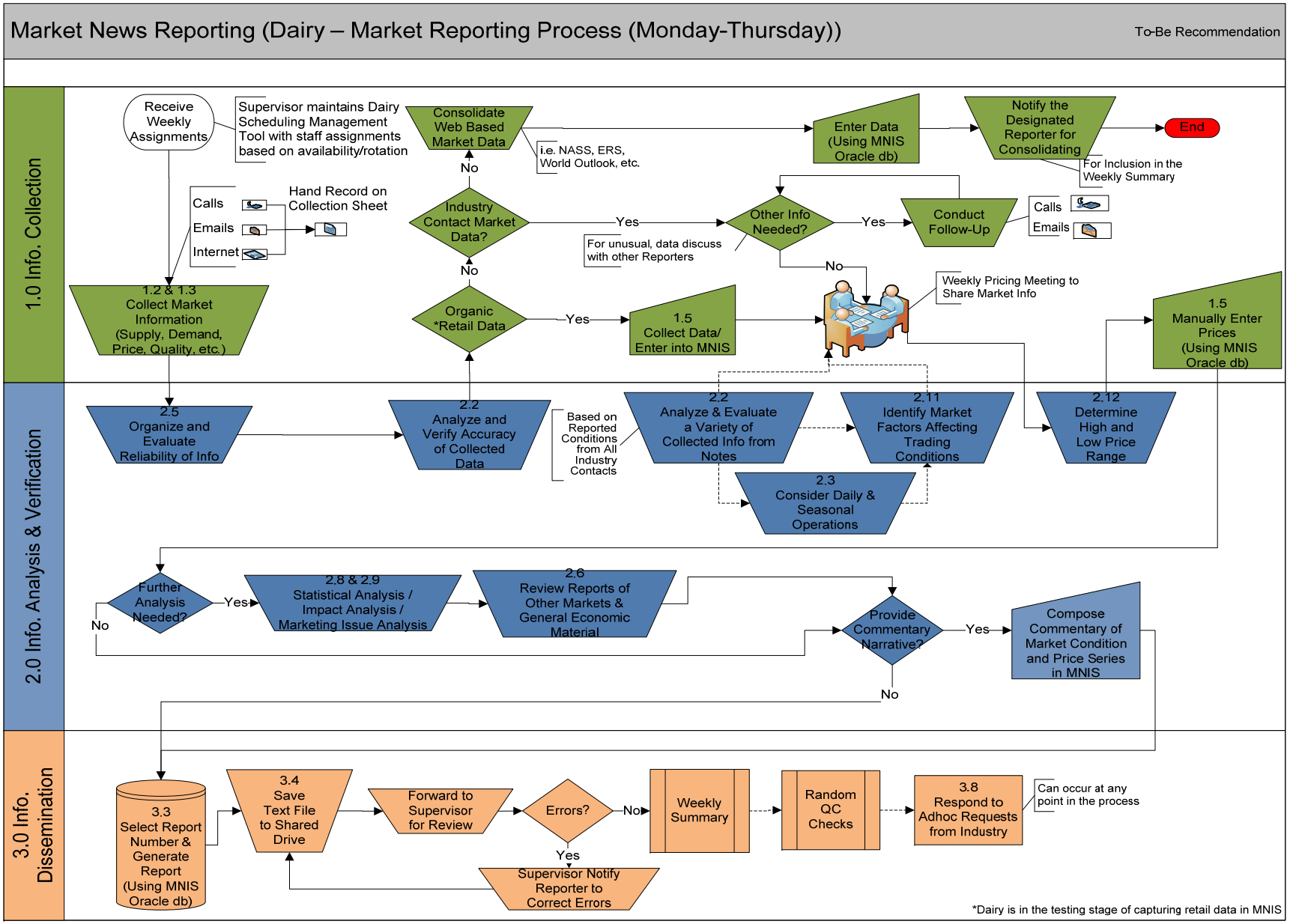
NO CHANGE
As-Is 12/14/11

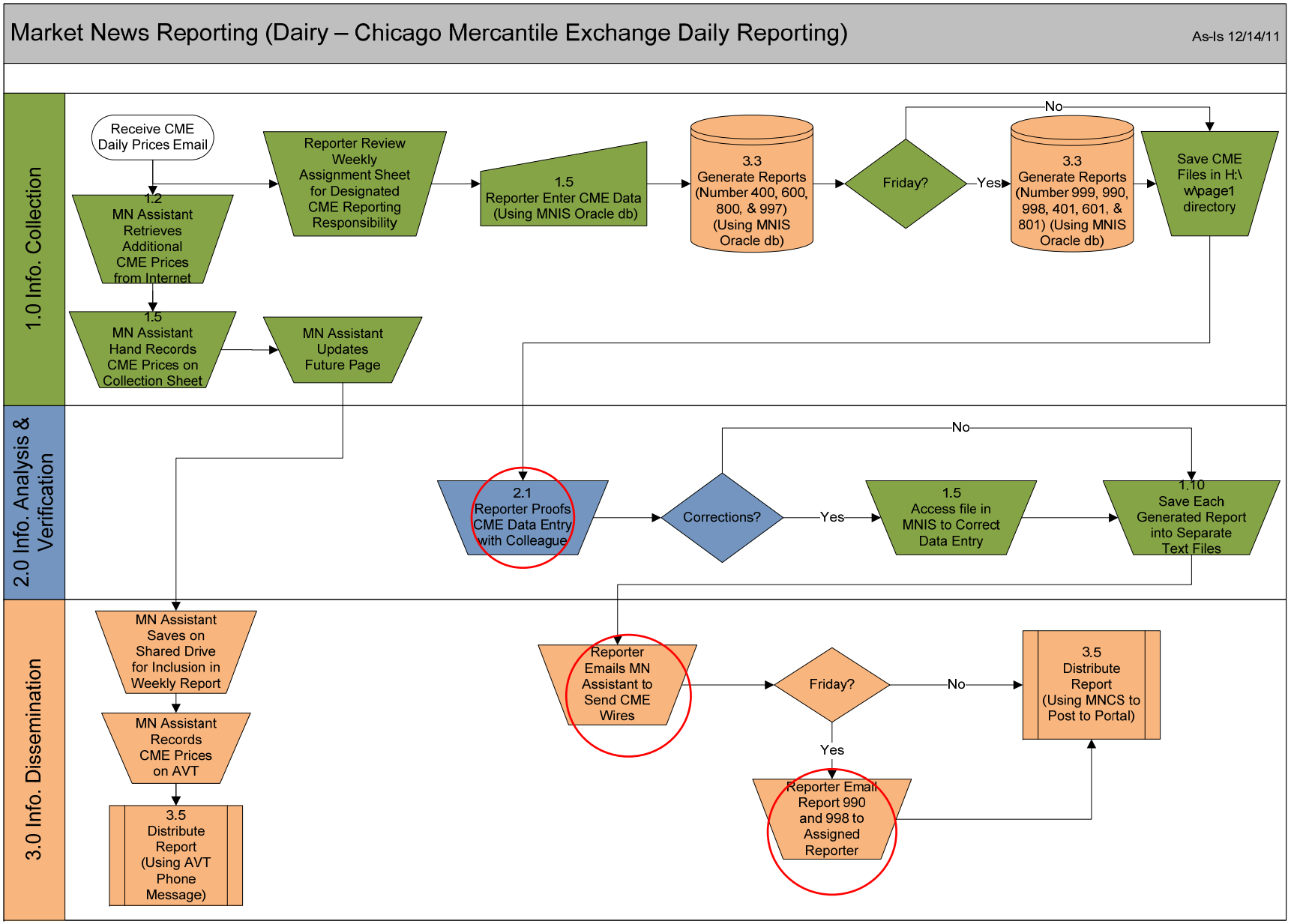


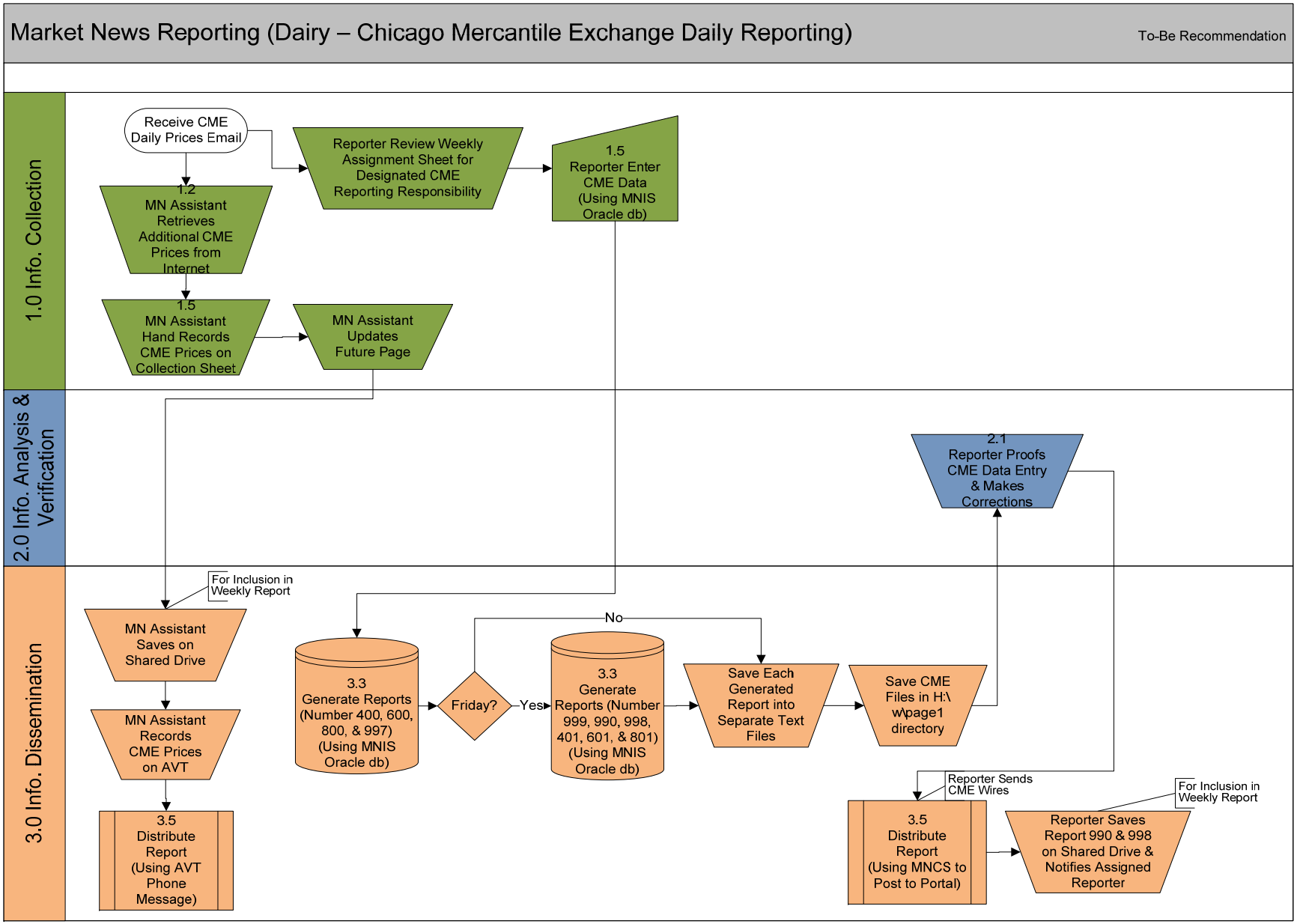

Market News Reporting (Cotton – Random Quality Control Checks)
To-Be Recommendations
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.5 Reporter Manually Updates Data in MNIS
Asst. Director Performs Random Checks (MNIS / Portal)
Possible Errors Found?
Yes
No
End
Asst. Director Coordinates with Reporter to Confirm Error
Error?
Yes
No
End
Asst. Director Coordinates with Reporter for Updates
3.2 Select Report Number & Generate Updated Report (Using MNIS Oracle db)
3.4 Asst. Director Save Text File to Designated Location
3.5 Distribute Updated Report (Using MNCS to Archive)
PDF Changes ?
Yes
Creates Corrected PDF Report, Posts to Archive
NO
Asst. Director Updates Error Report / Log for Tracking
Report on a monthly basis
Forwards Error Report Log to the Director

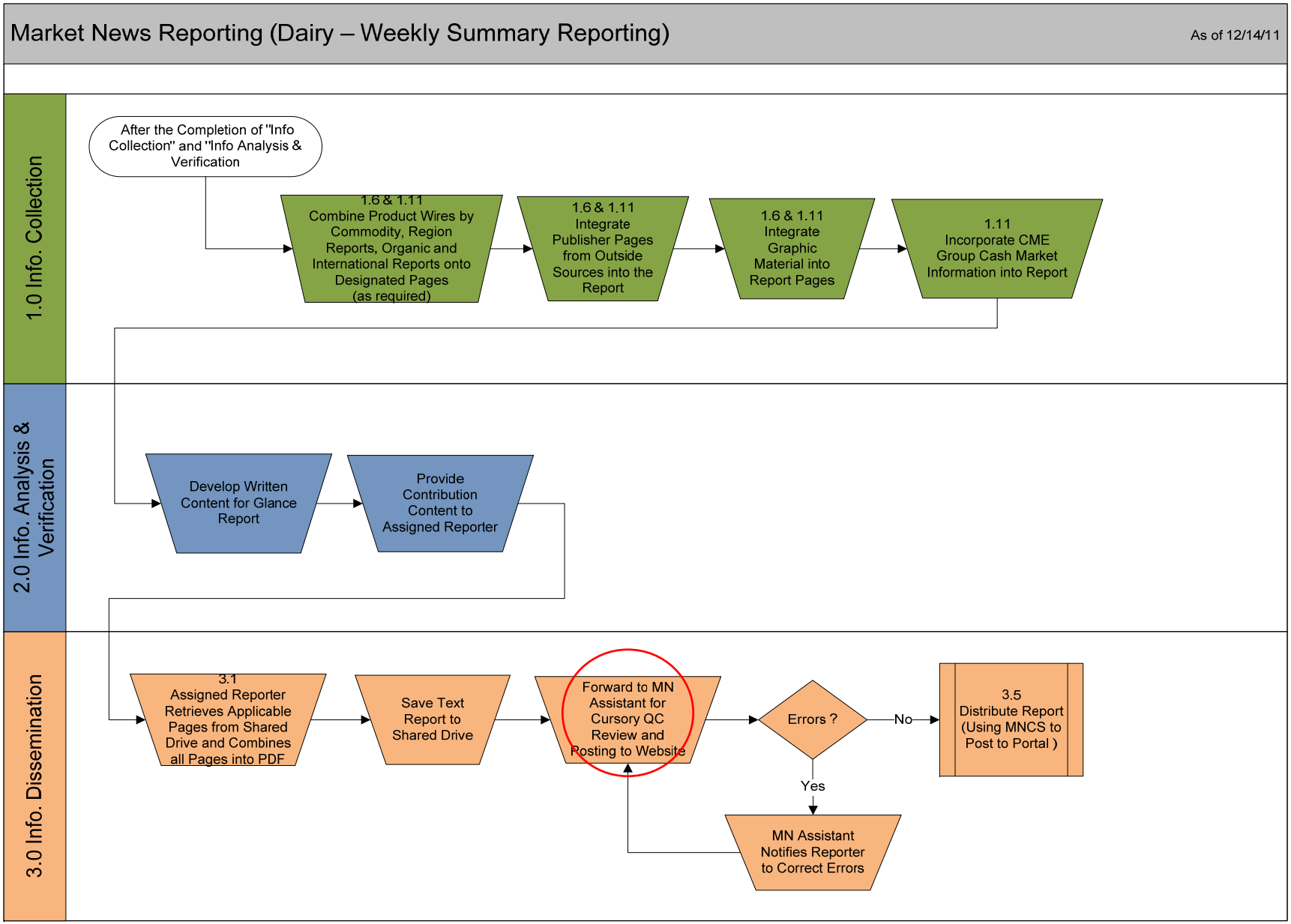
APPENDIX D – DAIRY MARKET NEWS WORKFLOWS

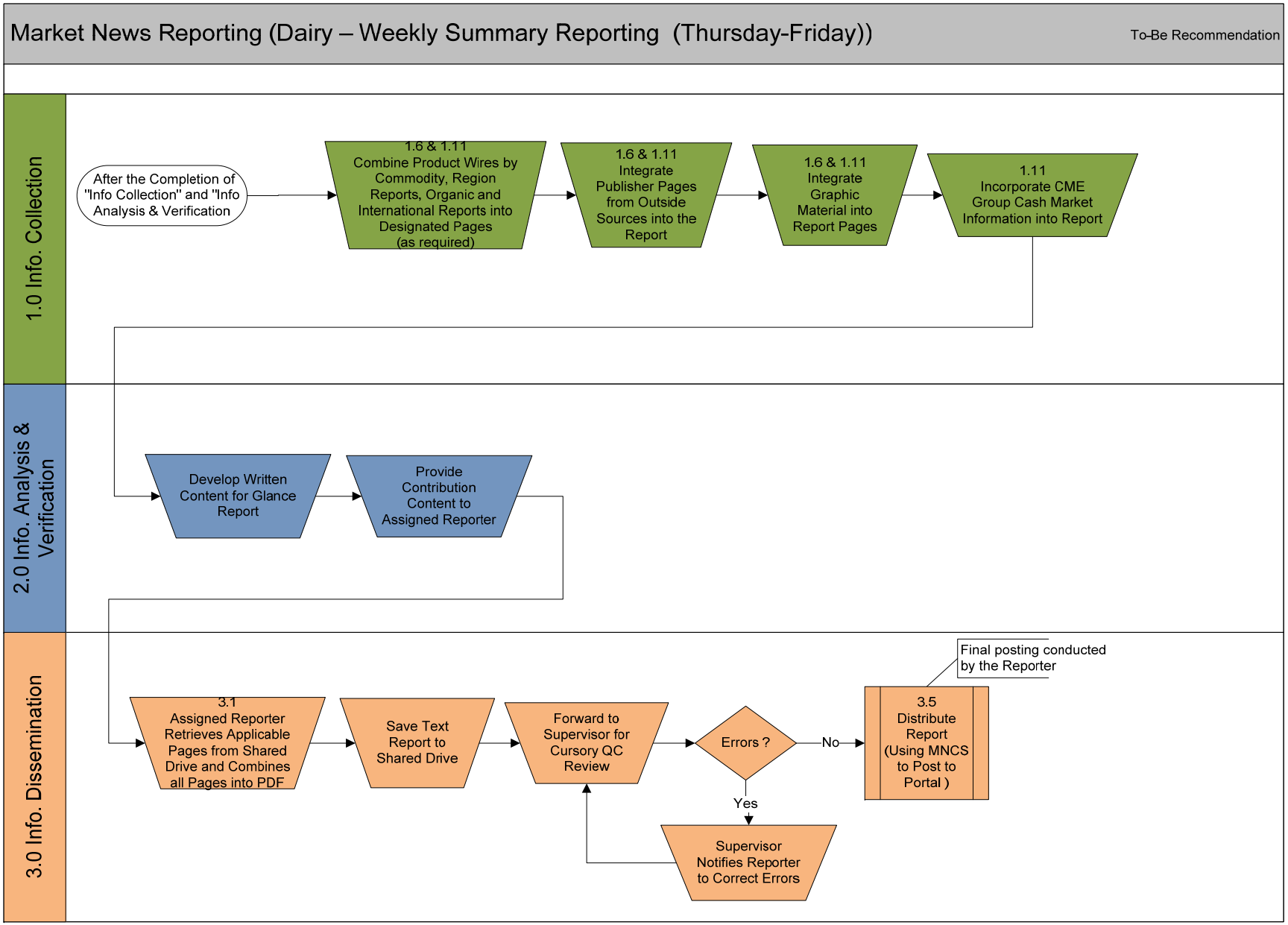


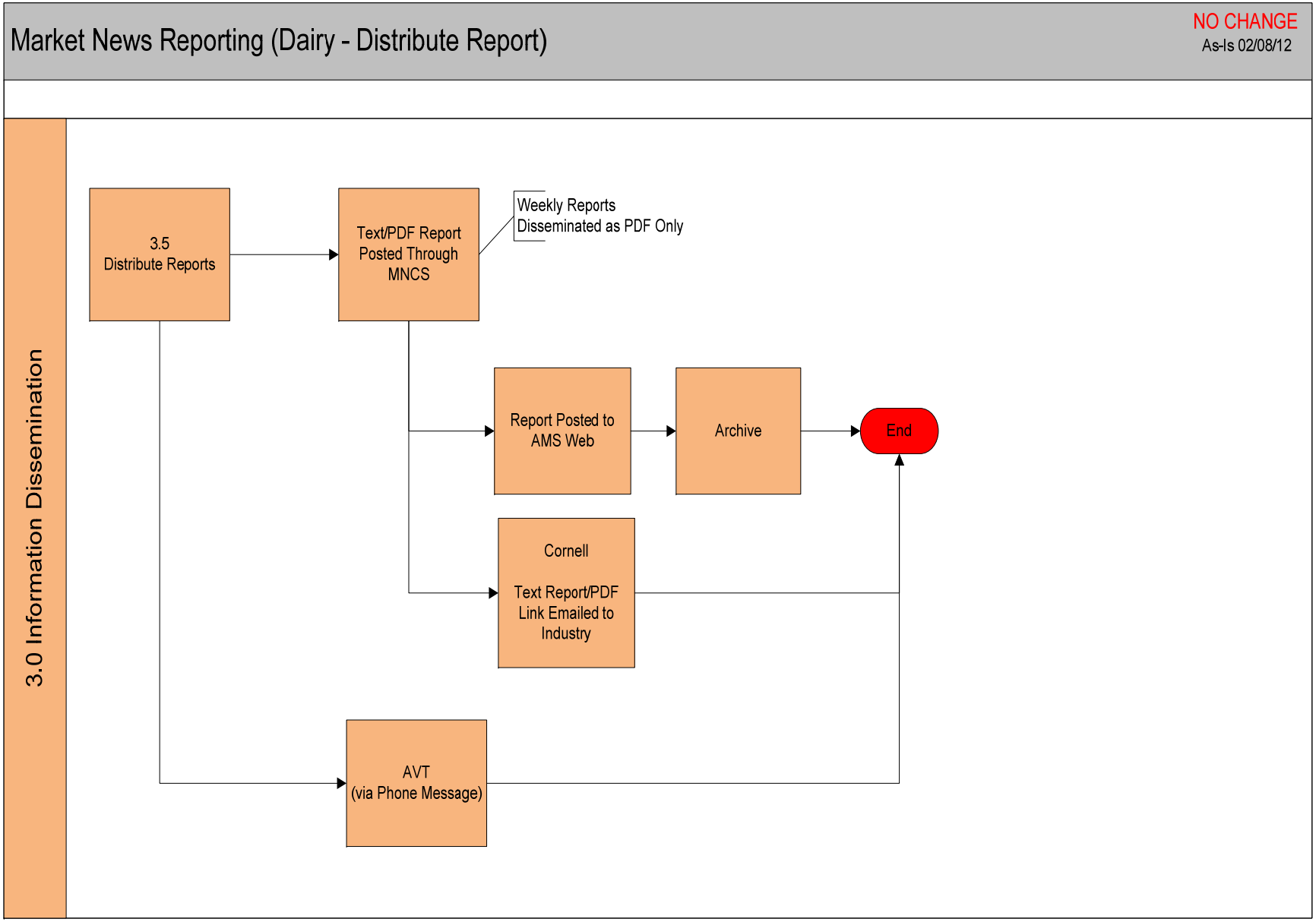

Market News Reporting (Dairy – Market Reporting Process (Monday-Thursday))
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Receive Weekly Assignments
Supervisor maintains Dairy Scheduling Management Tool with staff assignments based on availability/rotation
Consolidate Web Based Market Data
i.e. NASS, ERS, World Outlook, etc.
Enter Data (Using MNIS Oracle db)
Notify the Designated Reporter for Consolidating
End
For Inclusion in the Weekly Summary
Calls
Emails
Internet
Hand Record on Collection Sheet
Industry Contact Market Data?
Yes
No
For unusual, data discuss with other Reporters
Other Info Needed?
Yes
No
Conduct Follow-Up
Calls
Emails
1.2 & 1.3 Collect Market Information (Supply, Demand, Price, Quality, etc.)
Organic *Retail Data
Yes
1.5 Collect Data/ Enter into MNIS
Weekly Pricing Meeting to Share Market Info
1.5 Manually Enter Prices (Using MNIS Oracle db)
2.5 Organize and Evaluate Reliability of Info
2.2 Analyze and Verify Accuracy of Collected Data
Based on Reported Conditions from All Industry Contacts
2.2 Analyze & Evaluate a Variety of Collected Info from Notes
2.11 Identify Market Factors Affecting Trading Conditions
2.12 Determine High and Low Price Range
2.3 Consider Daily & Seasonal Operations
Further Analysis Needed?
Yes
No
2.8 & 2.9 Statistical Analysis / Impact Analysis / Marketing Issue Analysis
2.6 Review Reports of Other Markets & General Economic Material
Provide Commentary Narrative?
Yes
No
Compose Commentary of Market Condition and Price Series in MNIS
3.3 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Shared Drive
Forward to Supervisor for Review
Errors?
No
Yes
Supervisor Notify Reporter to Correct Errors
Weekly Summary
Random QC Checks
3.8 Respond to Adhoc Requests from Industry
Can occur at any point in the process
*Dairy is in the testing stage of capturing retail data in MNIS

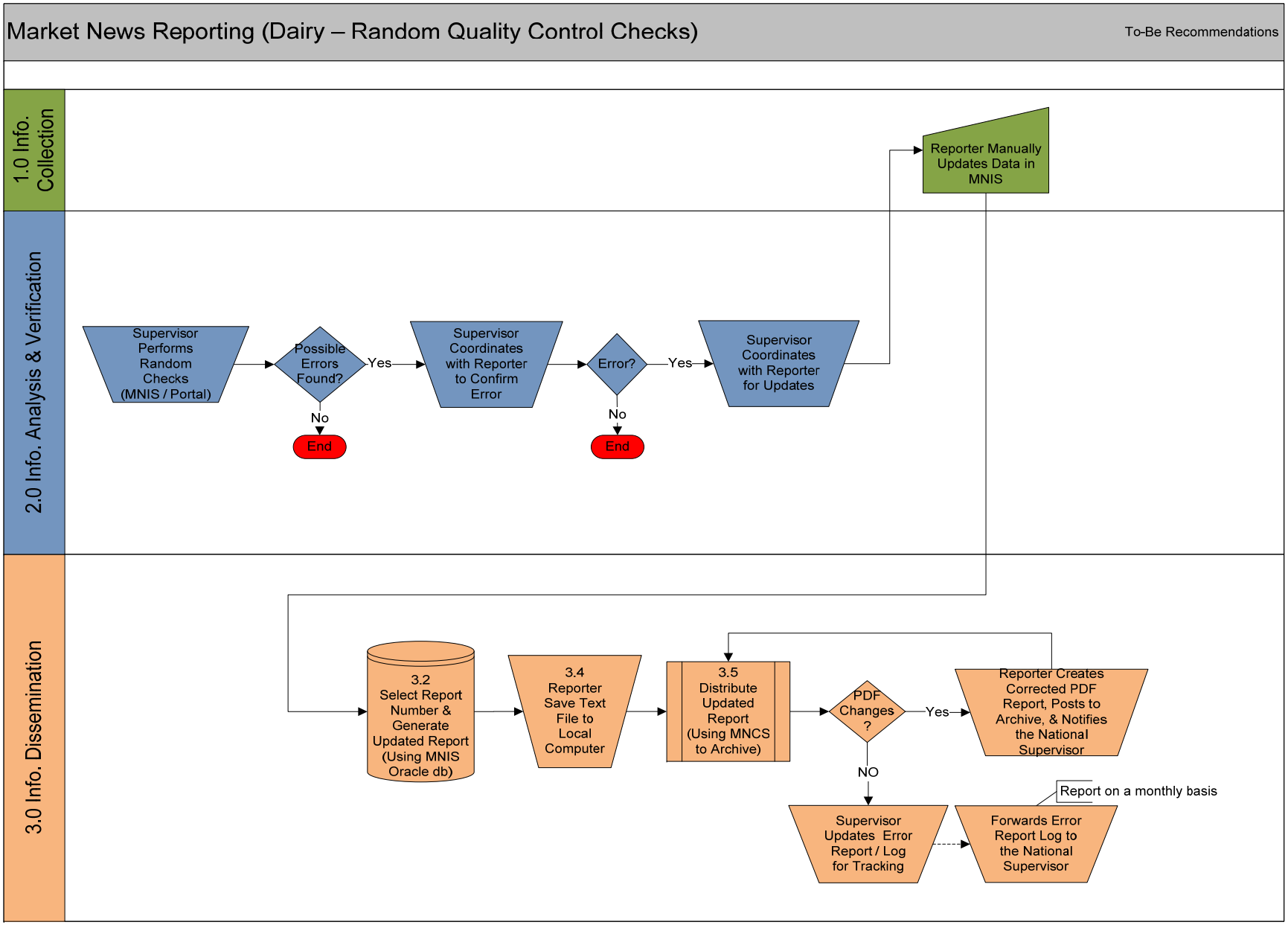

Market News Reporting (Dairy – Chicago Mercantile Exchange Daily Reporting)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Receive CME Daily Prices Email
1.2 MN Assistant Retrieves Additional CME Prices from Internet
1.5 MN Assistant Hand Records CME Prices on Collection Sheet
Reporter Review Weekly Assignment Sheet for Designated CME Reporting Responsibility
MN Assistant Updates Future Page
1.5 Reporter Enter CME Data (Using MNIS Oracle db)
3.3 Generate Reports (Number 400, 600, 800, & 997) (Using MNIS Oracle db)
Friday?
Yes
No
3.3 Generate Reports (Number 999, 990, 998, 401, 601, & 801) (Using MNIS Oracle db)
Save CME Files in H:\ w\page1 directory
2.1 Reporter Proofs CME Data Entry with Colleague
Corrections?
Yes
No
1.5 Access file in MNIS to Correct Data Entry
1.10 Save Each Generated Report into Separate Text Files
MN Assistant Saves on Shared Drive for Inclusion in Weekly Report
MN Assistant Records CME Prices on AVT
3.5 Distribute Report (Using AVT Phone Message)
Reporter Emails MN Assistant to Send CME Wires
Friday?
Yes
No
Reporter Email Report 990 and 998 to Assigned Reporter
3.5 Distribute Report (Using MNCS to Post to Portal)


Market News Reporting (Dairy – Chicago Mercantile Exchange Daily Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Receive CME Daily Prices Email
Reporter Review Weekly Assignment Sheet for Designated CME Reporting Responsibility
1.5 Reporter Enter CME Data (Using MNIS Oracle db)
1.2 MN Assistant Retrieves Additional CME Prices from Internet
1.5 MN Assistant Hand Records CME Prices on Collection Sheet
MN Assistant Updates Future Page
2.1 Reporter Proofs CME Data Entry & Makes Corrections
For Inclusion in Weekly Report
MN Assistant Saves on Shared Drive
MN Assistant Records CME Prices on AVT
3.5 Distribute Report (Using AVT Phone Message)
3.3 Generate Reports (Number 400, 600, 800, & 997) (Using MNIS Oracle db)
Friday?
No
Yes
3.3 Generate Reports (Number 999, 990, 998, 401, 601, & 801) (Using MNIS Oracle db)
Save Each Generated Report into Separate Text Files
Save CME Files in H:\w\page1 directory
Reporter Sends CME Wires
3.5 Distribute Report (Using MNCS to Post to Portal)
For Inclusion in Weekly Report
Reporter Saves Report 990 & 998 on Shared Drive & Notifies Assigned Reporter

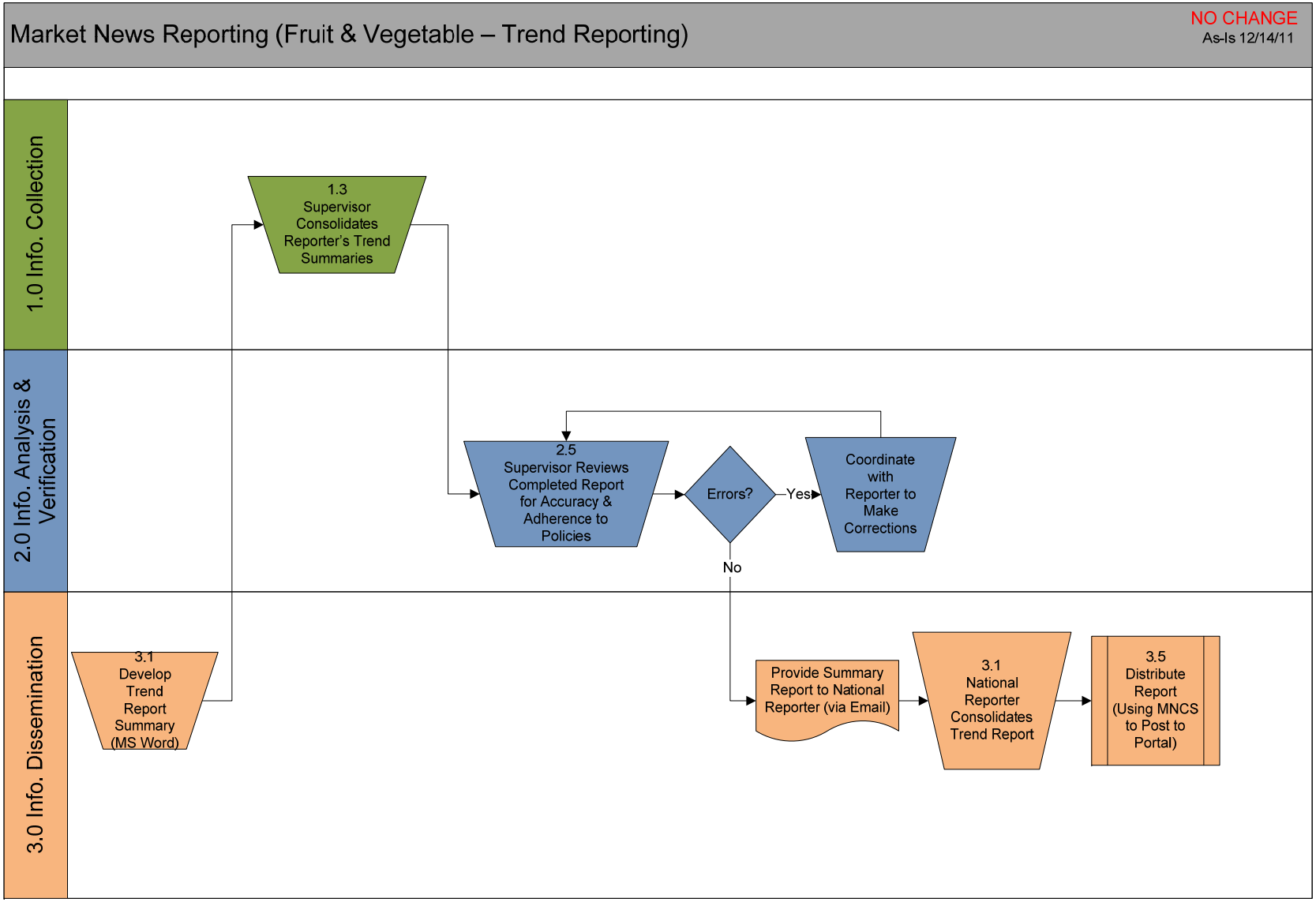

Market News Reporting (Dairy – Weekly Summary Reporting)
As of 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
After the Completion of "Info Collection" and "Info Analysis & Verification
1.6 & 1.11 Combine Product Wires by Commodity, Region Reports, Organic and International Reports onto Designated Pages (as required)
1.6 & 1.11 Integrate Publisher Pages from Outside Sources into the Report
1.6 & 1.11 Integrate Graphic Material into Report Pages
1.11 Incorporate CME Group Cash Market Information into Report
Develop Written Content for Glance Report
Provide Contribution Content to Assigned Reporter
3.1 Assigned Reporter Retrieves Applicable Pages from Shared Drive and Combines all Pages into PDF
Save Text Report to Shared Drive
Forward to MN Assistant for Cursory QC Review and Posting to Website
Errors ?
No
Yes
3.5 Distribute Report (Using MNCS to Post to Portal)
MN Assistant Notifies Reporter to Correct Errors

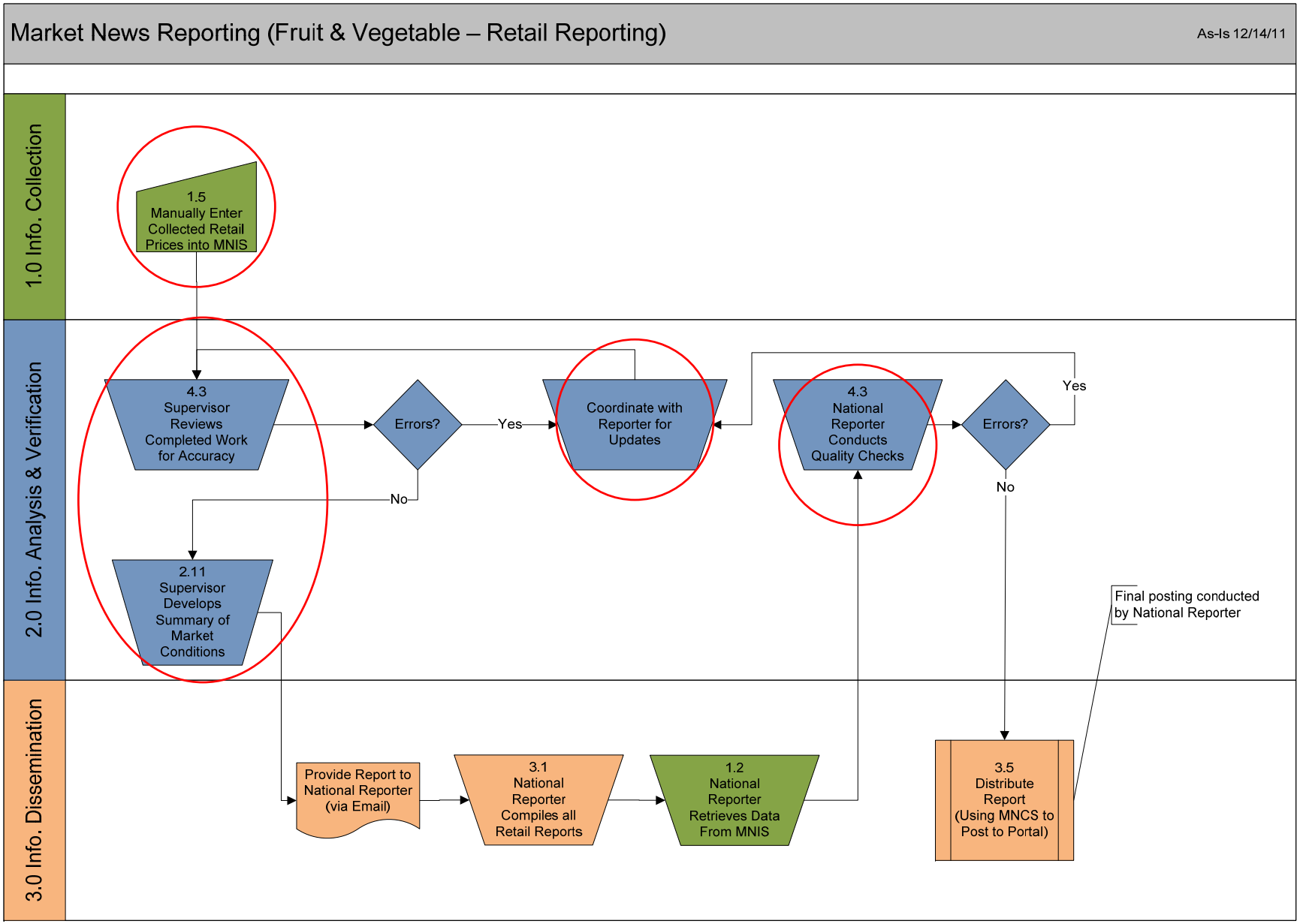

Market News Reporting (Dairy – Weekly Summary Reporting (Thursday-Friday))
To-Be Recommendation
1.0 Info. Collection
After the Completion of "Info Collection" and "Info Analysis & Verification
1.6 & 1.11 Combine Product Wires by Commodity, Region Reports, Organic and International Reports into Designated Pages (as required)
1.6 & 1.11 Integrate Publisher Pages from Outside Sources into the Report
1.6 & 1.11 Integrate Graphic Material into Report Pages
1.11 Incorporate CME Group Cash Market Information into Report
2.0 Info. Analysis & Verification
Develop Written Content for Glance Report
Provide Contribution Content to Assigned Reporter
3.0 Info. Dissemination
3.1 Assigned Reporter Retrieves Applicable Pages from Shared Drive and Combines all Pages into PDF
Save Text Report to Shared Drive
Forward to Supervisor for Cursory QC Review
Errors ?
No
Yes
Final posting conducted by the Reporter
3.5 Distribute Report (Using MNCS to Post to Portal)
Supervisor Notifies Reporter to Correct Errors

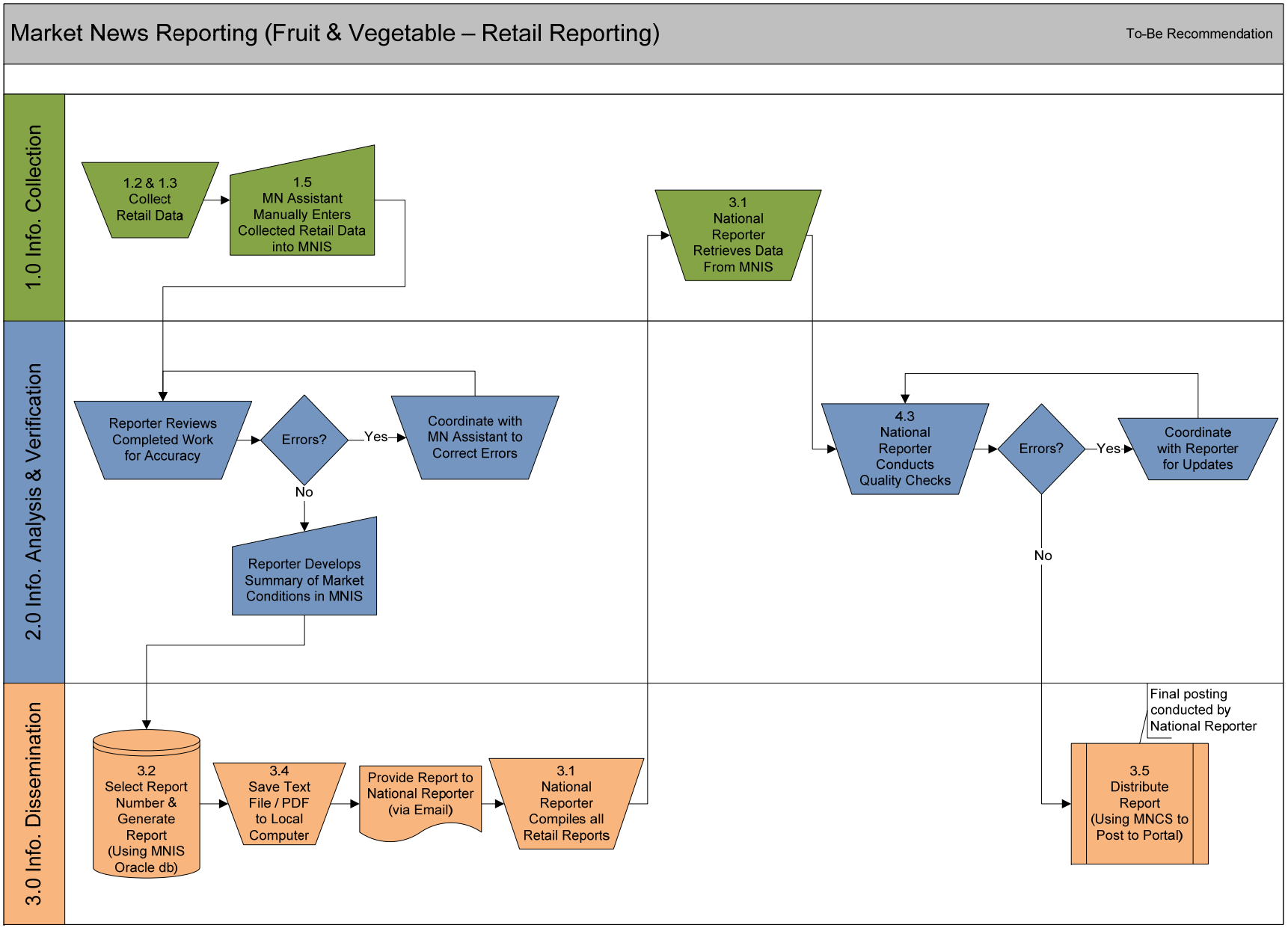

Market News Reporting (Dairy - Distribute Report)
NO CHANGE
As-Is 02/08/12
3.0 Information Dissemination
3.5
Distribute Reports
Text/PDF Report
Posted Through
MNCS
Weekly Reports
Disseminated as PDF Only
Report Posted to
AMS Web
Archive
End
Cornell
Text Report/PDF
Link Emailed to
Industry
AVT
(via Phone Message)

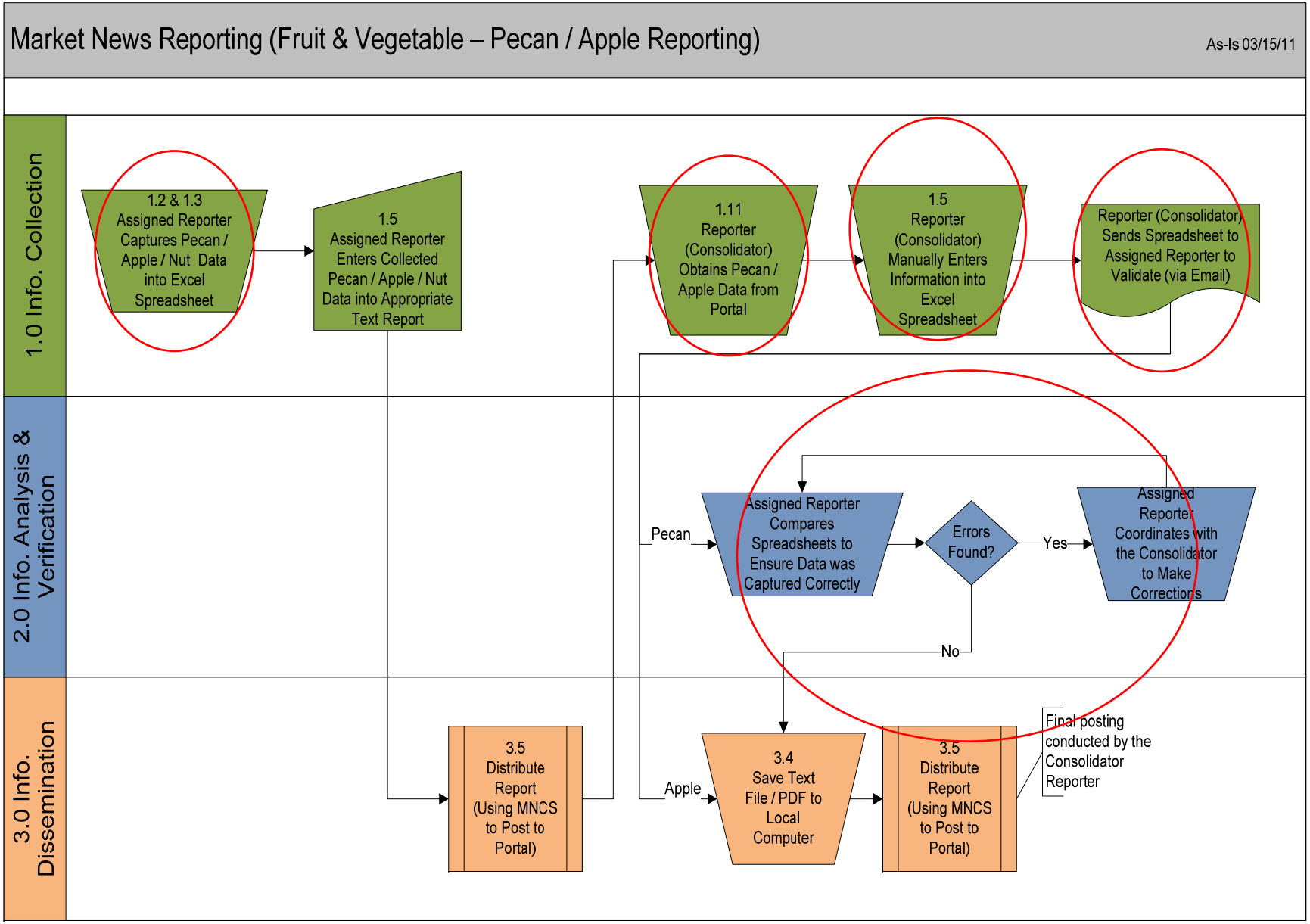

Market News Reporting (Dairy – Random Quality Control Checks)
To-Be Recommendations
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Reporter Manually Updates Data in MNIS
Supervisor Performs Random Checks (MNIS / Portal)
Possible Errors Found?
Yes
No
End
Supervisor Coordinates with Reporter to Confirm Error
Error?
Yes
No
End
Supervisor Coordinates with Reporter for Updates
3.2 Select Report Number & Generate Updated Report (Using MNIS Oracle db)
3.4 Reporter Save Text File to Local Computer
3.5 Distribute Updated Report (Using MNCS to Archive)
PDF Changes ?
Yes
Reporter Creates Corrected PDF Report, Posts to Archive, & Notifies the National Supervisor
NO
Supervisor Updates Error Report / Log for Tracking
Forwards Error Report Log to the National Supervisor
Report on a monthly basis

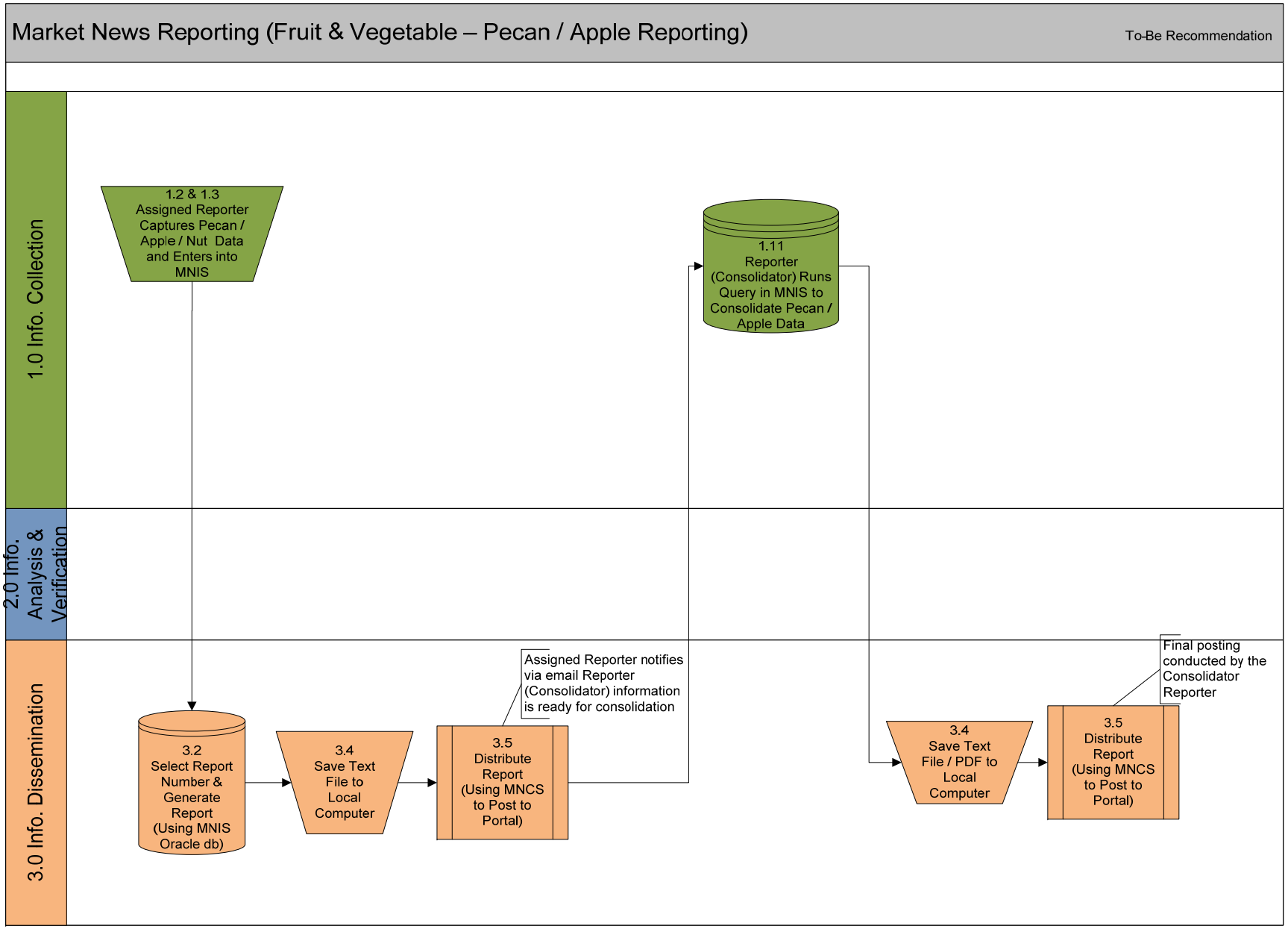
APPENDIX E – FRUIT & VEGETABLE MARKET NEWS WORKFLOWS

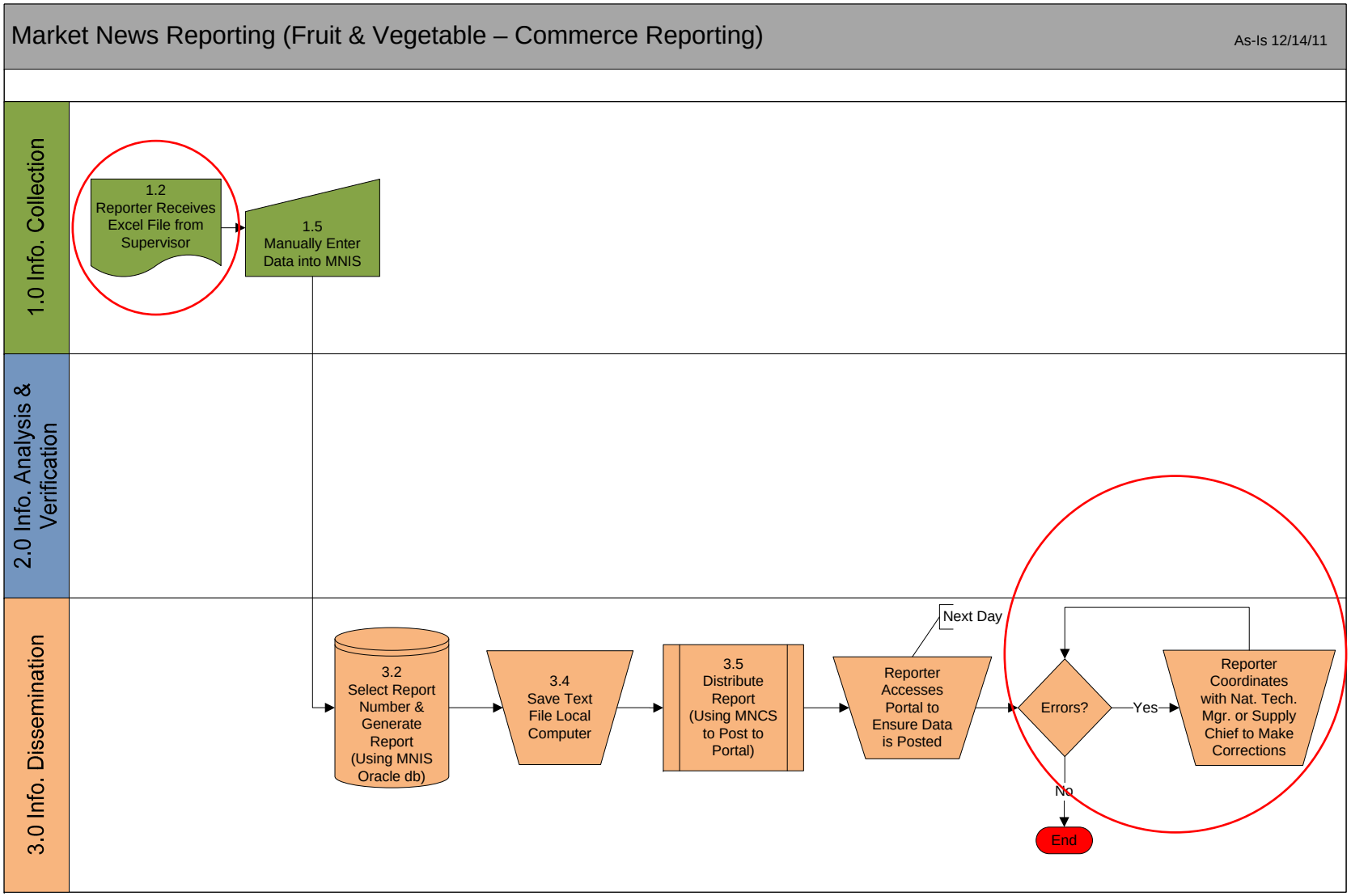


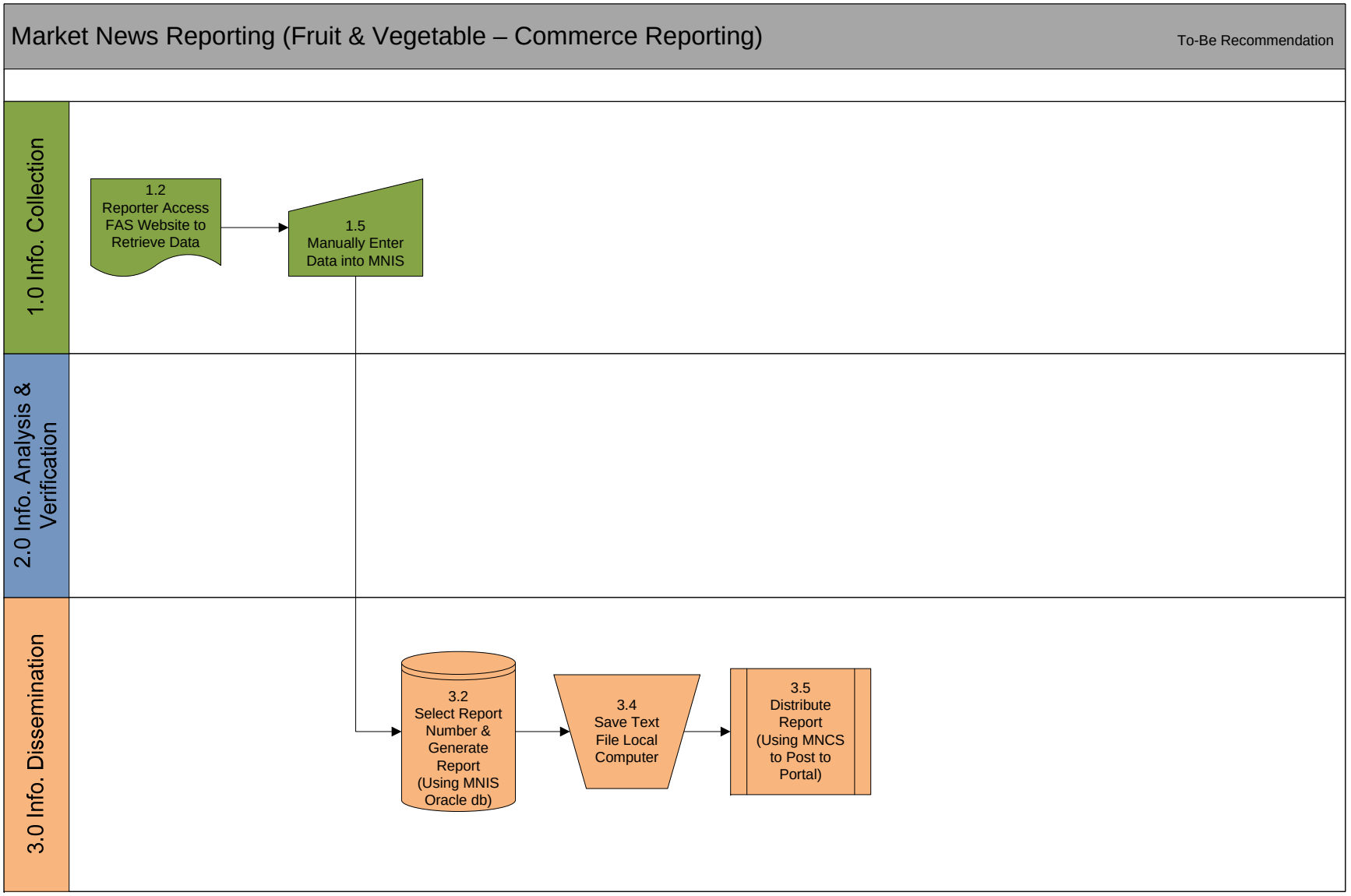

Market News Reporting (Fruit & Vegetable – Retail Reporting)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.5 Manually Enter Collected Retail Prices into MNIS
4.3 Supervisor Reviews Completed Work for Accuracy
Errors?
Yes
No
Coordinate with Reporter for Updates
4.3 National Reporter Conducts Quality Checks
Errors?
Yes
No
2.11 Supervisor Develops Summary of Market Conditions
Provide Report to National Reporter (via Email)
3.1 National Reporter Compiles all Retail Reports
1.2 National Reporter Retrieves Data From MNIS
3.5 Distribute Report (Using MNCS to Post to Portal)
Final posting conducted by National Reporter

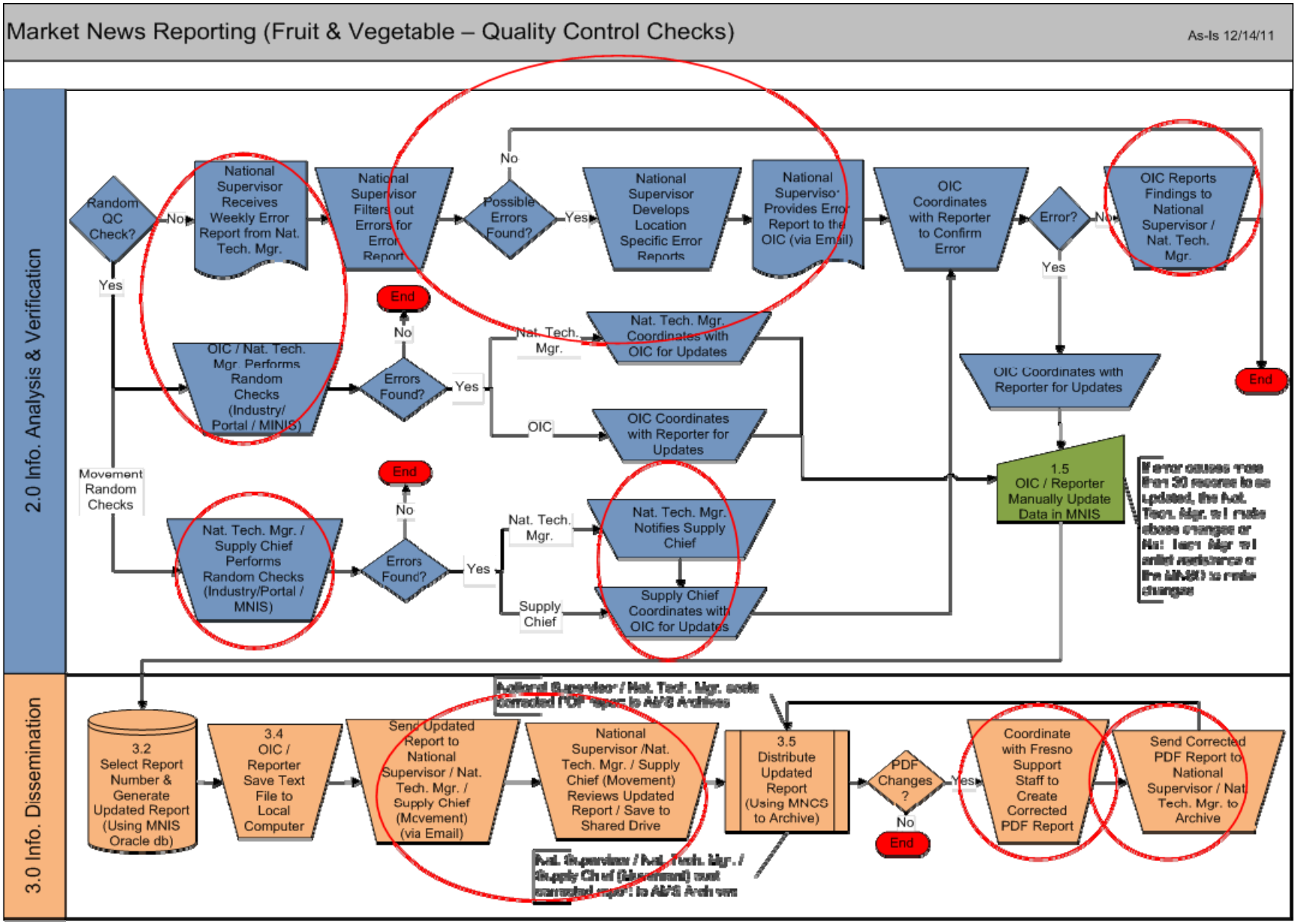

Market News Reporting (Fruit & Vegetable – Retail Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 & 1.3 Collect Retail Data
1.5 MN Assistant Manually Enters Collected Retail Data into MNIS
3.1 National Reporter Retrieves Data From MNIS
Reporter Reviews Completed Work for Accuracy
Errors?
Yes
Coordinate with MN Assistant to Correct Errors
No
Reporter Develops Summary of Market Conditions in MNIS
4.3 National Reporter Conducts Quality Checks
Errors?
Yes
Coordinate with Reporter for Updates
No
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File / PDF to Local Computer
Provide Report to National Reporter (via Email)
3.1 National Reporter Compiles all Retail Reports
Final posting conducted by National Reporter
3.5 Distribute Report (Using MNCS to Post to Portal)

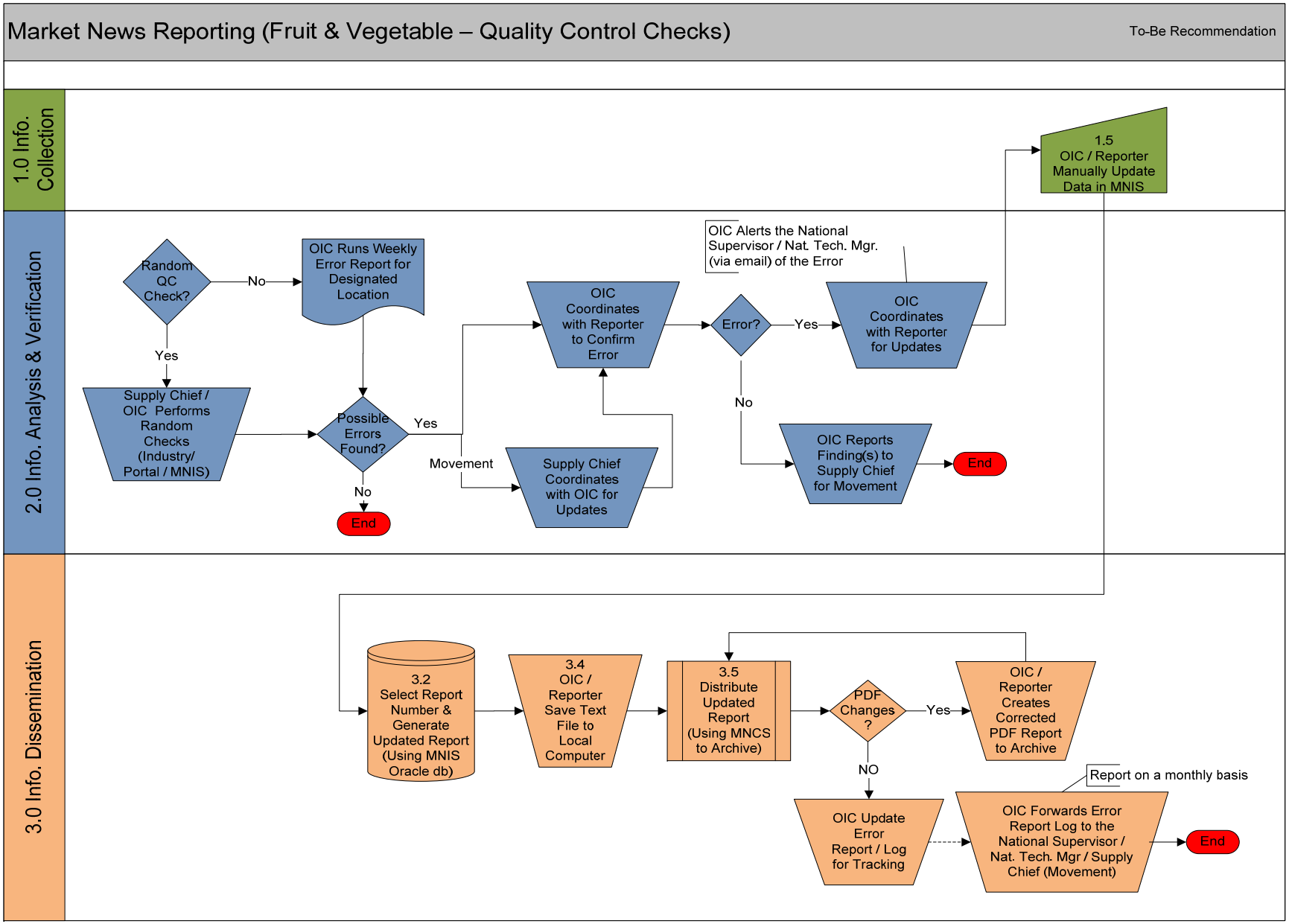

Market News Reporting (Fruit & Vegetable – Pecan / Apple Reporting)
As-Is 03/15/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 & 1.3 Assigned Reporter Captures Pecan / Apple / Nut Data into Excel Spreadsheet
1.5 Assigned Reporter Enters Collected Pecan / Apple / Nut Data into Appropriate Text Report
1.11 Reporter (Consolidator) Obtains Pecan / Apple Data from Portal
1.5 Reporter (Consolidator) Manually Enters Information into Excel Spreadsheet
Reporter (Consolidator) Sends Spreadsheet to Assigned Reporter to Validate (via Email)
Pecan
Assigned Reporter Compares Spreadsheets to Ensure Data was Captured Correctly
Errors Found?
Yes
Assigned Reporter Coordinates with the Consolidator to Make Corrections
No
3.5 Distribute Report (Using MNCS to Post to Portal)
Apple
3.4 Save Text File / PDF to Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)
Final posting conducted by the Consolidator Reporter


Market News Reporting (Fruit & Vegetable – Pecan / Apple Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 & 1.3 Assigned Reporter Captures Pecan / Apple / Nut Data and Enters into MNIS
1.11 Reporter (Consolidator) Runs Query in MNIS to Consolidate Pecan / Apple Data
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)
Assigned Reporter notifies via email Reporter (Consolidator) information is ready for consolidation
3.4 Save Text File / PDF to Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)
Final posting conducted by the Consolidator Reporter


Market News Reporting (Fruit & Vegetable – Commerce Reporting)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 Reporter Receives Excel File from Supervisor
1.5 Manually Enter Data into MNIS
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)
Next Day
Reporter Accesses Portal to Ensure Data is Posted
Errors?
Yes
Reporter Coordinates with Nat. Tech. Mgr. or Supply Chief to Make Corrections
No
End

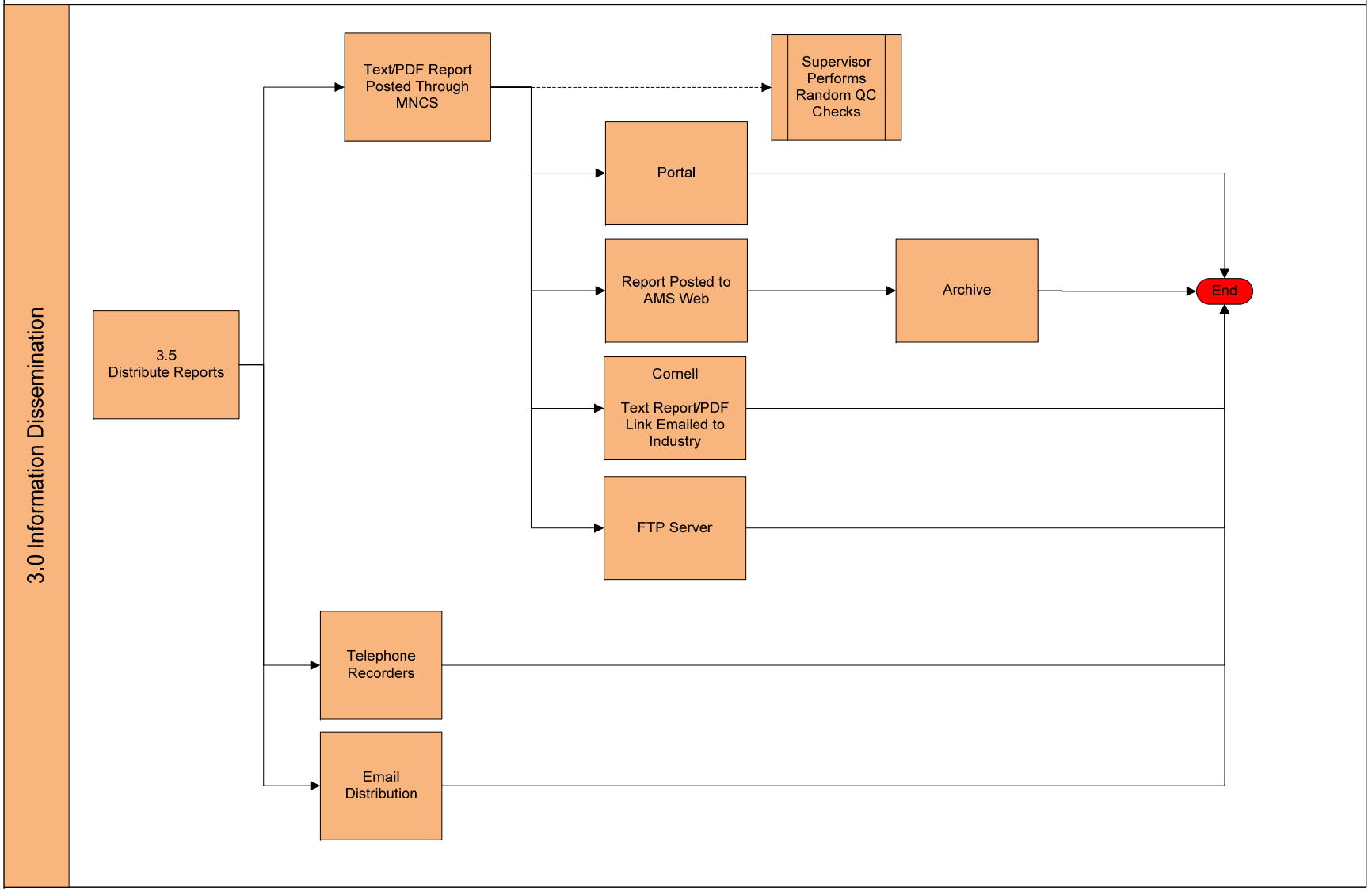

Market News Reporting (Fruit & Vegetable – Commerce Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 Reporter Access FAS Website to Retrieve Data
1.5 Manually Enter Data into MNIS
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)


Market News Reporting (Fruit & Vegetable – Quality Control Checks)
As-Is 12/14/11
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Random QC Check?
No
Yes
National Supervisor Receives Weekly Error Report from Nat. Tech. Mgr.
National Supervisor Filters out Errors for Error Report
Possible Errors Found?
No
Yes
National Supervisor Develops Location Specific Error Reports
National Supervisor Provides Error Report to the OIC (via Email)
OIC Coordinates with Reporter to Confirm Error
Error?
No
Yes
OIC Reports Findings to National Supervisor / Nat. Tech. Mgr.
End
OIC / Nat. Tech. Mgr. Performs Random Checks (Industry/ Portal / MINIS)
Errors Found?
No
Yes
End
Nat. Tech. Mgr.
Nat. Tech. Mgr. Coordinates with OIC for Updates
OIC
OIC Coordinates with Reporter for Updates
OIC Coordinates with Reporter for Updates
End
Movement Random Checks
Nat. Tech. Mgr. / Supply Chief Performs Random Checks (Industry/Portal / MNIS)
Errors Found?
No
Yes
End
Nat. Tech. Mgr.
Nat. Tech. Mgr. Notifies Supply Chief
Supply Chief
Supply Chief Coordinates with OIC for Updates
1.5 OIC / Reporter Manually Update Data in MNIS
3.2 Select Report Number & Generate Updated Report (Using MNIS Oracle db)
3.4 OIC / Reporter Save Text File to Local Computer
Send Updated Report to National Supervisor / Nat. Tech. Mgr. / Supply Chief (Movement) (via Email)
National Supervisor /Nat. Tech. Mgr. / Supply Chief (Movement) Reviews Updated Report / Save to Shared Drive
3.5 Distribute Updated Report (Using MNCS to Archive)
PDF Changes ?
No
End
Yes
Coordinate with Fresno Support Staff to Create Corrected PDF Report
Send Corrected PDF Report to National Supervisor / Nat. Tech. Mgr. to Archive

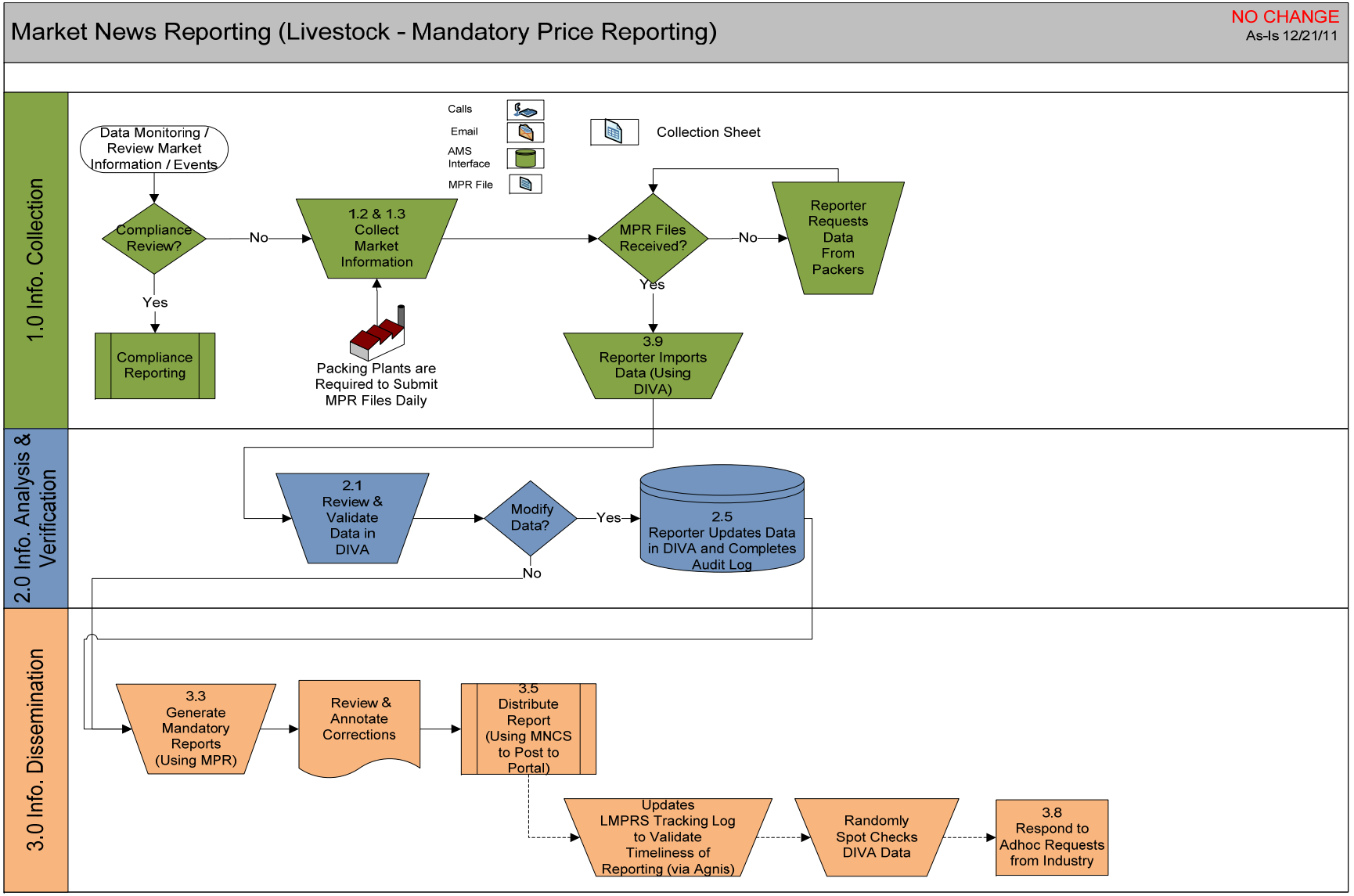

Market News Reporting (Fruit & Vegetable – Quality Control Checks)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.5 OIC / Reporter Manually Update Data in MNIS
Random QC Check?
No
Yes
OIC Runs Weekly Error Report for Designated Location
Supply Chief / OIC Performs Random Checks (Industry/ Portal / MNIS)
Possible Errors Found?
Yes
No
End
Movement
OIC Coordinates with Reporter to Confirm Error
Supply Chief Coordinates with OIC for Updates
OIC Alerts the National Supervisor / Nat. Tech. Mgr. (via email) of the Error
Error?
Yes
No
OIC Coordinates with Reporter for Updates
OIC Reports Finding(s) to Supply Chief for Movement
End
3.2 Select Report Number & Generate Updated Report (Using MNIS Oracle db)
3.4 OIC / Reporter Save Text File to Local Computer
3.5 Distribute Updated Report (Using MNCS to Archive)
PDF Changes ?
Yes
NO
OIC / Reporter Creates Corrected PDF Report to Archive
OIC Update Error Report / Log for Tracking
Report on a monthly basis
OIC Forwards Error Report Log to the National Supervisor / Nat. Tech. Mgr / Supply Chief (Movement)
End

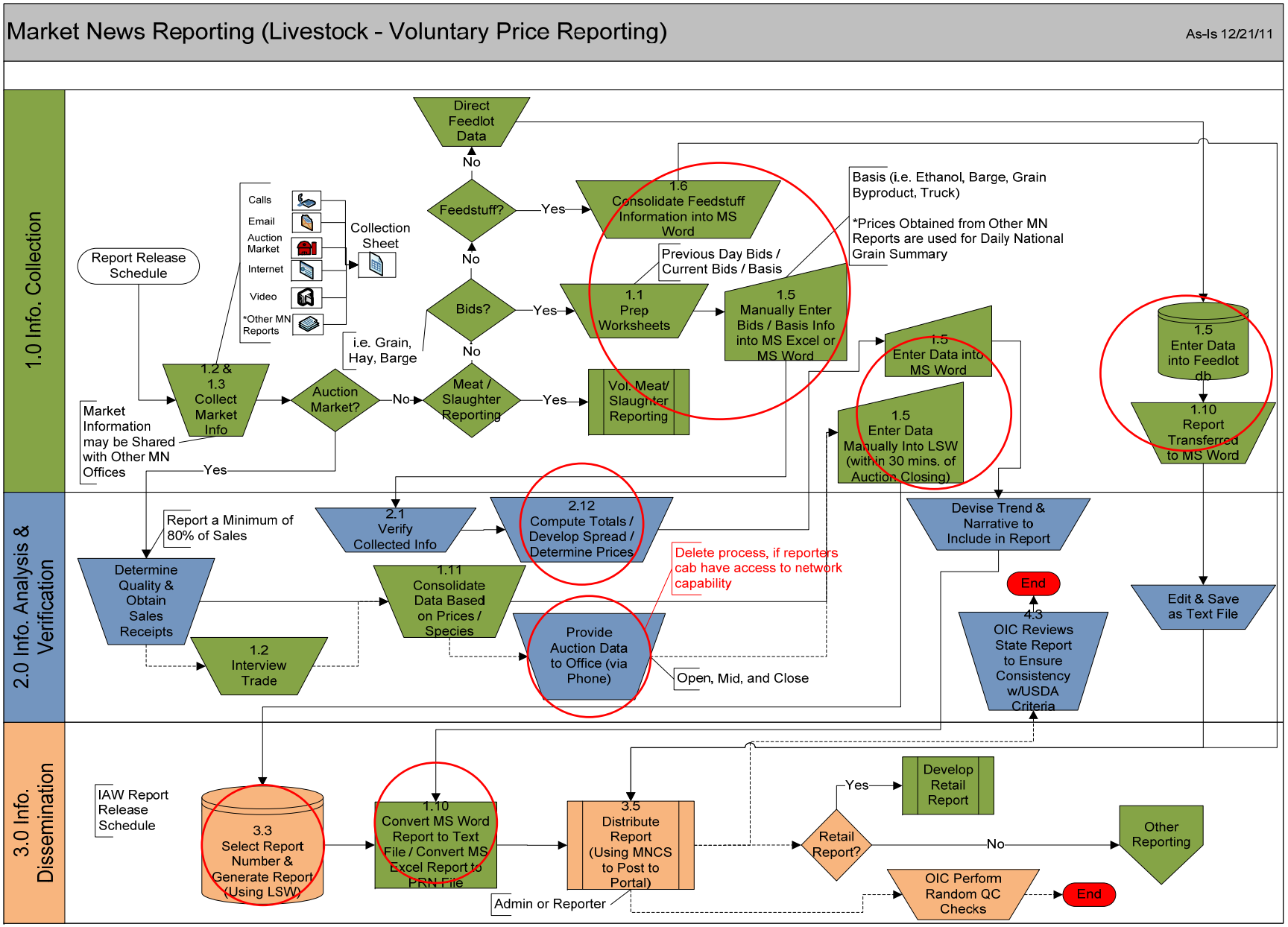
Information Dissemination (Fruit & Vegetable – Distribute Report)

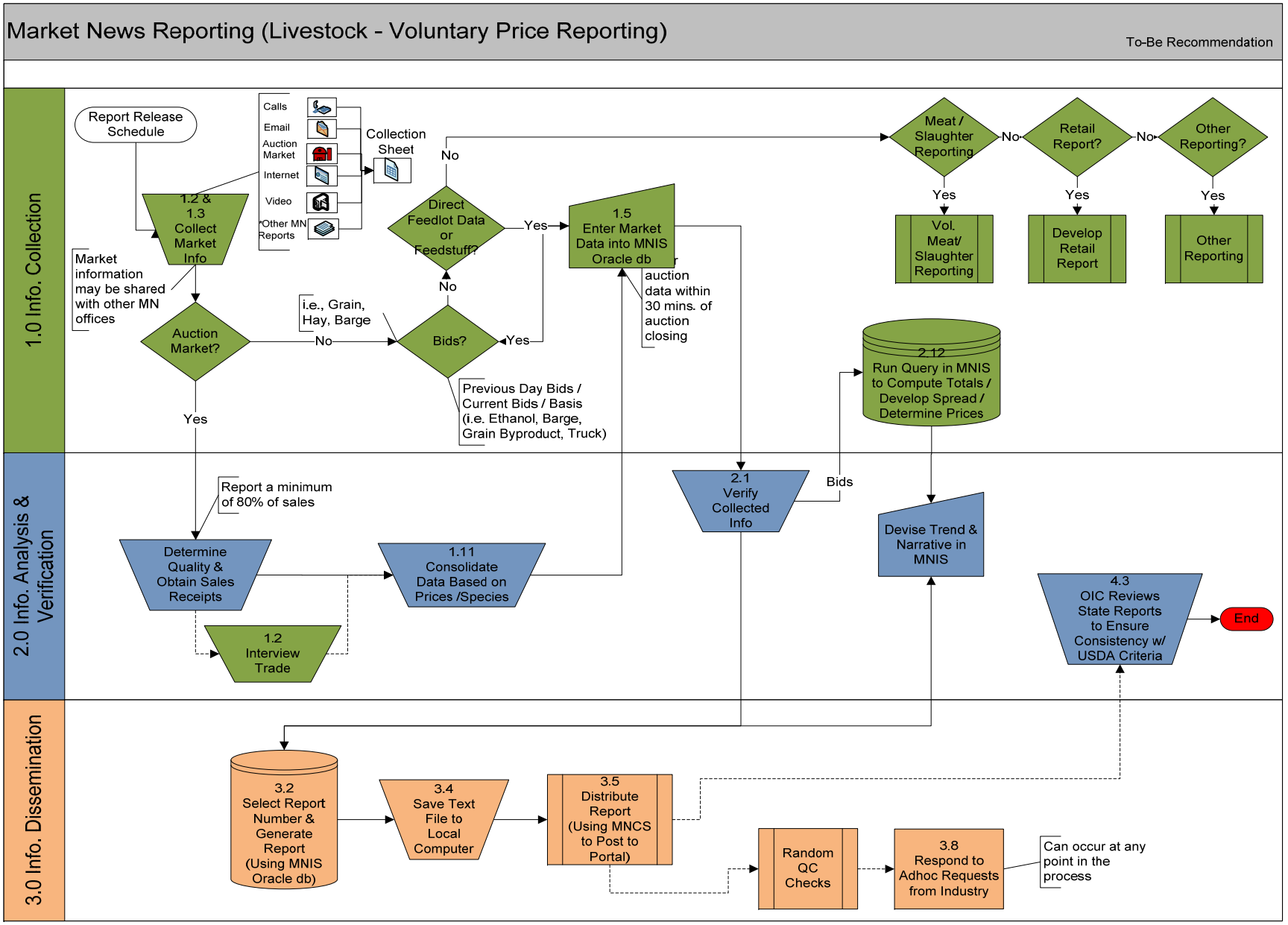
NO CHANGE
As-Is 02/08/12

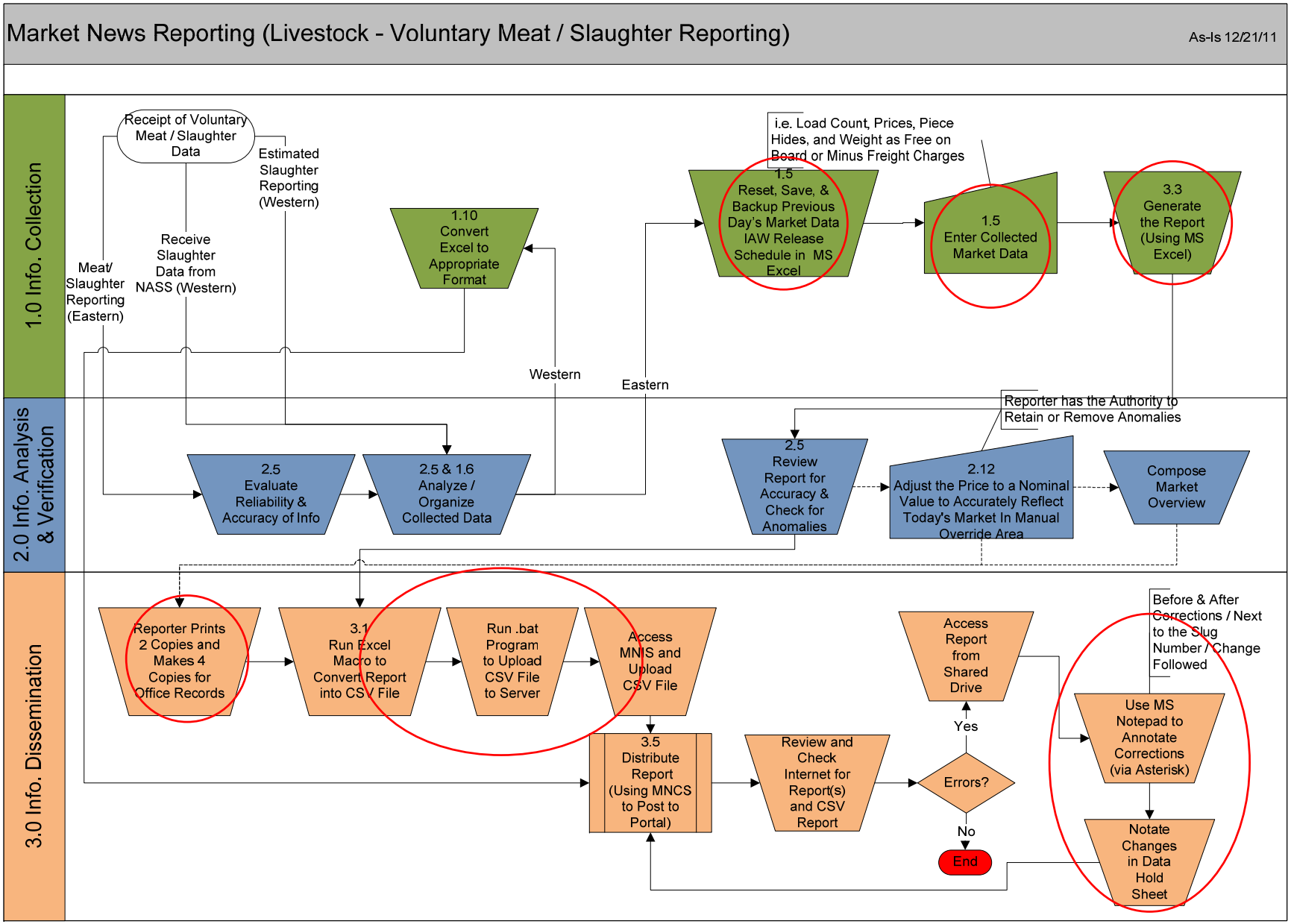


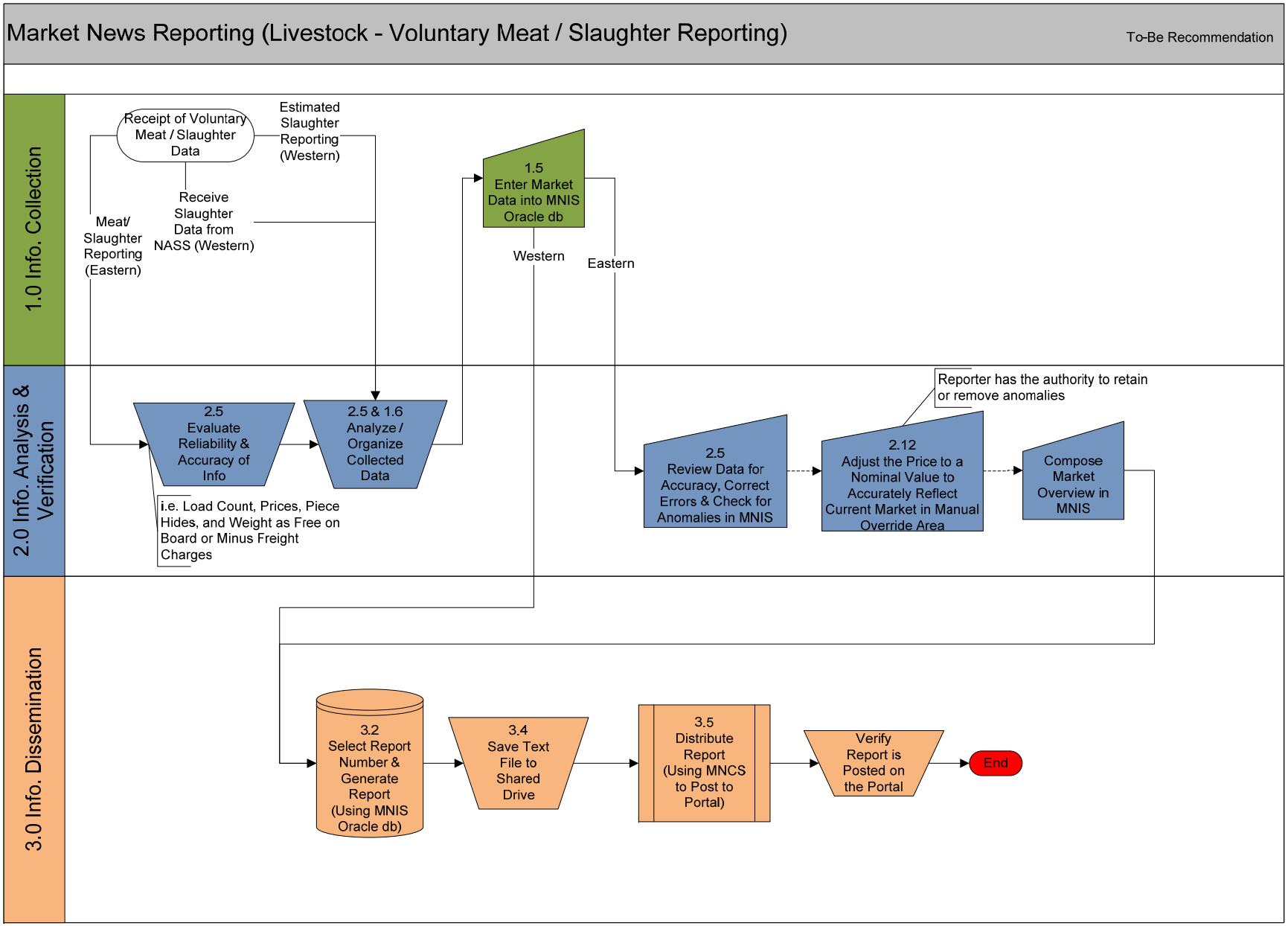
APPENDIX F – LIVESTOCK & GRAIN MARKET NEWS WORKFLOWS

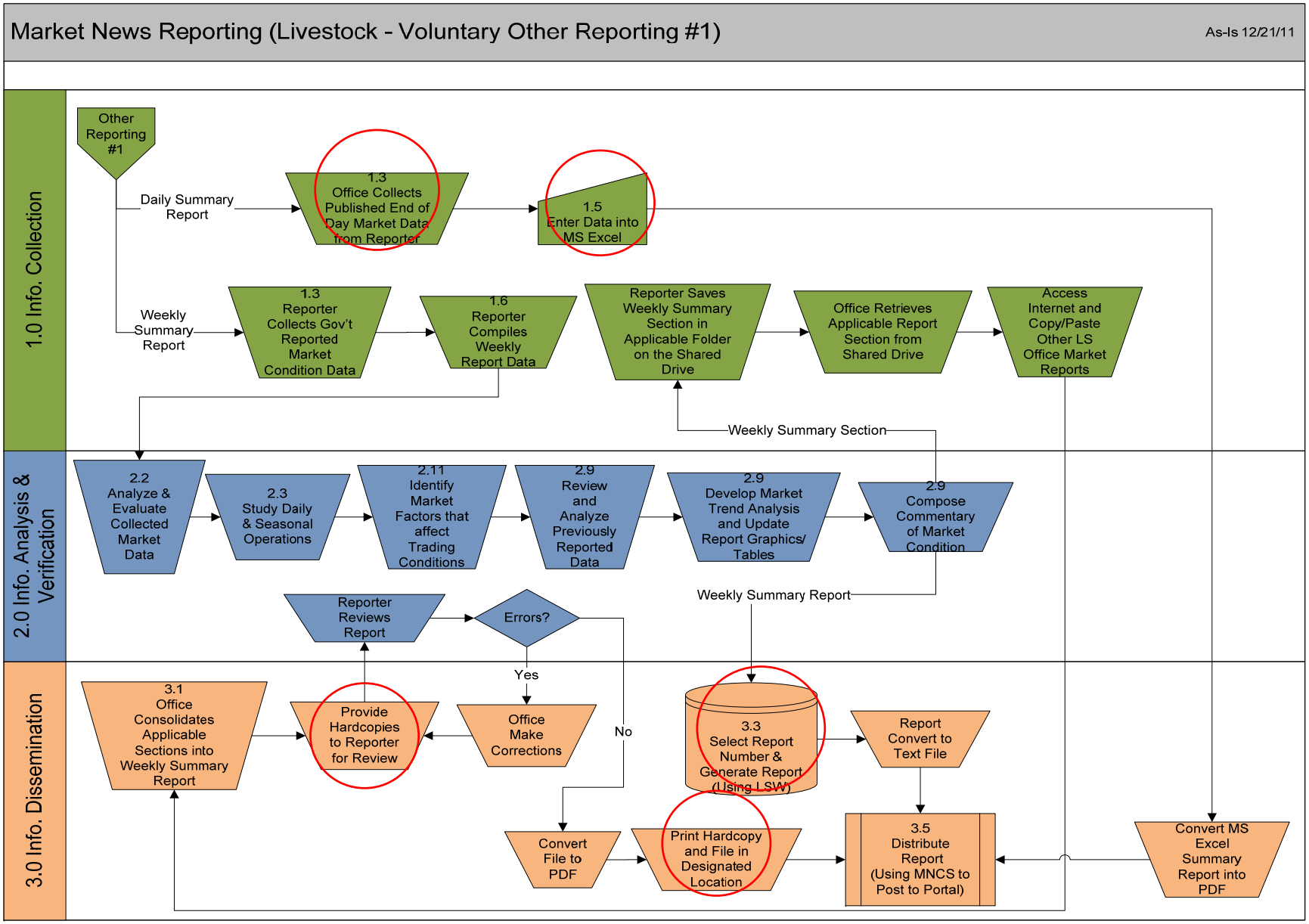


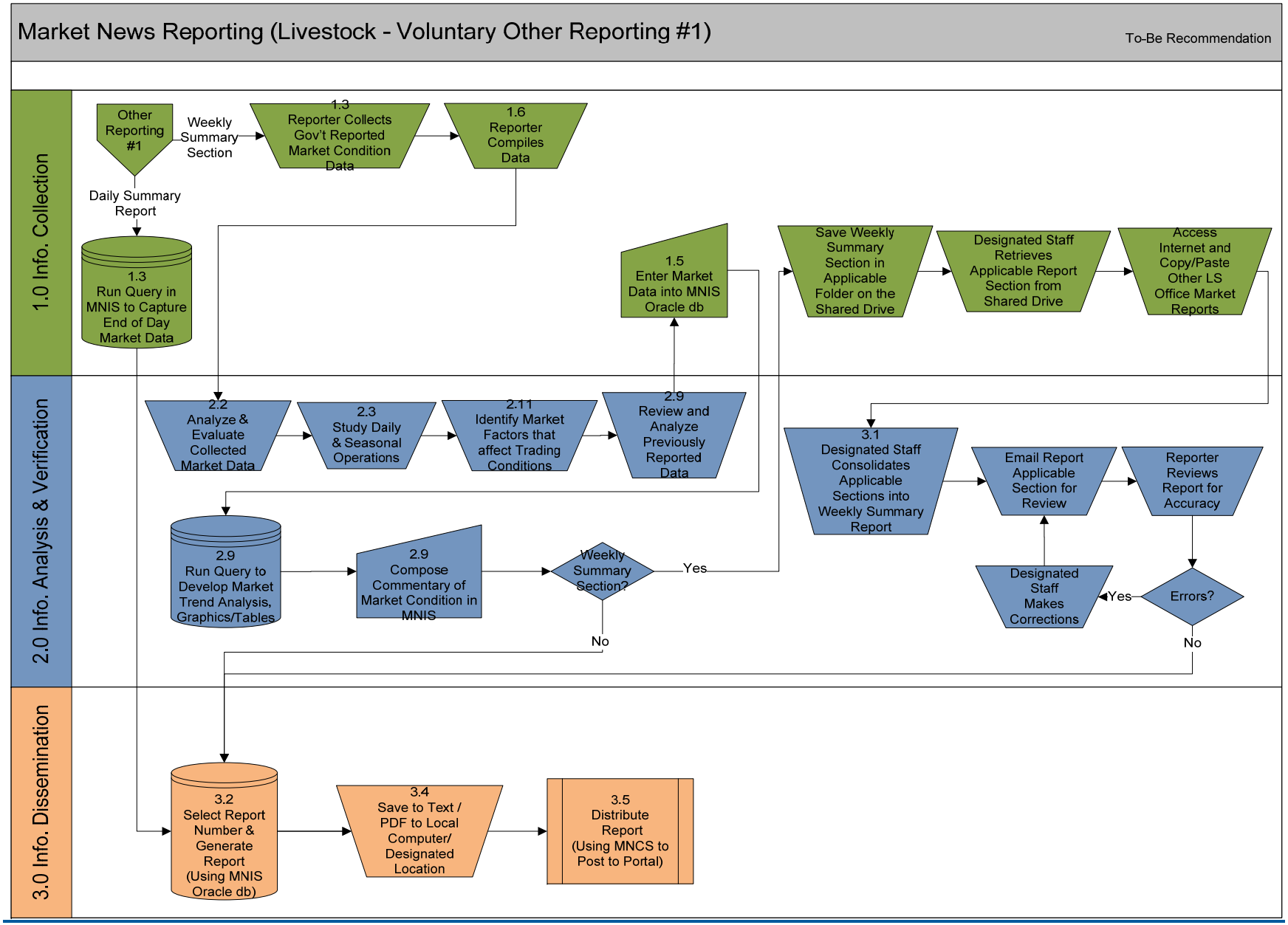

Market News Reporting (Livestock - Voluntary Price Reporting)
As-Is 12/21/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Direct Feedlot Data
No
Feedstuff?
Yes
1.6 Consolidate Feedstuff Information into MS Word
Basis (i.e. Ethanol, Barge, Grain Byproduct, Truck)
*Prices Obtained from Other MN Reports are used for Daily National Grain Summary
Previous Day Bids / Current Bids / Basis
Calls
Email
Auction Market
Internet
Video
*Other MN Reports
Collection Sheet
Report Release Schedule
Bids?
Yes
1.1 Prep Worksheets
1.5 Manually Enter Bids / Basis Info into MS Excel or MS Word
i.e. Grain, Hay, Barge
No
1.5 Enter Data into MS Word
1.5 Enter Data into Feedlot db
1.10 Report Transferred to MS Word
1.2 & 1.3 Collect Market Info
Auction Market?
No
Meat / Slaughter Reporting
Yes
Vol. Meat/ Slaughter Reporting
Market Information may be Shared with Other MN Offices
Yes
1.5 Enter Data Manually Into LSW (within 30 mins. of Auction Closing)
Report a Minimum of 80% of Sales
2.1 Verify Collected Info
2.12 Compute Totals / Develop Spread / Determine Prices
Devise Trend & Narrative to Include in Report
Delete process, if reporters cab have access to network capability
Determine Quality & Obtain Sales Receipts
1.11 Consolidate Data Based on Prices / Species
End
Edit & Save as Text File
1.2 Interview Trade
Provide Auction Data to Office (via Phone)
4.3 OIC Reviews State Report to Ensure Consistency w/USDA Criteria
Open, Mid, and Close
IAW Report Release Schedule
3.3 Select Report Number & Generate Report (Using LSW)
1.10 Convert MS Word Report to Text File / Convert MS Excel Report to PRN File
3.5 Distribute Report (Using MNCS to Post to Portal)
Admin or Reporter
Yes
Develop Retail Report
Retail Report?
No
Other Reporting
OIC Perform Random QC Checks
End

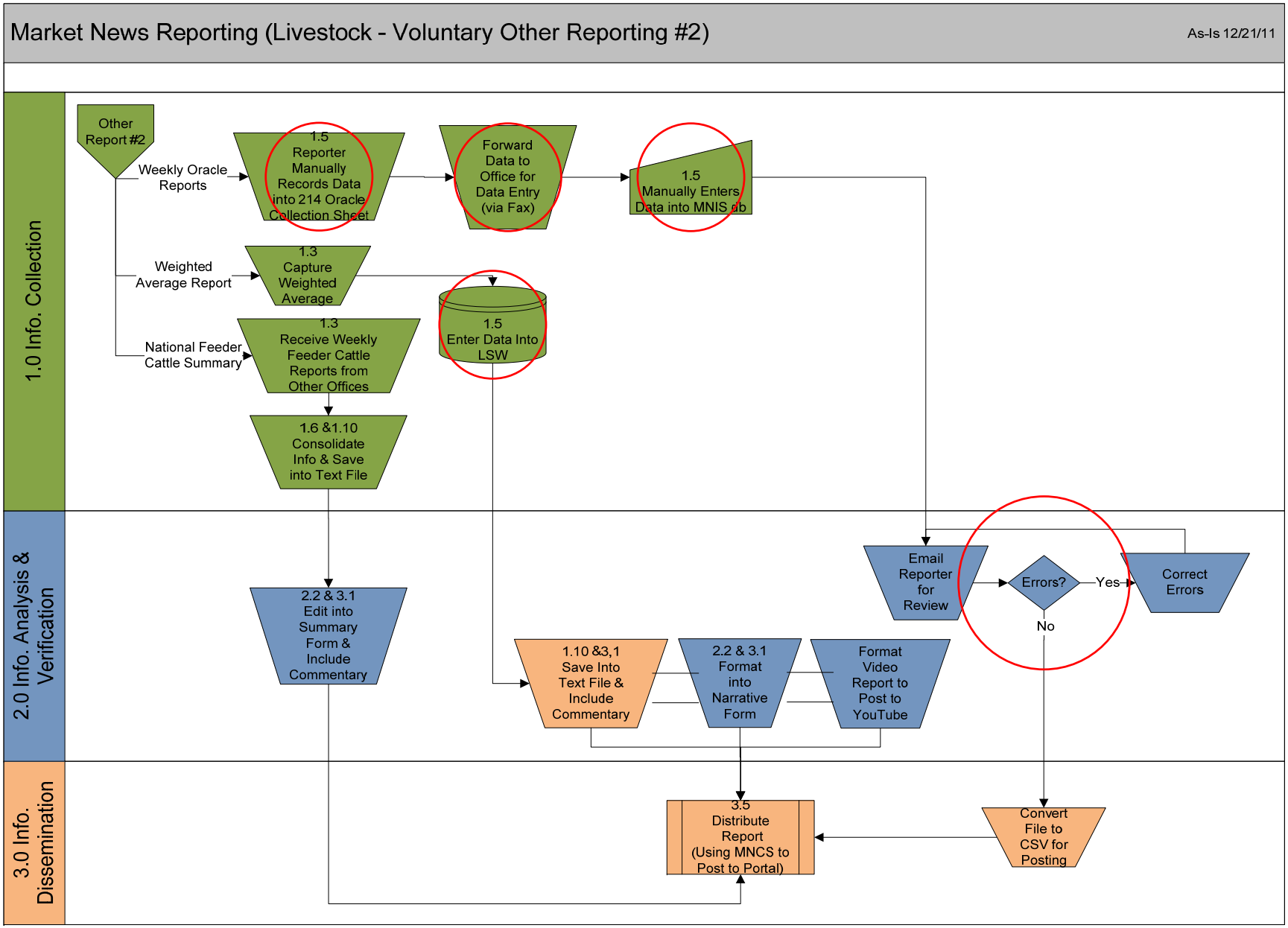

Market News Reporting (Livestock - Voluntary Price Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Report Release Schedule
Calls
Email
Auction Market
Internet
Video
Other MN Reports
Collection Sheet
1.2 & 1.3 Collect Market Info
Market information may be shared with other MN offices
Auction Market?
Yes
No
i.e., Grain, Hay, Barge
Bids?
Yes
No
Direct Feedlot Data or Feedstuff?
Yes
No
1.5 Enter Market Data into MNIS Oracle db
auction data within 30 mins. of auction closing
Previous Day Bids / Current Bids / Basis (i.e. Ethanol, Barge, Grain Byproduct, Truck)
Meat / Slaughter Reporting
Yes
No
Vol. Meat/ Slaughter Reporting
Retail Report?
Yes
No
Develop Retail Report
Other Reporting?
Yes
Other Reporting
2.12 Run Query in MNIS to Compute Totals / Develop Spread / Determine Prices
2.1 Verify Collected Info
Bids
Devise Trend & Narrative in MNIS
Report a minimum of 80% of sales
Determine Quality & Obtain Sales Receipts
1.11 Consolidate Data Based on Prices /Species
1.2 Interview Trade
4.3 OIC Reviews State Reports to Ensure Consistency w/ USDA Criteria
End
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)
Random QC Checks
3.8 Respond to Adhoc Requests from Industry
Can occur at any point in the process

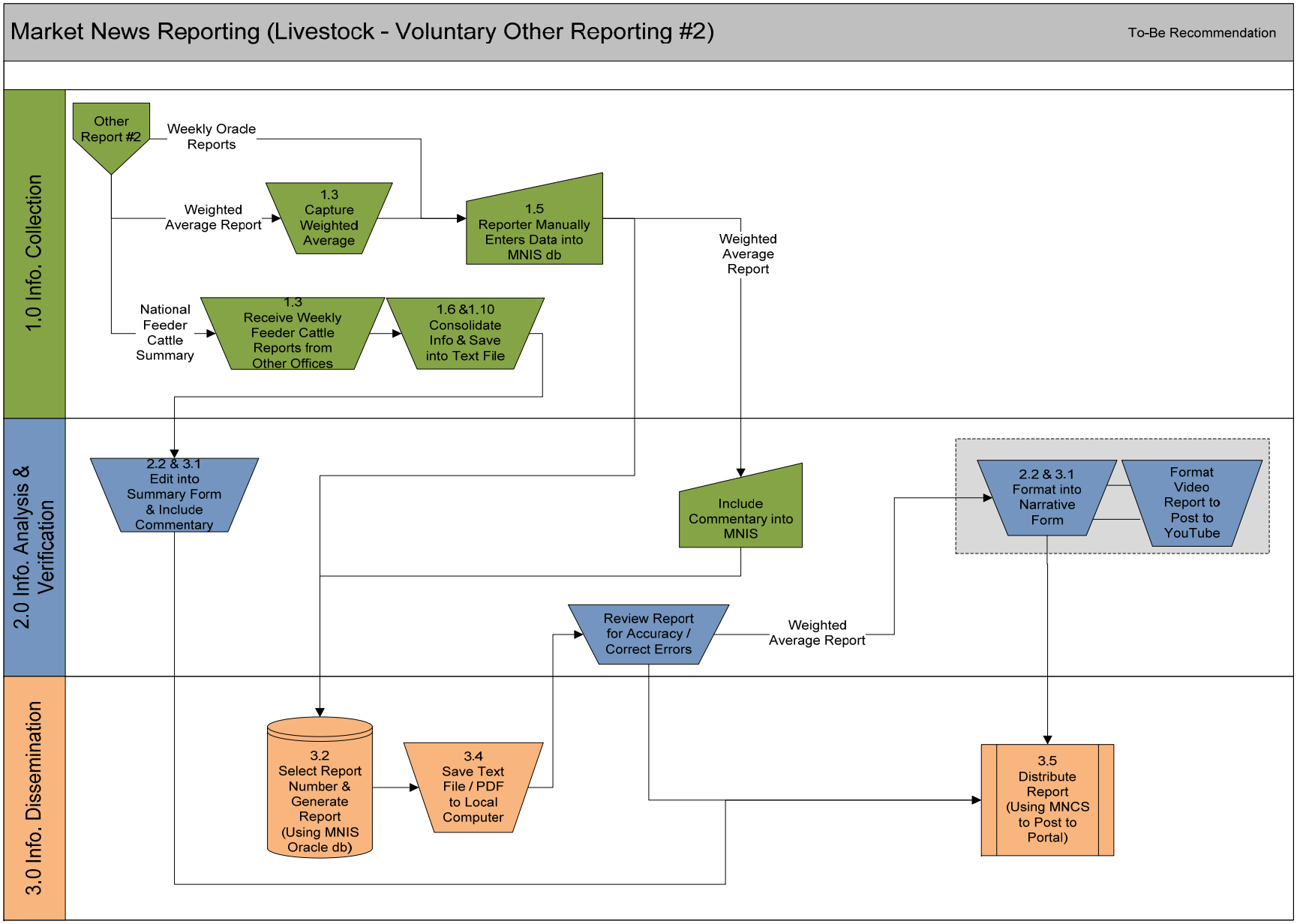

Market News Reporting (Livestock - Voluntary Meat / Slaughter Reporting)
As-Is 12/21/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Receipt of Voluntary Meat / Slaughter Data
Estimated Slaughter Reporting (Western)
Meat/ Slaughter Reporting (Eastern)
Receive Slaughter Data from NASS (Western)
1.10 Convert Excel to Appropriate Format
i.e. Load Count, Prices, Piece Hides, and Weight as Free on Board or Minus Freight Charges
1.5 Reset, Save, & Backup Previous Day's Market Data IAW Release Schedule in MS Excel
1.5 Enter Collected Market Data
3.3 Generate the Report (Using MS Excel)
Western
Eastern
Reporter has the Authority to Retain or Remove Anomalies
2.5 Evaluate Reliability & Accuracy of Info
2.5 & 1.6 Analyze / Organize Collected Data
2.5 Review Report for Accuracy & Check for Anomalies
2.12 Adjust the Price to a Nominal Value to Accurately Reflect Today's Market In Manual Override Area
Compose Market Overview
Reporter Prints 2 Copies and Makes 4 Copies for Office Records
3.1 Run Excel Macro to Convert Report into CSV File
Run .bat Program to Upload CSV File to Server
Access MNIS and Upload CSV File
3.5 Distribute Report (Using MNCS to Post to Portal)
Review and Check Internet for Report(s) and CSV Report
Errors?
Yes
No
End
Access Report from Shared Drive
Before & After Corrections / Next to the Slug Number / Change Followed
Use MS Notepad to Annotate Corrections (via Asterisk)
Notate Changes in Data Hold Sheet

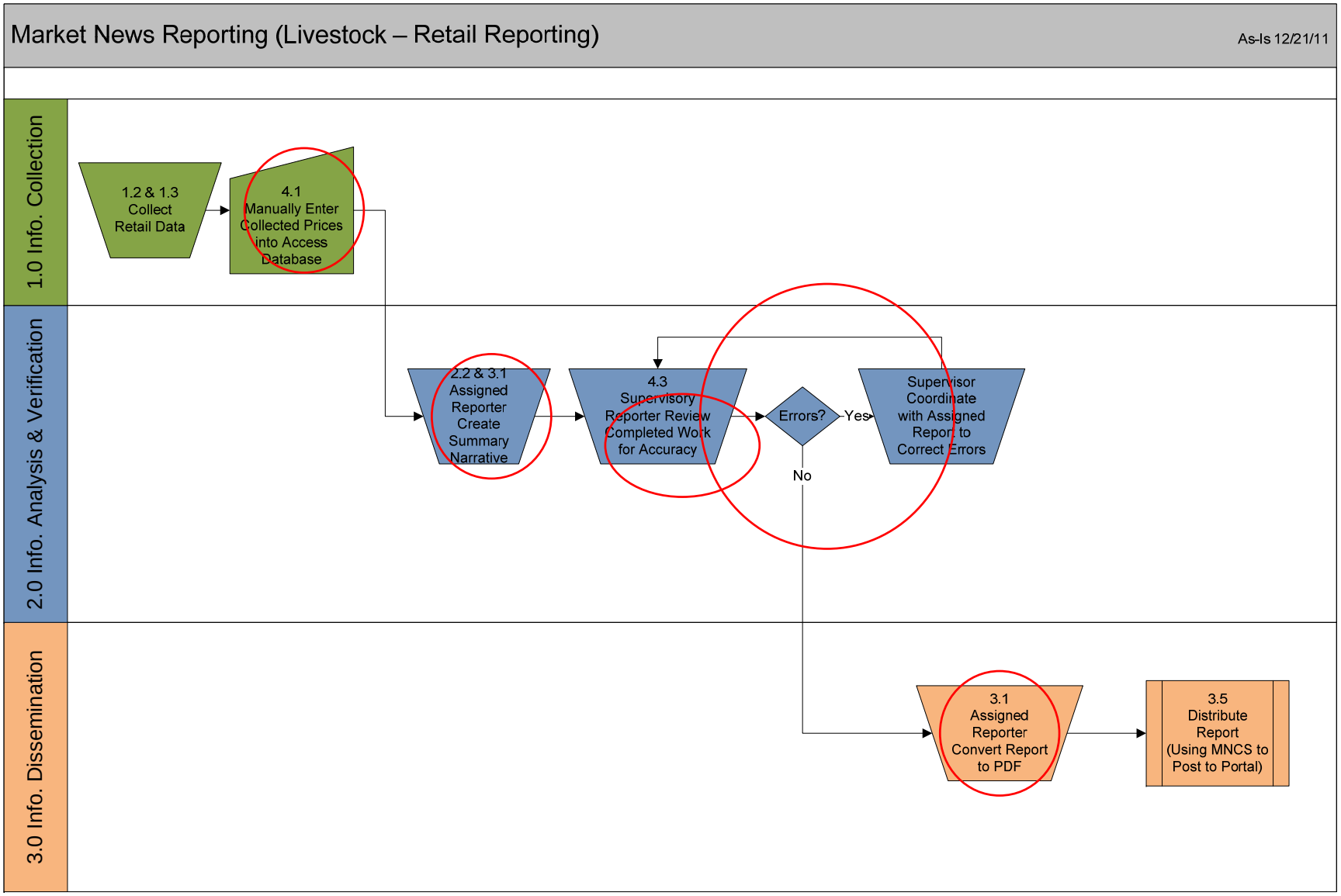

Market News Reporting (Livestock - Voluntary Meat / Slaughter Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Receipt of Voluntary Meat / Slaughter Data
Estimated Slaughter Reporting (Western)
Receive Slaughter Data from NASS (Western)
Meat/ Slaughter Reporting (Eastern)
1.5 Enter Market Data into MNIS Oracle db
Western
Eastern
2.5 Evaluate Reliability & Accuracy of Info
2.5 & 1.6 Analyze / Organize Collected Data
i.e. Load Count, Prices, Piece Hides, and Weight as Free on Board or Minus Freight Charges
2.5 Review Data for Accuracy, Correct Errors & Check for Anomalies in MNIS
Reporter has the authority to retain or remove anomalies
2.12 Adjust the Price to a Nominal Value to Accurately Reflect Current Market in Manual Override Area
Compose Market Overview in MNIS
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File to Shared Drive
3.5 Distribute Report (Using MNCS to Post to Portal)
Verify Report is Posted on the Portal
End

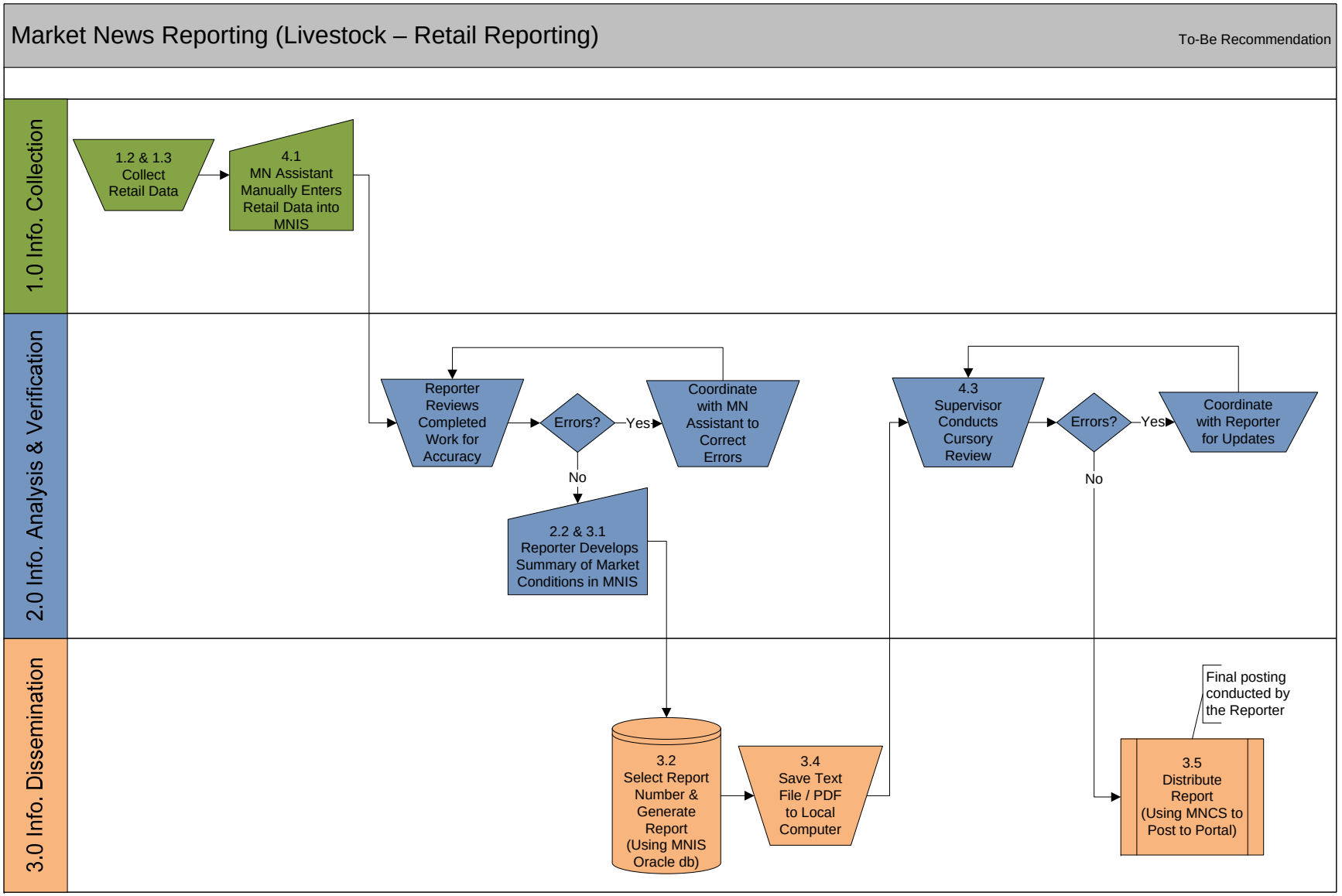

Market News Reporting (Livestock - Voluntary Other Reporting #1)
As-Is 12/21/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Other Reporting #1
Daily Summary Report
1.3 Office Collects Published End of Day Market Data from Reporter
1.5 Enter Data into MS Excel
Weekly Summary Report
1.3 Reporter Collects Gov't Reported Market Condition Data
1.6 Reporter Compiles Weekly Report Data
Reporter Saves Weekly Summary Section in Applicable Folder on the Shared Drive
Office Retrieves Applicable Report Section from Shared Drive
Access Internet and Copy/Paste Other LS Office Market Reports
Weekly Summary Section
2.2 Analyze & Evaluate Collected Market Data
2.3 Study Daily & Seasonal Operations
2.11 Identify Market Factors that affect Trading Conditions
2.9 Review and Analyze Previously Reported Data
2.9 Develop Market Trend Analysis and Update Report Graphics/ Tables
2.9 Compose Commentary of Market Condition
Weekly Summary Report
Reporter Reviews Report
Errors?
Yes
No
3.1 Office Consolidates Applicable Sections into Weekly Summary Report
Provide Hardcopies to Reporter for Review
Office Make Corrections
3.3 Select Report Number & Generate Report (Using LSW)
Report Convert to Text File
Convert File to PDF
Print Hardcopy and File in Designated Location
3.5 Distribute Report (Using MNCS to Post to Portal)
Convert MS Excel Summary Report into PDF

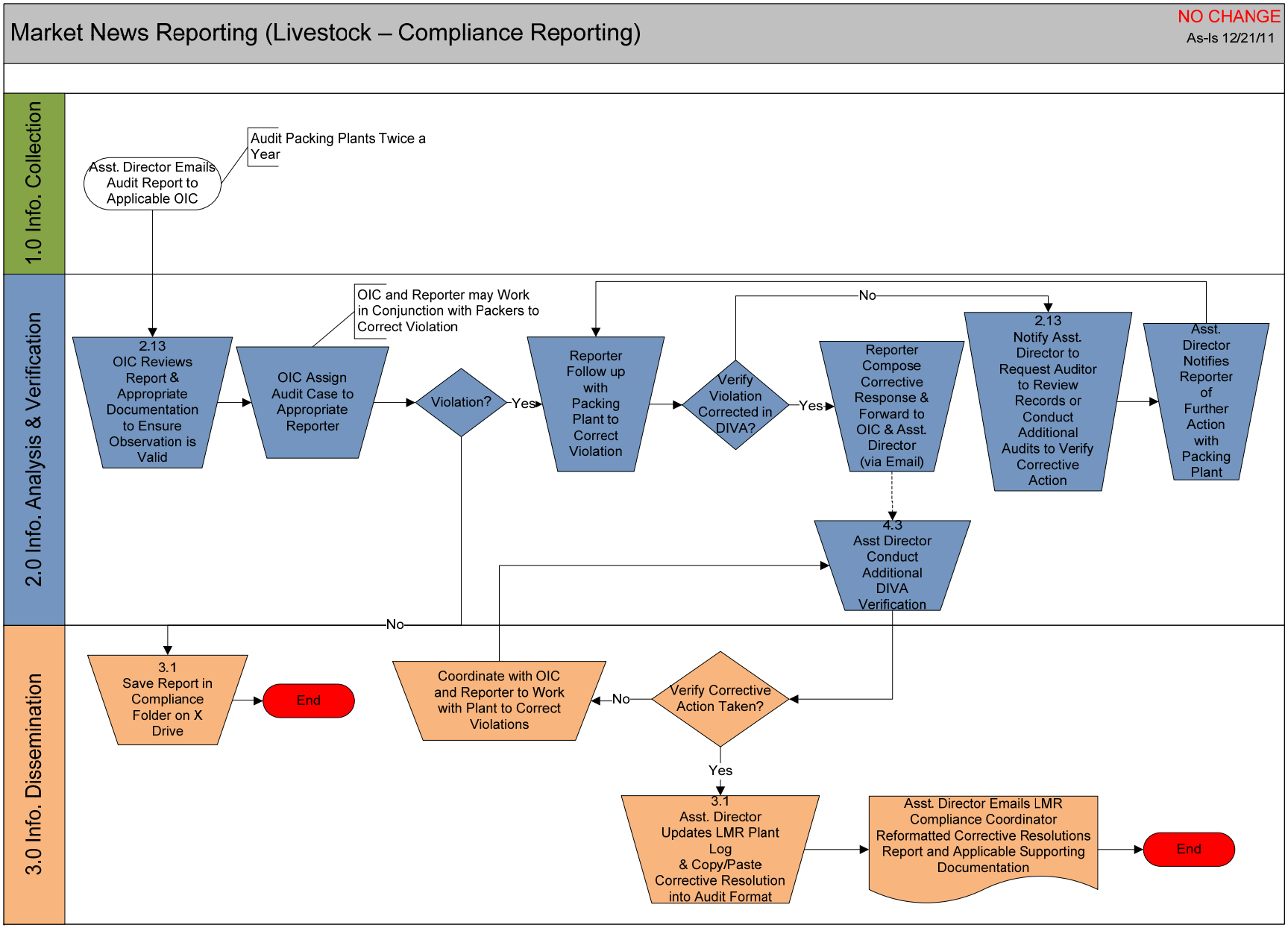

Market News Reporting (Livestock - Voluntary Other Reporting #1)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Other Reporting #1
Weekly Summary Section
1.3 Reporter Collects Gov't Reported Market Condition Data
1.6 Reporter Compiles Data
Daily Summary Report
1.3 Run Query in MNIS to Capture End of Day Market Data
1.5 Enter Market Data into MNIS Oracle db
Save Weekly Summary Section in Applicable Folder on the Shared Drive
Designated Staff Retrieves Applicable Report Section from Shared Drive
Access Internet and Copy/Paste Other LS Office Market Reports
2.2 Analyze & Evaluate Collected Market Data
2.3 Study Daily & Seasonal Operations
2.11 Identify Market Factors that affect Trading Conditions
2.9 Review and Analyze Previously Reported Data
3.1 Designated Staff Consolidates Applicable Sections into Weekly Summary Report
Email Report Applicable Section for Review
Reporter Reviews Report for Accuracy
2.9 Run Query to Develop Market Trend Analysis, Graphics/Tables
2.9 Compose Commentary of Market Condition in MNIS
Weekly Summary Section?
Yes
No
Designated Staff Makes Corrections
Yes
Errors?
No
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save to Text / PDF to Local Computer/ Designated Location
3.5 Distribute Report (Using MNCS to Post to Portal)


Market News Reporting (Livestock - Voluntary Other Reporting #2)
As-Is 12/21/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Other Report #2
Weekly Oracle Reports
1.5 Reporter Manually Records Data into 214 Oracle Collection Sheet
Forward Data to Office for Data Entry (via Fax)
1.5 Manually Enters Data into MNIS db
Weighted Average Report
1.3 Capture Weighted Average
1.5 Enter Data Into LSW
National Feeder Cattle Summary
1.3 Receive Weekly Feeder Cattle Reports from Other Offices
1.6 &1.10 Consolidate Info & Save into Text File
2.2 & 3.1 Edit into Summary Form & Include Commentary
Email Reporter for Review
Errors?
Yes
Correct Errors
No
1.10 &3,1 Save Into Text File & Include Commentary
2.2 & 3.1 Format into Narrative Form
Format Video Report to Post to YouTube
3.5 Distribute Report (Using MNCS to Post to Portal)
Convert File to CSV for Posting


Market News Reporting (Livestock - Voluntary Other Reporting #2)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Other Report #2
Weekly Oracle Reports
Weighted Average Report
1.3 Capture Weighted Average
1.5 Reporter Manually Enters Data into MNIS db
Weighted Average Report
National Feeder Cattle Summary
1.3 Receive Weekly Feeder Cattle Reports from Other Offices
1.6 &1.10 Consolidate Info & Save into Text File
2.2 & 3.1 Edit into Summary Form & Include Commentary
Include Commentary into MNIS
2.2 & 3.1 Format into Narrative Form
Format Video Report to Post to YouTube
Review Report for Accuracy / Correct Errors
Weighted Average Report
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File / PDF to Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)

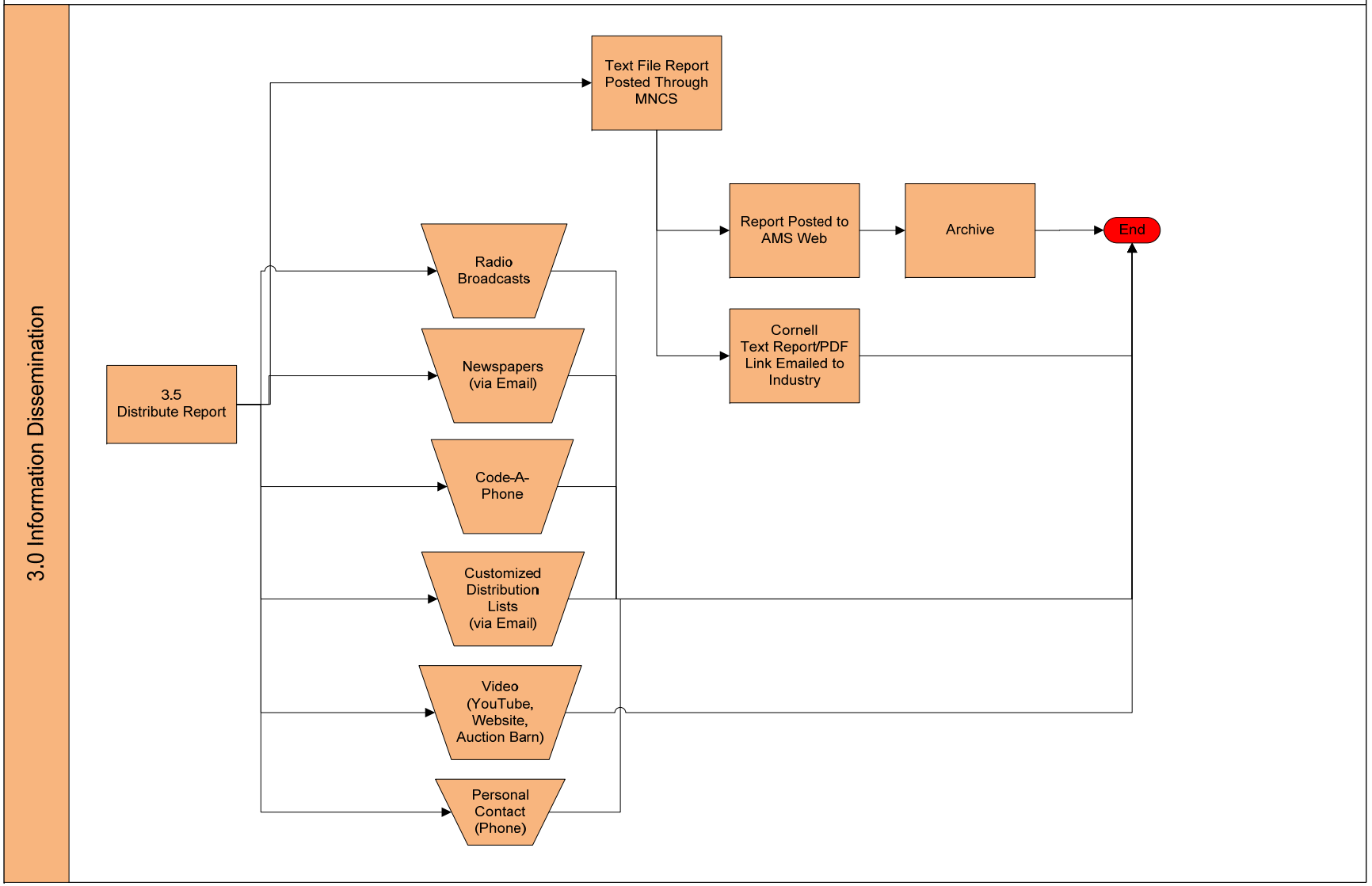

Market News Reporting (Livestock – Retail Reporting)
As-Is 12/21/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 & 1.3 Collect Retail Data
4.1 Manually Enter Collected Prices into Access Database
2.2 & 3.1 Assigned Reporter Create Summary Narrative
4.3 Supervisory Reporter Review Completed Work for Accuracy
Errors?
Yes
Supervisor Coordinate with Assigned Report to Correct Errors
No
3.1 Assigned Reporter Convert Report to PDF
3.5 Distribute Report (Using MNCS to Post to Portal)

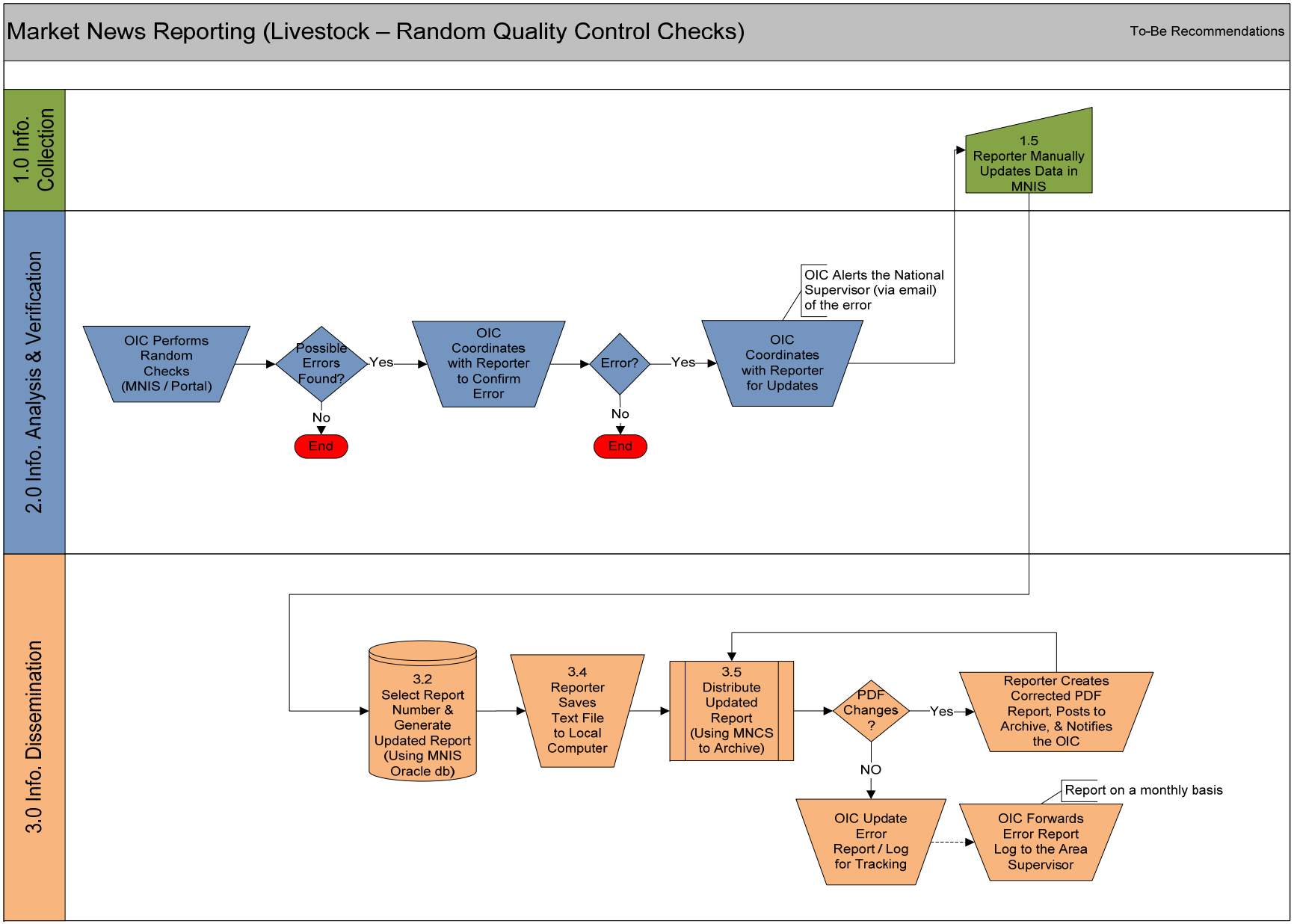

Market News Reporting (Livestock – Retail Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 & 1.3 Collect Retail Data
4.1 MN Assistant Manually Enters Retail Data into MNIS
Reporter Reviews Completed Work for Accuracy
Errors?
Yes
Coordinate with MN Assistant to Correct Errors
No
2.2 & 3.1 Reporter Develops Summary of Market Conditions in MNIS
4.3 Supervisor Conducts Cursory Review
Errors?
Yes
Coordinate with Reporter for Updates
No
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File / PDF to Local Computer
Final posting conducted by the Reporter
3.5 Distribute Report (Using MNCS to Post to Portal)


Market News Reporting (Livestock – Compliance Reporting)
NO CHANGE
As-Is 12/21/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Asst. Director Emails Audit Report to Applicable OIC
Audit Packing Plants Twice a Year
2.13 OIC Reviews Report & Appropriate Documentation to Ensure Observation is Valid
OIC Assign Audit Case to Appropriate Reporter
OIC and Reporter may Work in Conjunction with Packers to Correct Violation
Violation?
Yes
No
Reporter Follow up with Packing Plant to Correct Violation
Verify Violation Corrected in DIVA?
Yes
No
Reporter Compose Corrective Response & Forward to OIC & Asst. Director (via Email)
2.13 Notify Asst. Director to Request Auditor to Review Records or Conduct Additional Audits to Verify Corrective Action
Asst. Director Notifies Reporter of Further Action with Packing Plant
4.3 Asst Director Conduct Additional DIVA Verification
No
3.1 Save Report in Compliance Folder on X Drive
End
Coordinate with OIC and Reporter to Work with Plant to Correct Violations
No
Verify Corrective Action Taken?
Yes
3.1 Asst. Director Updates LMR Plant Log & Copy/Paste Corrective Resolution into Audit Format
Asst. Director Emails LMR Compliance Coordinator Reformatted Corrective Resolutions Report and Applicable Supporting Documentation
End

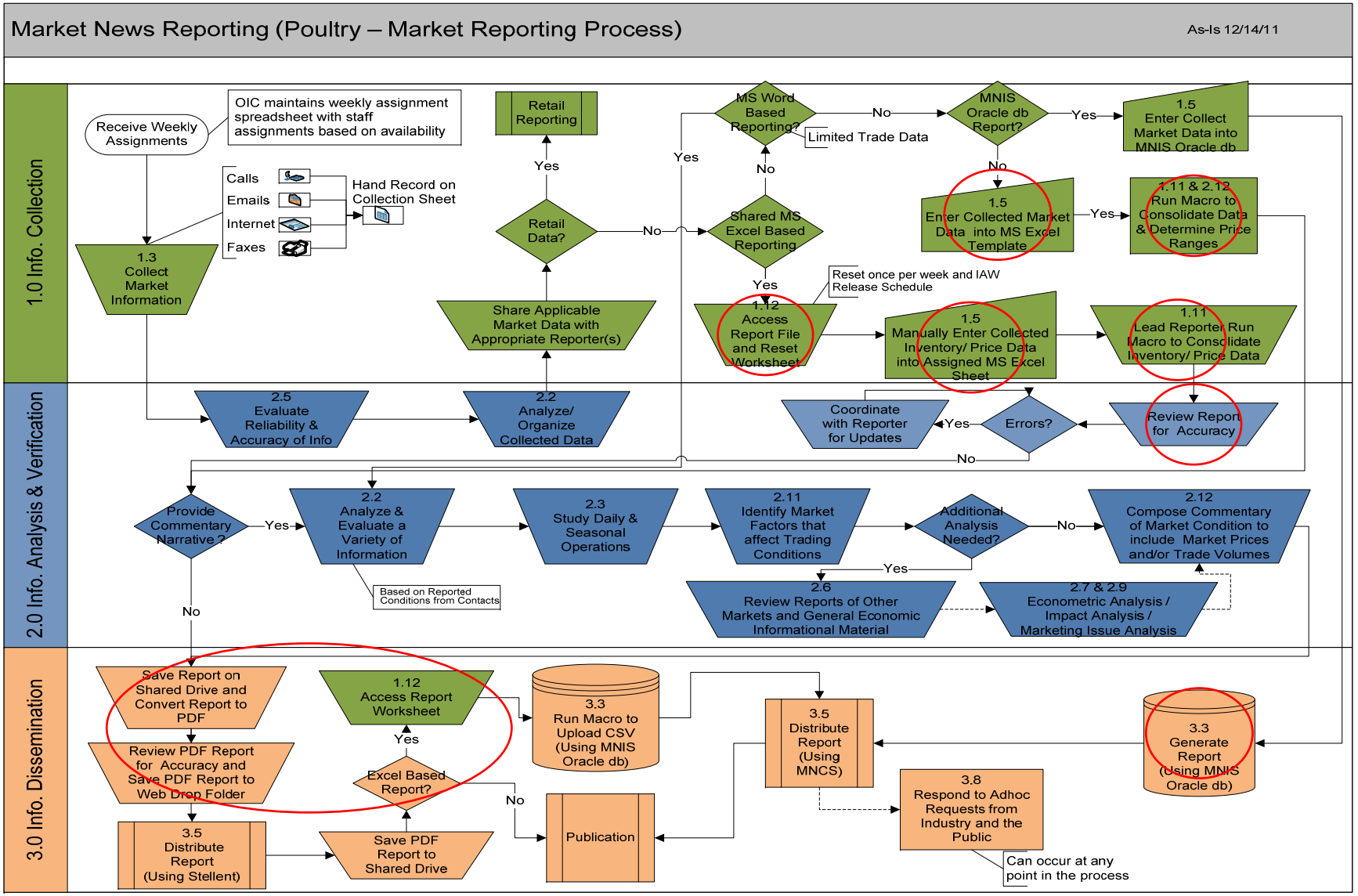
Market News Reporting (Livestock – Distribute Report)

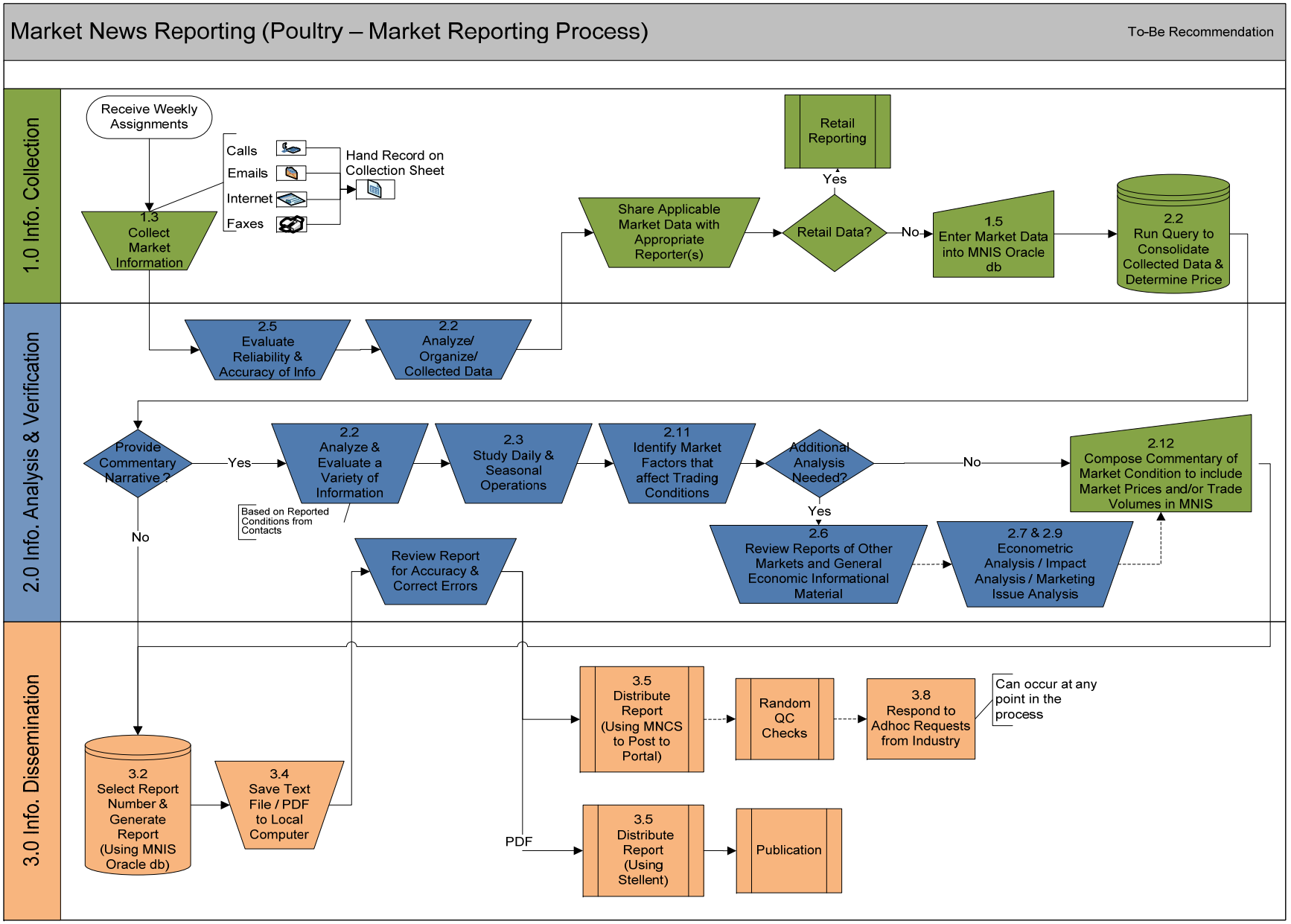
NO CHANGE
As-Is 02/08/12

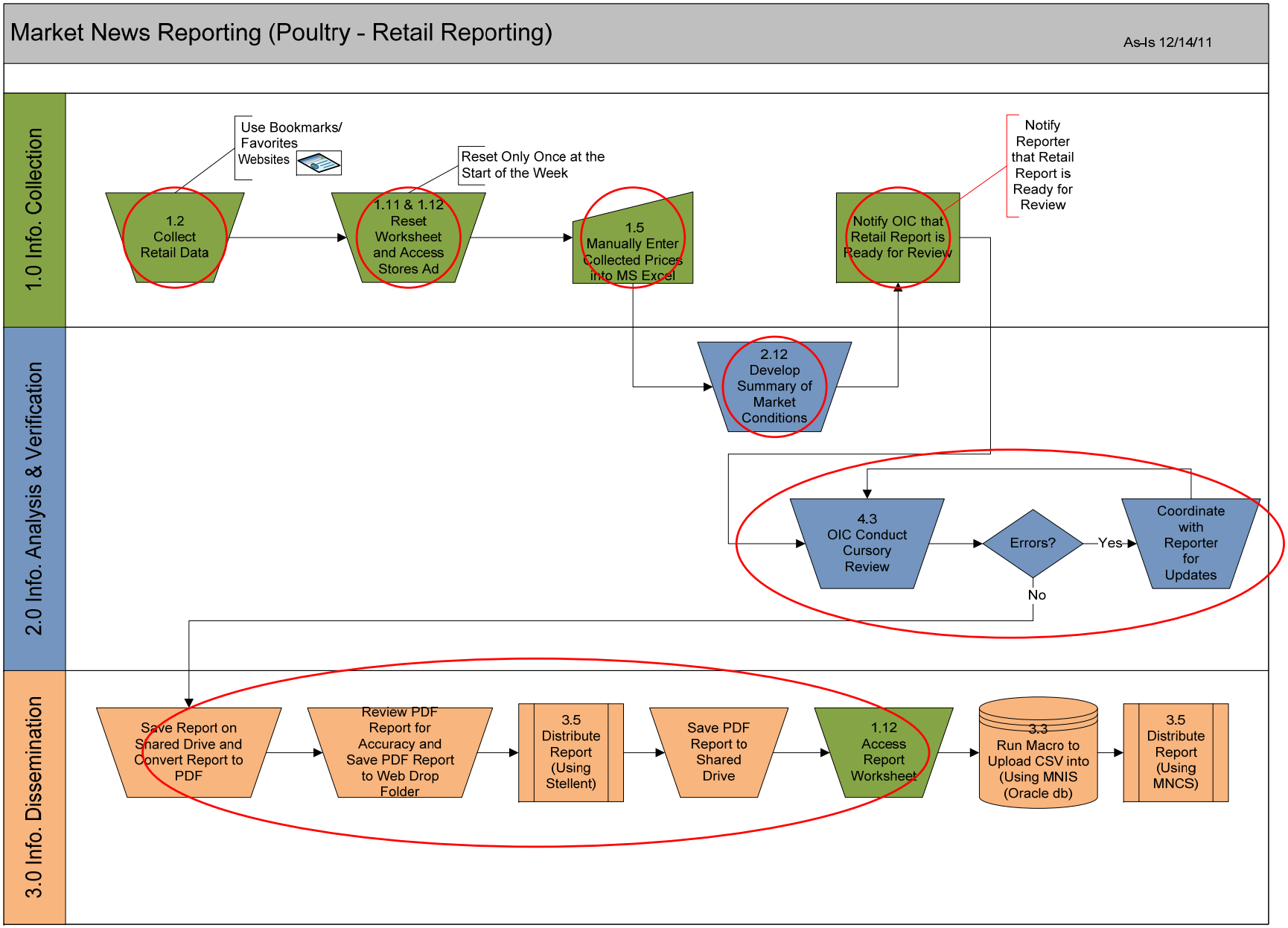


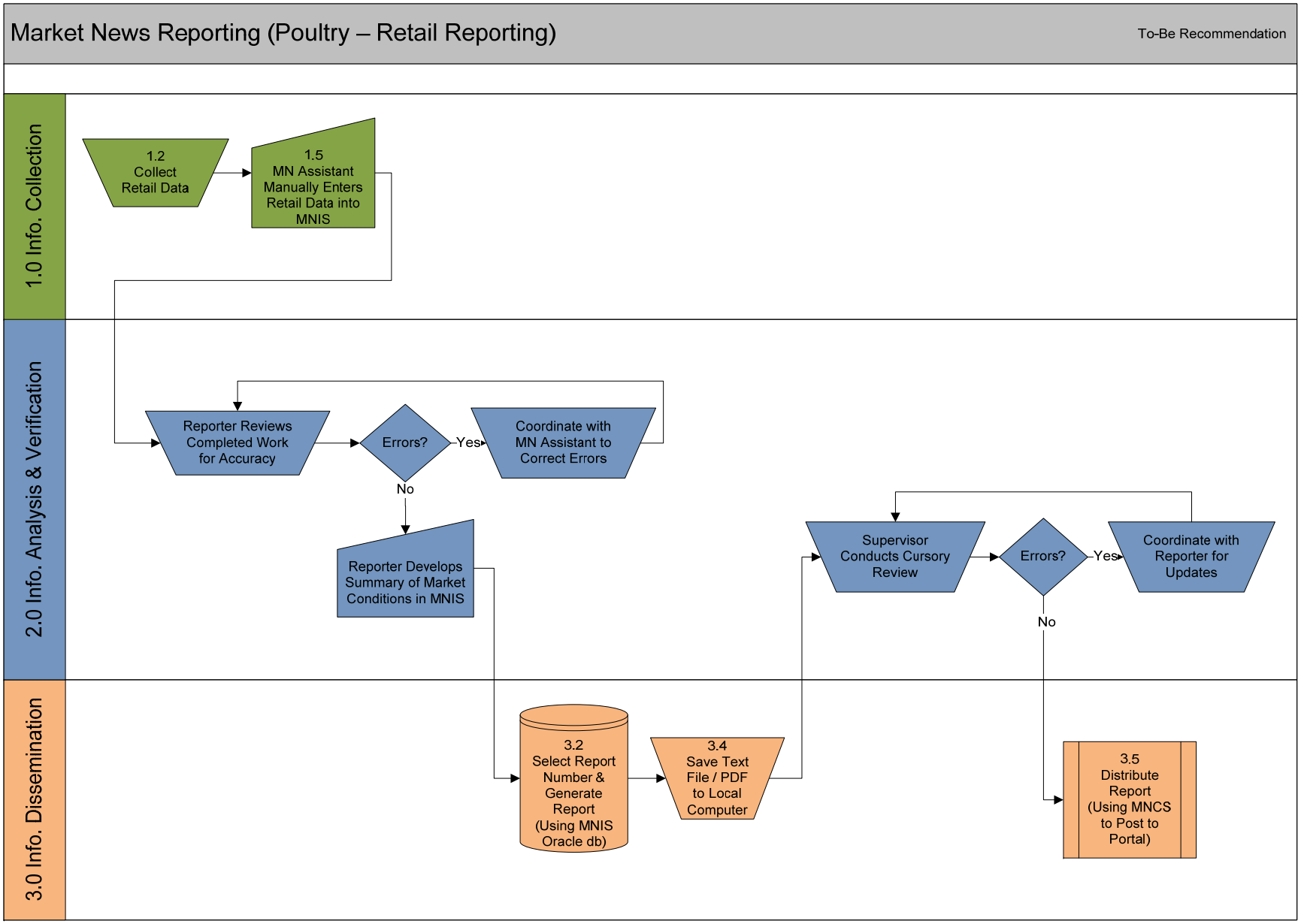

Market News Reporting (Livestock – Random Quality Control Checks)
To-Be Recommendations
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.5 Reporter Manually Updates Data in MNIS
OIC Performs Random Checks (MNIS / Portal)
Possible Errors Found?
Yes
No
End
OIC Coordinates with Reporter to Confirm Error
Error?
Yes
No
End
OIC Alerts the National Supervisor (via email) of the error
OIC Coordinates with Reporter for Updates
3.2 Select Report Number & Generate Updated Report (Using MNIS Oracle db)
3.4 Reporter Saves Text File to Local Computer
3.5 Distribute Updated Report (Using MNCS to Archive)
PDF Changes ?
Yes
Reporter Creates Corrected PDF Report, Posts to Archive, & Notifies the OIC
NO
OIC Update Error Report / Log for Tracking
OIC Forwards Error Report Log to the Area Supervisor
Report on a monthly basis

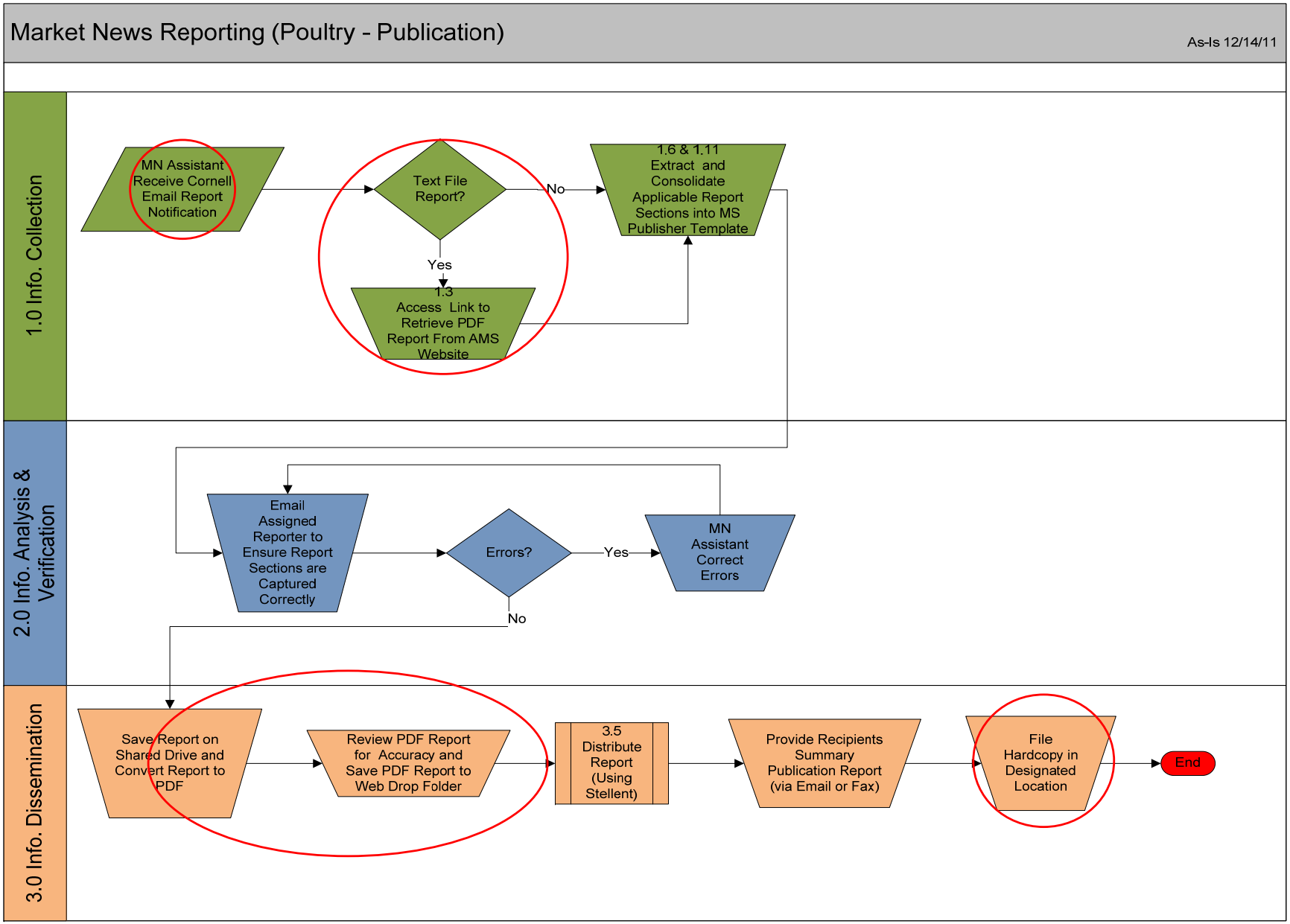
APPENDIX G – POULTRY MARKET NEWS WORKFLOWS

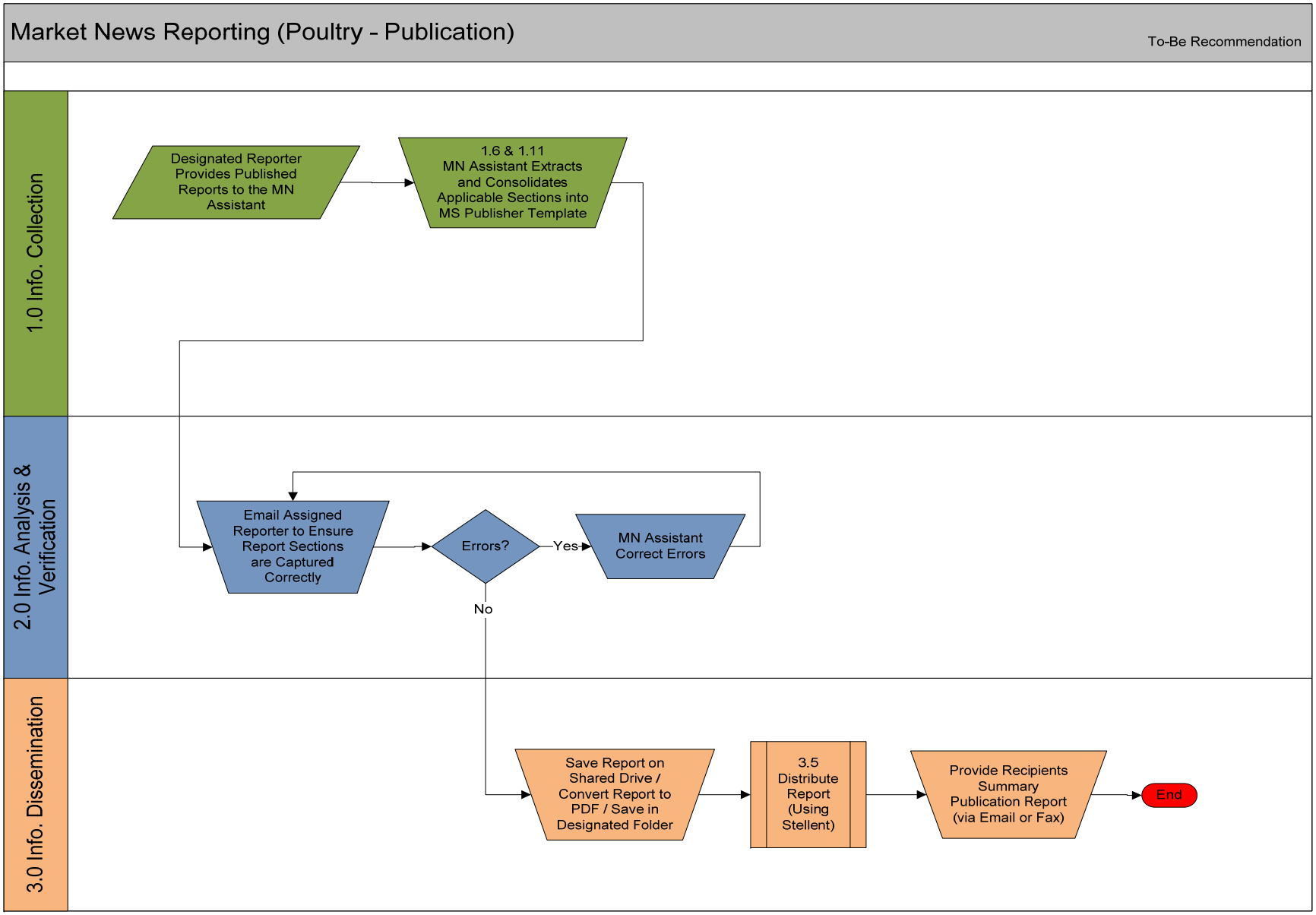



Market News Reporting (Poultry – Market Reporting Process)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Receive Weekly Assignments
Calls
Emails
Internet
Faxes
Hand Record on Collection Sheet
1.3 Collect Market Information
Retail Reporting
Yes
Share Applicable Market Data with Appropriate Reporter(s)
Retail Data?
No
1.5 Enter Market Data into MNIS Oracle db
2.2 Run Query to Consolidate Collected Data & Determine Price
2.5 Evaluate Reliability & Accuracy of Info
2.2 Analyze/ Organize/ Collected Data
Provide Commentary Narrative?
Yes
No
2.2 Analyze & Evaluate a Variety of Information
Based on Reported Conditions from Contacts
2.3 Study Daily & Seasonal Operations
2.11 Identify Market Factors that affect Trading Conditions
Additional Analysis Needed?
No
Yes
2.12 Compose Commentary of Market Condition to include Market Prices and/or Trade Volumes in MNIS
2.6 Review Reports of Other Markets and General Economic Informational Material
2.7 & 2.9 Econometric Analysis / Impact Analysis / Marketing Issue Analysis
Review Report for Accuracy & Correct Errors
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File / PDF to Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)
Random QC Checks
3.8 Respond to Adhoc Requests from Industry
Can occur at any point in the process
PDF
3.5 Distribute Report (Using Stellent)
Publication


Market News Reporting (Poultry - Retail Reporting)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Use Bookmarks/ Favorites Websites
1.2 Collect Retail Data
Reset Only Once at the Start of the Week
1.11 & 1.12 Reset Worksheet and Access Stores Ad
1.5 Manually Enter Collected Prices into MS Excel
Notify Reporter that Retail Report is Ready for Review
Notify OIC that Retail Report is Ready for Review
2.12 Develop Summary of Market Conditions
4.3 OIC Conduct Cursory Review
Errors?
Yes
No
Coordinate with Reporter for Updates
Save Report on Shared Drive and Convert Report to PDF
Review PDF Report for Accuracy and Save PDF Report to Web Drop Folder
3.5 Distribute Report (Using Stellent)
Save PDF Report to Shared Drive
1.12 Access Report Worksheet
3.3 Run Macro to Upload CSV into (Using MNIS (Oracle db)
3.5 Distribute Report (Using MNCS)

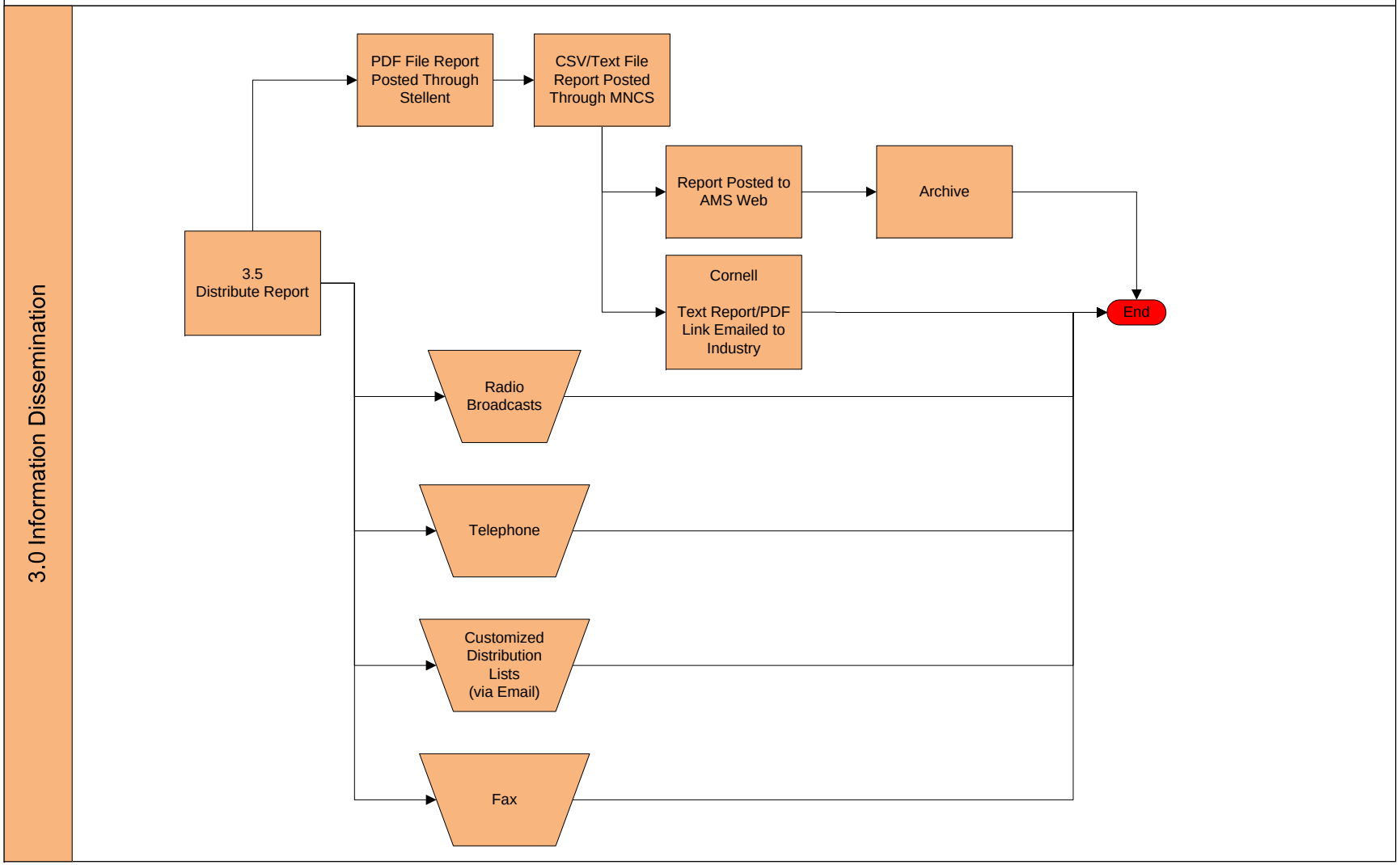

Market News Reporting (Poultry – Retail Reporting)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.2 Collect Retail Data
1.5 MN Assistant Manually Enters Retail Data into MNIS
Reporter Reviews Completed Work for Accuracy
Errors?
Yes
Coordinate with MN Assistant to Correct Errors
No
Reporter Develops Summary of Market Conditions in MNIS
Supervisor Conducts Cursory Review
Errors?
Yes
Coordinate with Reporter for Updates
No
3.2 Select Report Number & Generate Report (Using MNIS Oracle db)
3.4 Save Text File / PDF to Local Computer
3.5 Distribute Report (Using MNCS to Post to Portal)

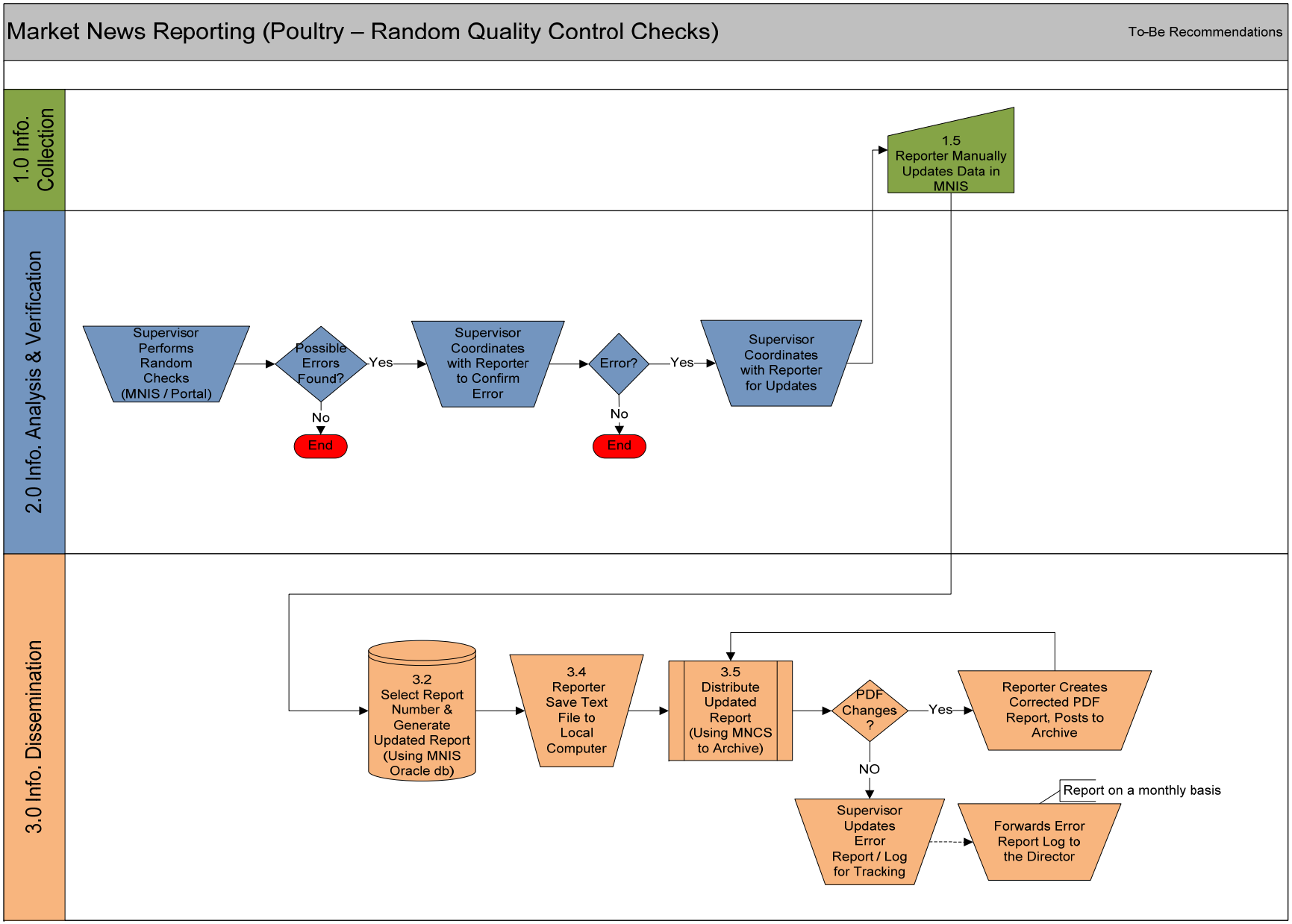

Market News Reporting (Poultry - Publication)
As-Is 12/14/11
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
MN Assistant Receive Cornell Email Report Notification
Text File Report?
No
Yes
1.6 & 1.11 Extract and Consolidate Applicable Report Sections into MS Publisher Template
1.3 Access Link to Retrieve PDF Report From AMS Website
Email Assigned Reporter to Ensure Report Sections are Captured Correctly
Errors?
Yes
No
MN Assistant Correct Errors
Save Report on Shared Drive and Convert Report to PDF
Review PDF Report for Accuracy and Save PDF Report to Web Drop Folder
3.5 Distribute Report (Using Stellent)
Provide Recipients Summary Publication Report (via Email or Fax)
File Hardcopy in Designated Location
End


Market News Reporting (Poultry - Publication)
To-Be Recommendation
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
Designated Reporter Provides Published Reports to the MN Assistant
1.6 & 1.11 MN Assistant Extracts and Consolidates Applicable Sections into MS Publisher Template
Email Assigned Reporter to Ensure Report Sections are Captured Correctly
Errors?
Yes
MN Assistant Correct Errors
No
Save Report on Shared Drive / Convert Report to PDF / Save in Designated Folder
3.5 Distribute Report (Using Stellent)
Provide Recipients Summary Publication Report (via Email or Fax)
End

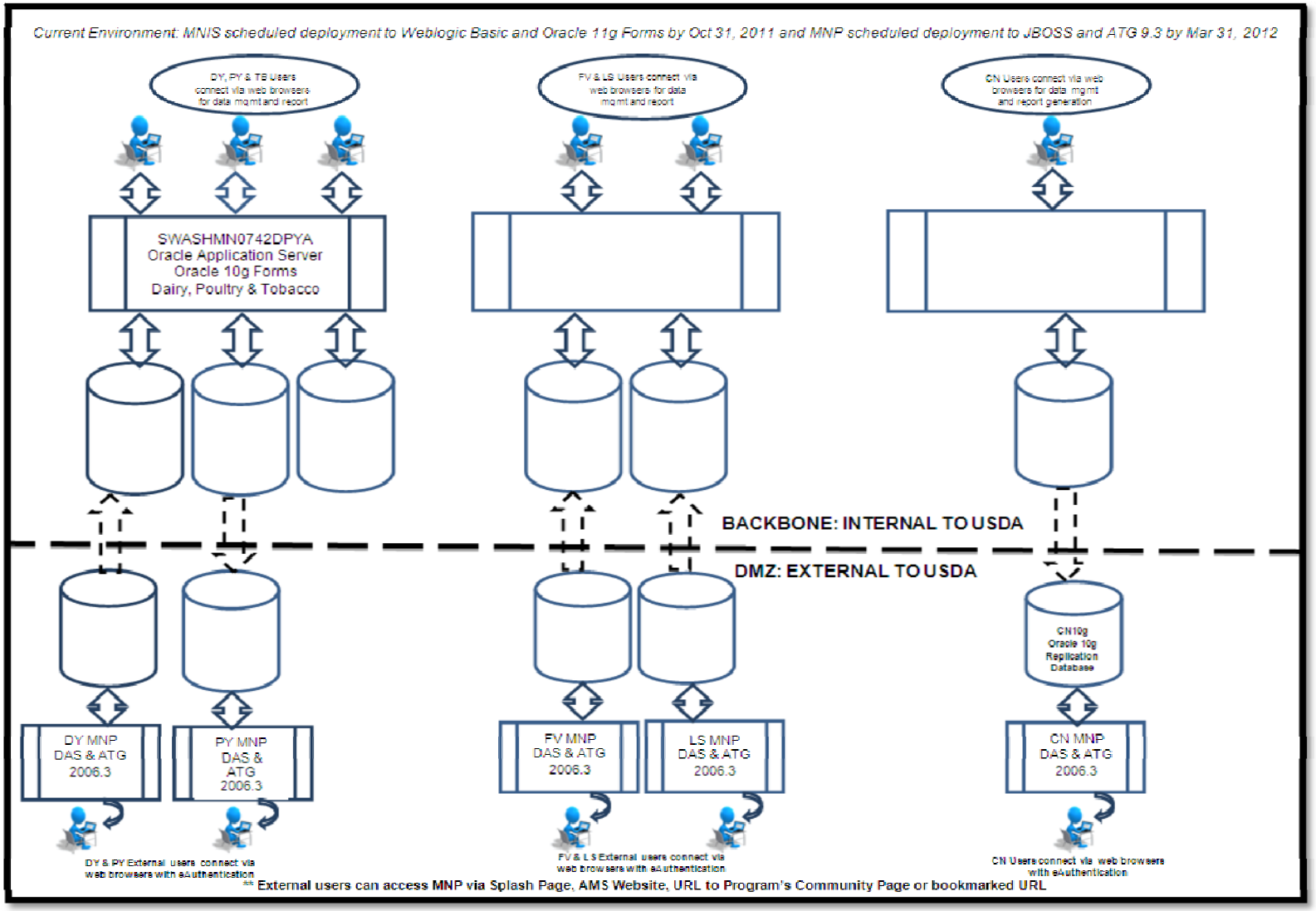
Information Dissemination (Poultry – Distribute Report)

NO CHANGE
As-Is 02/08/12




Market News Reporting (Poultry – Random Quality Control Checks)
To-Be Recommendations
1.0 Info. Collection
2.0 Info. Analysis & Verification
3.0 Info. Dissemination
1.5 Reporter Manually Updates Data in MNIS
Supervisor Performs Random Checks (MNIS / Portal)
Possible Errors Found?
Yes
No
End
Supervisor Coordinates with Reporter to Confirm Error
Error?
Yes
No
End
Supervisor Coordinates with Reporter for Updates
3.2 Select Report Number & Generate Updated Report (Using MNIS Oracle db)
3.4 Reporter Save Text File to Local Computer
3.5 Distribute Updated Report (Using MNCS to Archive)
PDF Changes ?
Yes
Reporter Creates Corrected PDF Report, Posts to Archive
NO
Supervisor Updates Error Report / Log for Tracking
Report on a monthly basis
Forwards Error Report Log to the Director

APPENDIX H – MNIS-MNP DESIGN



USDA

United States Department of Agriculture

Agricultural Marketing Service

Office of LPS Program

L&S Program Resource Management Office

Organizational Assessment Findings

Amy M. Stone

Senior Consultant

fpmi

November 2012

TABLE OF CONTENTS

BACKGROUND

In late summer/early fall 2012, the Deputy Administrator and Associate Deputy Administrator for Operations and Management, Livestock and Seed (L&S) Program, Agricultural Marketing Service (AMS) requested an organizational assessment of its Resource Management Office (RMO), principally, to determine:

- Types of programs and services provided;
- Office morale;
- Strengths of the organization;
- Opportunities for improvement;
- Customer satisfaction, expectations, and needs;
- Skill gaps of current staff;
- Barriers impacting staff performance; and,
- Recommended office structure.

Initially, this organization assessment was initiated to provide a recommendation as to whether the AMS L&S managers and supervisors would be best served by preserving the existing L&S RMO or if a different structure should be considered. The purpose of this organizational assessment was subsequently changed when it was determined that within AMS, the L&S and Poultry Programs would be merged to form the Livestock, Poultry and Seed (LPS) Program. When this later reorganization decision was made, the organizational assessment shifted to that of exploring the strengths and opportunities of the two existing program RMOs, examining the quality and timeliness of the work performed from the customer perspective, assessing office morale, identifying barriers to delivering quality and timely service, and recommending a preferred servicing structure.

LPS Program managers and supervisors clearly recognize the importance of the Resource Management Office in providing administrative support required in their program activities; coordinating procedural functions related to program operations; examining the personnel, fiscal, budget, and administrative requirements of the L&S Program; coordinating the scheduling and approval of training employees; and, monitoring the recruitment, hiring, retention, and promotion of a culturally diverse workforce.

This assessment was completed in August – October 2012, with a close-out briefing held on October 23, 2012, and the final written report completed in November 2012. The information contained in this report will be germane to the L&S RMO only.

METHODOLOGY

In conducting this assessment, FPMI's senior consultant, Amy Stone, conducted meetings with both the LSP Deputy Administrator (Craig Morris) and the Associate Deputy Administrator for Operations and Management (Jennifer Porter), as well as eight internal USDA customers (including the Associate Deputy Administrator for Programs and Policy [Warren Preston]; Chief of Staff [Nicole Nelson]; Country of Origin Labeling Division Chief [Julie Henderson]; Grading & Verification Division Chief [Larry Meadows]; Livestock & Grain Market News Division Chief [Michael Lynch]; Standards, Promotion, and Technology Division Chief [Kenneth Payne]; Seed Regulatory & Testing Division

Chief [Fawad Shah]; and Information Technology Office Staff Lead [Tony Proctor]). Ms. Stone conducted interviews with five L&S RMO staff members (Anita Atkins, Dana Laster, Kishia Murray, Chanel Robinson, and Sharon Williams). She also conducted three interviews with Compliance &Analysis (C&A) Administrative Office (AO) supervisors (Serita Daniel, Laverne Harris, and Ed Slaga). Finally, Ms. Stone reviewed the following written documents, which had a bearing on this assessment:

- U.S. Office of Personnel Management (USOPM) Position Classification Flysheet for Administrative Officer Series, GS-341, TS-72, dated February 1968;
- LPS Program Functional Statement, dated August 2012;
- Select L&S RMO position descriptions (Supervisory Resource Management Officer, GS-301-13/14; Management Analyst, GS-343-13; and, Program Analyst, GS-343-11/12);
- USOPM Human Resources Line of Business, Business Reference Model, Version 2, January 2006; and,
- Best practice review of other administrative office findings.

General Findings

Types of Programs and Services Provided

The L&S RMO performs a variety of functions on behalf of L&S managers, supervisors, and programs including, but not limited to:

- Administrative services (including securing phone access, blackberries, etc.);
- Analyses (e.g., office reorganizations, telework participation, etc.);
- Budgeting;
- Correspondence;
- Equipment/supply management;
- Facility/space management;
- Financial management;
- Human resources liaison and processing;
- Internal Controls;
- Procurement;
- Records Management;
- Security;
- Time & Attendance;

- Training;
- Travel; and,
- Worker's Compensation

Currently, within the L&S RMO, all of the aforementioned functions are carried out by five staff members.

Disclaimer

It should be noted that three factors may have negatively slanted some of the findings contained in this assessment. First of all, the L&S Resource Management (RM) Officer was away on extended leave, and just returned back to the office on a fulltime basis when this assessment was being finalized. This resulted in several of the L&S RMO staff members being required to do additional work during the time that the RM Officer was absent and not having the human resources of the RM Officer to rely on. Secondly, within the organization a new financial management system, or FMMI, was implemented. Many RMO staff members voiced the fact that the learning curve involved in gaining expertise of this new system, as well as their inability to provide regular updates and reports to customers as problems. Finally, by design, the RMO staff indicated that they served in a liaison capacity with the Minneapolis Operations Center and were often dependent on decisions made by that organization, as well as the AMS Budgeting Office and IT Telecommunications Group. As a result, the RMO staff did not have total control or oversight over all of the administrative processing, and were sometimes held accountable for other offices' actions, decisions, and delays.

Observations

The findings in this organizational assessment are balanced, meaning that both positive and negative findings were noted. All those interviewed were helpful and forthcoming in their input, and expressed their desire to have their comments facilitate improved administrative processing. Both the RMO staff members and customers noted recommendations for improved servicing.

Key Findings

L&A RMO Employee Perceptions – Office Morale, Strengths, and Opportunities for Improvement and Identified Barriers

Five L&S Administrative Office employees were interviewed as part of the data collection process. Overall, they felt positively toward their supervisor and coworkers. They did not provide particular examples on why the office was a good place to work, but mainly described their satisfaction in terms of the work they performed. Averaging individual staff members' scores, they indicated that they perceive that their customers would rate them a score of 5.2 out of a 10-point scale, where "1" is low, and "10" is high based on the quality and timeliness of their work.

The staff noted several organizational and individual strengths in terms of their technical backgrounds; that the staff is smart, personable, helpful, and is a great sounding board for ideas; has passion for the work that they do, are motivated, have an open door policy, are approachable, and have a strong work ethic. In terms of the work performed, many stated that they provide technically sound responses, conduct effective research, handle crisis situations properly, and work effectively with the Minneapolis staff in processing personnel actions and other actions. On a positive note, many L&S RMO employees noted that their loyalty and hard work during the Resource

Management Officer's absence were rewarded with "Extra Effort" monetary awards. Finally, RMO staff members noted that some members of the staff are not being utilized to their full potential and have a minimal workload, while others are overwhelmed with their work assignments. This situation results in those underutilized not being trained to assume greater responsibilities in the office. Some indicated that they would welcome additional training to deliver higher quality work to their serviced managers and supervisors.

The reasons for their low scores were credited to many factors, including the fact that many perceive the office as generally reactionary in nature, lack clear assignments, lack dedicated and fully trained backups, are not always timely in their actions, fail to follow-up or provide interim responses, fail to understand program needs and expectations due to the lack of regular staff meetings, receive inconsistent or lack of feedback on completed activities, are not fully trained to deliver the best work and services possible, lack processing metrics, fail to think strategically, fail to anticipate or properly manage peak workloads, and fail to use reports to provide key information to managers and supervisors.

Customer Perceptions - Strengths and Opportunities for Improvement and Identified Barriers

As stated earlier, ten internal customers were interviewed as part of this assessment. Averaging individual customer scores, customers indicated that they would rate the quality and timeliness of the work performed by their servicing RMO a score of 5.8 out of a 10-point scale, where "1" is low, and "10" is high.

Customers noted several organizational and individual strengths of the RMO, including their technical competence; that the staff is smart, personable, helpful, and provide for an effective sounding board; have passion for the work that they do; are motivated and dependable; have an open door policy and are approachable; have a strong work ethic; have an excellent rapport with the travel office staff; provide technically sound responses; conduct sound and effective research; work effectively with the Minneapolis staff in processing personnel actions and other actions; and work long hours to get the work done.

It should be noted that feedback, specifically in terms of the Resource Management Officer's approachability and helpfulness varied widely from one customer to another. Many voiced that there are differences in treatment and demeanor toward customers based on them personally rather than on what is needed from an overall work standpoint. Many hoped that the disparate treatment toward some customers would change after the results of this assessment were shared.

In terms of areas in need of improvement, customers identified lack of speed and timeliness in responding to their inquiries; indicated that the RMO staff sometimes made promises which were not kept; were late or ignored requests for information; failed to conduct follow-through and provide interim responses; failed to provide support when staffs were conducting office reorganizations; did not properly coordinate actions with the Minneapolis staff or gave conflicting information; failed to provide reports, metrics, and production information/accomplishments; made multiple requests for the same information; conveyed a general reactionary focus; lacked understanding of how missed deadlines or non-performance affected customers, employees, and programs; lacked dedicated service (program) assignments and trained backups; failed to "push" financial information on a regular basis (including status reports providing budget balances and key dates for taking advantage of year-end funds); failed to provide reminders on time-sensitive information; lacked an overall sense of customer service; failed to plan for peak workloads; failed to think strategically; lacked basic emergency preparedness planning and guidance; and, lacked transparency on days employees telework/days off.

Customers noted in particular the strengths and excellent customer service skills provided by Ms. Sharon Williams. However, many noted that with her long years of service and knowledge of AMS, she is relied on too much, resulting in concerns that Ms. Williams is overwhelmed, has little time and opportunity to train others in the office or take her leave, and on occasion, misses key deadlines or is late in providing responses to customers as a result. Customers also indicated that based on their observations, the RMO fails to sufficiently cross-train the staff, fails to delegate on occasion, and has a staff with significantly workload imbalances. Customers also noted in particular the exceptional technical competence of the L&S RM Officer (Ms. Laster) in the human resources area. Finally, customers indicated that routinely the RMO staff does not participate in office-wide functions, such as All Hands Meetings and holiday activities.

Skill Gaps

Based on customer input, it appears that the L&S RMO staff needs improvement and additional training in a number of skills. They are, however, proficient at some skills at this time. The following table depicts the skills in which the L&S RMO staff is weakest in, shows some weakness in, and shows strengths short of conducting a formal competency assessment as part of this analysis.

Table – Skill Gaps

Weakest Areas	Analysis
	Consulting Skills
	Planning & Prioritization
	Project Management
	Report Writing
	Program Analysis & Evaluation
	Strategic Management
Less Weak Areas	Customer Service
	Information Management & Dissemination
	Liaison
	Problem Solving & Decision Making
	Relationship Management
Strengths	Advice & Assistance
	Oral Communication
	Technical Expertise

Grading and Verification Division In-House Administrative Processing

The Grading and Verification Division Chief reported that his division performs several of its administrative functions in-house, including ordering supplies (using a credit card), taking care of his own length of service awards for division employees, preparing the agency portion of the OWCP forms (CA-1 and CA-2), and coordinating employee fingerprinting. This division reports considerable success in performing administrative processing by bypassing the L&S Administrative Office. Of considerable concern to this division is the inability of members of his staff who work in different time zones outside of the Eastern Time Zone to reach RMO staff members. This division chief did indicate, however, that when his staff reached the RMO staff members, that they were quite responsive to their needs.

This situation raises some very real concerns for the organization, namely if some of the administrative functions could be performed by the individual program staff offices, with the RMO staff engaged in a purely oversight and/or post-audit basis. Some examples where this might be appropriate include: allowing individual offices to make office purchases, providing customers limited system database access, streamlining various billing processes, and reducing the number of approvals or signatures required by RMO staff.

C&A AO Perceptions

Interviews were conducted with three members of the C&A OA staff – Serita Daniel, Lavern Harris, and Ed Slaga. Specifically, the C&A AO is separated into three principal servicing areas – Administrative Services, Budget & Financial Management, and Human Resources. One of the two C&A AO supervisors (Ms. Daniel) supervises the Administrative Services (which includes the Human Resources area), while the other supervisor (Ms. Harris) supervises the Budget & Financial Management area. These two programs are considered to be of equal importance to the organization. It should be noted that the Administrative Services/Human Resources program area requires a subordinate staff of seven staff members, while the Budget & Financial Management program area requires a staff of only three subordinate staff members. These two major program areas represent key administrative areas that are of importance to serviced managers and supervisors. There are no staff members of either of these two program areas that perform technical work covered under both program areas.

To make the C&A AO program a success, the two program supervisors interact on a daily basis. They share information on work that may have an impact on the other program area. They back each other up during absences during scheduled leave, training, etc. especially when signatures or approvals are necessary to move forward. Both supervisors regularly attend program staff meetings, are considered co-equals and convey that there is no competition between them, and most importantly, indicate that administrative servicing is excellent as they provide a second set of eyes on each others' activities. These two administrative officers also have the same performance standards, although there are some differences based on the program area each supervises.

C&A reports that they have realized numerous noteworthy benefits as the result of its consolidated administrative functioning. First of all, they indicate that they have achieved economies of scale and work efficiencies; secondly, they recognize that their staff members are more capable as they are specialists in their assigned program areas; third, they contend that their servicing arrangement allows them to better respond to changes in technology, systems, and program requirements; fourth, they indicate that they are better able to construct standard operating procedures (SOPs) in various program areas and better respond to inquiries in given program areas than if they were held accountable for all program areas normally found in an Administrative Office. And finally, they

are proud to report that their current servicing assignment has actually resulted in personnel cost savings as more skilled work can be done with fewer fulltime resources.

Notably, the C&A AO reports that it has updated policies and SOPs for all administrative processing areas, conducts semi-annual customer surveys, has established metrics and process diagrams for all administrative processing areas, and prepares an annual accomplishment report on its activities performed during the year. Mr. Slaga has indicated that all of these C&A documents are available to the two LPS Program Resource Management Officers.

Major Noted Problems

The following represent the most noteworthy problem areas as reflected by serviced customers. These problems are provided below as factual in order to provide information from the customer's standpoint. There was no attempt made to validate the problem areas are being factual with the L&S Resource Management Officer.

- Problems in award processing – final award amounts are not shared with serviced managers and supervisors prior to being provided to employees; awards were processed late; and managers and supervisors were not aware when awards would be posted in employees' paychecks);
- Lack of guidance for repetitive actions – there is a lack of procedural guidance in hiring activities, relocation activities, etc., when informational sheets or questions/answers would be invaluable to managers and supervisors when taking action;
- Missed procurement opportunities – key deadlines were missed so that the organization was unable to take advantage of year-end funds and make timely purchases;
- Missed award opportunities – available funding information was not provided to managers and supervisors to take advantage of extra (available) awards money;
- Problems in processing promotions – several promotions were not processed in a timely manner, resulting in employees losing out of higher salaries for some biweekly pay periods;
- Problems in processing length in service awards – awards were extremely late (also retirement plaques were not available for scheduled retirement ceremonies);
- Delays in receiving Within Grade Increase (WGI) notices – notices were received for approval after employees' WGI effective dates;
- Lack of repository of organization information – office failed to keep historic records; and,
- Delays in securing key budgeting information and necessary RMO approvals – travel requests, COOL monthly State reports, and bills necessary for audits in the Standards, Promotion, and Technology Program for example are extremely late in terms of their receipt, hindering operations and creating embarrassment for the program to external organizations.

SUMMARY

It should be noted that there is considerable agreement between members of the L&S RMO staff and their serviced customers that there is a need for considerable improvement in terms of the quality and timeliness of performed work. Both groups feel that improvements could be made in terms of administrative servicing that would make a real difference in the performance of key L&S programs.

RECOMMENDATIONS

Recommendations, including the proposed organizational structure, will be contained in a separate document, titled "Office of LPS Program, Resource Management Office, Organizational Assessment Recommendations." Identified recommendations will address findings identified in this L&S RMO and a separate Poultry RMO assessment completed.

.

USDA

United States Department of Agriculture

Agricultural Marketing Service

Office of LPS Program

Poultry Program Resource Management Office

Organizational Assessment Findings

Amy M. Stone

Senior Consultant

fpmi

November 2012

TABLE OF CONTENTS

BACKGROUND

In late summer/early fall 2012, the Deputy Administrator and Associate Deputy Administrator for Operations and Management, Livestock and Seed (L&S) Program, Agricultural Marketing Service (AMS) requested an organizational assessment of its Resource Management Office (RMO), principally, to determine:

- Types of programs and services provided;
- Office morale;
- Strengths of the organization;
- Opportunities for improvement;
- Customer satisfaction, expectations, and needs;
- Skill gaps of current staff;
- Barriers impacting staff performance; and,
- Recommended office structure.

Initially, this organization assessment was initiated to provide a recommendation as to whether the AMS L&S managers and supervisors would be best served by preserving the existing L&S RMO or if a different structure should be considered. The purpose of this organizational assessment was subsequently changed when it was determined that within AMS, the L&S and Poultry Programs would be merged to form the Livestock, Poultry and Seed (LPS) Program. When this later reorganization decision was made, the organizational assessment shifted to that of exploring the strengths and opportunities of the two existing program RMOs, examining the quality and timeliness of the work performed from the customer perspective, assessing office morale, identifying barriers to delivering quality and timely service, and recommending a preferred servicing structure.

LPS Program managers and supervisors clearly recognize the importance of the Resource Management Office in providing administrative support required in their program activities; coordinating procedural functions related to program operations; examining the personnel, fiscal, budget, and administrative requirements of the L&S Program; coordinating the scheduling and approval of training employees; and, monitoring the recruitment, hiring, retention, and promotion of a culturally diverse workforce.

This assessment was completed in August – October 2012, with a close-out briefing held on October 23, 2012, and the final written report completed in November 2012. The information contained in this report will be germane to the Poultry RMO only.

METHODOLOGY

In conducting this assessment, FPMI's senior consultant, Amy Stone conducted meetings with both the LSP Deputy Administrator (Craig Morris) and the Associate Deputy Administrator for Operations and Management (Jennifer Porter), as well as three internal Poultry Program customers (including the Standards and Technology Division Chief [David Bowden]; Poultry Market News and Analysis Division Chief [Michal Sheats]; and, Poultry Grading

Division Chief [Dean Kastner]). Ms. Stone conducted interviews with seven Poultry RMO staff members (Victor Cardwell, Jasvinder Kaur, Sang Lineback, Donna McDonald, Kim Moody, Pat Robinson, and Jennifer Turpin). Also, Ms. Stone conducted three interviews with Compliance &Analysis (C&A) Administrative Office (AO) supervisors (Serita Daniel, Laverne Harris, and Ed Slaga). Finally, Ms. Stone reviewed the following written documents, which had a bearing on this assessment:

- U.S. Office of Personnel Management (USOPM) Position Classification Flysheet for Administrative Officer Series, GS-341, TS-72, dated February 1968;
- LPS Program Functional Statement, dated August 2012;
- Select L&S RMO position descriptions (PDs) (Supervisory Resource Management Officer, GS-301-13/14; Management Analyst, GS-343-13; and, Program Analyst, GS-343-11/12) (note – no specific Poultry RMO PDs were reviewed);
- USOPM Human Resources Line of Business, Business Reference Model, Version 2, January 2006; and,
- Best practice review of other administrative office findings.

General Findings

Range of Programs Conducted

The Poultry Program RMO performs a variety of functions on behalf of Poultry Program supervisors, managers, and programs including, but not limited to:

- Administrative services (including securing phone access, blackberries, etc.);
- Analyses (e.g., office reorganizations, telework participation, etc.);
- Budgeting;
- Correspondence;
- Equipment/supply management;
- Facility/space management;
- Financial management;
- Human resources liaison and processing;
- Internal Controls;
- Procurement;
- Records Management;
- Security;

- Time & Attendance;
- Training;
- Travel; and,
- Worker's Compensation

Currently, within the Poultry RMO, all of these functions are carried out by seven staff members.

Disclaimer

It should be noted that two factors may have negatively slanted some of the findings contained in this assessment. First of all, within the organization a new financial management system, or FMMI, was implemented. Many RMO staff members voiced the fact that the learning curve involved in gaining expertise of this new system, as well as their inability to provide regular updates and reports to customers as problems. Second, by design, the RMO staff indicated that they served in a liaison capacity with the Minneapolis Operations Center and were often dependent on decisions made by that organization, as well as the AMS Budgeting Office and IT Telecommunications Group. As a result, the RMO staff did not have total control or oversight over all of the administrative processing, and were sometimes held accountable for other offices' actions, decisions, and delays.

Observations

The findings in this organizational assessment are balanced, meaning that both positive and negative findings were noted. All those interviewed were helpful and forthcoming in their input, and expressed their desire to have their comments facilitate improved administrative processing. Both the RMO staff members and customers noted recommendations for improved servicing.

Key Findings

Poultry RMO Employee Perceptions – Office Morale, Strengths, and Opportunities for Improvement and Identified Barriers

Seven Poultry Program RMO employees were interviewed as part of the data collection process. Overall, they felt positively toward their supervisor and coworkers. They indicated that the staff works well as a team, and that they like, support, and look out for each other. Some staff members indicated that their coworkers were "great"! Averaging individual staff members' scores, they indicated that they perceive that their customers would rate them a score of 9.7 out of a 10-point scale, where "1" is low, and "10" is high based on the quality and timeliness of their work.

The staff noted several organizational and individual strengths in terms of their technical backgrounds; that the staff is smart, personable, and helpful; that the staff willingly serves as a, sounding board for managers and employees alike; that the staff, has passion for the work that they do, are motivated, have an open door policy, and are approachable; that they provide timely and interim responses; that they conduct effective follow-up on outstanding activities; and, that they possess a strong work ethic. In terms of the work performed, many stated that they provide technically sound responses, conduct effective research, handle crisis situations properly, work

effectively with the Minneapolis staff in processing personnel actions and other actions, and are fully trained to deliver the best work and services possible. They also noted that there are regular staff meetings held in the office to communicate and alert them to customer needs and key programmatic information. They also indicated that they have ample opportunities to attend select training and receive periodic in-house training; that they work under established work metrics; that they routinely evaluate their service against established performance measures; and that they are particularly strong in the budgeting and financial management area. Finally, they perceive themselves strong in terms of conducting effective analyses, anticipating peak workloads and problem areas, keeping notes in the shared drive, assisting in organizational reorganizations and realignments, maintaining historic records of the organization's mission and functions statements, and establishing and maintaining standard operating procedures (SOPs) on various program areas.

Some of the reasons cited for scores less than "10" were due to the perception that the office is sometimes reactionary in nature, are not always timely in the actions, could improve in follow-up or in providing interim responses, are not fully conversant on the new financial management system, didn't always respond to customer inquiries in a consistent manner, quite likely overuse email when communicating with customers, and have dedicated backups who lack the expertise to perform the full range of duties in a given program area.

The RMO staff indicated that they work under a lot of pressure, where everything is important and they're expected to "be there to please the customer." They also indicated that they had to "keep on their toes" at all times. Many were in agreement of these high expectations have brought about better performance and made for a more positive and professional work experience. One RMO staff member stated that the morale of the office was the "highest of any office" worked in. The RMO staff generally views the Poultry Resource Management Officer as an excellent coach, mentor, trainer, and professional. Some RMO staff members did indicate that the Resource Officer Manager's work expectations were too high, and needed to be reined in to reflect reality. Many RMO staff members also stated that they would like to learn new tasks and program areas and get additional cross-training if possible.

Customer Perceptions - Strengths and Opportunities for Improvement and Identified Barriers

As stated earlier, three internal customers were interviewed as part of this assessment. Averaging individual customer scores, customers indicated that they would rate them the quality and timeliness of the work performed by their servicing RMO a score of 8 out of a 10-point scale, where "1" is low, and "10" is high. The staff noted several organizational and individual strengths in terms of their technical competence; that the staff is smart, personable, helpful, and provide for an effective sounding board; have passion for the work that they do; are motivated and dependable; have an open door policy and are approachable; have a strong work ethic; provide timely and technically sound responses; conduct sound and effective research; work effectively with the Minneapolis staff in processing personnel actions and other actions; and work long hours to get the work done,

Many in particular felt that the budget & financial management work performed by the staff was excellent. They indicated that within the Poultry Program, they are notified of processed awards before the money hits employees' accounts, maintain an internal local purchase request purchase request system whereby managers are given approval levels for purchases below or at the rate of $1,500, are notified routinely as to their budget balances, and as part of developing their operating plans, prepare in advance the paperwork necessary to take advantage of any unfinanced requirements. Customers also expressed incredible satisfaction with the hiring process. They contend that the staff is knowledgeable, have dedicated assigned specialists, and have capable

backups during absences. They also are extremely satisfied with the way they are made aware of program, procedural, or key date changes well in advance, and often through numerous informational communiqués.

Some of the direct quotes made by customers during interviews included:

- "They do an excellent job";
- "They tell me what I need to know";
- "The have a 'get it done' focus";
- "They realize that one size doesn't fit all";
- "They do an excellent job keeping managers informed"; and,
- "They do a great job – they are reliable and service-oriented; they help you in any way possible."

In terms of areas in need of improvement, customers identified the need for additional follow-through, use of interim replies, greater attention to detail, greater attention to the tone used in email messages, greater support in the area of office correspondence, and careful examination of requests for information to ensure that it was not requested previously or is readily available in other systems. Customers also noted some passing of the buck between staff members, and felt that the staff sometimes lacked understanding of how their work impacts the program staff. There was one major problem area noted, and that was follow-through on requests for telecommunications (e.g., air cards, cell phones, blackberries, and LAN lines). The customer that brought this matter up suggested continuous follow-up to ensure that these requests did not fall through the cracks.

Customers noted in particular the exceptional technical competency in the administrative area of Ms. Lineback. They indicated that she sets high standards for herself and her staff, is extremely committed to customer service, works at an extremely fast pace, is viewed as a "get it done" person, and is committed to building and maintaining a high-functioning and motivated team. Some indicated that despite Ms. Lineback's strong work ethic and her high standards, that she willingly seeks out advice and assistance from other Poultry Program managers, and willingly internalizes their suggestions when interacting with her staff.

Skill Gaps

Based on customer input, it appears that the Poultry RMO staff needs improvement and additional training in some program areas, and is extremely strong in other program areas. The following table depicts the skills in which the Poultry RMO staff is weakest in, shows some weakness in, and shows strengths short of conducting a formal competency assessment as part of this analysis.

Table – Skill Gaps

Weakest Areas	Customer Service
	Oral Communications
	Relationship Management
Less Weak Areas	Project Management

Strengths	Advice & Assistance
	Analysis
Strengths Continued	Consulting Skills
	Information Management & Dissemination
	Liaison
	Planning & Prioritization
	Problem Solving & Decision Making
	Program Analysis & Evaluation
	Report Writing
	Strategic Management
	Technical Expertise

C&A AO Perceptions

Interviews were conducted with three members of the C&A AO Staff – Serita Daniel, Lavern Harris, and Ed Slaga. Specifically, the C&A AO is separated into three principal servicing areas – Administrative Services, Budget & Financial Management, and Human Resources. One of the two C&A AO supervisors (Ms. Daniel) supervises the Administrative Services (which includes the Human Resources area), while the other supervisor (Ms. Harris) supervises the Budget & Financial Management area. These two programs are considered to be of equal importance to the organization. It should be noted that the Administrative Services/Human Resources program area requires a subordinate staff of seven staff members, while the Budget & Financial Management program area requires a staff of only three subordinate staff members. These two major program areas represent key administrative areas that are of importance to serviced managers and supervisors. There are no staff members of either of these two program areas that perform technical work covered under both program areas.

To make the C&A AO program a success, the two program supervisors interact on a daily basis. They share information on work that may have an impact on the other program area. They back each other up during absences during scheduled leave, training, etc. especially when signatures or approvals are necessary to move forward. Both supervisors regularly attend program staff meetings, are considered co-equals and convey that there is no competition between them, and most importantly, indicate that administrative servicing is excellent as they provide a second set of eyes on each others' activities. These two administrative officers also have the same performance standards, although there are some differences based on the program area each supervises.

C&A reports that they have realized numerous noteworthy benefits as the result of its consolidated administrative functioning. First of all, they indicate that they have achieved economies of scale and work efficiencies; secondly, they recognize that their staff members are more capable as they are specialists in their assigned program areas; third, they contend that their servicing arrangement allows them to better respond to changes in technology, systems, and program requirements; fourth, they indicate that they are better able to construct standard operating procedures (SOPs) in various program areas and better respond to inquiries in given program areas than if they were held accountable for all program areas normally found in an Administrative Office. And finally, they

are proud to report that their current servicing assignment has actually resulted in personnel cost savings as more skilled work can be done with fewer fulltime resources.

Notably, the C&A AO reports that it has updated policies and SOPs for all administrative processing areas, conducts semi-annual customer surveys, has established metrics and process diagrams for all administrative processing areas, and prepares an annual accomplishment report on its activities performed during the year. Mr. Slaga has indicated that all of these C&A documents are available to the two LPS Program Resource Management Officers.

SUMMARY

It should be noted that there is considerable agreement between members of the Poultry RMO staff and its serviced customers. Both groups feel that they are doing a good job at performing valuable administrative servicing for their customers. Care should be taken to figure out how to move the customers' view more in line with that perceived by the Poultry RMO staff.

RECOMMENDATIONS

Recommendations, including the proposed organizational structure, will be contained in a separate document, titled "Office of LPS Program, Resource Management Office, Organizational Assessment Recommendations." Identified recommendations will address findings identified in both this Poultry RMO assessment and a separate L&S RMO assessment completed.

USDA

United States Department of Agriculture

Agricultural Marketing Service

Office of LPS Program

Resource Management Office

Organizational Assessment Recommendations

Amy M. Stone

Senior Consultant

fpmi

November 2012

TABLE OF CONTENTS

Background

In late summer/early fall 2012, the Deputy Administrator and Associate Deputy Administrator for Operations and Management, Livestock and Seed Program (LSP), Agricultural Marketing Service (AMS) requested an organizational assessment of its Livestock & Seed and Poultry Programs' Resource Management Offices, principally to determine:

- Types of programs and services provided;
- Office morale;
- Strengths of the organization;
- Opportunities for improvement;
- Customer satisfaction, expectations, and needs;
- Skill gaps of current staff;
- Barriers impacting staff performance; and,
- Recommended office structure.

This document provides key recommendations based on the two AO assessments identified above.

Recommendations

Proposed Organizational Structure

It is recommended that the LPS Program establish its administrative processing to mirror that of the AMS Compliance & Analysis (C&A) Administrative Office, which is considered a "best practice" for the organization. In doing so, the two existing LPS Program Resource Management Officers can benefit from the organizational efforts accomplished by C&A to-date, as well as the numerous documents and infrastructure already established. Table 1 reflects the recommended resource management (administrative) office structure.

Table 1. New Resource Management Office Structure

Administrative Services	Budgeting and Financial Management
Human resources	Accounts payable/receivables
Performance management	Budget estimates
Procurement	Expenditure re tracking
Space management	Invoicing
Supply management	Open obligation report monitoring

Administrative Services	Budgeting and Financial Management
Travel	Penalty/overpayment checks
Training	Quarterly funds review
Transit subsidies	Unfinanced requirements
Workers compensation	

Assignments and Dedicated Backups

It is important to note that both Resource Management Officers have been doing extensive work in, and have extensive experience in, both of the program areas identified above. There are a number of factors that the LSP senior leaders will need to take into account when assigning each of the RMOs to a given program area. It is the consultant's belief that regardless of assignment area, both RMOs would excel in and be totally accepting of their assigned program areas.

The following two tables depict a distribution of the assigned work projects for the two respective Resource Management Offices. These assignments ensure that employees are not doing work in both of the assigned program areas. The following assignments also take into account the workload of the current Resource Management Office staff, and attempts to resolve situations or imbalances n which some staff members have too much work to do and some have too little.

Table 2. Assignments and Dedicated Backups – Budget & Financial Management

Assignment Area	Primary Assignment	Backup
Management operating plans/expenditures; accounts payable/receivables (invoices, local reimbursements, etc in FMMI; funds status; quarterly funds reviews	Sharon	Victor
Obligations Report Monitoring; quarterly reviews; fiscal year-end estimates; penalty and overpayment checks; motor pool fleet; IPAC; telecommunications accounting	Victor	Chanel
Obligations Report Monitoring; quarterly reviews; fiscal year-end estimates fee analysis; pay.gov; payroll reconciliation; requisitions; special financial reporting	Chanel	Victor

Table 3. Assignments and Dedicated Backups – Administrative Services

Assignment Area	Primary Assignment	Backup
IAS and AD-700 purchases; purchase orders; UPS payments; telecommunications invoices; travel card processing; travel inquiries; space management; AMS special travel requests; federal agency travel coordinator	Pat	Donna
Purchase card and USDA central supply store card orders; UPS invoices; relocations; telephone orders/repairs; printing requests; business card orders; space leasing	Donna	Pat
Personnel actions; recruitment; position description update; research support	Kishia	Jasvinder
OWCP coordinator; awards processing; training program and training requests; AgLearn coordination; employee ID badge requests; employee performance file monitoring and maintenance; new employee check-in/separating employee check-out	Jasvinder	Kishia
Door/desk nameplates; space leases; transit subsidy program coordination; transit subsidy program coordinator; records management	Anita	Kim
Brochure/literature inventories; telework agreements; correspondence; timekeeper	Kim	Anita

Once the servicing and backup assignments have been made, the next step is for the staff to move to their respective offices, and transfer any/all records to the appropriate servicing office. It is also essential that all serviced assignments/dedicated backups be communicated to serviced managers and supervisors, along with contact information (phone numbers, room numbers, and email information).

INFRASTRUCTURE

To support the reorganization identified above, the LPS Program needs to develop appropriate (new) position descriptions and performance plans, as well as all necessary closeout documentation for its staff (which is required when a staff member moves under the supervision of a new supervisor). Additionally, paragraphs 02 08 74 0100 01 – LS Administrative Staff, and 02 08 74 0100 02 Poultry Administrative Staff "Assignment of Functions" listing needs to be updated to reflect an accurate depiction of the tasks assigned to the respective office and also requires a name change for the two administrative offices – instead of referring to them as the Livestock & Seed (L&S) and Poultry (PY) Offices, they should be renamed as follows: "LSP Program Resource Management or Administrative Office – Administrative Services" and "LPS Program Resource Management or Administrative Office – Budgeting & Financial Management."

It is also recommended that the C&A Administrative Office be contacted and request all pertinent documents which will help the two LPS Program administrative officers establish their respective programs – the request

should ask for C&A position descriptions, sample customer surveys, standard operating procedures, processing metrics, and process diagrams.

Role Clarity

L&S Program Assistant

Ms. Anita Atkins needs to be placed on an administrative position description and relieved of her grading and verification duties. Also considering that Ms. Atkins currently works two days per week in a telework arrangement considering her home's location, it will be essential that her telework arrangement be reconsidered, or placed in another AMS office if it is determined that her current telework arrangement would negatively impact the delivery of essential administrative functioning.

Chief of Staff

It is essential that the Chief of Staff's role in relation to the two administrative officers be examined, especially in terms of some of the representational and other programmatic work that the Resource Management Officers feel is an integral part of their administrative offices. Additionally, the "Sample List of Chief of Staff Activities" indicates that the Chief of Staff is responsible or employee onboarding and exiting (to include the development of onboarding/exit checklists), and serves as the records management backup. These duties appear inappropriate for the Chief of Staff to perform taking into account the recommended organizational structure identified above. A major recommendation would be to identify all of those functions and activities currently performed by the Chief of Staff to determine their movement to the Administrative Offices. It is also recommended that any reassignment of duties be postponed for 120 or 180-days post-reorganization to allow the two Administrative Offices to become operational.

GS-13 Level Management Analyst (Poultry Program)

It appears that there is some redundancy in duties and representational assignments performed by the Chief of Staff and the GS-13 level Management Analyst in the Poultry Program. It is recommended that the duties of both positions be clarified, and communicated to the reassigned Management Analyst.

Administrative Officers

Finally, it is imperative that the two administrative officers determine how they will work interactively with one another, serve as each other's backup, become familiar with each other's program areas, coordinate customer surveys, etc. It is recommended that both administrative offices attend the LPS Program staff meetings and other key meetings, offsites, etc.

Low-Hanging Fruit – Immediate Fixes

It appears that the LPS Program will establish two Resource Management or Administrative Offices, each with their own defined functions and responsibilities. Both offices should ,as a minimum, adopt the practices identified below, viewed as "low-hanging fruit" and which are desired by staff and customer alike:

- Establish and publish serviced assignments (roles and responsibilities) and dedicated backups;

- Reexamine office coverage to ensure that customers in different time zones are able to contact servicing staff;
- Hold regular weekly staff meetings;
- Establish and/or update SOPs and guidance on assigned servicing areas;
- Hold staff accountable for follow-up activities and for preparing interim responses;
- Establish key milestone dates, processing metrics, and process diagrams;
- Provide regular feedback to staff on performed work (provide office-wide instruction, as necessary);
- Establish reports and reporting schedule to push key information to managers and supervisors;
- Manage assigned workloads, and readjust as necessary;
- Provide due dates for meeting internal and external reporting requirements;
- Meet with customers on a periodic basis to ascertain whether their needs are being met, and how best to meet or exceed their expectations;
- Determine if LPS Program staff need to be contacted for information, or whether information is already available in an exiting system or from an earlier data request;
- Have strategies and paperwork in place to take advantage of year-end funds;
- Determine training needs of staff and conduct training or procure funds to send staff to training;
- Establish strategies for addressing known peak workload periods;
- Have employees rollover phones so that teleworking is transparent to customers;
- Look for opportunities to achieve program efficiencies and increase responsiveness; and,
- Ensure that dedicated backups are sufficiently trained to carry out assigned workload of primary staff member.

Other Noteworthy Recommendations

Recommendations are provided in no particular order in the following section – all are deemed important to the success of this administrative reorganization within the LPS Program.

#1: Resolve how budgeting is done in the newly formed LPS Program – currently, Poultry Program managers conduct their own budgeting (also within the Poultry Program, managers employ an internal local purchase request system to expedite purchases up to $1,500).

#2: Establish strategies for communicating findings, barriers, and problems to staff of the Minneapolis Operations Center, the National Finance Center, the AMS Budgeting Office, and the IT Telecommunications Group.

#3: Conduct focus group and explore opportunities for improving work processes and making work changes in which the administrative offices do not add value to the process (e.g., credit cards for individual office purchases, system database access, work-arounds to process timely billing, system notification of approved award amounts, elimination of the administrative office staff in the approval process of various administrative actions); reconsider need for multiple administrative approval levels.

#4: Conduct comprehensive training plan for administrative office staff including, but not limited to the area of analysis, consulting skills, customer service, problem solving and decision making, program analysis & evaluation, project management, relationship management, and report writing.

#5: Leverage Poultry Program practice of identifying unfinanced requirements and preparing the necessary documentation at the time of developing their office's Operating Plan.

#6: Secure supervisory, leadership, and team-building training for the two administrative officers – the following USDA Graduate School courses are provided for consideration: Introduction to Supervision, Success-Oriented Supervision, Effective Work Delegation, Introduction to Management, Managing Multiple Priorities, Office Management, Leading People, Effective Meetings, The Power of Influence over Authority, Leading Effective Teams, and Jump-Starting High-Performing Teams: The Fundamentals.

#7: Secure funding for a minimum amount of 10 hours of coaching for each of the administrative officers for the remainder of FY 13.

#8: Establish/update standing operating procedures for each associated administrative function.

#9: Establish master reporting requirements schedule for both internal and external reports – communicate review and analysis information to internal customers.

#10: Develop corrective action plan addressing the assessment findings contained in this report.

#11: Establish training needs assessment for all dedicated backups – secure training funds and ensure staff members receive essential training.

#12: Schedule regular (quarterly) meetings with the Associate Deputy Administrator for Operations and Management (discuss as a minimum any outstanding or problematic reorganization issues, status of SOP/metrics/process diagram development, and any corrective actions taken as a result of this assessment).

#13: Update respective program website for ease of navigation and updated program guidance.

#14: Secure funds and conduct teambuilding sessions as necessary with the administrative office staff, and other members of the LPS Program staff.

#15: Require both administrative officers to read at least two of the following books during the FY 13 performance rating cycle: Buckingham, Marcus & Curt Coffman, *First, Break All The Rules,* Simon & Schuster, 1999; Collins, Jim, *Good to Great,* Random House, 2001; Fisher, Roger and Ury, William, *Getting to Yes,* Second Edition, Penguin Books, 1991; Gerstner, Louis, *Who Says Elephants Can't Dance? Leading a Great Enterprise Through Dramatic Change,* Harper Business, 2004; Kouzes, James M. and Posner, Barry Z., *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others,* Jossey-Bass, 2002; Patterson Kerry, Joseph Grenny, Ron McMillan, and Al Switzler *Crucial Conversations: Tools for Talking When Stakes are High,* McGraw Hill, 2002; Schein, Edgar H., *Organizational Culture and Leadership,* Second Edition, Jossey-Bass, 2002; Useem, Michael, *The Leadership*

Moment, Three Rivers Press, 1998.; Watkins Michael, *The First 90 Days: Critical Success Strategies for New Leaders at All Levels,* Harvard Business School Press, 2003; Kelley, R., *The Power of Followership: How to Create Leaders People Want to Follow and Followers Who Lead Themselves*, New York: Doubleday Currency, 1992; and Useem, Michael, *Leading Your Boss*, The Economic Times, November 13, 2003.

#16: Reexamine and reapprove, if appropriate employee's existing tour of duty, telework agreement, etc.

#17: Establish consistent policy on the use of overtime, compensatory time, and credit hours between the two administrative officers/areas.

#18: Validate/prioritize overall assessment (including skill gap) findings 12 to 18 months after complete administrative office reorganization.

United States Department of Agriculture

Agricultural Marketing Service

Livestock, Poultry and Seed Program Resource Management (RM) Office Assessment

Amy M. Stone, Senior Consultant

fpmi

Briefing – October 23, 2012

Topics

- Methodology
- Findings
- Noted Recommendations
- New RM Office Structure
- Next Steps

Methodology

- Document review
  - Position descriptions, functional statement, OPM classification standards, best practice review
- Interviews with RM Office staff (12)
- Interviews with RM Office customers (13)
- Discussions with C&A RM Office representatives (3)

Findings - Overall

- Balanced – both positive and negative comments were noted
- All those interviewed were helpful and forthcoming
- RM Office staff members and customers alike have recommendations for improved servicing
- For the most part, RM Office staff members feel positively toward their supervisors and coworkers

Findings – LS RM Perspective

- 1-10-point scale of perception in providing high-quality service and support (with 1 being "poor" and 10 being "exceptional"):
  - LS RM Office Perspective: 5.2
  - Overall Customer View: 5.8

Strengths

- Friendly and approachable (* responses varied significantly by individual)
- Trained and knowledgeable staff – strong research skills/technically sound information
- Dedicated and committed work force (many staff members work long hours to get the job done)
- Open door policy (*)
- Excellent rapport with travel staff

Opportunities for Improvement

- Responses often untimely
- Customers have to seek out RM Office staff to follow up on unanswered questions/issues
- Lack of timely budget reports/information
- Back-ups are not sufficiently skilled to answer questions
- Lack of serviced assignment listing and untrained back-ups

Opportunities for Improvement

- Significantly varied workload and responsibilities among staff members (for some, too much; for some, too little)
- Ineffective delegating
- Lack of participation in office activities
- Reactionary focus
- Lack of interim responses
- Lack of urgency on the part of staff members

Most Problematic Areas

- Award processing
- Requested procurements missed key deadlines – organization was unable to take advantage of year-end funds
- Some promotions were not processed in an effective manner
- Some length in service awards not recognized
- Managers told to rely on regulatory postings – not updated nor easy to navigate

Most Problematic Areas

- Telework – lack of transparency
- WGI notifications received after effective date
- No repository of former years' functional statement documentation

Findings – P RM Perspective

- 1-10-point scale of perception in providing high-quality service and support (with 1 being "poor" and 10 being "exceptional"):
  - P RM Office Perspective: 9.7
  - Overall Customer View: 8

Positive Comments

- "They do an excellent job"
- "They tell me what I need to know"
- "They have a 'get it done' focus"
- "They realize that one size doesn't fit all"
- "They do an excellent job keeping managers informed"
- "They do a great job – they are reliable and service-oriented; they help you in any way possible"

Strengths

- Timely responses and prompt information
- Excellent job on tracking spending (look for opportunities to take advantage of year-end funding)
- Proactive and progressive in addressing issues
- Stable servicing assignments and strong back-ups
- Weekly email communiques to supervisors
- Open door policy

Opportunities for Improvement

- Reactionary focus (on occasion)
- Lack of some interim responses/closure
- Some lack of support in written correspondence formatting
- Lack of attention to detail (on occasion)
- Follow-through on telecommunication requests
- Add workload to program staff (on occasion)

Differences Among Offices

- P RM Office has
  - Stable servicing assignments
  - Dedicated and fully cross-trained back-ups
  - Work plan (established performance metrics)
  - Review and analysis approach
  - Regular in-house training ("Who Moved My Cheese", netiquette, etc.)
  - SOPs for performance of various functions
  - Extensive budget updates and year-end availability information/timeframes, etc.

Noted Recommendations

- Clear roles and responsibilities (servicing assignments)
- Trained and identified back-ups
- Telework arrangements and servicing arrangements which are communicated and transparent to customers
- Servicing metrics/status reports
- Regular customer service feedback surveys
- Anticipation of peak work periods

Noted Recommendations

- Clear role and responsibilities of Chief of Staff with two RM Officers
- Clear role of current GS-13 level Management Analyst in Poultry RM Office
  - Currently both perform some similar duties
  - Attend same team meetings
- Transition of grading & verification duties (comprising 75% of employee's time) to fulltime RM Office staff member's duties

Noted Recommendations

- Clear expectations of RM Officers, e.g., backing each other up/attending staff meetings/etc.
- Use of C&A RM Office documents to construct new office infrastructure, e.g., position descriptions, yearly customer survey questions, workflow diagrams, SOPs, etc.

New RM Office Structure

- Administrative Services
  - Including:
    - Human resources
    - Travel
    - Procurement
    - Supply management
    - Travel cards
    - Training
    - Transit subsidies
    - Workers compensation
    - Performance rating filing
- Budgeting and Financial Management
  - Including:
    - Budget estimates
    - Expenditure tracking
    - Accounts payable
    - Receivables
    - Quarterly funds reviews
    - Open obligation report monitoring
    - Penalty/overpayment checks

Benefits of New Structure

- Supports OPM's shared service center benefits
  - Increased focus on customer
  - Improved communication and responsiveness
  - Enhanced quality
  - Reduced cycle/response times
  - Clarity of roles and responsibilities
- Parallels C&A's RM Office model

Some Challenges

- "Identified" Assignments
  - Dana to Budgeting and Financial Management
  - Sang to Administrative Services
- Some Considerations
  - Poultry supervisors receive excellent support from current P RM Office in financial management area
  - Dana's apparent strength seems to lie in her Administrative Services functioning
  - Sang's apparent strength seems to lie in her Budgeting and Financial Management servicing

Some Additional Considerations

- Involve supervisors (customers) in examining opportunities and discussions for improving some work processes/determining whether RM Office adds "value" to the process
  - Approval of RM Office staff on program purchases
  - Ordering of supplies (consider individual credit cards for offices)
  - System database access
  - Work-arounds to process timely bills
  - System notification of approved award amounts

Other Fruitful Recommendations

- At time of developing Operating Plan, identify unfunded mandates and prepared required documentation
- Establish local purchase request database
- Consider funding of coaching and establishing dedicated training plan for two RM Officers

Next Steps

- Make final decisions regarding organizational arrangement and internal assignments
- Move staff to new office locations
- Communicate servicing assignments and dedicated backups to customers
- Transfer records to/from existing RM Offices
- Establish/update standard operating procedures for each associated function
- Establish reporting frequency and mechanisms

Next Steps

- Establish new documents, e.g., position descriptions, performance plans, etc.
- Prepare required required close-out documentation, e.g., performance interim ratings, etc.
- Identify and reapprove existing employee agreements, e.g., telework, tour of duty, etc.

Questions