

A YEAR IN REVIEW



United States
Department of
Agriculture
Food Safety and
Inspection Service

FSIS Planning & Performance Agenda

2012
KEY



One Team, One Purpose

*We are one team, with one purpose,
and that is to protect public health.
FSIS employees take pride in the fact
that their work helps to prevent food-
borne illness.*

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Section One

A Year in Review



A YEAR IN REVIEW

NEW PERFORMANCE PROGRAM BETTER ENABLES AGENCY TO FOCUS ON KEY PRIORITIES

OVER THE PAST YEAR, FSIS has rolled out a series of innovative planning and performance improvement initiatives. This involved refining planning methods, developing progressive measurement systems, and creating new forums to bring together leaders and key managers. **This effort was initiated to better focus the Agency on its most important food safety priorities.**

INITIATIVES

In September 2011, FSIS publicly released its ***streamlined FY 2011-16 Strategic Plan***—a results-oriented document that includes a clear line of sight between Agency vision, mission, and outcomes. The Plan reflects the Under Secretary’s and Administrator’s vision and priorities.

- § The Plan focuses on: 1/aligning food safety inspection with existing and emerging risks, 2/maximizing domestic and international compliance, 3/enhancing public education and outreach, 4/strengthening collaboration with internal and external stakeholders, 5/effectively using science to understand foodborne illness, 6/implementing effective policies, 7/empowering its employees, and 8/using innovative methods to protect public health.
- § The Plan emphasizes prevention and public health and a ‘One Team, One Purpose’ approach. It highlights the importance of collaboration across all parts of the Agency, inspectors, investigators, scientists, data analysts, and policy developers, in achieving the Agency’s strategic goals. FSIS also sees as paramount public education, outreach, and collaboration with food safety and public health partners.
- § While working on the Strategic Plan, FSIS designated ***Goal Leaders*** to assist the Agency in crafting discrete goals, strategies, and measures. The Goal Leaders and their respective teams were charged with also reporting on the progress made against each goal’s performance measure targets.

In January 2012, FSIS released its ***redesigned FY 2012 Annual Performance Plan (APP)***. Significantly shortened from previous years, the APP included only the most critical Agency results and outcomes for the year. Importantly, it provided Assistant Administrators with a document that bridged the Strategic Plan to individual performance standards. As a result, it required managers to align their work directly with Strategic Plan outcomes.

- § The APP highlights year-end results the Senior Executive Service (SES) aim to achieve, linking to the Strategic Plan goals, outcomes, and performance measure targets. It also presents key results to be achieved by the individual FSIS Program Areas and connects their actions directly to the eight FSIS Strategic Plan goals. Anticipated Program Area results and outcomes included in the APP directly inform all SES Individual Performance Standards.

In March 2012, FSIS announced a roll-out of its *innovative, in-house developed Strategic Plan Dashboard*. This online tool reports Agency-wide progress made (via stop-light colors and detailed narratives) against the 8 goals and 33 individual performance measure targets included in the FSIS Strategic Plan. The Dashboard is available to a limited community of users—leaders, senior managers, and Goal Coordinators. In FY 2013, FSIS plans to enlarge the user base to all employees.

- § The Dashboard provides the Agency with a performance GPS, revealing where we are and where we need to go. Importantly, it also enables FSIS to better make mid-course corrections.
- § Goal Leaders and Goal Coordinators provide monthly updates on progress against their Goal’s performance measure targets.

In July 2012, FSIS updated its Dashboard to also include the results of the Agency’s FY 2012 APP and associated Program Area ratings. This *Scorecard* tool enabled FSIS Assistant Administrators to provide monthly assessments of how well their respective Program Area’s have done in completing their key results. This assessment provided the USDA’s Office of Food Safety and FSIS leadership with more operational performance results in a clear, tangible manner on the Agency’s public health regulatory mission.

In September 2012, FSIS created a *Strategic Performance Working Group*. The Group was established by the Administrator to conduct recurring critical reviews of FSIS information and data to help the Agency identify deficiencies/successes that warrant particular attention from the Agency’s Management Council. The first topic selected by the Group for examination was identifying potential interventions or actions to decrease salmonellosis attributable to FSIS regulated products.

RESULTS

The strategic and annual planning efforts significantly focused leadership and senior manager attention on the Agency's key goals and measures.

- In FY 2012, 6 of 8 Strategic Plan goals were rated as green (met or exceeded FSIS Management Council targets).
- Nearly 90% of the Agency's measureable performance targets for the year were exceeded.
- While the Agency had circumstances that could not be predicted (e.g., in August 2012, quickly dealing with a significant humane handling violation), the strategic vision and planning efforts enabled FSIS to see the challenges in a broader context.

The planning and performance improvement work highlighted how the Agency directs its work on food safety priorities.

- The majority of FSIS Program Area APP key results were devoted to Goal 1: *Ensuing that Food Safety Inspection Aligns with Existing and Emerging Risks.*

Having clear FY 2016 performance targets enabled senior managers to better determine the necessary steps associated with realizing Agency longer-term goals.

- Discussions regarding the steps associated with educating the public about foodborne illness, creating more effective regulation, and crafting a robust scientific agenda have resulted from a better understanding of long term goals and targets.
- Long term planning processes enabled FSIS to focus both on strategic issues (e.g., developing innovative methodologies and processes) and address immediate concerns (e.g., annual inspection and enforcement priorities). Thus, the Agency applied a more balanced approach.

Having strategic, annual, and individual performance plans that align to common goals, measures, and targets linked Agency work and provided employees with a clearer line of sight.

- FSIS SES now include selected key APP Program Area intended key results and measureable performance targets in their and their staff's individual performance plans.

The new performance improvement regime continues to transform the culture of the Agency, prompting greater exploration of new solutions to longer-term issues, enhancing collaboration within and outside FSIS, and renewing attention on achieving results.

- Periodic re-examination of the Strategic Plan, APP, and routine use of the Dashboard and Scorecard has enhanced the synergy among Program Areas, senior managers, and operational staff.
- Through routine intranet updates and review, Agency leadership and senior managers are increasingly recalibrating tactical priorities from what were program centric actions into a more Agency centric perspective.

The strategic and annual planning efforts have resulted in program managers better prioritizing their intended key results, focusing more on cost and beginning to calculate return on investment (ROI).

- Heightened FSIS Program Area examination of cross cutting activities and their related costs in FY 2013 will result in greater Agency focus on ROI.

Section Two

The Big Picture



Creation of FSIS performance program has linked Agency work and provided employees with clearer line of sight

[Example of Link Between Plans & Employees]



The **FSIS FY 2011-2016 Strategic Plan** has

- ✓ **3** themes
- ✓ **8** goals
- ✓ **17** outcomes
- ✓ **33** measures

The **FSIS FY 2012 APP** has

- ✓ **75** key results
- ✓ **366** actions

FSIS was very successful in attaining its Strategic Plan Goals



6

2

0

Number of Strategic Plan Goals that scored green, yellow, or red for FY 2012

For FY 2012, of the FSIS Strategic Plan's 8 Goals, 6 ended the year rated green, with 2 yellow.

(Note: Color ranges for green, yellow and red were recommended by Goal Leaders for all of their measures and set by the FSIS Management Council through the Agency Governance process. The two yellow ratings reflect continued Agency attention to its All Illness measure in Goal 1 and new measures in Goal 7).

Apportionment of FSIS Program Area work covered all Strategic Plan Goals (Measured by the number of FY 2012 APP key results supporting each goal)*

*Note: Each FSIS Assistant Administrator developed 3 to 4 key results for their Program Area to be achieved by the end of FY 2012, some of which contributed to multiple Agency Strategic Plan goals. This diagram shows the distribution of the total—75 key results.

Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health and goals effectively and to support defined public health needs and goals

—10 Key Results

Goal 8

13%

Goal 1

26%

Ensure that food safety inspection aligns with existing and emerging risks

—19 Key Results

Goal 7

15%

Empower employees with the training, resources, and tools to enable success in protecting public health

—11 Key Results

9%

Goal 2

Maximize Domestic and International compliance with Food Safety Policies

—7 Key Results

Goal 6

13%

Implement effective policies to respond to existing and emerging risks

—10 Key Results

3%

Goal 3

Enhance Public Education and outreach to improve Food-handling practices

—2 Key Results

Goal 5

9%

Effectively use science to understand foodborne illness and emerging trends

—7 Key Results

Goal 4

12%

Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness

—9 Key Results



In the FSIS Dashboard, Agency Goal Leaders rated 85% of Strategic Plan performance measures as green for the year*

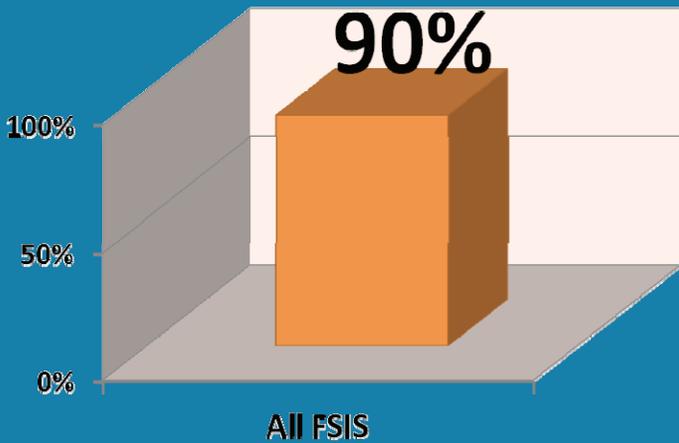


FY 2012
33 Strategic Plan Performance Measures

* Based on Agency performance measure 'actuals' as measured against the FSIS Strategic Plan Dashboard measure color ratings and range targets (i.e., green, yellow, red) as set by each Goal Leader and approved by the Management Council.

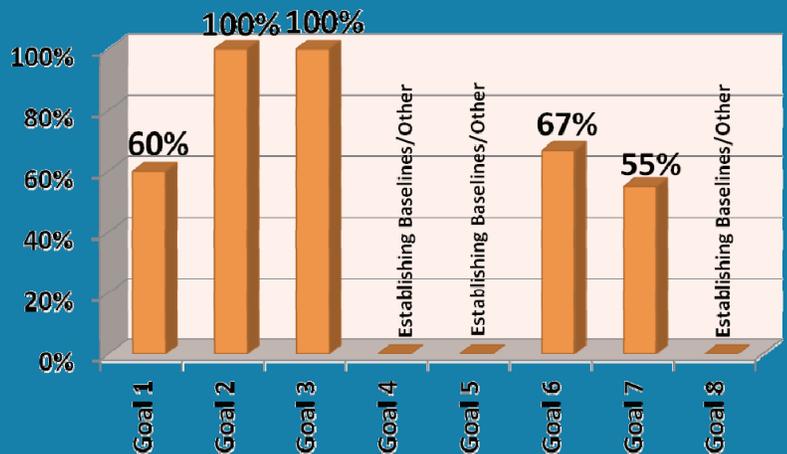
Nearly 90% of Strategic Plan performance measures with quantifiable FY 2012 targets either "Met" or "Exceeded" end of year targets*

90% of FSIS Performance Measures "Met" and/or "Exceeded" their FY 2012 Targets



17 of FSIS' **19** Performance Measures either met or exceeded FY 2012 targets

Percentage of Performance Measures that "Met" and/or "Exceeded" FY 2012 Targets by Goal



* For FY 2012, 19 of 33 Strategic Plan measures had numeric targets; for the remainder, baselines were being established or new measures introduced. Note: The percentages shown in this bottom diagram depict performance against end of year targets (see next page), and NOT performance against the color rating ranges included in the FSIS Strategic Plan Dashboard.

FSIS FY 2012 Strategic Plan Performance Measures

Actual Results vs. End of Year Targets

Symbol Key

-  Exceeded Target
-  Hit Target
-  Missed Target
-  Establishing Baselines/
Other

FY 2012 TARGET		SCORE	FY 2012 ACTUAL ¹
GOAL 1 Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks			
1.1.1	405,178		479,621 ²
1.2.1	TBD		Establishing Baseline
1.2.2	Remains less than 20%		14%
1.3.1	85%		85.8%
1.3.2	79%		87.06%
GOAL 2 Maximize domestic and international compliance with food safety policies			
2.1.1	90%		90%
2.2.1	32%		42%
2.3.1	76%		77%
2.3.2	91%		93.8% (2012 Q3)
2.3.3	30%		31%
GOAL 3 Enhance public education and outreach to improve food-handling practices			
3.1.1	75%		Unknown
3.2.1			Transition to new metric
a/	19 Million		171,544
b/	39,025		332,600
c/	118,600		669,711
d/	456,320		
GOAL 4 Strengthen collaboration among internal and external stakeholders			
4.1.1	Establishing Baseline		Baseline (18%)
4.1.2	Establishing Baseline		Baseline (11%)
4.1.3	Establishing Baseline		Baseline (66%)
GOAL 5 Effectively use science to understand foodborne illness and emerging trends			
5.1.1	Establishing Baseline		Baseline (98%)
5.1.2	Establishing Baseline		Baseline (100%)
5.2.1	Establishing Baseline		Baseline (70%)
GOAL 6 Implement effective policies to respond to existing and emerging risks			
6.1.1 ³	40.33		31.5%
6.1.2	75%		73.8
6.1.3	Quarterly		Quarterly
GOAL 7 Empower employees with the training, resources, and tools			
7.1.1	90%		90% (2011 Survey)
7.2.1	Establishing Baseline		Establishing Baseline
7.2.2	95%		100%
7.2.3	New Measure		New Measure
7.2.4	New Measure		New Measure
7.3.1	6.20%		6.20 (2012 Q3)
7.3.2	6.67%		5.65%
7.3.3	86 th of 224		69 of 240 (Nov 2011)
7.3.4	New Measure		New Measure
GOAL 8⁴ Develop, maintain, and use innovative methodologies, processes, and tools			

¹ Reflects FY 2012 Q 4 'snapshot' statistic, not whole of year average unless otherwise specified.

² In FY 2012, the FSIS All-Illness measure estimates are provided using FY 2005-2007 attribution data from CDC. Starting in FY 2013, FSIS will use the updated CDC FY 2008-2010 attribution fraction to calculate the All-Illness measure results.

³ Measures 6.1.1 and 6.1.2 are reported annually.

⁴ All measures baselines are to be established by the end of FY 2013

FSIS Met or Exceeded 2 of 3 Agency Corporate Performance Measures for the Year

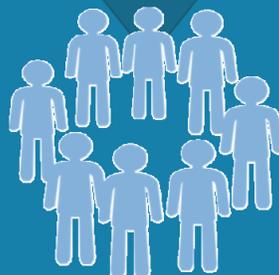
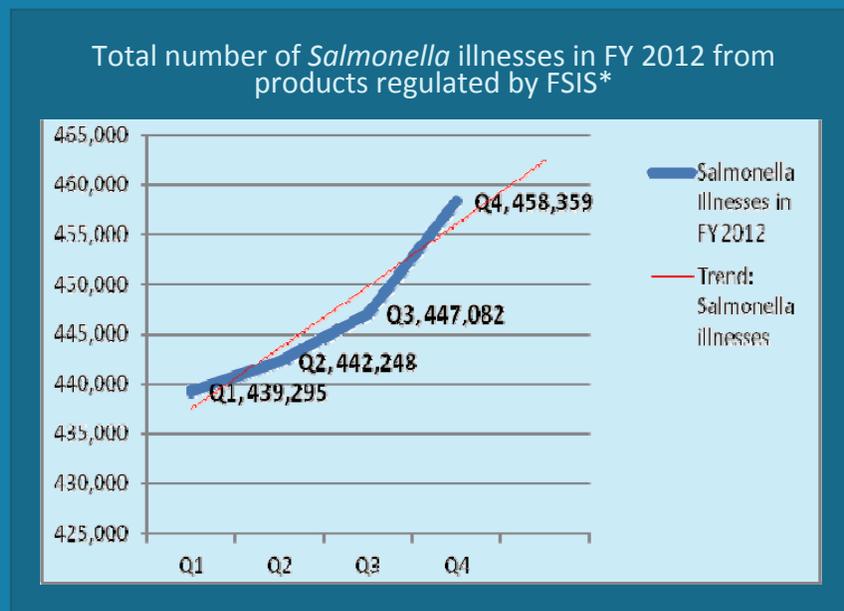
(as reported in the FSIS Budget and USDA performance reports)

“MET” 90% Percentage of broiler plants who passed *Salmonella* verification testing **(target 90%)**

“EXCEEDED” 77% Of all official establishments possess a functional Food Defense Plan **(target 76%)**

“MISSED” 479,621 Total illnesses from FSIS product (i.e., *Salmonella*, *Listeria monocytogenes (Lm)*, and *E.coli* O157:H7) **(target 405,178)**

**During FY 2012, *Salmonella* illnesses increased 4.3%—
FSIS is addressing this issue head-on***



*As a result, FSIS is currently gathering ideas from Headquarters and field staff to ensure creative and innovative ideas are being considered for combating illnesses in a more effective way.

FSIS completed 71% of all FY 2012 APP Key Results

Program Area KEY RESULTS

 **71%** FSIS Program Area Key Results were rated as **100% Complete**

 **17%** FSIS Program Area Key Results were rated as **75% Complete**

Program Area SUPPORTING ACTIONS

 **58%** FSIS Program Area Actions were rated as **100% Complete**

 **20%** FSIS Program Area Actions were rated as **75% Complete**

FISIS APP Key Results Arranged by Strategic Plan Goal

Goal 1 KEY RESULTS

 **74%** were rated as **100% Complete**

 **21%** were rated as **75% Complete**

Goal 5 KEY RESULTS

 **86%** were rated as **100% Complete**

 **14%** were rated as **75% Complete**

Goal 2 KEY RESULTS

 **71%** were rated as **100% Complete**

 **14%** were rated as **75% Complete**

Goal 6 KEY RESULTS

 **60%** were rated as **100% Complete**

 **40%** were rated as **75% Complete**

Goal 3 KEY RESULTS

 **100%** were rated as **100% Complete**

 **0%** were rated as **75% Complete**

Goal 7 KEY RESULTS

 **44%** were rated as **100% Complete**

 **44%** were rated as **75% Complete**

Goal 4 KEY RESULTS

 **78%** were rated as **100% Complete**

 **11%** were rated as **75% Complete**

Goal 8 KEY RESULTS

 **80%** were rated as **100% Complete**

 **20%** were rated as **75% Complete**

Section Three

A Review by FSIS Strategic Plan Goal





Ensure Food Safety Inspection Aligns with Existing and Emerging Risks

1 GOAL

FY 2012 ACCOMPLISHMENTS

- ✓ Fully implemented FSIS' Public Health Information System (PHIS) for in-plant domestic inspection and import re-inspection— All 174 domestic circuits and all 110 import facilities covered.
- ✓ Ensured 75% of investigative cases and 80% of enforcement actions addressed food safety violations.
- ✓ Implemented non-O157 Shiga toxin-producing *E.coli* STEC verification sampling and testing, changed *E. coli* sampling & testing.
- ✓ Calculated new *Salmonella* performance standards in beef and market hogs, improved understanding of risk of Listeriosis.
- ✓ Improved Inter-Agency collaboration on foodborne illness attribution.
- ✓ Worked with 4 countries to reduce consumer exposure to food safety hazards and performed 11 in-country audits of higher-risk countries.
- ✓ Published proposal to modernize poultry slaughter regulations; proposed new traceback and recall procedures for *E. coli* O157:H7.
- ✓ 87% of FSIS follow-up surveillances resulted in establishment compliance.

SINGLE GREATEST ASSET

Implementation of PHIS opens the door to a more data-driven food safety system.

SINGLE MAJOR OBSTACLE

Difficulties associated with successfully reducing illnesses from *Salmonella*, and thus on the FSIS 'All-Illness' performance measure.



Maximize Domestic and International Compliance with Food Safety Policies

2 GOAL

FY 2012 ACCOMPLISHMENTS

- ✓ 90% percent of broiler plants passed *Salmonella* verification testing in 2012.
- ✓ Deployed 12 new PHIS data alerts to monitor public health priorities.
- ✓ 42% of slaughter plants identified by District Veterinary Medical Specialists (DVMS) as having an effective humane handling system (all 4 elements of systematic approach implemented) (exceeded target by 10%).
- ✓ 77% of all official establishments possess a functional Food Defense Plan (exceeding target of 76%).
- ✓ FSIS made 425 outreach phone calls to establishments across 14 states without food defense plans to encourage their adoption of a written, functional food defense plan.
- ✓ FSIS targeted outreach to 31% of eligible countries that can export to the U.S. to encourage implementation of a system that protects product from intentional contamination (exceeded annual target of 30%) .
- ✓ 100% of countries receiving an outreach request from FSIS to implement a similar food defense strategy in their own country prior to exporting to the U.S. who replied back with a preliminary response.

SINGLE GREATEST ASSET

Employing effective outreach strategies and measures to assist domestic and foreign establishments develop and utilize food defense plans.

SINGLE MAJOR OBSTACLE

Small and very small plants are not doing as well as larger plants in addressing *Salmonella*, humane handling and food defense. The challenge is to improve outreach to these plants.



Enhance Public Education and Outreach to Improve Food-Handling Practices

3 GOAL

FY 2012 ACCOMPLISHMENTS

- ✓ Launched Food Safety Counts! Campaign for English speaking audiences; worked with CBS Radio to educate Spanish speaking audiences in Baltimore, MD and Houston, TX about food safety and risks.
- ✓ Conducted more than 230 outreach events and distributed approximately 276,465 food safety education publications and 58,975 promotional items.
- ✓ In partnership with FDA, released booklets to inform at-risk populations about preventing foodborne illness.
- ✓ Partnered with the Ad Council to develop outdoor advertising concepts that promote the Food Safe Families campaign.
- ✓ Realized 10% increase over FY 2011 public education and outreach targets; In FY 2012, generated over 332,000 Twitter followers, over 15 million Website visits, over 26 million Website views, over 171,000 - YouTube views, and 669,000 - Visitors to the Food Safety Discovery Zone.

SINGLE GREATEST ASSET

FSIS has exceeded its outreach and public education targets through multiple media efforts, including: the Food Safety Discovery Zone; its emphasis on reaching vulnerable and under-served populations, targeting Spanish-speaking audiences (e.g., print and radio campaign); and, continued work with the Ad Council, Cook It Safe and Grill It Safe campaigns, FoodSafe families campaign, TwitterChats, food safety publications, promotional items, and videos.

SINGLE MAJOR OBSTACLE

Lack of an effective means of assessing whether FSIS public education and outreach is producing better consumer handling of FSIS product: Agency does not currently have a data collection method of its own with which to collect any consumer food handling behavior data, either self-reported or observational; target was set using data, which is typically collected by a non-USDA agency every 5 years.



Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness

4 GOAL

FY 2012 ACCOMPLISHMENTS

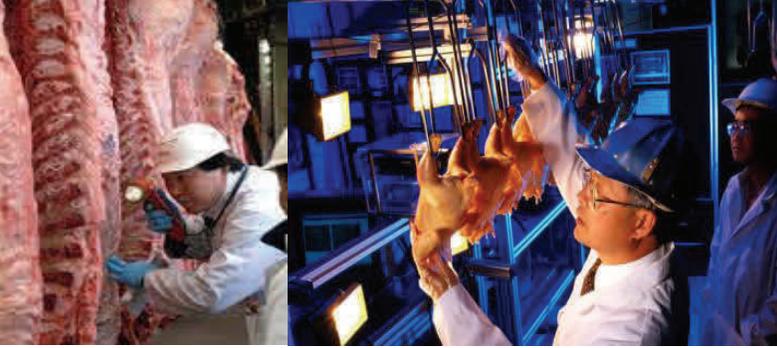
- ✓ Held annual meeting with Agricultural Research Service (ARS), National Institute of Food and Agriculture (NIFA) and CDC to discuss research priorities.
- ✓ Updated Agency research priorities and prepared for public release.
- ✓ FSIS chaired Interagency Food Safety Analytics Consortium (IFSAC) steering committee.
- ✓ IFSAC Strategic plan developed and public meeting held.
- ✓ List of IFSAC projects developed for FY12-14; one completed and used by FSIS and additional two completed at end of FY12.
- ✓ In collaboration with Mississippi State, three food defense plan workshops were conducted.
- ✓ Small Plant News Guidebook “Intro to Microbiology of Food Processing” were completed and prepared for public release.
- ✓ Completed a number of key studies, including:
 - ⇒ FSIS/Cornell study on *Lm* in retail grocery store environment.
 - ⇒ FSIS/VA Tech Mock Deli *Lm* Transmission Study.
 - ⇒ FSIS/FDA/ARS Retail *Lm* Market Basket survey.
- ✓ Signed an MOU with FDA and piloted an exploratory study to conduct fecal sampling at the farm.
- ✓ Initiated FSIS participation in the Genome Project with FDA and UC Davis to characterize outbreak strains isolated from FSIS regulated products.
- ✓ Finalized MOU that enabled more automated data sharing between FSIS and CDC; transferring data to FSIS Data Warehouse.

SINGLE GREATEST ASSET

Increased collaboration with research and public health partners through publicizing Agency research priorities and the IFSAC Strategic Plan.

SINGLE MAJOR OBSTACLE

IFSAC projects have been found to be more complex and resource intensive than initially anticipated, leading to delays in the availability of useful and complementary products to support Agency attribution efforts and analyses.



Effectively Use Science to Understand Foodborne Illness and Emerging Trends

5 GOAL

FY 2012 ACCOMPLISHMENTS

- ✓ FSIS completed the majority of its FY 2012 scientific agenda to improve food safety.
- ✓ FSIS, in a major collaboration with the Environmental Protection Agency (EPA), issued a Microbial Risk Assessment (MRA) Guideline in July 2012. The MRA Guideline lays out an overarching approach for conducting meaningful assessments of the foodborne risks to consumers posed by pathogen exposure.
- ✓ Standardized and shared risk analysis methods internationally.
- ✓ Completed several complex quantitative risk assessment models that provide the scientific basis for the Agency's policies and allocation of inspection resources (including the Poultry Slaughter Rule, Mechanically Tenderized Beef Rule), revised the Poultry Slaughter Risk Assessment in response to OMB and public comments; revised the RTE/Lethality *Salmonella* risk assessment with new data; expanded the new risk assessment for beef slaughter to include *Salmonella* in addition to *E. coli* O157; developed a new risk assessment framework for the proposed HACCP 2.0 Rule, updated the risk profile for non-O157 STECs in beef based on public comments.
- ✓ Completed microbiological baselines for chicken parts and market hogs.
- ✓ Provided scientific support of pathogen reduction for *Campylobacter* and Non-O157 STEC.
- ✓ Revised the National Residue Program scheduling algorithm, implemented a new multi-analytic method in a mid-western laboratory to identify (and quantify) chemical residues at much lower levels than the older technology, outlined final policies on holding livestock carcasses that were targeted for chemical residue scheduled sampling.
- ✓ Created a Hazards Investigations Team to ensure that science is independently developed, and provides the information needed for FSIS to be more proactive in addressing emerging issues/hazards.

SINGLE GREATEST ASSET

Creation and implementation of a comprehensive scientific agenda that focuses on the Agency's most significant needs, including the National Residue Program, environmental contaminants, developing a plan to meet the Healthy People 2020 goals for *Salmonella* illness reduction, communicating scientific measures to mitigate the risk of Listeriosis at retail, and addressing emerging issues such as the safety of products containing chemicals that do not have a tolerance.

SINGLE MAJOR OBSTACLE

Because baseline values using FY 2012 data were only created recently, it has been difficult to assess impact and effectiveness of components of the scientific agenda.



Implement Effective Policies to Respond to Existing and Emerging Risks

6 GOAL

FY 2012 ACCOMPLISHMENTS

- ✓ Implemented a range of effective policies to respond to existing and emerging risks.
 - ⇒ Calculated new *Salmonella* performance standards in beef and market hogs.
 - ⇒ Completed actions to improve understanding of risk of Listeriosis at retail.
- ✓ Implemented non-O157 STEC verification sampling and testing and developed changes to Agency's *E. coli* O157:H7 sampling and testing program to improve its effectiveness.
 - ⇒ Responded to public comments on non-O157 STEC policy and announced final implementation plans in the *Federal Register*.
- ✓ Improving Agency ability to use PHIS data. Examples include:
 - ⇒ Better able to target sampling task to establishments and improve sampling algorithms.
 - ⇒ Creating approximately 100 PHIS reports that were used to help supervisors and inspectors track and monitor inspection results.
 - ⇒ PHIS reports were also used to research issues and improve on the clarity of current policies.
 - ⇒ Developing a statistical sampling plan and identified veal plants for a new beef carcass baseline.
- ✓ Developed 73 reports and updated reporting functionality to better inform Agency decision-makers.
- ✓ Published proposal to modernize poultry slaughter regulations and proposed new traceback and recall procedures for *E. coli* O157:H7.

SINGLE GREATEST ASSET

Ability to issue a significant number of Federal Register Notices, FSIS Directives and Notices, and guidance documents delivering key policy initiatives including the *Salmonella* Initiative Program (SIP), expedited *Salmonella* verification set, *Salmonella* serotypes, *Campylobacter*, *E. coli* O157 sampling, HACCP system validation guidance, and compliance guidelines for small and very small meat and poultry establishments that produce Not-Ready-To-Eat (NRTE) products.

SINGLE MAJOR OBSTACLE

Imprecise evaluation tools which make assessing how the policies are working and their full impact difficult; development of better and precise evaluation tools would help the Agency to better determine which key public health related policies are not adhered to by industry and propose strategies to improve adherence to policies.



Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health

7 GOAL

FY 2012 ACCOMPLISHMENTS

- ✓ In the most recent FSIS employee survey, top ten results indicate employees like their work, understand how it relates to Agency's goals, have a sense of accomplishment, and believe in being held accountable.
- ✓ 100% of all eligible FSIS employees have an Individual Development Plan (IDP) in place (Exceeded target by 15%).
- ✓ % of workplace injury/illness cases dropped to 6.2% in FY 2012.
- ✓ Heat study stress test and Knife sharpening safety measure study completed; new policies being developed as a result of findings to improve in-plant employee' safety.
- ✓ Two-Prong Strategy –Launched in FY 2012 which includes: 1) reforming FTE database/tracking system and agreed upon FTE limits, and 2) partnering with subject matter expert to lead an internal all-Agency hiring reform initiative.
- ✓ 69th - Ranking in the Partnership for Public Service's Annual Report, *Best Places to Work in the Federal Government*”(exceeded target by 17 slots).

SINGLE GREATEST ASSET

Ability to effectively manage a diverse range of staff positions (e.g., line functions in field and policy positions in HQ) and efficiently allocate associated resource needs; working within fiscal restraints by providing guidance to managers on effective position management strategies to accomplish mission within established FTE ceiling; establishing baseline benchmarks for supervisory ratio, and investment in training and development.

SINGLE MAJOR OBSTACLE

FSIS needs to streamline the selection approval process, tracking and position management, as well as to update policy directives to be able to move forward in meeting the Agency goal of fully empowering Agency employees.



Innovative Methodologies, Processes, and Tools, including PHIS, to Protect Public Health Efficiently and Effectively and to Support Defined Public Health Needs and Goals

8 GOAL

FY 2012 ACCOMPLISHMENTS

- ✓ Created action plan, milestones and methodology to begin to collect baseline data assessing impacts of major innovations on FSIS operations and performance.
- ✓ Completed requirements gathering for data warehouse 2.0.
- ✓ Provided up-to-date information in export library resulting in accurate export certification of U.S. meat, poultry and processed egg products.
- ✓ Developed PHIS import version 1.0 and identified 11 initiatives for inclusion in the baseline.

SINGLE GREATEST ASSET

Significant progress in developing a mechanism for assessing how well the Agency is doing in becoming more innovative: FSIS has identified 11 potentially innovative projects to track using a new innovative measurement system, with baseline criteria (i.e., time efficient/savings, cost efficient/savings/avoidance, improved accuracy, public health impact) covering short, medium, and long-term projects.

SINGLE MAJOR OBSTACLE

Assessing progress against the established criteria, thereby having the ability to measure the effectiveness of the Agency's efforts at innovation will take time.