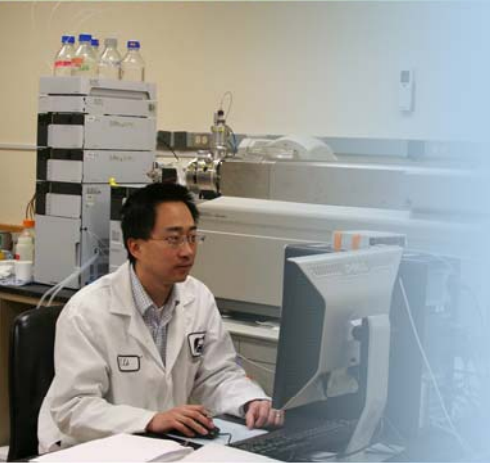




**Center for Veterinary Medicine
Strategic Human Capital Plan
FY2012 – 2016**



Message from the Center Director

I am pleased to present the Center for Veterinary Medicine's Strategic Human Capital Plan for FY2012–2016. There is no doubt that our success as one of the world's leading scientific regulatory organizations is due to the dedicated members of our workforce. Our employees are truly our most important asset.

CVM professionals not only investigate, identify, and analyze countless health threats to both animal and human populations; we also forecast early food and feed related outbreak signals that would severely undermine the safety of our nation's food supply. Our collective knowledge, skills, experiences, and perspectives allow us to respond to our regulatory demands with effectiveness and conviction.

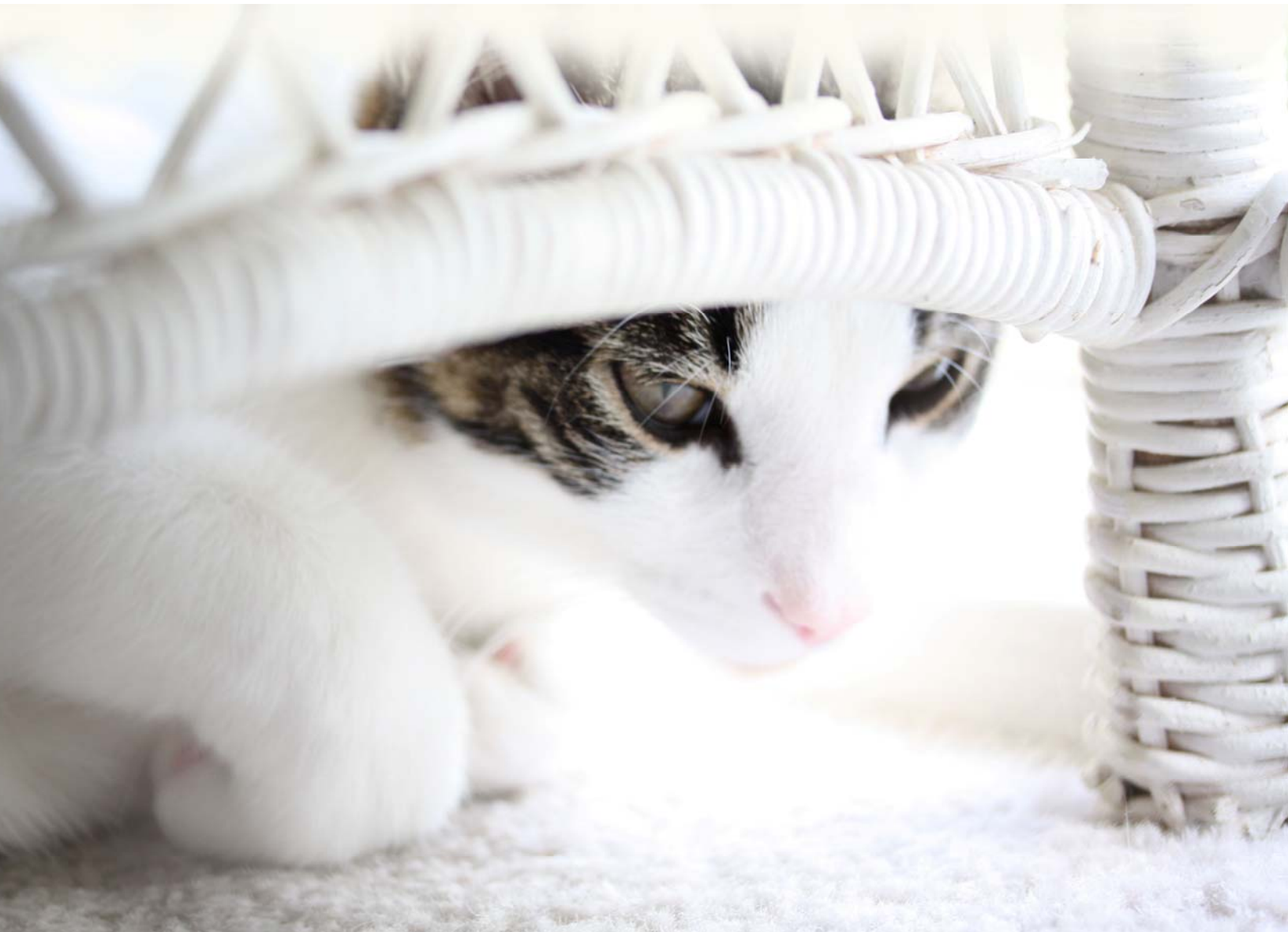
This plan aligns our Center's strategic goals to our human capital priorities and outlines our planned human capital activities for the next five years. It sets the path for us to continuously enhance our leadership and management practices to guarantee that we have the people and work environment necessary to succeed now and in the future. Moreover, it is designed for us to be a well-prepared, engaged community as we execute our summons for innovation and excellence. I am eager to work with you as we achieve these impressive goals.

Bernadette Dunham, D.V.M., Ph.D.
Director, Center for Veterinary Medicine



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Section I. Introduction

The Center for Veterinary Medicine (CVM) is a specialized product and research center that works to fulfill the U.S. Food and Drug Administration's (FDA) public health mission. We foster public and animal health by approving safe and effective products for animals and by enforcing applicable provisions of the Federal Food, Drug, and Cosmetic Act and other authorities. These include animals, from which human foods are derived, as well as food additives, drugs, and devices for pet (or companion) animals. Whether developing and disseminating information, approving animal drug products for marketing, monitoring marketed animal drug products, or conducting research, we are committed to the important goal of protecting animal and human health throughout the United States.

While the goal of CVM is to regulate drugs, devices, and food additives for animals, it is our people that ultimately ensure success. The purpose of the Strategic Human Capital Plan is to set goals to create and maintain an engaged work culture. The plan also helps us to develop objectives that set a *foundation* for specific and measurable strategic action plans. Our Strategic Human Capital Plan sets a framework for workforce planning, recruiting, developing, and retaining a staff of unparalleled excellence. Finally, the plan provides guidance and direction to our Center Executive Board (CEB), and reinforces our expectations for one another.



About the Center for Veterinary Medicine

CVM is comprised of approximately 500 employees located in Rockville and Laurel, MD. The majority of our staff consists of scientific, technical, and managerial professionals, including Veterinary Medical Officers, Consumer Safety Officers, Chemists, Biologists, Microbiologists, Statisticians, Epidemiologists, Animal Scientists, and Analysts. We work together every day to successfully support the critical programs, policies, and initiatives of CVM, the FDA, and the Department of Health and Human Services (HHS). (See Figure 1 for organizational alignment).

We use the High Performance Organization model as a roadmap for attaining organizational success and achieving our vision. It pushes us to critically evaluate every aspect of CVM, continuously learn and challenge ourselves, and ensure that leadership is the responsibility of every employee. Through the application of this model, we are able to achieve unparalleled engagement and service from our offices and divisions.

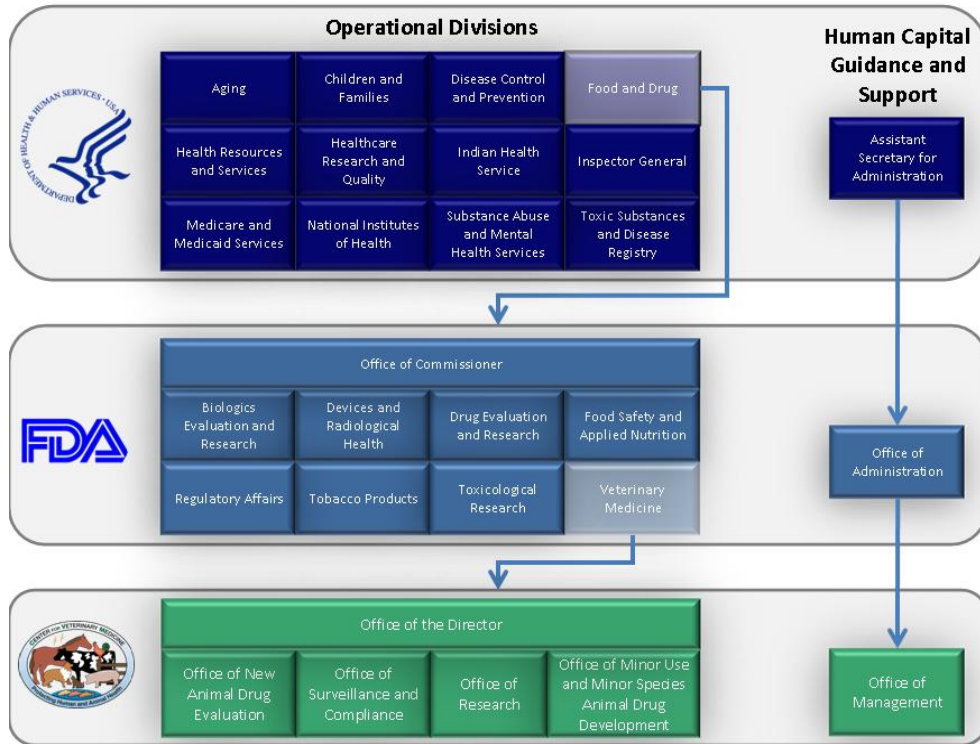


Figure 1. CVM's Organizational Alignment within HHS and FDA

**Mission:
Protecting Human and Animal Health.**

Our Changing Environment

CVM operates in an environment where laws and public expectations continually evolve. Regulations constantly change to keep pace with emerging health issues and industry advancements. For example, the Food Safety Modernization Act, passed in 2011, establishes the most sweeping improvements to the food and drug regulations since 1938. The law provides regulators the authority to monitor food quality and prevent adulteration. Prevention has always been the most effective way for CVM to protect the public. Emerging trends (for example, global commerce, nanotechnology, genetically modified foods, telework) push us to keep up-to-date with public and employee expectations. While these expectations expand, a tightening federal budget limits resource availability. All of these conditions shape our approach to human capital management and directly impact how we recruit, train, reward, and recognize our workforce.

Based on these contextual drivers (e.g., political, economic, and social forces), we will evolve over the next five years to capitalize on the strengths of our workforce.

Our Human Capital Plan is based on

understanding these drivers so that we, CVM, create an environment where our staff can flourish. Key among these opportunities are recognizing and developing our strengths, improving collaboration and communication to support a matrixed approach to work, and improving IT capability for telework. We take pride at CVM in being intentional about our work culture. All of these elements will coalesce around our drive to be leaders and innovators in our field.

“We are positioned at a challenging moment in history, and the demands of the 21st century are unprecedented. Together, we must prepare to meet those demands and usher science, public health, and FDA into a new era.”

-Margaret A. Hamburg, M.D., FDA Commissioner

Strategic Human Capital Goals

We have developed this Human Capital Plan to prepare CVM and our workforce to succeed. The CVM Office of Management (OM) has a tradition of helping employees develop and execute strategic and tactical improvements to maximize Center impact. Building on this approach to human capital management, OM partnered with the CEB to develop these strategic goals to design and implement our human capital programs.

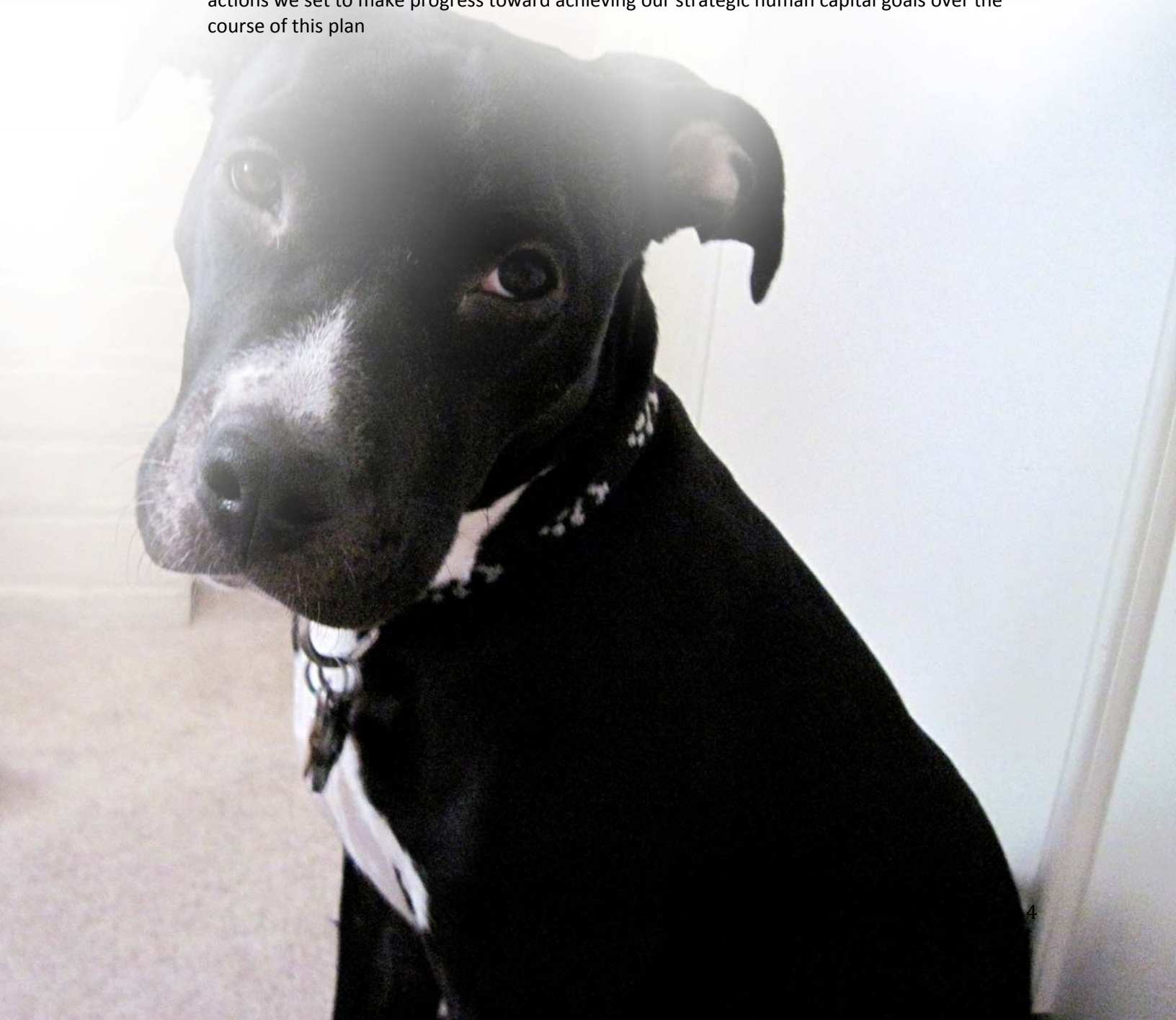
Goal 1	Attract and Select Talented Individuals who have a Passion for Protecting Human and Animal Health
Goal 2	Cultivate a Stimulating and Rewarding Work Environment
Goal 3	Facilitate Continuous Learning and Knowledge Management
Goal 4	Champion Employee Wellness and Work/Life Balance

Achieving these goals will ensure that our workforce is prepared to meet any challenges the Center may face. The goal statements will be evaluated over time, but they are intended to be enduring.

Structure of the Plan

This plan provides the map and directions for our human capital program over the next five years. It is organized into sections that together build the case for our strategic human capital goals, objectives, and strategic actions. These sections are as follows:

- **Strategic Alignment:** Demonstrates how our strategic human capital goals align with our strategic goals and FDA's strategic human capital goals
- **Current Human Capital Environment:** Discusses our current human capital environment, providing an overview of the composition of our workforce and our progress to date in achieving our strategic human capital goals
- **Strategic Human Capital Direction:** Identifies internal and external drivers that shape our strategic human capital goals, objectives, and strategic actions
- **Human Capital Goals, Objectives, and Strategic Actions:** Presents the objectives and strategic actions we set to make progress toward achieving our strategic human capital goals over the course of this plan



Section II. Strategic Alignment

Strategic alignment ensures our goals and objectives contribute to accomplishing our vision and the vision of our Department and Agency.¹ Our goal is to continue to demonstrate the benefits a successful human capital management program can have on the effectiveness of an organization. This is accomplished by understanding the strategic priorities of our stakeholders proactively supporting those priorities.

As shown in Figure 2, we developed our goals based on guidance provided by the Center’s strategic operational goals, FDA’s Strategic Human Capital Plan (SHCP), HHS’ Human Capital Accountability and Implementation Plan, and the Office of Personnel Management’s (OPM) Human Capital Assessment and Accountability Framework (HCAAF). The recently published FDA SHCP guides the FDA Centers in developing human capital goals and objectives that support the Centers’ specific missions. OM analyzed FDA’s strategic human capital goals during the development of our goals to ensure our alignment with the Agency’s human capital direction. A crosswalk of FDA’s strategic human capital goals with our goals is presented in Appendix A.

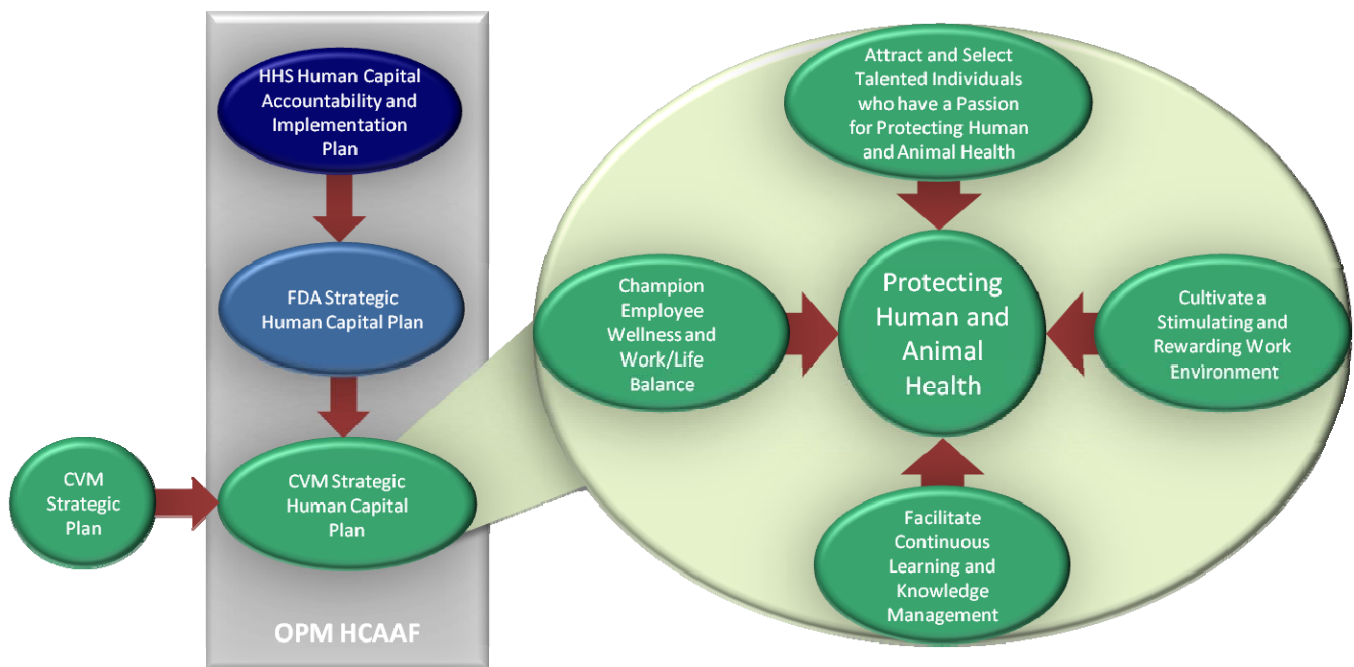


Figure 2. Strategic Alignment of CVM’s Strategic Human Capital Plan

¹ According to OPM, the measure of strategic alignment is a current human capital plan, led by senior management, which includes human capital goals, objectives, and strategies. See OPM’s Human Capital Assessment and Accountability Framework (HCAAF): Systems, Standards, and Metrics for more information.

All of our human capital goals support the Center’s strategic goals directly or indirectly. This alignment ensures the actions that we take will lead to a workforce and workplace that are better equipped to achieve our mission. The chart below indicates the areas of most direct alignment between our human capital goals and strategic goals.

Strategic Human Capital Goals

CVM Strategic Goals	Attract and Select Talented Individuals who have a Passion for Protecting Human and Animal Health	Cultivate a Stimulating and Rewarding Work Environment	Facilitate Continuous Learning and Knowledge Management	Champion Employee Wellness and Work/Life Balance
Develop and Implement a Total Product Life Cycle Approach			✓	
Enhance Communication and Transparency		✓	✓	
Sustain and Strengthen our High-Performing Workforce and Workplace	✓	✓	✓	✓
Proactively Facilitate Innovative Strategies to Address Unmet Public Health Needs		✓	✓	

Understanding the strategic direction of our Department and Agency, as well as the operational priorities of our Center, serves as the first phase in the development of our future human capital goals. In the next phase, the purpose is to understand the current human capital environment so we can identify trends and issues that might impact our achievement of this vision.



Section III. Current Human Capital Environment

The first step to building the necessary workforce of the future is to understand the composition of our workforce today. We need to know the current size, skill mix, and structure of our workforce to know if and what changes are necessary. OM tracks the composition and trends of our workforce through an annual workforce analysis. We then use that information to inform our human capital approach.

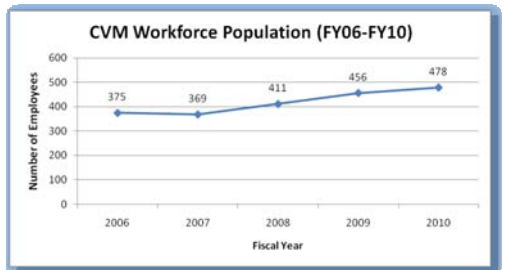
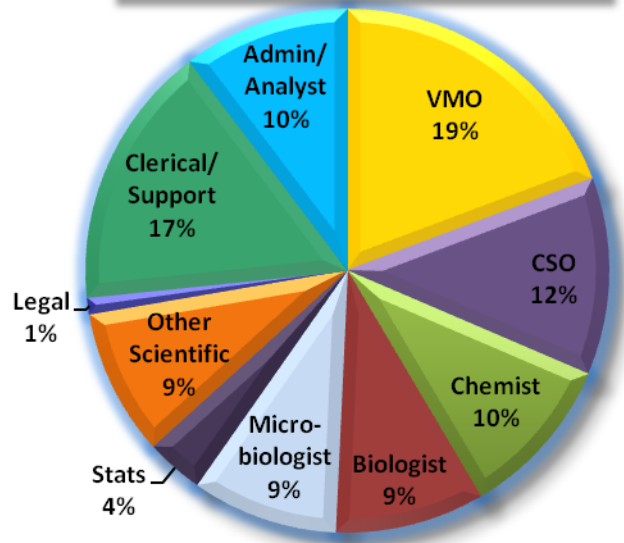
Workforce Analysis

The CVM workforce is primarily comprised of globally recognized and respected veterinary, scientific, regulatory, and management experts. We have almost 500 employees working in over 30 occupations across our six offices. Most of our scientists work on specialized, often cross-functional, teams. The combined achievements of these teams ensure the safety and effectiveness of animal foods, drugs, and devices. The cross-functional nature of our teams promotes high levels of collaboration, sharing diverse perspectives, and learning from peers. The next step in the evolution of the Center will be towards a matrixed structure where cross-functional teams are populated by members from different offices.

Since 2006, our workforce has increased in size by roughly 30% primarily due to FDA’s 2008 Hiring Surge Initiative that targeted selected science and medical positions. We were particularly successful at increasing the size of our workforce during this surge because of the approval of a FDA-wide Direct-Hire Authority for Veterinary Medical Officer (VMO) positions. The concurrent implementation of our strategic recruitment process also streamlined our hiring efforts. As part of this tactical procedure, hiring managers are engaged in the beginning of the hiring process and are guided through the necessary strategic thinking regarding open positions, targeting, marketing and assessment approaches.

Women hold the majority (59%) of scientific positions at CVM. This is in stark contrast to the rest of the federal government where women hold only 27% of scientific jobs.² This reflects our commitment hiring the most qualified applicants. More women have advanced training in science than ever and CVM has kept pace

CVM Workforce By Occupation Type



“Veterinarians are vital to ensuring the security and safety of our nation's food supply as well as our ability to respond to possible catastrophic or emergency events. That is why it is crucial to always have a full staff of experienced and qualified VMOs.”
John Berry, OPM Director

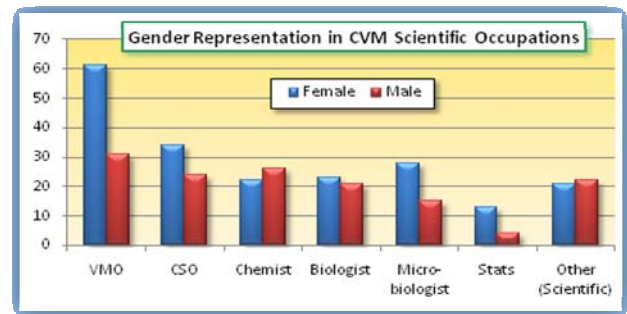
² National Science Foundation. Division of Science Resources Statistics. (2009). Diversity in the Federal Science and Engineering Workforce.

with that trend.

We have been very successful at retaining our staff as demonstrated in a 5.7% attrition rate, which is close to half of the federal rate (10.8%). The CVM rate is consistently low reflecting an engaged workforce and a supportive and rewarding work environment.

CVM at a Glance:

- We have experienced a 27% increase in total population since FY06
- 72% of our workforce are in scientific occupations
- We have Direct-Hire Authority for VMOs and have hired 20 in the last two years
- 83% of GS employees are at or above grade 12
- Women comprise 63% of our workforce, including 59% of our scientific workforce
- Our average age is 45.3 years, compared to the federal average age of 46.8 years
- 84% of our employees rated the Center favorably on the Best Places to Work index of OPM's Employee Viewpoint Survey; 21% higher than the government average
- Approximately 11% of our workforce is currently eligible for retirement and by FY15, over 22% will become eligible, including one third of Consumer Safety Officers (CSOs)



Our workforce consists of highly technical and engaged employees. We are continuing to grow at a healthy pace and need to start preparing for the knowledge and skills transfer of our retiring employees, as well as succession planning to prepare our future leaders. OM has begun this process with recent initiatives listed below and hopes the implementation of this plan will set the path to continue.

Human Capital Approach

OM has developed a relationship-based approach to achieving CVM's mission through human capital management. Our approach, directly influenced by the leaders of CVM, is to create strong bonds with our staff to understand the challenges they face and anticipate their human capital needs. Our solutions are tailored to meet their needs and make a positive impact on the Center. Two of the most recent accomplishments are the following:

1. *Core and Technical Competency Models* – We have developed core and technical competency models. The core competencies define the skills and values needed to be a high performance organization. The technical competencies, which were developed for our five largest scientific occupations, allow us to more accurately describe how to be successful in one's job. Both models provided the necessary information to accurately update our position descriptions and vacancy announcements. They also supply the roadmap that is so necessary in advancing our determined efforts to develop employee knowledge and skills.
2. *Onboarding Program* – The onboarding program helps us cultivate engagement before an employee's first day on the job. We treat the employee's first year on the job as an acculturation process and want to ensure that we are providing all the information and support to be successful at CVM. The welcome packet, integration program, and onboarding website provide new employees

with a personal introduction to the Center, a mentor, and resources to help them get acclimated to working at CVM.

Other HCS initiatives:

- ✓ *Attrition projection model*
- ✓ *Entrance/Exit survey*
- ✓ *Revised New Employee Orientation*
- ✓ *Competency-based position descriptions (PDs)*
- ✓ *Competency gap analysis*
- ✓ *Outreach/Recruitment activities*

As demonstrated, OM is well equipped to identify challenges and develop human capital strategies that directly impact the mission of the Center. In the next section, we will cover the internal challenges we face and the external drivers that impact the solutions we can develop.

Section IV. Strategic Human Capital Direction

Within this section, we summarize the strategic assessment of our operating environment to determine our human capital planning needs. This assessment identifies internal and external drivers that shape our strategic human capital goals, objectives, and strategic actions.

Internal Drivers
Projected Retirement: By the end of FY15, 22% of our current workforce will become eligible to retire, including over one third of our current CSOs. As we begin developing a current pipeline of talent, we will be able to maintain our capacity in the future and better learn from those who retire.
Hiring Strategy: Our current hiring process takes a strategic approach with individual hiring needs however, an enhanced organizational perspective and prioritization of resources and recruitment initiatives will enable us to more effectively source a diverse workforce capable of realizing the Center’s vast mission.
Recruitment: CVM employees attend conferences and recruitment events throughout the year. To better understand our return-on-investment, particularly in light of government-wide budgetary constraints, as well as to ensure that employees are equipped with the proper tools to promote the Center, we will need to further track the impact these activities have on attracting new employees.
Advancements in Web-based and Social Networking Tools: Potential applicants are increasing their reliance on social networking tools to search for jobs. As we fully integrate web-based tools and social networking into our recruitment strategy, we will be able to successfully access this additional, prospective pool of talent and nurture interested candidates communicating within this forum.
Leadership Development: Leadership is a critical component of our vision and further developmental opportunities are necessary to promote Center-wide excellence. Employees as leaders are called upon to mentor and educate the future CVM workforce.
Training Curriculum: In the public health arena, competency requirements for associated professionals have increased with the evolution of regulatory and research support, as well as customer-directed support practices. A comprehensive training curriculum that is linked to our core and technical competency requirements will enable our workforce to have the requisite knowledge and skills to perform their assigned tasks and meet program needs.

External Drivers

Food Safety Modernization Act: The Food Safety Modernization Act greatly expands the regulatory powers of the Center regarding the production of food.

Tight Budgets: A tightening federal budget means we will have to accomplish our mission with fewer resources.

Hiring Reform: OPM's Hiring Reform requires that we follow new requirements when filling positions and is requiring more rigorous assessments for hiring employees.

Federal Guidance to Strengthen VMO workforce. The Government Accountability Office's has issued guidance on building and developing the Federal veterinarian workforce.³

Supervisor Training Act: The Federal Supervisor Training Act of 2010 (H.R. 5522) requires supervisors meet training and mentoring program standards.

Telework Enhancement Act: The Telework Enhancement Act provides a framework for us to better leverage technology and maximize the use of flexible work arrangements.

FDA Focus on IT Advancements: FDA is prioritizing information technology as part of its five-year strategic plan, including accelerating the Analytical Tools Initiative (ATI), which will build new devices to improve field and laboratory analysis of food and drugs.

Agency Wellness Implementation Plan: The U.S. Office of Management and Budget requested that agencies submit a wellness implementation plan with their FY10 budget submissions, demonstrating the federal government's commitment to wellness.

HHS Culture of Wellness: The HHS Strategic Plan (FY10-FY15) established a Department-wide strategy to create a culture of wellness.

Federal Pathways Program: The Federal Career Intern Program (FCIP) is being replaced by the Federal Pathways Program, which will consolidate student and recent graduate programs into a single, comprehensive framework tailored to attract and retain well-qualified candidates.

Cutting-edge Science and Technology: Our future work environment and the products we regulate will be shaped by cutting-edge science and technology development. In order to achieve our mission as a regulatory authority, we must possess the technological capability equal to or greater than that in the industries we regulate.

These internal and external drivers help shape our strategic human capital direction for the coming years. Addressing these drivers will lead to the following end states:

- Improved strategic approach to recruitment that provides greater return-on-investment
- Expedited hiring process that increases the likelihood of hiring quality applicants
- Workforce with cross-functional and adaptable skills
- Improved flexible work environment that enhances the quality of our work/life balance
- A supervisory and managerial cadre that invests in all employees

³ 2008. *Veterinary Workforce: Actions Are Needed to Ensure Sufficient Capacity for Protecting Public and Animal Health*. GAO Report. (<http://www.gao.gov/new.items/d09178.pdf>)

Section V. Human Capital Goals, Objectives, and Strategic Actions

Our goals are designed to summarize our human capital strategy over the next five years. We have established three to five objectives for each goal, which we will achieve through a set of strategic actions over the course of this Human Capital Plan. The strategic actions presented in this plan serve as a launching point for achieving CVM’s strategic human capital objectives and goals. The actions are designed to be dynamic; they should be continuously prioritized, planned, implemented, evaluated, and reshaped. New strategic actions should be added based on new challenges or drivers. Our understanding of CVM’s present and future states will grow and evolve over the course of the plan. Therefore, the actions that we take to achieve our objectives and goals must also grow and evolve.

Human Capital Goals	Objectives	Strategic Actions
Goal #1 Attract and Select Talented Individuals who have a Passion for Protecting Human and Animal Health	1.1: Determine the Necessary Workforce Composition to Successfully Meet Future Requirements	1.1.1: Conduct annual workforce planning meetings with CVM leaders 1.1.2: Create competency-based position descriptions (PDs)
	1.2: Develop a Comprehensive Recruitment/Outreach Strategy that Maintains our Competitive Edge	1.2.1: Empower employees to become recruitment ambassadors for the Center 1.2.2: Empower interns to recruit at their schools 1.2.3: Develop and promote a consistent employment brand 1.2.4: Leverage technology in the recruitment process 1.2.5: Evaluate effectiveness of recruitment efforts 1.2.6: Capitalize on flexibilities that address hard-to-fill hiring needs
	1.3: Strengthen our Diversity in Recruitment	1.3.1: Provide outreach to diverse candidates and communities 1.3.2: Promote diversity within the intern population
	1.4: Enhance the Selection Process for CVM	1.4.1: Develop competency-based evaluation tools 1.4.2: Develop competency-based structured interview
	1.5: Increase the Pipeline of Critical Skills	1.5.1: Expand the windows to regulatory intern program 1.5.2: Develop a veterinarian rotation consortium 1.5.3: Utilize the new Federal Pathways Program 1.5.4: Make use of re-employment annuitants
Goal #2 Cultivate a Stimulating and Rewarding Work Environment	2.1: Shape Future Work Environment through Employee Feedback	2.1.1: Track employee opinion metrics to evaluate programs and monitor employee engagement 2.1.2: Conduct focus groups to gather employee opinions and ideas
	2.2: Implement State-of-the-Art Technologies to Enhance Employee Engagement	2.2.1: Develop a Technological Advancement Steering Committee (TASC)
	2.3: Foster Employees’ Passion for their Work	2.3.1: Establish communities of practice 2.3.2: Allow employees to devote time to special projects

Human Capital Goals	Objectives	Strategic Actions
	2.4: Strengthen Employee Bonds	2.4.1: Build strong and collaborative relationships 2.4.2: Increase community involvement
Goal #3 Facilitate Continuous Learning and Knowledge Management	3.1: Promote a Holistic Approach to Learning and Development	3.1.1: Develop a rotational program 3.1.2: Establish a competency-based training curriculum
	3.2: Foster Knowledge Sharing to Keep Staff Informed and Retain Institutional Expertise	3.2.1: Create an interactive information-sharing forum 3.2.2: Establish a mentoring program
	3.3: Provide Employees with Meaningful Performance Feedback to Guide Development	3.3.1: Develop career roadmaps 3.3.2: Develop and promote interactive individual development plans (IDPs) 3.3.3: Conduct coaching and feedback training for supervisors
	3.4: Promote supervisory and managerial excellence	3.4.1: Enhance managerial and supervisory training and development 3.4.2: Implement Federal Supervisor Training Act of 2010 requirements 3.4.3: Nurture and guide employee development at all levels
Goal #4 Champion Employee Wellness and Work/Life Balance	4.1: Strengthen the Center's Emphasis on Employee Health and Fitness	4.1.1: Expand fitness center access 4.1.2: Expand roundtable discussions/brown bags based on employee input
	4.2: Expand Employee Opportunities for Work/Life Balance	4.2.1: Develop work/life seminar series 4.2.2: Expand the virtual work environment to support a geographically dispersed workforce
	4.3: Ensure Employee Awareness of the Center's Work/Life and Wellness Offerings	4.3.1: Develop work/life and wellness website 4.3.2: Design and promote annual work/life and wellness fair

Accountability

OPM's HCAAF Accountability system ensures that our human capital management programs are guided by a data-driven, results-oriented planning and accountability system. Only by continuously monitoring and analyzing our progress toward our strategic human capital goals can we achieve our human capital priorities.

We are committed to holding ourselves accountable for achieving our strategic human capital goals and reporting on our progress to FDA. We will consistently review and evaluate our advancement throughout the course of this plan. Once we review our progress, our human capital goals, objectives, and strategic actions may be refined so that we are better able to meet the current needs of the Center and our workforce.

Vision:
Excellence. Innovation. Leadership.

Section VI. Conclusion

Our workforce is a collection of professionals who protect America's people and animals from harm with a great spirit of pride, excitement, and collaboration. If we continue to build the right mix of people, provide them with the opportunities and resources for success, and motivate them to perform at their very best, their collective potential is limitless. OM and CEB collaborated to craft this Strategic Human Capital Plan to guide the Center's human capital management practices over the next five years.

Through an assessment of our current human capital and business environments, we were able to develop a Human Capital Plan that allows us to proactively shape our workforce to meet the strategic goals of the Center. We look forward to implementing the plan and the transformational results it will produce to meet our vision:

- **Excellence.** Our employees are impassioned everyday to meet our mission to protect the health of all humans and animals. We strive for excellence in our field and are motivated by the challenges we face in regulating an industry that is constantly developing new and untested products.
- **Innovation.** Due to the relatively small size of CVM and specificity of the Mission, we are a nimble organization that can quickly test and implement new and progressive practices. Our people are innovative in how they approach work and solve problems. Their goal is to understand cutting-edge science and uphold federal regulations. With constant advancements, we must continue examining our understanding and questioning our processes as a collaborative group.
- **Leadership.** CVM must be a leader in our field, so we are educating and developing partnerships with our customers in order to maximize the efficiency and quality of the review process. We also must have strong leaders that are setting the direction for our organization and motivating our workforce by providing them with the right tools (e.g., resources, guidance), opportunities to perform, and continuous feedback that helps build a strong organization.



Appendix A. Alignment with FDA Strategic Human Capital Goals

CVM Strategic Human Capital Goals

FDA Strategic Human Capital Goals	Attract and Select Talented Individuals who have a Passion for Protecting Human and Animal Health	Cultivate a Stimulating and Rewarding Work Environment	Facilitate Continuous Learning and Knowledge Management	Champion Employee Wellness and Work/Life Balance
Recruit a well-qualified workforce to accomplish FDA's mission	✓			
Develop an FDA-wide approach to train and develop employees and enhance skill sets to fully support the FDA's public health and safety mission			✓	
Retain qualified employees to accomplish the FDA's mission		✓	✓	✓
Improve workforce policies and practices that support the FDA's domestic and international compliance and safety missions	✓	✓	✓	
Provide support to Centers and Offices by communicating and providing guidance to Human Capital Analysts	✓	✓	✓	✓
Support diversity hiring initiatives	✓			
Set Human Capital strategic direction	✓	✓	✓	✓
Develop key leaders to manage FDA's critical public health and safety programs			✓	

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**Department of Health and Human Services
Food and Drug Administration
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