Food Safety and Inspection Service

FY 2012
Annual Performance Plan

USDA United States Department of Agriculture
Food Safety and Inspection Service

Message *from the*
Administrator

I AM PROUD to present the Food Safety and Inspection Service (FSIS) FY 2012 Annual Performance Plan (APP). FSIS is the public health regulatory agency responsible for the safety of the U.S. meat, poultry, and processed egg products supply. For over a century, the Agency and its employees have helped to ensure that America's food is safe from contamination. The vital services of FSIS have and continue to touch the lives of almost every citizen, every day in America. FSIS is accountable for protecting food for over 300 million American people and millions more around the world.
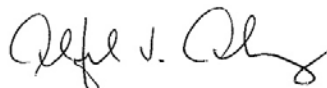
This APP provides the American public and FSIS employees with a clear list of Agency priorities and a detailed roadmap of the steps we intend to take this year to achieve our mission. The document outlines an operational plan that I intend to use to steer the Agency in the coming months, as we work to prevent foodborne illness and protect public health. It is designed to assist FSIS achieve results for the American people and consumers worldwide.

Importantly, this Plan also serves as a link between the recently released FSIS FY 2011-16 Strategic Plan and FSIS senior manager's individual performance standards. In this manner, the APP provides managers and stakeholders with a wide range of Agency actions and activities designed expressly to achieve key results. As a consequence, Agency will be much better placed to contribute to and achieve the many performance targets included in the FSIS five-year Strategic Plan

Alfred V. Almanza was appointed as the Administrator of the U.S. Department of Agriculture's Food Safety and Inspection Service on May 6, 2010. In this position, he leads FSIS and its employees in their mission of protecting public health through food safety and food defense**.**

This APP is divided into two main sections. The first section showcases the range of FSIS work as it applies to the eight FSIS Strategic Plan goals. FSIS Program Area envisaged top three 'results' are presented by each of the Strategic Plan goals. Readers can see how Agency activities contribute to the many functions of food processing and distribution; the inspection of domestic product, imports and exports; conducting risk assessments; and educating the public among other activities. The second section of the APP presents 'key' results that each individual FSIS Program Area is working toward achieving in FY 2012 and corresponding actions that they expect to undertake.

This FY 2012 APP reveals that the Agency is working across an extremely wide range of issues to continuously improve its ability to protect consumers from harm. We are one team, with only one purpose. And that is to protect public health.

Alfred Almanza

Administrator

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Key Program Area Results to be Achieved by the End of FY 2012

Presented by FSIS FY 2011-16 Strategic Plan Goal

FOOD SAFETY AND INSPECTION SERVICE

FY 2012 ANNUAL PERFORMANCE PLAN

STRATEGIC THEME **Prevent Foodborne Illness**	
Goal 1: **Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks**	**Intended 'Key' Results**
Outcome 1.1 *PHIS* **Minimize existing and emerging food safety hazards through the most effective means** *Pathogens* *Management Systems*	• FSIS' PUBLIC HEALTH INFORMATION SYSTEM (PHIS) WILL BE FULLY-IMPLEMENTED FOR IN-PLANT DOMESTIC INSPECTION AND IMPORT RE-INSPECTION (i.e., all 174 domestic circuits and all 110 import facilities covered) BY THE END OF FY 12 (OPEER Result 1). • FSIS WILL CONTRIBUTE TO ACHIEVING THE CORPORATE TARGET OF A MAXIMUM OF 405,178 ILLNESSES ATTRIBUTED TO *Salmonella, Listeria monocytogenes, and E. coli* 0157H:7 THROUGH ITS SURVEILLANCE, INVESTIGATIVE, AND ENFORCEMENT ACTIVITIES WITH RESPECT TO MEAT, POULTRY AND PROCESSED EGG PRODUCTS DISTRIBUTED, TRANSPORTED, STORED, AND OTHERWISE HANDLED IN COMMERCE (OPEER Result 2). • FSIS WILL IMPLEMENT NON-O157 STEC VERIFICATION SAMPLING AND TESTING AND DEVELOP CHANGES TO THE AGENCY'S *E. coli* O157:H7 SAMPLING AND TESTING PROGRAM TO IMPROVE THE PROGRAM'S EFFECTIVENESS (OPPD Result 2). • FSIS WILL IMPLEMENT NEW POLICIES CONCERNING *SALMONELLA* THAT WILL TO HELP REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS TO 385,740 IN FY 2012 (OPPD Result 1). • FSIS WILL COMPLETE ACTION TO DEVELOP NEW *SALMONELLA* PERFORMANCE STANDARDS IN BEEF AND MARKET HOGS (OPHS Result 2). • FSIS WILL IMPROVE INTERAGENCY COLLABORATION ON FOODBORNE ILLNESS ATTRIBUTION (ODIFP Result 2). • FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF LISTERIOSIS AT RETAIL AND IN OTHER SETTINGS, SO THAT THE AGENCY WILL BE ABLE TO INSTITUTE POLICY AND OTHER CHANGES IN FY 2013 (OPHS Result 1). • FSIS WILL FULLY IMPLEMENT ITS REVISED MANAGEMENT CONTROL SYSTEM FOR ACTIVE MONITORING OF INDIVIDUAL, CIRCUIT, AND DISTRICT PERFORMANCE BY THE END OF FY 2012 (OFO Result 3).
Outcome 1.2 *Inspections* **Resources are targeted to existing and emerging risks** *Imports* *Data*	• FSIS WILL PROPOSE AND DEVELOP A FINAL RULE TO MODERNIZE POULTRY SLAUGHTER REGULATIONS AND PROPOSE OR FINALIZE OTHER CHANGES TO ITS REGULATIONS OR POLICIES TO IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF REGULATIONS AND INSPECTION PROCEDURES (OPPD Result 3). • FSIS WILL ALLOCATE RESOURCES TO ASSESS THE DESIGN OF FOOD SAFETY SYSTEMS USING NEW FSA METHODOLOGIES TARGETED TOWARD *SALMONELLA* CONTROL IN RAW GROUND POULTRY (OFO Result 1). • FSIS WILL TAKE ACTION, AS NECESSARY, TO WORK WITH THREE TO FOUR COUNTRIES THAT HAVE SHOWN WEAKNESSES IN GOVERNMENT OVERSIGHT OF THEIR FOOD SAFETY SYSTEM TO STRENGTHEN THEIR PERFORMANCE, THEREBY REDUCING CONSUMER EXPOSURE TO FOOD SAFETY HAZARDS (OIA Result 1). • FSIS WILL IMPROVE ITS ABILITY TO USE PHIS DATA (ODIFP Result 3). • FSIS WILL COMPLETE REQUIREMENTS GATHERING FOR THE DATA WAREHOUSE 2.0. (OCIO Result 3)
Outcome 1.3 **Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum**	• AS RECOMMENED BY THE NATIONAL ACADEMY OF SCIENCES, 85% OF FSIS' OPEER SURVEILLANCE ACTIVITIES WILL FOCUS ON ENSURING THAT THE HIGHEST RISK FACILITIES OPERATE IN A MANNER THAT MAINTAINS THE SAFETY OF THE PRODUCTS THAT THE FACILITIES RECEIVE, AND THAT PROTECTS THOSE PRODUCTS FROM INTENTIONAL CONTAMINATION (OPEER Result 3). • FSIS WILL COMPLETE REQUIREMENTS GATHERING FOR THE DATA WAREHOUSE 2.0 (OCIO Result 3) • FSIS FOLLOW-UP SURVEILLANCES WILL PRODUCE COMPLIANCE WITH ALL FOOD SAFETY REQUIREMENTS SUCH THAT 79% OF FOOD SAFETY VIOLATIONS DOCUMENTED DURING INITIAL SURVEILLANCES ARE CORRECTED BEFORE FOLLOW-UP (OPEER Result 4).

Goal 2: Maximize Domestic and International Compliance with Food Safety Policies	**Intended 'Key' Results**
Outcome 2.1 Domestic and foreign-produced products meet food safety performance standards	• FSIS WILL IMPLEMENT NEW POLICIES CONCERNING *SALMONELLA* THAT WILL TO HELP REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS TO 385,740 IN FY 2012 **(OPPD Result 1).** • FSIS WILL IMPROVE ITS ABILITY TO USE PHIS DATA **(ODIFP Result 3).**
Outcome 2.2 Humane handling and slaughter practices are a Central focus of Establishment employees as evidenced by the awareness of proper procedures and the implementation of a systematic approach to humane handling	• FSIS WILL WORK TO ENSURE ESTABLISHMENTS INCREASINGLY UTILIZE A SYSTEMATIC APPROACH TO HUMANE HANDLING TO MEET STATUTORY REQUIREMENTS FOR HANDLING AND SLAUGHTER OF LIVESTOCK **(OFO Result 2)**.
Outcome 2.3 Food protection and handling systems ensure protection against intentional contamination	• FSIS WILL INCREASE AWARENESS AND VOLUNTARY ADOPTION OF FOOD DEFENSE PROGRAMS BY INDUSTRY AND GOVERNMENT, DOMESTIC AND INTERNATIONAL **(ODIFP Result 1).** • FSIS WILL OUTREACH TO COUNTRIES ELIGIBLE TO EXPORT TO THE U.S. TO PROVIDE SUFFICIENT INFORMATION FOR THE COUNTRIES TO VOLUNTARILY IMPLEMENT A SYSTEM THAT PROTECTS PRODUCTS FROM INTENTIONAL CONTAMINATION **(OIA Result 2).** • FSIS WILL DEPLOY PHIS IMPORT VERSION 1.0 IN FY 2012 **(OCIO Result 2).**

Goal 3: Enhance Public Education and Outreach to Improve Food-Handling Practices	Intended 'Key' Results
Outcome 3.1 Consumers, including vulnerable and underserved populations, adopt food safety best practices	• FSIS WILL EDUCATE AND PROMOTE CONSUMER KNOWLEDGE AND ACCEPTANCE OF THE FOUR KEY FOOD SAFETY PRACTICES AND THERMOMETER USE **(OPACE Result 1)**.
Outcome 3.2 Consumers have effective tools and information to keep "in-home" food safe	• FSIS WILL INCREASE BY 10% THE NUMBER OF PEOPLE WHO VIEW INFORMATION, THEREBY MAKING MORE PEOPLE, INCLUDING VULNERBALE AND UNDER-SERVED POPULATIONS, AWARE OF SAFE FOOD HANDLING BEHAVIORS **(OPACE Result 2).**

Goal 4: Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness	Intended 'Key' Results
Outcome 4.1 FSIS maximizes relationships with public health and food safety partners to enhance the food safety system	• **FSIS WILL IMPROVE INTERAGENCY COLLABORATION ON FOODBORNE ILLNESS ATTRIBUTION (ODIFP Result 2).** • **FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF LISTERIOSIS AT RETAIL AND IN OTHER SETTINGS, SO THAT THE AGENCY WILL BE ABLE TO INSTITUTE POLICY AND OTHER CHANGES IN FY 2013 (OPHS Result 1).** • **FSIS WILL PROVIDE SUPPORT TO STATES THAT ARE TRYING TO MEET THE "SAME AS" STANDARD SO THEY CAN SUCCESSFULLY ENTER THE VOLUNTARY COOPERATIVE INTERSTATE SHIPMENT PROGRAM. INITIALLY, FSIS WILL PROVIDE ASSISTANCE TO AT LEAST THREE STATES (OOEET Result 2).** • **FSIS WILL INCREASE BY 25% THE NUMBER OF OPPORTUNITIES FOR IT TO DELIVER OUTREACH TO SMALL AND VERY SMALL ESTABLISHMENTS (OOEET Result 3).**

STRATEGIC THEME **Understand and Influence the Farm-to-Table Continuum**	
Goal 5: Effectively Use Science to Understand Foodborne Illness and Emerging Trends	**Intended 'Key' Results**
Outcome 5.1 FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks	• FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF LISTERIOSIS AT RETAIL AND IN OTHER SETTINGS, SO THAT THE AGENCY WILL BE ABLE TO INSTITUTE POLICY AND OTHER CHANGES IN FY 2013 **(OPHS Result 1).** • FSIS WILL IMPLEMENT NEW POLICIES CONCERNING *SALMONELLA* THAT WILL TO HELP REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS TO 385,740 IN FY 2012 **(OPPD Result 1).** • FSIS WILL COMPLETE ACTION TO DEVELOP NEW *SALMONELLA* PERFORMANCE STANDARDS IN BEEF AND MARKET HOGS **(OPHS Result 2)** • FSIS WILL IMPLEMENT NON-O157 STEC VERIFICATION SAMPLING AND TESTING AND DEVELOP CHANGES TO THE AGENCY'S *E. coli* O157:H7 SAMPLING AND TESTING PROGRAM TO IMPROVE THE PROGRAM'S EFFECTIVENESS **(OPPD Result 2).**
Outcome 5.2 FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health	• FSIS WILL ESTABLISH A MORE EFFECTIVE YET LESS COSTLY NATIONAL RESIDUE PROGRAM BY GENERATING DRUG AND CHEMICAL RESIDUE EXPOSURE DATA THAT WILL SUPPORT THE SCIENTIFIC ASSESSMENT OF PUBLIC HEALTH SIGNIFICANCE **(OPHS Result 3).**

Goal 6: Implement Effective Policies to Respond to Existing and Emerging Risks	Intended 'Key' Results
Outcome 6.1 Public health risks are mitigated through effective strategies based on the best available information	• FSIS WILL PROPOSE AND DEVELOP A FINAL RULE TO MODERNIZE POULTRY SLAUGHTER REGULATIONS AND PROPOSE OR FINALIZE OTHER CHANGES TO ITS REGULATIONS OR POLICIES TO IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF REGULATIONS AND INSPECTION PROCEDURES (OPPD Result 3). • FSIS WILL IMPLEMENT NEW POLICIES CONCERNING *SALMONELLA* THAT WILL TO HELP REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS TO 385,740 IN FY 2012 (OPPD Result 1). • FSIS WILL COMPLETE ACTIONS TO DEVELOP NEW *SALMONELLA* PERFORMANCE STANDARDS IN BEEF AND MARKET HOGS (OPHS Result 2). • FSIS WILL IMPLEMENT NON-O157 STEC VERIFICATION SAMPLING AND TESTING AND DEVELOP CHANGES TO THE AGENCY'S *E. coli* O157:H7 SAMPLING AND TESTING PROGRAM TO IMPROVE THE PROGRAM'S EFFECTIVENESS (OPPD Result 2). • FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF LISTERIOSIS AT RETAIL AND IN OTHER CONTEXTS, SO THAT THE AGENCY WILL BE ABLE TO INSTITUTE POLICY AND OTHER CHANGES IN FY 2013 (OPHS Result 1). • FSIS WILL IMPROVE ITS ABILITY TO USE PHIS DATA (ODIFP Result 3).

STRATEGIC THEME **Empower People and Strengthen Infrastructure**	
Goal 7: Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health	**Intended 'Key' Results**
Outcome 7.1 Each employee understands how he/she impacts public health	- FSIS WILL BUILD A STRONGER LABOR-MANAGEMENT RELATIONSHIP BASED ON PARTNERSHIP PRINCIPLES TO ENHANCE OUR WORKFORCE'S CONNECTION TO THE MISSION AND CREATE AN AGENCY THAT FUNCTIONS AS ONE TEAM WITH ONE PURPOSE **(OM Result 1)**. - FSIS WILL TAKE STEPS TO CONNECT FIELD EMPLOYEES WITH THE 'ONE TEAM, ONE PURPOSE' CAMPAIGN TYING THEIR WORK TO THE AGENCY'S MISSION TO PROTECT PUBLIC HEALTH **(OPACE Result 3).**
Outcome 7.2 All employees have the knowledge, tools, and resources to accomplish the FSIS mission	- FSIS WILL STRENGTHEN THE PUBLIC HEALTH, SCIENTIFIC, AND TECHNICAL SKILLS OF THE WORKFORCE **(OOEET Result 1).** - FSIS WILL BUILD A CONTINGENCY BUDGET PLANNING PROCESS THAT MEETS STRATEGIC PLAN AND MISSION CRITICAL OBJECTIVES ACROSS VARIOUS BUDGET SCENARIOS WHILE MAXIMIZING USE OF CURRENT RESOURCES **(OCFO Result 2).** - FSIS WILL BUILD AND CONTINUOUSLY FACILITATE A COOPERATIVE, RESPECTFUL AND COMMUNICATIVE WORKPLACE IN WHICH EMPLOYEES FEEL VALUED, ARE FULLY DEVELOPED AND UTILIZED, AND KNOWLEDGABLY CONTRIBUTE TO AGENCY SUCCESS **(OM Result 2)** - FSIS WILL DEVELOP A FINANCIAL MANAGEMENT POLICY STRUCTURE TO INSTITUTIONALIZE FSIS GOVERNANCE BEST PRACTICES **(OCFO Result 3).** - FSIS WILL DEVELOP COST AWARENESS AND COST CONTROLS TO MAXIMIZE ITS FY12 BUDGET AND LEADERSHIP DECISION-MAKING **(OCFO Result 1).** - FSIS WILL FULLY IMPLEMENT ITS REVISED MANAGEMENT CONTROL SYSTEM FOR ACTIVE MONITORING OF INDIVIDUAL, CIRCUIT, AND DISTRICT PERFORMANCE BY THE END OF FY 2012 **(OFO Result 3).**
Outcome 7.3 FSIS has a diverse, engaged, high-performing, and satisfied workforce	- FSIS WILL BUILD AND CONTINUOUSLY FACILITATE A COOPERATIVE, RESPECTFUL AND COMMUNICATIVE WORKPLACE IN WHICH EMPLOYEES FEEL VALUED, ARE FULLY DEVELOPED AND UTILIZED, AND KNOWLEDGABLY CONTRIBUTE TO AGENCY SUCCESS **(OM Result 2)** - FSIS WILL ACCOMPLISH MISSION WORK BY EFFICIENTLY ALIGNING PROGRAM REQUIREMENTS WITH STAFFING AND FTE CEILING LEVELS **(OM Result 4)**. - FSIS WILL REDUCE ILLNESS AND INJURIES AS A RESULT OF IMPLEMENTING NEW GUIDANCE FOR KNIFE HANDLING AND HEAT STRESS MANAGEMENT **(OM Result 3)**.

Goal 8: Based on the Defined Agency Business Needs, Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools, including PHIS, to Protect Public Health Efficiently and Effectively and to Support Defined Public Health Needs and Goals	**Intended 'Key' Results**
Outcome 8.1 Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies	• **FSIS WILL CREATE A PLAN OF ACTION AND MILESTONES FOR DEVELOPING A METHODOLOGY AND AGENCY PROCEDURES THAT ENSURE THAT, IN OCTOBER 2012, FSIS CAN BEGIN TO COLLECT DATA FOR A BASELINE THAT ALLOWS THE AGENCY TO ASSESS THE IMPACTS OF MAJOR INNOVATIONS ON ITS OPERATIONS AND PERFORMANCE (OCIO Result 1).** • **FSIS WILL COMPLETE REQUIREMENTS GATHERING FOR THE DATA WAREHOUSE 2.0 (OCIO Result 3).** • **FSIS WILL ESTABLISH A MORE EFFECTIVE YET LESS COSTLY NATIONAL RESIDUE PROGRAM BY GENERATING DRUG AND CHEMICAL RESIDUE EXPOSURE DATA THAT WILL SUPPORT THE SCIENTIFIC ASSESSMENT OF PUBLIC HEALTH SIGNIFICANCE (OPHS Result 3).** • **FSIS WILL MAKE REDUCTION OF FOIA BACKLOG A PRIORITY AND REDUCE BACKLOG OF FY 2009 CASES BY 90%; FY 2010 CASES BY 40%; FY 2011 CASES BY 40%; BACKLOG OF FY 2012 CASES NOT TO EXCEED 30% OF OPEN 2012 FOIA REQUESTS. KEEP CORRESPONDENCE IN THE "GREEN" CATEGORY (OPACE Result 4).**
Outcome 8.2 Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS	• **FSIS WILL COMPLETE REQUIREMENTS GATHERING FOR THE DATA WAREHOUSE 2.0 (OCIO Result 3)** • **FSIS WILL PROVIDE UP-TO-DATE INFORMATION IN THE EXPORT LIBRARY RESULTING IN ACCURATE EXPORT CERTIFICATION OF U.S. MEAT, POULTRY, AND PROCESSED EGG PRODUCTS AND PREPARE FOR ALIGNMENT WITH A PHIS EXPORT PROGRAM (OIA Result 3).** • **FSIS WILL DEPLOY PHIS IMPORT VERSION 1.0 IN FY 2012 (OCIO Result 2).** • **FSIS WILL DEVELOP COST AWARENESS AND COST CONTROLS TO MAXIMIZE ITS FY12 BUDGET AND LEADERSHIP DECISION-MAKING (OCFO Result 1).** • **FSIS WILL DEVELOP A FINANCIAL MANAGEMENT POLICY STRUCTURE TO INSTITUTIONALIZE FSIS GOVERNANCE BEST PRACTICES (OCFO Result 3).**

Part Two

Key Program Area Results to be Achieved and Actions Undertaken by the End of FY 2012

Presented by Individual Program Area

Office of the Chief Financial Officer

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.2* **All employees have the knowledge, tools, and resources to accomplish the FSIS mission** *Performance Measure* **Cross-cutting** *AND* *Goal 8* **Based on the defined agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals** *Outcome 8.2* **Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS** *Performance Measure 8.2.1* **% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)**	*Result 1:* **FSIS WILL DEVELOP COST AWARENESS AND COST CONTROLS TO MAXIMIZE ITS FY12 BUDGET AND LEADERSHIP DECISION-MAKING:** Through OCFO leadership, FSIS will develop cost awareness in its operational culture and cost controls in the budgetary process in order for Agency leadership to make better informed decisions on the full cost of new or on-going initiatives, as demonstrated in the following targets: OCFO will develop an Agency-wide cost savings program that recovers at least $500K more in FY12 than FY11 reported savings through efficiency/cost-cutting measures, and reduce by 25 percent the number of outstanding line items on Dept Unliquidated Obligations (ULOs) report. *Actions:* • Stand up a Capital Planning and Cost Analysis Branch, Budget Division, OCFO, that will: • Conduct a cost analysis of 90 percent of capital planning program office initiatives that exceed $250K (both IT and non-IT), • Develop an Independent Government Cost Estimate (IGCE), which is an estimate of what the private sector would bid to perform the work identified in the Performance Work Statement, for 90 percent of contract proposals over $250K, • Provide cost analysis consulting services to program offices for contracts under $250K on an as needed basis. • Fund a short-term contractor assessment that delivers a Cost Analysis capabilities execution plan, • Align existing OCFO resources from contractor support to "in-source" for cost analysis functional expertise and skill set; provide cost estimation training to CPCA staff, • Rescope the Financial Review Board charter to include more cost studies of cross-cutting expenses, • Launch OCFO webpage that includes a campaign that seeks, analyzes, and rewards cost saving suggestions, • Seek incentives in the budget execution process that rewards programs for reducing total costs. *Data Sources:* Data collected from the Administrative Service Division regarding percentage of IGCEs, Amount of contractual unliquidated obligations (high amounts indicate poor cost estimates). OCFO database that captures and reports cost savings.
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.2*	*Result 2:* **FSIS WILL BUILD A CONTINGENCY BUDGET PLANNING PROCESS THAT MEETS STRATEGIC PLAN AND MISSION CRITICAL OBJECTIVES ACROSS VARIOUS BUDGET SCENARIOS WHILE MAXIMIZING USE OF CURRENT RESOURCES:** Due to an austere and uncertain budget environment, OCFO will lead efforts to leverage previous "what if" budget exercises and

All employees have the knowledge, tools, and resources to accomplish the FSIS mission *Performance Measure 7.2.1* **% of competency gaps closed for targeted group (FY 2016 Target 20% decreased)**	scenarios and develop a methodology that allows for quick redirection of resource levels in order to ensure that funding is directed to the Agency's *highest* priority activities. Similar to an emergency management plan for natural disasters or other extraordinary events, a contingency budget plan will be codified, rehearsed, and evaluated to ensure mission essential functions are met. This action will require working through the Agency's governance process to ensure that systems and processes are in place to: • Identify, prioritize, and justify activities in the budget to allow decision-makers to make informed resource allocation decisions and provide the capability to reduce the Agency budget, if necessary, by identifying activities by priority that could be reduced or eliminated at those levels, while still meeting mission and Strategic Plan objectives. • In addition to developing a budget contingency plan, the Agency will maximize allocated resources by reducing amount of Unliquidated Obligations (ULOs) by 20 percent in FY12, and through improved budget processes and procedures, reduce by 10 percent the unobligated funds at the end of FFY12 and future fiscal years. **_Actions:_** • Develop an SOP for budget contingency planning and run periodic "what if" drills under various scenarios. • Utilize Strategic Plan Goal leaders and their work groups, as well as IT, HR, and other program areas, to implement these new transparent and accountable processes for development of budget options. • Develop IT and other budget templates and tools (dashboards) that create transparency for leadership decisions. • Establish an improved process for leadership review of Interagency Agreements and contracts. Develop joint SOPs for this process with OM by Feb 2012. • Create a knowledge management capability by archiving and indexing previous budget and data call submissions. • Develop a pilot program for commitment accounting in FMMI that will lead to possible sunsetting of "Tools" manual spreadsheets by end of FY13. • Establish firm program staffing ceilings and processes for exceptions and new initiatives within an affordable budget. Reach agreement with the Administrator on revised targets by March, 2012. • Develop an OCFO Strategic Plan for the fiscal year by February 2012 that includes goals to increase staff capabilities to enable achievement of these results. • Review the role of the Financial Review Board (FRB) and develop new and enhanced responsibilities. **_Data Sources:_** Approval of Agency and program budget documents by the Administrator and the Management Council at the required funding levels.

Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** ***Outcome 7.2*** **All employees have the knowledge, tools, and resources to accomplish the FSIS mission** ***Performance Measure 7.2.1*** **% of competency gaps closed for targeted group (FY 2016 Target 20% decreased)** ***AND*** ***Goal 8*** **Based on the defined agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals** ***Outcome 8.2*** **Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS** ***Performance Measure 8.2.1*** **% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)**	***Result 3:*** **FSIS WILL DEVELOP A FINANCIAL MANAGEMENT POLICY STRUCTURE TO INSTITUTIONALIZE FSIS GOVERNANCE BEST PRACTICES:** OCFO and OM will provide the leadership to integrate and coordinate financial, budgetary, procurement, and administrative policy for the Agency. OCFO will ensure compliance with applicable federal financial management regulations and promote consistency in the Agency's day-to-day financial operations, successfully evidenced in the following targets: • A 10 percent annual decline in the overall number of internal control deficiencies reported in FY11. • Compliance with Generally Accepted Accounting Principles (GAAP), evidenced by no material weaknesses in financial statements or Auditor or OIG findings. • The development in 2012 of 14 of the CFO's priority financial management related policies. ***Actions:*** • Develop a financial management policy plan and a Financial Management Policy Manual that contains the compendium of the requirements, principles, standards, systems, and procedures. • Transform FOCIS staff into Financial Policy, Oversight, and Innovation Staff that reports directly to the CFO. • Meet on a weekly basis with new staff to provide necessary support and resources (e.g., training) to develop new financial policy capabilities • Establish timelines to develop and issue policies. • Using the new OCFO web page, issue on a regular basis CFO Bulletins that highlight various "hot issues" relating to fraud, waste, and abuse or other customer service notices. • Develop Agency-wide Standard Operating Procedures for budget formulation, cost analysis, and budget execution. • Meet on a frequent basis with new staff to provide support and resources (e.g., training) for new capabilities. • Conduct an inventory of current OCFO directives and determine whether any are outdated and need to be rewritten or eliminated. ***Data Sources:*** Feedback mechanism on OCFO webpage to validate effectiveness of OCFO SOPs, bulletins, directives, and memorandums. Fiscal-year end balances reported to USDA Department end-of-year audit of annual financial statements.

Office of the Chief Information Officer

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	*Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012*
Goal 8 **Based on the defined agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals** *Outcome 8.1* **Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies** *Performance Measure 8.1.1* **% of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2016 Target 25% above baseline)** *Performance Measure 8.1.2* **% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency (FY 2016 Target 80%)**	*Result 1:* **FSIS WILL CREATE A PLAN OF ACTION AND MILESTONES FOR DEVELOPING A METHODOLOGY AND AGENCY PROCEDURES THAT ENSURE THAT, IN OCTOBER 2012, THE FSIS CAN BEGIN TO COLLECT DATA FOR A BASELINE THAT ALLOWS THE AGENCY TO ASSESS THE IMPACTS OF MAJOR INNOVATIONS ON ITS OPERATIONS AND PERFORMANCE.** *Actions:* • Develop an end-to-end examination process for all phases of its activities across program areas that can be used in baseline development. • Develop a procedure for estimating average time and resources, and outline process steps, for use in developing hypotheses for performance measure baselines. • Identify data sources that can be routinely used in developing baselines. • Identify data needed for routine baseline development and for which there is no current collection process/repository/tool. • Develop a routine mechanism for identifying subject matter experts and for routinely developing a responsibility matrix for baseline development. *Data Sources:* To be developed.
Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.3* **Food protection and handling systems ensure protection against intentional contamination** *Performance Measure 2.3.3* **Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination (FY 2016 Target 90%)** *AND* *Goal 8* **Based on the defined agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS,**	*Result 2:* **FSIS WILL DEPLOY PHIS IMPORT VERSION 1.0 IN FY 2012.** *Actions:* • Pilot PHIS for imports with selected industry users • Ensure new load balancing infrastructure supports double the current user base. • Ensure successful 1-way connection to ACE-ITDS. • Ensure USDA is briefed on impact to eAuthentication Help Desk for Import module support to industry. • Deploy the Import module. *Data Sources:* User acceptance testing results and project management data.

to protect public health efficiently and effectively and to support defined public health needs and goals *Outcome 8.2* **Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS** *Performance Measure 8.2.1* **% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)**	
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.2* **Resources are targeted to existing and emerging risks** *Performance Measure 1.2.1* **% of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2012 Target 1.70%)** *Performance Measure 1.2.2* **% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2012 Target less than 20%)** *Outcome 1.3* **Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum** *Performance Measure 1.3.1* **% of priority in-commerce facilities e.g., warehouses, distributors and transporters) covered by surveillance activities (FY 2016 Target 85%)** *Performance Measure 1.3.2* **% of follow-up surveillances resulting in compliance (FY 2012 Target 79%)** *AND* *Goal 8* **Based on the defined agency**	*Result 3:* **FSIS WILL COMPLETE REQUIREMENTS GATHERING FOR THE DATA WAREHOUSE 2.0** *Actions:* • Create an Integrated Project Team with representation across the Agency. • Collect business, functional, and technical requirements. • Through the Enterprise Governance process, provide Management Council with options for funding and implementation timelines. *Data Sources:* Project management and enterprise governance data.

business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals *Outcome 8.1* **Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies** **Performance Measure 8.1.1** **% of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2016 Target 25% above baseline)** **Performance Measure 8.1.2** **% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency (FY 2016 Target 80%)** **Outcome 8.2** **Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS** **Performance Measure 8.2.1** **% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)**	

Office of Data Integration and Food Protection

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.3* **Food protection and handling systems ensure protection against intentional contamination** *Performance Measure 2.3.1* **% of all official establishments with a functional Food Defense Plan** **(FY 2012 Target 76%)** *Performance Measure 2.3.3* **Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination** **(FY 2016 Target 90%)**	*Result 1:* **FSIS WILL INCREASE AWARENESS AND VOLUNTARY ADOPTION OF FOOD DEFENSE PROGRAMS BY INDUSTRY AND GOVERNMENT, DOMESTIC AND INTERNATIONAL:** Utilizing targeted outreach to small and very small plants, FSIS will meet its FY2012 target that 76% of establishments have a functional food defense plan. Conducting international food defense workshops in eligible countries will help meet the FSIS target of outreach to 40% of them for FY2012. *Actions:* • Conduct international outreach and food defense workshops in 3countries eligible to export to the U.S., in collaboration with FDA and FAS. • Prior to the next food defense plan survey, in collaboration with OOEET, send mailings encouraging adoption of food defense plans to all establishments that lack a functional plan. Call management of 40% of establishments that lack a written food defense plan by the end of FY2012, and track responses to evaluate progress. • Conduct additional outreach to small and very small establishments, in collaboration with OOEET, including 3 food defense workshops and presentations at a minimum of 6 industry meetings by the end of FY2012, to exchange food defense information and to encourage adoption of functional food defense plans. • Manage implementation of the 2012 food defense plan survey. • Conduct at least two vulnerability assessment (VA) updates, as required by HSPD 9, to help FSIS identify vulnerabilities and voluntary mitigation strategies for government and industry, which help to inform food defense guidance and outreach to industry. *Data Sources:* Results of annual food defense plan survey of OFO and OIA inspection program personnel. Completion of international workshops held in eligible countries. Completion of VA updates.
Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system** *Performance Measure 4.1.2* **% of identified opportunities realized to improve information sharing** **(FY 2016 Target 75%)**	*Result 2:* **FSIS WILL IMPROVE INTERAGENCY COLLABORATION ON FOODBORNE ILLNESS ATTRIBUTION:** Progress in attributing foodborne illnesses to meat, poultry and processed egg products will be made through approved interagency analytics projects. Analysis work will be completed and draft reports/manuscripts will be started for projects to better align CDC food categories with regulatory agency's products and standardize simple food attribution methodology. *Actions:* • FSIS will participate in all Interagency Food Safety Analytics Collaboration (IFSAC) meetings and teleconferences. FSIS will contribute analytical time

AND ***Goal 1*** **Ensure that food safety inspection aligns with existing and emerging risks** ***Outcome 1.1*** **Minimize existing and emerging food safety hazards through the most effective means** ***Performance Measure 1.1.1*** **Total number of *Salmonella, Listeria monocytogenes,* and *E.coli* O167:H7 illnesses from products regulated by FSIS (FY 2012 Target 405,178 illnesses)**	and resources to analytics projects approved by the IFSAC steering committee. All 4 approved (as of December 2011) analytics projects are expected to better align CDC food categories with FSIS and FDA regulated products, a list will be developed of most likely contaminants/pathogens that FSIS and FDA can both utilize, and consensus will be reached on simple food attribution methodologies. • ODIFP and OPHS will collaborate through shared resources to advance the IFSAC work and maintain internal consistency on the use of foodborne illness attribution in FSIS activities. ***Data Sources:*** IFSAC steering committee approved data analytics projects as reported by the committee. The specific analytics projects will rely on data from multiple sources including CDC outbreak data, FSIS and FDA testing data, CDC serotype data, and any other sources as needed.
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** ***Outcome 1.2*** **Resources are targeted to existing and emerging risks** ***Performance Measure 1.2.1*** **% of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2012 Target 1.70%)** ***AND*** ***Goal 2*** **Maximize domestic and international compliance with food safety policies** ***Outcome 2.1*** **Domestic and foreign produced products meet food safety performance standards** ***Performance Measure 2.1.1*** **% of broiler plants passing the carcass Salmonella verification testing (FY 2012 Target 90%)** ***AND*** ***Goal 6*** **Implement effective policies to respond to existing and emerging risks** ***Outcome 6.1*** **Public health risks are mitigated**	***Result 3:*** **FSIS WILL IMPROVE ITS ABILITY TO USE PHIS DATA:** FSIS will take steps that will enable it to effectively use the data and other information developed and captured by PHIS to support Agency activities through an implemented set of reports and alerts, integration of serotype and antibiotic resistance data from ARS and CDC, and implementation of the import module. FSIS will deploy at least 50 PHIS reports and 5 PHIS alerts, which will support primarily OFO but other program areas as well. FSIS will sign MOUs and data sharing agreements with CDC and ARS that will allow for automated data sharing. FSIS will utilize key PHIS functionality on at least two high priority analytics projects to inform policy development or outbreak investigations. FSIS microbiological sampling programs for domestic establishments (excluding egg processing establishments) will be automated in PHIS. ***Actions:*** • FSIS will update the PHIS reporting functionality to streamline report development. FSIS will also review the currently deployed and pending reports to ensure they are aligned with present agency priorities and requirements. FSIS will update the reporting functionality and develop or revise at least 50 reports to better inform agency decision makers. • FSIS will also review the set of PHIS alerts, update them according to current FSIS priorities and requirements, develop at least 5 alerts, and deploy them to the production server by Sept 2012. • FSIS will finalize the MOUs that enable more automated data sharing between FSIS and CDC and FSIS and ARS and will begin regularly transferring data into the FSIS Data Warehouse. • FSIS will utilize the advanced analytics capabilities of PHIS on at least two high priority analysis projects. Those projects will be in the general areas of addressing an emerging public health need or measuring policy effectiveness. • FSIS will reprogram 90% of the PHIS sampling algorithms so that they can be fully automated within PHIS. ***Data Sources:*** List of PHIS reports and alerts deployed on the production server. Self reporting of interagency MOU and data sharing agreements and established data

through effective strategies based on the best available information *Performance Measure 6.1.2* **% of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2012 Target 75%)** *Performance Measure 6.1.3* **Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2012 Target Quarterly)**	exchanges. Presentations given to Data Coordination Committee or Management Council utilizing PHIS analytics functionality. The list of sampling algorithms currently operating. The number of programs written and deployed on the PHIS production server. The FSIS strategic data analysis plan.

Office of Field Operations

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.2* **Resources are targeted to existing and emerging risks** *Performance Measure 1.2.1* **% of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2012 Target 1.70%)**	*Result 1:* FSIS WILL ALLOCATE RESOURCES TO ASSESS THE DESIGN OF FOOD SAFETY SYSTEMS USING NEW FSA METHODOLOGIES TARGETED TOWARD *SALMONELLA* CONTROL IN RAW GROUND POULTRY. Ensure adherence to regulatory requirements and the production of food that is eligible to bear the mark of inspection. This will result in a reduction of *Salmonella* prevalence in raw ground poultry. *Actions:* • Following the implementation date of a FR reassessment notice for establishments that produce raw ground poultry, conduct FSAs at 40 raw ground poultry producing plants during FY 2012. • Develop an implementation plan to prioritize and conduct FSAs at each of the targeted ground chicken and ground turkey producing establishments. • Collaborate with OPPD on a policy framework for questions to be incorporated into these structured FSAs. • To ensure consistent application of this FSA methodology, conduct pre-FSA correlations with the districts in which the targeted establishments are located. • By June 2012, begin to deliver FSAs, determine outcomes of the FSAs, and, where indicated, issue Part 500 enforcement actions. Assess adequacy of plant corrective actions to achieve regulatory compliance. Develop and implement verification plans. Populate enhanced profiles into PHIS for these establishments. • Assist ODIFP and OPPD by enabling their efforts to analyze results and incorporate lessons learned into improve policies and inspection strategies. *Data Sources:* PHIS for establishment profiles and indicators of current regulatory compliance.
Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.2* **Humane handling and slaughter practices are a central focus of establishment employees as evidenced by an awareness of proper procedures and the implementation of a systematic approach to humane handling** *Performance Measure 2.2.1* **% of slaughter plants identified during DVMS humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented)**	*Result 2:* FSIS WILL ENSURE ESTABLISHMENTS INCREASINGLY UTILIZE A SYSTEMATIC APPROACH TO HUMANE HANDLING TO MEET STATUTORY REQUIREMENTS FOR HANDLING AND SLAUGHTER OF LIVESTOCK. When livestock are handled in connection with slaughter in official establishments that have effectively designed and implemented humane handling programs, they consistently receive better treatment. Target a result of 32% of establishments visited in FY 2012 to have incorporated systematic approaches to humane handling of livestock. Record the reasons an establishment has not adopted a systematic approach to humane handling. *Actions:* • Correlate with all 15 DVMS and select PHVs that have been trained in humane handling audit techniques to ensure common understanding of program features for effective systematic approaches to humane handling. • Enter into PHIS the results of DVMS systematic approach assessments. • Develop a new process to record information on why certain establishments have not implemented a systematic approach to humane handling. Populate the new database as part of the DVMS work methods

(FY 2012 Target 32%)	under Directive 6900.2. • Develop new management controls to ensure data accuracy and integrity. • Analyze data with ODIFP and collaborate with OPPD to develop guidance or other material to improve industry adoption of systematic approaches to humane handling. • Begin semi-annual reporting of results and incorporate results into addressing GAO-10-203 "Humane Methods of Slaughter Act – Actions are needed to strengthen enforcement." ***Data Sources****:* PHIS, and new database to capture systematic approach data.
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** ***Outcome 1.1*** **Minimize existing and emerging food safety hazards through the most effective means** ***Performance Measure 1.1.1*** **Total number of *Salmonella, Listeria monocytogenes,* and *E.coli* O167:H7 illnesses from products regulated by FSIS (FY 2012 Target 405,178 illnesses)** ***AND*** ***Goal 7*** **Empower employees with the training, resources, and tools to enable success in protecting public health** ***Outcome 7.2*** **All employees have the knowledge, tools, and resources to accomplish the FSIS mission** ***Performance Measure 7.2.2*** **% of all eligible FSIS employees with an Individual Development Plan (IDP) in place (FY 2012 Target 95%)**	***Result 3****:* **FSIS' OFO WILL FULLY IMPLEMENT ITS REVISED MANAGEMENT CONTROL SYSTEM FOR ACTIVE MONITORING OF INDIVIDUAL, CIRCUIT, AND DISTRICT PERFORMANCE BY THE END OF FY 2012.** The current OFO AssuranceNet management control system was developed, in part, in response to multiple OIG audits. With the termination of PBIS, OFO is developing and implementing its revised management controls and is updating its accountability tools following full implementation of the PHIS domestic inspection module. The revised tools will ensure that frontline supervisors, District Office personnel, and headquarters personnel are equipped with the means to actively monitor organizational performance against the 94 newly established targets. With implementation of PHIS and the revised organizational performance targets, OFO will have more comprehensive and accurate data on organizational performance, including targets focusing on new mission critical activities such as the new Hazard Analysis Verification procedures and specific procedures for verifying sanitary dressing and zero tolerance verifications. ***Actions****:* • OFO will collaborate with the DAIG to redesign and implement a robust reporting tool to streamline the review and analysis of the OFO's organizational performance data at the circuit, District, and Headquarters levels, based on the revised performance measures. The reporting tool will be deployed by April 2012. • OFO will direct the implementation of a revised FSIS Directive 1320.4, "Office of Field Operations (OFO) AssuranceNet Data Monitoring Responsibilities." The Directive will be published, and Districts briefed on it, by April 2012. • OFO will direct implementation of revised IPPS and STAR accountability policies and procedures compatible with PHIS requirements. Revised IPPS and STAR directives and supervisory guidance will be published by April 2012. ***Data Sources****:* AssuranceNet data as reflected in standardized reports from AssuranceNet and quarterly performance measure reports generated by the DAIG.

Office of International Affairs

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 1 Ensure that food safety inspection aligns with existing and emerging risks **Outcome 1.2** Resources are targeted to existing and emerging risks **Performance Measure 1.2.2** % of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2012 Target Remains less than 20%)	**Result 1:** FSIS WILL TAKE ACTION, AS NECESSARY, TO WORK WITH THREE-FOUR COUNTRIES THAT HAVE SHOWN WEAKNESSES IN GOVERNMENT OVERSIGHT OF THEIR FOOD SAFETY SYSTEM TO STRENGTHEN THEIR PERFORMANCE, THEREBY REDUCING CONSUMER EXPOSURE TO FOOD SAFETY HAZARDS. The coordination of the import staff, equivalence staff and audit staff in reviewing equivalence determinations, corrective actions for repeat port-of -entry violations, audit findings, information from the SRT, and publically available information will facilitate a more measured approach to other countries. This approach will demonstrate that analysis of information can result in identification of equivalence concerns before there is a crisis. Thus, careful analysis will be the driver of the OIA activities rather than reaction to surprise findings. FSIS will host seminars designed to enhance knowledge of the FSIS food safety system for countries exporting to the U.S. and countries that are seeking equivalence with the U.S. The subject of the seminars will be HACCP, SSOPs, other pathogen reduction efforts for Salmonella, Campylobacter, O157H:7, and non 0157:H7 STECs, and laboratory bench methods. The Agency will also work to ensure that the percentage of importing countries requiring more immediate inspection or reinspection attention will remain at less than 20%. **Actions:** • FSIS will monitor POE violations related to microbiological, physical, and chemical food safety concerns and government oversight concerns and request corrective actions when necessary. For repeat violators, FSIS will conduct a trend analysis to re-evaluate both the country's ability to meet FSIS food safety requirements and whether FSIS's equivalence criteria are adequate. • OIA will collaborate with OPPD to develop and issue a Federal Register Notice that advises constituents that the Agency has shifted its approach to the audit process to gain a better understanding of a country's food safety system through the SRT rather than perform yearly audits in every country. • OIA will perform 11 in-country audits of higher risk countries based on POE violations, SRT information, and information from previous audits, as well as volume and type of product received from the country, to determine whether additional actions are necessary to ensure continued equivalence. • OIA will conduct one follow up audit to determine eligibility for China to ship processed poultry to the U.S., provided corrective actions are acceptable. Perform 1 follow up audit to determine pathway forward for initial equivalence for China poultry slaughter, provided corrective actions are acceptable • OIA will collaborate with IPD (OPPD) to develop an enforcement strategy or other approach to improve compliance by those countries that demonstrate weaknesses in government oversight. • OIA will coordinate and execute a HACCP/SSOP seminar for Spanish speaking foreign officials and laboratory seminars for foreign officials. • OIA will collaborate with the University of Puerto Rico, CFL, and OPHS to update training materials

	Data Sources*:* Data from AIIS/PHIS/Audits/SRT/Database of POE Violations.
Goal 2 **Maximize domestic and international compliance with food safety policies** ***Outcome 2.3*** **Food protection and handling systems ensure protection against intentional contamination** ***Performance Measure 2.3.3*** **Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination** **(FY 2016 Target 90%)**	***Result 2:*** **FSIS WILL OUTREACH TO COUNTRIES ELIGIBLE TO EXPORT TO THE U.S. TO PROVIDE SUFFICIENT INFORMATION FOR THE COUNTRIES TO VOLUNTARILY IMPLEMENT A SYSTEM THAT PROTECTS PRODUCTS FROM INTENTIONAL CONTAMINATION**. Establish a baseline for countries with a food protection and handling system to ensure protection against intentional contamination. ***Actions:*** • Strengthen FSIS's technical assistance in the voluntary development of functional food defense plans by partner countries through outreach that encourages implementation of a system that protects product from intentional contamination. • OIA will distribute FSIS implementation strategy and food defense information (e.g., letter, guidance, instructional materials) to countries eligible to export to the U.S. The information will describe the components of a food handling system designed to prevent intentional contamination and seeks information. ***Data Sources****:* TBE
Goal 8 **Based on the defined agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals** ***Outcome 8.2*** **Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS** ***Performance Measure 8.2.1*** **% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)**	***Result 3:*** **FSIS WILL PROVIDE UP-TO-DATE INFORMATION IN THE EXPORT LIBRARY RESULTING IN ACCURATE EXPORT CERTIFICATION OF U.S. MEAT, POULTRY, AND PROCESSED EGG PRODUCTS AND PREPARE FOR ALIGNMENT WITH A PHIS EXPORT PROGRAM.** Develop a measure to determine the success of OIA's efforts in improving the accurate implementation of verification activities described in the export library. ***Actions:*** • OIA, OFO, OOEET, and OPPD will collaborate to implement any needed corrective actions related to training and update to export-verification related directives and notices. • OIA will put in place measures necessary to ensure that export library will facilitate successful implementation of PHIS for exports in FY 2013. ***Data Sources****:* • OPEER audits of exports and notifications from importing countries.

Office of Management

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.1* **Each employee understands how he/she impacts public health** *Performance Measure 7.1.1* **Average score on the Annual Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health (FY 2012 Target 90%)**	*Result 1:* **FSIS WILL BUILD A STRONGER LABOR-MANAGEMENT RELATIONSHIP BASED ON PARTNERSHIP PRINCIPLES TO ENHANCE OUR WORKFORCE'S CONNECTION TO THE MISSION AND CREATE AN AGENCY THAT FUNCTIONS AS ONE TEAM WITH ONE PURPOSE.** The establishment of a Labor Management Forum at the Agency level will integrate the union into the Agency decision making process, garner employee opinion and buy-in to management decision making, and ensure that management and the workforce better understand each others needs and concerns in a collaborative process. The promotion of one team, one purpose in the business process will act as a means of improving effectiveness and efficiency of government operations, as measured by an increased rate of PDIs beyond the initial rate of 0, and a corresponding decrease of formal negotiation issues by 3% in FY 12. Labor-Management Forum measure on Cultural Transformation scorecard will be green by 9/30/12. Pre-Decisional interaction will rise above the baseline of 0. The number of issues addressed in Formal negotiations will decrease by 3% from the baseline of 364. *Actions:* • OM will facilitate establishment of the Labor Management Forum at the Agency-level, implementing recommendations provided by the Departmental LM Forum and working with the NJC and OFO to find common ground to forge a more successful Labor Management partnership. • Provide training for LMF members, and all subsequent or related training should be done jointly by the NJC and FSIS management. • Implement *Faces of Food Safety* awareness campaign with OPACE. • Utilize *The Beacon* to promote integration/raise awareness • Partner with OFO, NJC, and Department LMF. • Add NJC's link to the FSIS intranet website to keep all FSIS employees and management informed of their interests and promote communication. • Invite the NJC to nominate a representative to be part of the FSIS Cultural Transformation Workgroup. • Quarterly communication between the OM AA and NJC President. *Data Sources:* Employee Viewpoint Survey and supplementary employee feedback through listening sessions, Cultural Transformation blog; CARE reviews.

Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.2* **All employees have the knowledge, tools, and resources to accomplish the FSIS mission** *Performance Measure 7.2.2* **Percentage of all eligible FSIS employees with an IDP in place (FY 2012 Target 95%)** *Outcome 7.3* **FSIS has a diverse, engaged, high-performing, and satisfied workforce** *Performance Measure 7.3.3* **Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government (FY 2012 Target 86th of 224)**	*Result 2:* **FSIS WILL BUILD AND CONTINUOUSLY FACILITATE A COOPERATIVE, RESPECTFUL AND COMMUNICATIVE WORKPLACE IN WHICH EMPLOYEES FEEL VALUED, ARE FULLY DEVELOPED AND UTILIZED, AND KNOWLEDGABLY CONTRIBUTE TO AGENCY SUCCESS.** By promoting this atmosphere through strategy and tools, the Agency will see a decrease in conflict and formal/informal complaints/grievances, and more efficient and timely processing of remaining complaints as employees proactively work together to solve sensitive issues related to Civil Rights, EEO, Diversity and Cultural Transformation. By promoting a communicative workplace focused on cultural change and employee development, CARE reports will be issued within 90 days of site review and Agency responses to Final Agency Decision Actions will be received favorably by the Department 80% of the time; 85% of FSIS employees will receive EEO, Diversity and Civil Rights training, which will meet or exceed their expectations; managerial and supervisory staff will secure a 45% participation rate of all eligible employees in regular or core positions in the Agency Telework program; and the Agency Office of Office of Outreach, Employee Education, and Training will exceed Departmental goals by securing a 95% utilization rate of Individual Development Plans by eligible staff. *Actions:* • Conduct four Care reviews during the 2012 FY according to civil rights planning • Create and implement EEO, Civil Rights and Diversity training plan to cover all management and support staff, in both filed and headquarters locations; to include planning for a 2012 Diversity Training Conference. • Develop and implement an FSIS Special Emphasis Program management plan, to establish and assess Agency goals • Collaborate with Affinity groups and employee organizations by holding at least one Affinity Group Roundtable. • Draft and recommend to the Agency Internal Communication Board a formal communication policy. • Consolidate all Agency EEO and Civil Rights policy statements into a single series of Agency Directives. *Data Sources:* Employee Viewpoint Survey and supplementary employee feedback through listening sessions, Cultural Transformation blog; CARE reviews.
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.3* **FSIS has a diverse, engaged, high-performing, and satisfied workforce** *Performance Measure 7.3.1* **% of workplace injury/illness cases (FY 2012 Target 6.20%)**	*Result 3:* **FSIS WILL REDUCE ILLNESSES AND INJURIES AS A RESULT OF IMPLEMENTING NEW GUIDANCE FOR KNIFE HANDLING AND HEAT STRESS MANAGEMENT**. By following this guidance, OM will contribute to the Agency goal of reducing the percentage of illness/injury cases by 1.7% per year. *Actions:* • OM will partner with OFO and NJC to finalize the heat stress study and establish baselines and guidance based on the findings. • OM will partner with OFO and NJC to conduct a knife handling study and establish guidance based on the findings. • Engage industry as appropriate in both studies.

	• Achieve 1.7% reduction in illness/injury cases by:
	    ○ Identifying safety training needs and creating a curriculum as appropriate; and,
	    ○ Developing comprehensive guidance and educational material for use in bi-annual Circuit Safety Committee meetings. OM will reach out to OFO to request attendance for at least once each year for every Circuit Safety Committee meeting in order to better assess field conditions and provide guidance at the field level.
	
	Data Sources*:*
	
	Heat stress study; knife handling study; OSHA reports.

Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.3* **FSIS has a diverse, engaged, high-performing, and satisfied workforce** *Performance Measure 7.3.2* **Annual rate of staff vacancies** **(FY 2012 Target 6.67%)**	***Result 4:*** **FSIS WILL ACCOMPLISH MISSION WORK BY EFFICIENTLY ALIGNING PROGRAM REQUIREMENTS WITH STAFFING AND FTE CEILING LEVELS**. This effort will maximize the use of Agency resources, to acquire needed competencies in the appropriate positions to best reach agency goals within resource constraints. This result will be achieved by an overall decrease in hiring time to 90 days. ***Actions:*** • Conduct OM/OCFO monthly meetings and establish FTE, staffing, and position management methodology. • Establish baseline vacancy rates relating to new position management methodology, to prepare Agency to reach and maintain a HQ vacancy rate of 6% or less in 2014. • Provide guidance to managers on effective staffing and position management strategies to accomplish mission within established FTE ceiling; and establish baseline benchmarks, in addition to vacancy rate, supervisory ratio, investment in training and development, and overall resource commitment ratio of operational support versus mission related activity. ***Data Sources****:* NFC data, FTE data, organizational charts.

Office of Outreach, Employment Education and Training

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.2* **All employees have the knowledge, tools, and resources to accomplish the FSIS mission** *Performance Measure 7.2.1* **% of competency gaps closed for targeted groups (FY 2016 Target 20%)**	*Result 1:* **FSIS WILL STRENGTHEN THE PUBLIC HEALTH, SCIENTIFIC, AND TECHNICAL SKILLS OF THE WORKFORCE:** In FY 12, FSIS will complete the training of our domestic and import workforce on PHIS (with 100% of the target audience trained) and revise our technical training to include PHIS for employees entering positions affected by PHIS. Targeted gain-score for the end of FY 2012 is 25 percent. *Actions:* • Complete the initial PHIS training by delivering two regular sessions and two make-up sessions. • Revise the current Food Safety Regulatory Essential (FSRE) course to include the domestic PHIS training. • Provide two sessions that include the two-week FSRE and two-week PHIS. • Launch and complete the training of Import Inspectors in Import PHIS by scheduling and providing two training sessions. • Schedule and provide other technical training to include: Enforcement Investigations and Analysis Officer (EIAO) two sessions, Basic Supervisory Training (BST) four sessions, Entry Training for the Public Health Veterinarian (PHV) three sessions. • Procure services to reprogram the training load on the PHIS class computers to incorporate new/updated system changes. • Conduct a dry run to validate course content, pre and post tests, and test the new training load. *Data Sources:* Validation data; Learning Gain Scores (based on pre and post tests results); OOEET Quarterly and Annual Reports; AgLearn Completion Reports; Course Evaluations.

Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system** *Performance Measure 4.1.3* **% of identified opportunities realized to improve information sharing (FY 2016 Target 75%)**	*Result 2:* **FSIS WILL PROVIDE SUPPORT TO STATES THAT ARE TRYING TO MEET THE "SAME AS" STANDARD SO THEY CAN SUCCESSFULLY ENTER THE VOLUNTARY COOPERATIVE INTERSTATE SHIPMENT PROGRAM. INITIALLY, FSIS WILL PROVIDE ASSISTANCE TO AT LEAST THREE STATES.** In 2011, FSIS published its final rule providing for a new voluntary cooperative interstate shipment program consistent with the 2008 Farm Bill. Several States have expressed interest in participating in the program. By the end of FY 2012, FSIS will help these States to understand what is necessary for them to participate in the cooperative interstate shipment program and work with any States that qualify. *Actions:* • Provide support, continuously liaison with, and provide outreach to State inspection programs that seek to qualify to participate in the interstate shipment program. • Deliver "same as" training to State inspection personnel who need courses such as FSRE, and EIAO training. FSIS trainers will deliver this training directly to State inspection personnel and measure the effectiveness of the "same as" training through pre and post tests (with a 95% average successful pass rate). • Engage State officials through regular conference calls and hosting Webinars on the Agency's directive and compliance guidelines for the voluntary cooperative interstate shipment program so that all State officials are clear about what the Agency's expectations are for being "same as" the federal standard to participate successfully in the program. *Data Sources:* Validation data; Learning Gain Scores (based on pre and post tests results); OOEET Quarterly and Annual Reports; AgLearn Completion Reports; Course Evaluations.

Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system** *Performance Measure 4.1.3* **% of identified opportunities realized to improve information sharing (FY 2016 Target 75%)**	*Result 3:* **FSIS WILL INCREASE BY 25% THE NUMBER OF OPPORTUNITIES FOR IT TO DELIVER OUTREACH TO SMALL AND VERY SMALL ESTABLISHMENTS:** This result is defined by delving into what these stakeholders need to so that they can comply with FSIS requirements and regulations. Successful outreach is any new deliverable, such as a compliance guide or resource guide, or service such as a Webinar, generated from interaction with customers based on their needs, as well as with partnering organizations, such as industry or State and local government associations. OOEET will work to establish a baseline for 'success' (e.g., partnerships evaluated and successfully addressing the needs of its customers). *Actions:* • Fully integrate the Small Plant Help Desk into BusinessUSA.Gov, the new portal that the White House is establishing for customers to reach the government through either a toll-free line or by email. With full integration into this new portal, the call volume and assistance delivered to customers is expected to increase. • Exhibit and participate in industry trade shows and meetings. Have FSIS representatives determine what the customer needs and follow up with a value added service. FSIS will exhibit at least 20 events. • OOEET will proactively work with outside groups such as industry and State associations and collaboratively develop at least 6 new resource materials, such as guidebooks, DVDs, and CDs, as well as Webinars to deliver services and information that the Agency's customers need most. *Data Sources:* Small Plant Help Desk Monthly Data; Meat and Poultry Hotline Data; askFSIS data; OPPD's Policy Development Division data; OPPD's Labeling and Program Delivery Division data.

Office of Policy and Program Development

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	*Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012*
Goal 6 **Implement effective policies to respond to existing and emerging risks** *Outcome 6.1* **Public health risks are mitigated through effective strategies based on the best available information** *Performance Measure 6.1.1* **% of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a high-level supervisor) (FY 2012 Target 40.3%)** *Performance Measure 6.1.2* **% of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2012 Target 75%)** *Performance Measure 6.1.3* **Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2012 Target Quarterly)** *AND* *Goal 1* **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.1* **Minimize existing and emerging food safety hazards through the most effective means** *Performance Measure 1.1.1* **Total number of *Salmonella, Listeria monocytogenes,* and *E.coli* O167:H7 illnesses from products regulated by FSIS (FY 2012 Target 405,178 illnesses)** *AND* *Goal 2* **Maximize domestic and international compliance with food safety policies** *Outcome 2.1* **Domestic and foreign produced products meet food safety**	*Result 1:* **FSIS WILL IMPLEMENT NEW POLICIES CONCERNING *SALMONELLA* THAT WILL TO HELP REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS TO 385,740 IN FY 2012.** *Actions:* • Assess application of CFR 417.4 (A) (3) to establishments producing comminuted poultry. • Clarify that on-going contamination that results in *Salmonella* outbreak strains is evidence of insanitary conditions at the establishment. • Implement a structured process for "proof of concept" in measuring and predicting the effectiveness of public health verification policy on reducing public exposure to *Salmonella* • Review and assess current policies and verification activities on *Salmonella* (e.g., in notices, directives, and askFSIS Q&As) • Determine whether policies are being effectively implemented. • Determine whether industry is following Agency guidance on *Salmonella* • Using the outcome of the analyses, identify an action plan for policies reviewed, indicating when and how policies will be revised or implemented and the effectiveness of each policy measured • Review policies monthly and report on their effectiveness on a quarterly basis. *Data Sources:* FSAs, checklist data, PulseNet (CDC), VetNet (ARS), PBIS, LIMS, M2K, PREP, PHIS, SIP, AssuranceNet, DCC matrix, related askFSIS Q&As, public comment and other feedback on current policies or guidance.

performance standards *Performance Measure 2.1.1* **% of broiler plants passing the carcass Salmonella verification testing (FY 2012 Target 90%)** *AND* *Goal 5* **Effectively use science to understand foodborne illness and emerging trends** *Outcome 5.1* **FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks** *Performance Measure 5.1.2* **% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2016 Target 95%)**	
Goal 6 **Implement effective policies to respond to existing and emerging risks** *Outcome 6.1* **Public health risks are mitigated through effective strategies based on the best available information** *Performance Measure 6.1.2* **% of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2012 Target 75%)** *Performance Measure 6.1.3* **Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2012 Target Quarterly)** *AND* *Goal 1* **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.1* **Minimize existing and emerging food safety hazards through the most effective means** *Performance Measure 1.1.1* **Total number of *Salmonella, Listeria monocytogenes,* and *E.coli* O167:H7 illnesses from products regulated by**	*Result 2:* **FSIS WILL IMPLEMENT NON-O157 STEC VERIFICATION SAMPLING AND TESTING AND DEVELOP CHANGES TO THE AGENCY'S *E. coli* O157:H7 SAMPLING AND TESTING PROGRAM TO IMPROVE THE PROGRAM'S EFFECTIVENESS.** *Actions:* • Respond to public comments on non-O157 STEC policy and announce final implementation plans in the *Federal Register* • Respond in the *Federal Register* to OIG recommendations that FSIS target its testing of trim more effectively; request comment on intended changes to the program; plan and implement more targeted testing • Review current O157 policies (e.g., in notices, directives, askFSIS Q&As) and determine whether these policies were effectively implemented, and whether guidance is being followed • Identify an action plan for policies reviewed, indicating when and how the effectiveness of the policy will be measured • Review policies monthly and report on the effectiveness of policies on a quarterly basis. *Data Sources:* PBIS, PHIS, LIMS, PREP, STEPS, PHIS, M2K and related askFSIS questions, checklist data, public comment and other feedback on current policies or guidance.

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FSIS (FY 2012 Target 405,178 illnesses)

AND
Goal 5
Effectively use science to understand foodborne illness and emerging trends
Outcome 5.1
FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks
Performance Measure 5.1.2
% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2016 Target 95%)

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Goal 6
Implement effective policies to respond to existing and emerging risks
Outcome 6.1
Public health risks are mitigated through effective strategies based on the best available information
Performance Measure 6.1.3
Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2012 Target Quarterly)

AND
Goal 1
Ensure that food safety inspection aligns with existing and emerging risks
Outcome 1.2
Resources are targeted to existing and emerging risks
Performance Measure 1.2.1
% of establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2012 Target 1.70%)
Performance Measure 1.2.2
% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2012 Target less than 20%)

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Result 3:
FSIS WILL PROPOSE AND DEVELOP A FINAL RULE TO MODERNIZE POULTRY SLAUGHTER REGULATIONS AND PROPOSE OR FINALIZE OTHER CHANGES TO ITS REGULATIONS OR POLICIES TO IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF REGULATIONS AND INSPECTION PROCEDURES.

Actions:

- Publish proposal to modernize poultry slaughter regulations
- Develop and move final poultry slaughter rule to USDA clearance
- Propose new traceback and recall procedures for *E. coli* O157:H7
- Clarify regulatory validation requirements
- Develop proposed new procedures or requirements for beef slaughter operations
- Finalize test and hold procedures.

Data Sources:

PBIS, PHIS, M2K, Recall data; related askFSIS questions, checklist data, public comment and other feedback on inspection procedures and regulations.

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Office of Program Evaluation, Enforcement and Review

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.1* **Minimize existing and emerging food safety hazards through the most effective means** *Performance Measure 1.1.1* **Total number of *Salmonella, Listeria monocytogenes*, and *E.coli* O167:H7 illnesses from products regulated by FSIS (FY 2012 Target 405,178 illnesses)**	*Result 1:* **FSIS' PUBLIC HEALTH INFORMATION SYSTEM (PHIS) WILL BE FULLY-IMPLEMENTED FOR IN-PLANT DOMESTIC INSPECTION AND IMPORT RE-INSPECTION (i.e., all 174 domestic circuits and all 110 import facilities covered) BY THE END OF FY 12.** PHIS is a web based application that captures data from FSIS inspection verification activities and other Agency verification and enforcement programs and integrates the data to facilitate analysis. The data and information will be utilized in inspections, sampling, and policy and other food safety activities and to identify emerging problems at the earliest possible time, to protect public health. PHIS is the vehicle for achieving many of the goals and objectives identified in the FSIS Strategic Plan. *Actions:* • Develop PHIS so that it provides an infrastructure to direct inspection and verification of food safety requirements, document the results of inspection activities, and analyze the data resulting from inspection activities to assign resources to emerging risks through implementation of the following key components of PHIS: Domestic In-plant Inspection and Import Inspection *Data Sources:* PHIS.
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.1* **Minimize existing and emerging food safety hazards through the most effective means** *Performance Measure 1.1.1* **Total number of *Salmonella, Listeria monocytogenes*, and *E.coli* O167:H7 illnesses from products regulated by FSIS (FY 2012 Target 405,178 illnesses)**	*Result 2:* **FSIS' OPEER WILL CONTRIBUTE TO ACHIEVING THE CORPORATE TARGET OF A MAXIMUM OF 405,178 ILLNESSES ATTRIBUTED TO *Salmonella, Listeria monocytogenes*, and *E. coli* 0157H:7 THROUGH ITS SURVEILLANCE, INVESTIGATIVE, AND ENFORCEMENT ACTIVITIES WITH RESPECT TO MEAT, POULTRY AND PROCESSED EGG PRODUCTS DISTRIBUTED, TRANSPORTED, STORED, AND OTHERWISE HANDLED IN COMMERCE.** *Actions:* • Ensure 75% of investigative cases address food safety violations. • Ensure 80% of enforcement actions (administrative, criminal, or civil) address food safety violations and deter future ones. *Data Sources:* In-Commerce System (ICS).

Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.3* **Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum** *Performance Measure 1.3.1* **% of priority in-commerce facilities e.g., warehouses, distributors and transporters) covered by surveillance activities (FY 2016 Target 85%)**	*Result 3:* **AS RECOMMENED BY THE NATIONAL ACADEMY OF SCIENCES, 85% OF FSIS' OPEER SURVEILLANCE ACTIVITIES WILL FOCUS ON ENSURING THAT THE HIGHEST RISK FACILITIES OPERATE IN A MANNER THAT MAINTAINS THE SAFETY OF THE PRODUCTS THAT THE FACILITIES RECEIVE, AND THAT PROTECTS THOSE PRODUCTS FROM INTENTIONAL CONTAMINATION**. Highest risk facilities are distributors, warehouses, and transporters; all have significant inherent food safety hazards, handle large volumes of meat, poultry and processed egg products, and have minimal oversight by other regulatory agencies. *Actions:* • Ensure OPEER investigators allocate their time to the highest risk facilities. • Ensure field supervisors and managers monitor ICS data and reports on a regular basis; then provide guidance and resources as needed. *Data Sources:* In-Commerce System (ICS).
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.3* **Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum** *Performance Measure 1.3.2* **% of follow-up surveillances resulting in compliance (FY 2012 Target 79%)**	*Result 4:* **FSIS' OPEER FOLLOW-UP SURVEILLANCES WILL PRODUCE COMPLIANCE WITH ALL FOOD SAFETY REQUIREMENTS SUCH THAT 79% OF FOOD SAFETY VIOLATIONS DOCUMENTED DURING INITIAL SURVEILLANCES ARE CORRECTED BEFORE FOLLOW-UP.** *Actions:* • Ensure field supervisors and managers verify ICS data documents at least 79% of food safety violations documented during initial surveillances are corrected on an annual basis. *Data Sources:* In-Commerce System (ICS).

Office of Public Affairs and Consumer Education

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012
Goal 3 Enhance public education and outreach to improve food handling practices **Outcome 3.1** Consumers, including vulnerable and underserved populations, adopt food safety best practices **Performance Measure 3.1.1** Average percentage of consumers who follow the four key food safety "best practices" (i.e., clean, separate, cook and chill) and thermometer use. (FY 2016 Target 79%)	**Result 1:** FSIS WILL EDUCATE AND PROMOTE CONSUMER KNOWLEDGE AND ACCEPTANCE OF THE FOUR KEY FOOD SAFETY PRACTICES AND THERMOMETER USE. At least 90% of consumer education documents produced going forward will feature the 4 key messages. Though there will be no FDA/FSIS survey in FY 12, FSIS will use data it receives from the Ad Council during the fiscal year to assess whether it is meeting goal. In lieu of hard data, FSIS will be using output-based measures for the fiscal year. **Actions:** • Continue partnership with Ad Council to promote the 4 safe food handling behaviors to increase placement of food safety messages through print, radio and broadcast media. • Expand the use of and include new taglines on more than 90% of executive correspondence to complement Ad Council campaigns. • Work with FDA to launch and distribute series of brochures to inform at-risk populations on preventing foodborne illness. • Strategically promote existing resources to appropriate vulnerable and underserved groups, similar to what OPACE has done for Spanish audiences. • When appropriate, include safe food handling resources or highlight previous policy announcements in responses to consumers, press and recall releases and other communications with the public. **Data Sources:** Future Ad Council focus groups and FDA survey. Secondary tracking such as number of releases, documents distributed, and page views to foodsafety.gov. Track use of taglines in executive correspondence to consumers by using ECM. Explore additional or existing methods to measure consumer knowledge or behavior change.
Goal 3 Enhance public education and outreach to improve food handling practices **Outcome 3.2** Consumers have effective tools and information to keep in-home food safe. **Performance Measure 3.2.1** Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook and chill; thermometer use)	**Result 2:** FSIS WILL INCREASE BY 10% THE NUMBER OF PEOPLE WHO VIEW INFORMATION, THEREBY MAKING MORE PEOPLE, INCLUDING VULNERBALE AND UNDER-SERVED POPULATIONS, AWARE OF SAFE FOOD HANDLING BEHAVIORS. **Actions:** • Increase by 10% the Twitter followers from FY2011 to more than 220,000. • Increase by 10% the website visits to more than 24 million. • Increase by more than 10% the YouTube views to 125,000. • Increase visitors to the Food Safety Discovery Zone by 10% to 399,000. • Promote education to Spanish-speaking populations (Preguntale a

	Karen, Spanish Twitter, Todo Bebe, Todo Cuenta, and website). • Increasingly utilize social media to convey critical food safety information directly to consumers, media, and other key stakeholders. Host at least 3 Twitter chats and seek other innovative communications methods and channels. *Data Sources:* Analyze number of Twitter followers, website visits, YouTube views, and media tracking data available through the Ad Council
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.1* **Each employee understands how he/she impacts public health** *Performance Measure 7.1.1* **Average score on the Annual Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health (FY 2012 Target 90%)**	*Result 3:* **FSIS WILL TAKE STEPS TO CONNECT FIELD EMPLOYEES WITH THE 'ONE TEAM, ONE PURPOSE' CAMPAIGN TYING THEIR WORK TO THE AGENCY'S MISSION TO PROTECT PUBLIC HEALTH.** Currently, there is no method to measure whether FSIS messages are resonating with field employees. OPACE will establish a baseline to determine the most efficient and effective ways to reach field employees. *Actions:* • OPACE will explore and create a feedback loop for employees. This effort will include a baseline about that measures how information from headquarters is being received by field employees. • OPACE will seek to convey pride in FSIS' mission to protect public health and in public service by publishing 12 Faces of Food Safety. Promote each "face" in regional media and professional organizations. • OPACE will utilize existing communication channels to reinforce Cultural Transformation and "One Team, One Purpose" messages, including 4 town hall meetings; 4 plant visits by headquarter officials, and 12 *News & Notes* articles. OPACE will seek to identify (using the baseline referenced above) the most cost-effective ways to reach field employees. • Provide information and content to existing FSIS communication channels outside of OPACE, including newsletters in each district office and program area and *The Beacon*. • Strengthen support for the new FSIS Ambassador program. Report on events, visits, and reinforce accountability for the Ambassador program among all agency program areas. Promote the Ambassador program to the entire Agency workforce. There is no baseline for the program since it was just formed; however, OPACE will track requests and other feedback from the program in order to make it more successful in future years. • Utilize Administrator's blog to connect directly with employees, publish 10 blogs and analyze comments received to determine if/when responses are needed. *Data Sources:* Creation of a feedback loop to determine what works and what doesn't work when communicating with field employees.

Goal 8 **Based on the defined agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals** *Outcome 8.1* **Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies** *Performance Measure 8.1.1* **% of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2016 Target 25% above baseline)**	*Result 4:* **FSIS WILL MAKE REDUCTION OF FOIA BACKLOG A PRIORITY AND REDUCE BACKLOG OF FY 2009 CASES BY 90%; FY 2010 CASES BY 40%; FY 2011 CASES BY 40%; BACKLOG OF FY 2012 CASES NOT TO EXCEED 30% OF OPEN 2012 FOIA REQUESTS. KEEP CORRESPONDENCE IN THE "GREEN" CATEGORY.** *Actions:* • Utilize internal resources by cross-training staff to focus on reducing backlog FOIA cases. • Increase staff accountability with regard to final determinations, whereby, each week, specialists must close two FOIA requests and complete three interim releases. • Work with program office to identify HQ FOIA contact (AssuranceNet) to obtain records. • Implement new correspondence clearance review times in the Agency; share those new timelines with the FSIS management council. • Meet OES requirements for correspondence timelines, including 5 business days for Secretary-level responses and 10 business days for priority stakeholders and the general public. • Reach out to OES if certain complex or sensitive correspondence will not be completed by their timeline so that appropriate documentation can be entered into the tracking system, with no penalty to FSIS performance. *Data Sources:* Weekly FOIA statistics; quarterly OES correspondence performance tracking reports.

Office of Public Health Science

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	*Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2012*
Goal 5 **Effectively use science to understand foodborne illness and emerging trends** *Outcome 5.1* **FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks** *Performance Measure 5.1.1* **% of annual science agenda completed and number of agenda items initiated (FY 2016 Target 95%)** *Performance Measure 5.1.2* **% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2016 Target 95%)** *AND* *Goal 1* **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.1* **Minimize existing and emerging food safety hazards through the most effective means** *Performance Measure 1.1.1* **Total number of *Salmonella, Listeria monocytogenes,* and *E.coli* O167:H7 illnesses from products regulated by FSIS (FY 2012 Target 405,178 illnesses)** *ALSO* *Performance Measure 4.1.1* ***Research*: % of time products from three research agencies (ARS,ERS and NIFA) used by FSIS and shared with stakeholders (FY Target above 25%)** *Performance Measure 6..1.1* **% of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor (FY 2016 Target 39%)**	*Result 1:* **FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF LISTERIOSIS AT RETAIL AND IN OTHER SETTINGS, SO THAT THE AGENCY WILL BE ABLE TO INSTITUTE POLICY AND OTHER CHANGES IN FY 2013.** FSIS will use scientific information from several regulatory sampling activities, retail studies, and a retail practices risk assessment to reduce *Listeria monocytogenes* exposure from ready-to-eat foods. FSIS will assess the public health impact of these actions through illness reduction targets for Healthy People 2020 and the OMB quarterly and annual reports. As a result, in part, of these goals 5 actions, the total number of illnesses attributed to FSIS-regulated product will be reduced from the current level (436,401) to 405,178 by the end of 2012. Although a sizeable fraction of the total illnesses is caused by Salmonella, the case-fatality rate for listeriosis is roughly 20%. Hence, reduction in total number of listeriosis illnesses is critical. Assuming linearity in reduction and a 100% effectiveness of OPPD and OFO actions, the rate of listeriosis attributed to FSIS-regulated products will be 0.14/100,000 for 2011 and 2012, 0.12 for 2016 and 0.11 for 2020, which is the final HP 2020 goal. It should be noted that the 2011 rates are affected by previous Goal-5 actions. *Actions:* • FSIS/Cornell University/FMI Study on Lm in the Retail Grocery Store Environment study; • FSIS/VA Tech Mock Deli Lm Transmission Study; • Increase RLm and IVT sampling from n3 to n5 (125g) to align with international recommendations from the Codex Alimentiarius Commission, increasing detection and resource efficiencies; • Obtain OMB clearance and initiation of FSIS/CDC EHSNet Retail Observation Study; • LM risk assessments including the Interagency Retail Lm Risk Assessment and quantitatively product ranking; • The FSIS/FDA/ARS Retail Lm Market Basket Survey; and, • With FDA and CFP, revise the 2006 CFP Voluntary Guidelines of Sanitation Practices Standard Operating Procedures and Good Retail Practices to Minimize Contamination and Growth of *Listeria monocytogenes.* *Data Sources:* Deliverables – RLm sampling program report, ALLRTE and RTE001 sampling summary reports, interagency retail Lm risk assessment, Market Basket Survey dataset, mock deli report, retail environmental contamination report, and revised 2006 CFP Voluntary Guidelines of Sanitation Practices Standard Operating Procedures and Good Retail Practices to Minimize Contamination and Growth of *Listeria monocytogenes.*

Goal 5 **Effectively use science to understand foodborne illness and emerging trends** *Outcome 5.1* **FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks** *Performance Measure 5.1.1* **% of annual science agenda completed and number of agenda items initiated (FY 2016 Target 95%)** *Performance Measure 5.1.2* **% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2016 Target 95%)** *AND* *Goal 1* **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.1* **Minimize existing and emerging food safety hazards through the most effective means** *Performance Measure 1.1.1* **Total number of *Salmonella, Listeria monocytogenes,* and *E.coli* O167:H7 illnesses from products regulated by FSIS (FY 2012 Target 405,178 illnesses)** *ALSO* *Performance Measure 6..1.1* **% of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor (FY 2016 Target 39%)**	*Result 2:* **FSIS WILL COMPLETE ACTIONS TO DEVELOP NEW *SALMONELLA* PERFORMANCE STANDARDS IN BEEF AND MARKET HOGS**. FSIS will revise its *Salmonell*a performance standards to more accurately reflect the levels that industry is achieving. *Actions:* • Finalize and implement performance standards for market hogs and ground beef and finalize *Salmonella* control voluntary guidance for beef trim by Sept 2012; • OPHS will complete its microbiological baseline calculations for national prevalence for *Salmonella* and finalize the draft risk model for *Salmonella* and ground beef; • Develop prevention effectiveness measures for recalls and outbreaks by product class and etiologic agent; and • Merge the ground beef MT43 *E. coli* O157:H7 program with the *Salmonella* verification sampling program for ground beef to increase efficiency. • To continue to reduce overall *Salmonella* prevalence in FSIS products, data will be collected for chicken parts and liquid egg products in 2012 and used to develop prevalence estimates and design appropriate actions. *Data Sources:* Use of the data and information for policy development and risk assessments.

Goal 5
Effectively use science to understand foodborne illness and emerging trends
Outcome 5.2
FSIS increases the application of cutting edge science across the Farm-to-Table supply chain to improve public health
Performance Measure 5.2.1
% of identified public health and food safety gaps addressed across the Farm-to-Table Continuum (FY 2016 Target 60%)

AND
Goal 8
Based on the defined agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals
Outcome 8.1
Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies
Performance Measure 8.1.2
% of innovate processes, methodologies, or technologies that, once employed, are evaluated by the Agency (FY 2016 Target 80%)

Result 3:
FSIS WILL ESTABLISH A MORE EFFECTIVE YET LESS COSTLY NATIONAL RESIDUE PROGRAM BY GENERATING DRUG AND CHEMICAL RESIDUE EXPOSURE DATA THAT WILL SUPPORT THE SCIENTIFIC ASSESSMENT OF PUBLIC HEALTH SIGNIFICANCE. Chemical exposure assessment framework will be in place for NRP in CY2012. Replacing KIS™ screen with multi-analytic screening method may result in preventing the violative tissues of approximately 800 more carcasses from entering commerce in FY12 than in 2009 (last year that complete data is available); this projection assumes full year of use, so will need to be annualized. Reduction in the overall number of samples but with greater number of samples per product class, and greater number of analyses are expected to result in estimated savings of $29,760 in 2012, and significantly greater savings in FY13 and beyond.

Actions:

By Spring 2012:

- FSIS will be implementing a revised scheduling algorithm. The current algorithm is a "one size fits all" approach that does not take into consideration the variation in volume or number of establishments across production classes. The new algorithm addresses these variabilities to better allocate samples across establishments.
- FSIS will implement a new multi-analytic method in the Midwestern laboratory as part of the screening process for inspector-generated samples. This new method will screen for a variety of chemical compounds including antibiotics and non-steroidal inflammatory drugs.
- FSIS will issue a FRN outlining final policies on holding livestock carcasses that were targeted for chemical residue scheduled sampling. While FSIS does require carcass holding of inspector-generated testing, establishments are not yet required to hold carcasses for samples collected under the scheduled sampling program.
- The new sampling approach that can be paired with the new test and hold policy (when implemented), will prevent contaminated product from entering commerce. The result will be a more complete understanding of chemical use and exposure across eight production classes.

Data Sources:

Residue results (positives and violations); RVIS; repeat residue violators list; recall database.