

# Implementation Action Plan

## Canine

### **Issue:**

CBP should maximize the utilization of Agriculture canines in the field to provide for a more efficient and effective layered enforcement of protecting American agriculture.

### **Recommended Response:**

- In order to promote better operational effectiveness of the canine resources utilized at the ports of entry, CBP and APHIS need to validate that port review recommendations are being considered and/or implemented.
- CBP and APHIS need to solicit and incorporate field recommendations to meet field needs and to strengthen canine operations and performance.
- Develop expedited recruitment, hiring and classification plans to attract and retain high-quality candidates with science backgrounds.
- Reinvigorate the CBP Agriculture Canine Program.
- Ensure adequate equipment, supplies, and facilities.

### **Correlation to Report Recommendation or Other Feedback:**

The stakeholders, OIG, and GAO were concerned with financial accountability and had concerns about various specific program issues such as canine and risk-based staffing. Customs and Border Protection (CBP) and the Animal and Plant Health Inspection Service (APHIS) need to continue to review and improve the agriculture-related training programs used by CBP. This training issue is related, directly and indirectly, to several Government Accountability Office (GAO) and Office of the Inspector General (OIG) reports and has been identified in the joint quality assurance reports. From the Joint Quality Assurance Program reviews, several "best practices" have been identified and should be reviewed for expansion at a national level. The GAO, OIG, and Joint Quality Assurance Program reviews have provided favorable reports on the agriculture-related training initiatives. A training module needs to be designed specifically for the CBP Supervisor and CBP Chief covering all facets of the agricultural operation to assist the supervisor and chief in understanding the agriculture mission, the requisite agriculture-related tasks, roles and responsibilities of both the CBPAS and CBPO in the work environment. The agriculture canine training program has been evaluated by a joint team in FY2006 and only needs validation to ensure compliance and nationwide implementation.

- Best practices identified from the Joint Quality Assurance Program reviews.
- Performance measures for the agriculture canine program.

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### Findings:

- APHIS and CBP need to maximize the utilization of available canine resources.
- Validate the canine training program to ensure compliance and nationwide implementation.
- Ensure canine training program has an established protocol for bilateral, periodic review and input.
- Review the best practices identified from the Joint Quality Assurance.
- The Agencies need to improve the effectiveness and efficiency of the agriculture canine assets and enhance integration of APHIS expertise into CBP operations.

### Expected Outcome:

A full complement of performance measures exist to measure the effectiveness of the AQI canine program and the use of user fee and appropriated dollars. A more transparent user fee accounting system and methodology is in place within CBP. A more robust canine program will feed into these measures by improving compliance and interceptions of prohibited material. APHIS assists CBP in reviewing facility, equipment, and supply needs at ports of entry. Ports of Entry are adequately staffed with highly qualified CBP Agriculture Specialist Canine teams.

### Implementation Plan:

#### Tasks

Develop an effective recruitment and retention policy for Agricultural Specialists-Canine.

Enhance the CBP Agriculture Canine Program:

- Deploy canine teams based on agreed-upon staffing models by FY10.
- Ensure that canine teams are at full proficiency and utilization by FY10.
- Ensure that field canine personnel are utilized to enhance the training program.
- Ensure training is provided on an ongoing basis to dog teams by utilizing the expertise of the training center.
- APHIS and CBP jointly determine, by environment, minimum standards for facilities; types/kinds/amounts of equipment and supplies and initiate plans to comply with standards as soon as possible identifying locations with highest priority.

CBP and APHIS need to convene the appropriate staff to:

- Create a training module designed specifically for the CBP Supervisor and CBP Chief covering all facets of the agricultural operation including the canine program to assist the supervisor and chief in understanding the agriculture mission, the requisite agriculture-related tasks, roles and responsibilities of both the CBP AS and CBPO in the work environment.

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### Communications Needs:

- Need to ensure all plans are shared with all levels of CBP. Key management support for the plan is needed.
- Communication throughout all interested units in APHIS.
- Follow up stakeholder meeting with CBP and APHIS to communicate the plan.
- Continued support from both agencies to sustain objectives of the plan and continued communication with stakeholders.
- Review and approval by Agency/Senior management leadership with concurrence on establishment of identified groups.
- Assign taskings with deadlines to each group.
- Provide feedback to Stakeholders on joint response efforts.
- CBP and APHIS communicate with employees about the action plan, the roles and responsibilities of each group, progress made by the groups, and training or other expectations resulting from the work of the group.

### Accountable Individual/Group

PPQ Deputy Administrator of Plant Protection & Quarantine and CBP Assistant Commissioner, Office of Field Operations.

### Resources

- Financial resources will be needed to upgrade any facility, equipment or supplies. Some human capital will be needed to review, validate and/or update current agriculture canine program.

### Sequencing / Linkages

- Structure and Leadership Action Plan
- Performance Measurement Action Plan
- Resources Action Plan
- Joint Agency Planning Action Plan
- Other Action Plans as needed
- Training Plan

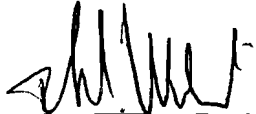
### Challenges to Implementation

- Available fiscal resources.

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**Review Block** -- for the use of Agency/Department leadership in adopting, modifying, or rejecting the plan

Canine Implementation Action Plan adopted by both agencies  
on \_\_\_\_\_, 2008, by:



\_\_\_\_\_  
Thomas S. Winkowski  
Assistant Commissioner  
Office of Field Operations  
U.S. Customs & Border Protection  
U.S. Department of Homeland Security



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Rebecca Bech  
Deputy Administrator  
Plant Protection and Quarantine  
Animal & Plant Health Inspection Service  
U.S. Department of Agriculture