United States Department of Agriculture

FISCAL YEAR 2017 YEAR IN REVIEW:

FOOD SAFETY AND INSPECTION SERVICE

U.S. DEPARTMENT OF AGRICULTURE

Contents

Message From the Acting Deputy Under Secretary and the Acting Administrator

We are very pleased to release FSIS' FY 2017 Year in Review document. The report provides an overall summary of the agency's performance, as well as key accomplishments to track the agency's effectiveness toward meeting its mission and goals. The information in this report represents FSIS' consistent tracking of its outcomes, intended results, measures, and the agency's overall performance this past year.

FY 2017 was the first year of implementation for FSIS' new Strategic Plan, which focuses on new approaches to enhance food safety compliance, data capabilities, and our employees' skills and expertise to modernize the way we protect public health. This first year saw many successes, thanks to the dedication and hard work of our employees across the Nation who protect public health and ensure the safety of meat, poultry, and processed egg products every day. Expanding our use of Public Health Risk Evaluations (PHREs) and Whole Genome Sequencing (WGS), drafting a new Swine Modernization Rule, continued implementation of the Poultry Slaughter Modernization Rule, and incorporation of Siluriformes inspection (catfish) into our processes were just a few key areas of focus in FY 2017.

In addition to these successes, the agency made great strides in ensuring that FSIS continues to be a great place to work. An increased focus on employee recruitment and retention, improved employee engagement through i-Impact, and an emphasis on equal employment opportunities have helped our employees remain dedicated to accomplishing our mission.

We are proud of our accomplishments over the past year. Moving forward, we will support Secretary Sonny Perdue's vision of OneUSDA to provide the best customer service as we work dilligently to protect public health.

Carmen Rottenberg
Acting Deputy Under Secretary,
Office of Food Safety

Paul Kiecker,
Acting Administrator,
Food Safety and Inspection Service

Acronyms and Abbreviations

ADR	Alternative Dispute Resolution
CCMS	Consumer Complaint Monitoring System
CDC	Centers for Disease Control and Prevention
CSI	Consumer Safety Inspector
CY	Calendar Year
E. coli	*Escherichia coli*
EEO	Equal Employment Opportunity
EG	Enterprise Governance
EWA	Early Warning Alert
FDA	Food and Drug Administration
FEVS	Federal Employee Viewpoint Survey
FSIS	Food Safety and Inspection Service
FY	Fiscal Year
HHS	Health and Human Services
IFSAC	Interagency Food Safety Analytics Collaboration
IDP	Individual Development Plan
IPP	Inspection Program Personnel
IT	Information Technology
HACCP	Hazard Analysis and Critical Control Point
Lm	*Listeria monocytogenes*
MPI	Meat and Poultry Inspection
NPIS	New Poultry Inspection System
PHIS	Public Health Information System
PHR	Public Health Regulation
PHRE	Public Health Risk Evaluation
PHV	Public Health Veterinarian
RTE	Ready-to-Eat
STEC	Shiga-toxin producing *E. coli*
WGS	Whole Genome Sequencing

FSIS Offices, Program Areas, or Staffs

Codex	Codex Alimentarius
CRS	Civil Rights Staff
HR	Human Resources
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
ODIFP	Office of Data Integration and Food Protection
OFO	Office of Field Operations
OIC	Office of International Coordination
OIEA	Office of Investigation, Enforcement and Audit
OM	Office of Management
OOEET	Office of Outreach, Employee Education and Training
OPACE	Office of Public Affairs and Consumer Education
OPHS	Office of Public Health Science
OPPD	Office of Policy and Program Development

Introduction

The Food Safety and Inspection Service (FSIS), an agency within the U.S. Department of Agriculture (USDA), is responsible for protecting the public's health by ensuring the safety of meat, poultry, and processed egg products. FSIS is granted authorities under the Federal Meat Inspection Act, the Poultry Products Inspection Act, and the Egg Products Inspection Act, as well as humane animal handling responsibility through the Humane Methods of Slaughter Act. FSIS employs approximately 9,500 employees working collectively to conduct a broad range of food safety activities to achieve FSIS' overall vision—that everyone's food is safe. FSIS employees are highly trained, motivated, and skilled professionals working as "one team with one purpose."

FY 2017 marked the launch of the agency's new FSIS 2017-2021 Strategic Plan. The 3 goals, 6 outcomes, and 15 objectives set forth in this Strategic Plan directly inform the agency's Annual Plan, and provide an integrated framework that guides how FSIS fulfills its mission and addresses 21st-century public health challenges. This Year in Review document highlights key actions and activities completed during FY 2017 in fulfilling these Plans.

Vision: Everyone's food is safe

Mission: Protecting the public's health by ensuring the safety of meat, poultry, and processed egg products

	OUTCOME	OBJECTIVE
GOAL 1 Prevent Foodborne Illness and Protect Public Health	**1.1**—Prevent Contamination **1.2**—Limit Illness From Regulated Products	**1.1.1**—Drive Compliance With Food Safety Statutes and Regulations **1.1.2**—Strengthen Sampling Programs **1.1.3**—Ensure Establishments Are Meeting Pathogen Reduction Performance Standards **1.1.4**—Promote Food Defense Practices **1.2.1**—Improve Food Safety at In-Commerce Facilities **1.2.2**—Improve Response to Foodborne Illness Outbreaks and Adulteration Events **1.2.3**—Increase Public Awareness of Recalls, Foodborne Illness, and Safe Food Handling Practices
GOAL 2 Modernize Inspection Systems, Policies, and the Use of Scientific Approaches	**2.1**—Improve Food Safety and Humane Handling Practices Through Adoption of Innovative Approaches **2.2**—Enhance Access to Complete and Accurate Information to Inform Decisions	**2.1.1**—Modernize Scientific Techniques and Inspection Procedures **2.1.2**—Increase Adoption of Humane Handling Best Practices **2.2.1**—Improve the Reliability, Access, and Timely Collection and Distribution of Information
GOAL 3 Achieve Operational Excellence	**3.1**—Maintain A Well-Trained and Engaged Workforce **3.2**—Improve Processes and Services	**3.1.1**—Improve Recruitment and Retention for Mission Critical Positions **3.1.2**— Enhance Training and Development Opportunities Across Competency Areas **3.1.3**— Ensure Equal Opportunity and a Diverse and Inclusive Environment **3.2.1**—Enhance Efficiency and Effectiveness of Key Business Processes and Systems **3.2.2**—Improve Service Delivery

ACCOUNTABLE • COLLABORATIVE • EMPOWERED • SOLUTIONS ORIENTED

Introduction

FSIS implemented its FY 2017 Annual Plan by utilizing its performance management framework, which includes monitoring and reporting processes underpinned by the agency's Enterprise Governance (EG) process. FSIS uses its EG process to present public health and other mission-related topics to executive leadership for collaborative decision making and implementation. Three EG boards regularly meet and, along with their associated work groups and committees (sub-boards), provide key analysis, evaluation, and recommendations regarding program implementation and enhancements that support data-driven decision making. To strengthen its EG process in FY 2017, FSIS conducted assessments of its sub-boards and information technology (IT) governance, developing visualization and tracking tools, and updated its approach to gather and assess information to better support decision making and funds allocation for new and continuing initiatives. FSIS also continues to move forward on integrating Enterprise Risk Management principles and practices, as required by the Office of Management and Budget, into its governance process.

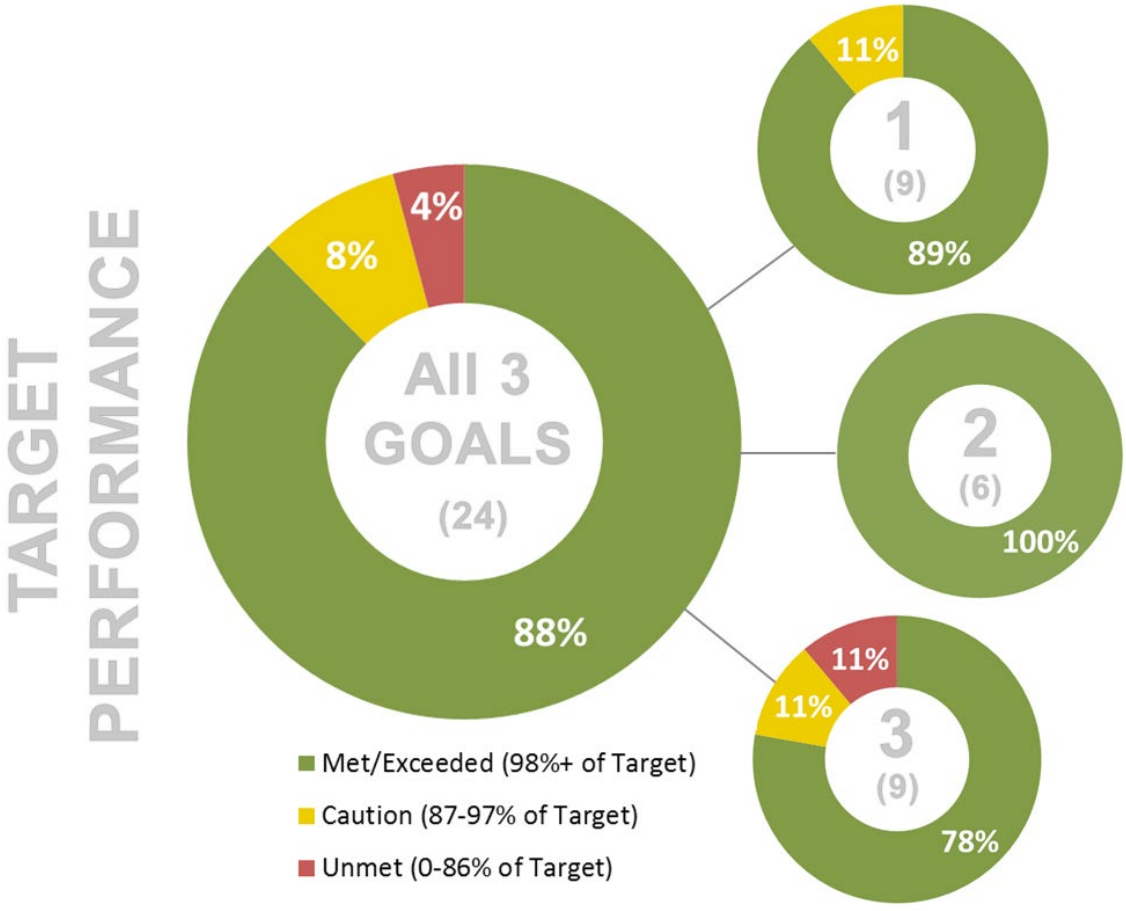
In addition to improving its internal EG processes, FSIS also maintained and enhanced its multitude of partnerships and collaborations with Federal, State, and industry partners and stakeholders.[1] This included a wide array of activities related to foodborne illness surveillance and monitoring, interagency data and analysis coordination, and other cross-cutting activities.

[1]Activities, measures, and targets related to governance and collaboration were outlined in the FY 2017 Annual Plan.

Introduction

FY 2017 at a Glance

FSIS made great strides in continuing its mission to protect public health in FY 2017. The newly released Strategic Plan (2017-2021) allowed the agency to continue its focus on using new and innovative science, technology, and practices to protect public health and prevent foodborne illness. Out of the 24 of 25 Strategic Plan measures that the agency set baselines for or tracked in 2017, FSIS met or exceeded 21 measured targets (defined as 98%+ of target)- strong performance for the year. This included targets on sampling, pathogen reduction performance standards, Early Warning Alerts (EWAs) to establishments, WGS, and several other activities. The agency fell just shy of meeting its target for scheduling PHREs, and did not meet its targets associated with employee retention and with occupational competency models/ gap assessments.



Goal 1
Prevent Foodborne Illness and Protect Public Health

FY 2017 Select Accomplishments

Outcome 1.1: Prevent Contamination

FSIS protected public health by preventing contamination in domestic and foreign-produced FSIS-regulated products. This was achieved by driving compliance with food safety regulations and statutes, strengthening sampling programs, ensuring establishments are meeting pathogen reduction performance standards, and promoting food defense. FSIS met or exceeded five of its six Strategic Plan measures' targets for this Outcome, and also saw strong performance related to annual metrics. Specific accomplishments and results in FY 2017 include the following:

- **Implemented New Performance Standards:** FSIS uses pathogen reduction performance standards to assess the food safety performance of establishments.[2] In 2016, FSIS began the implementation of new pathogen reduction performance standards for *Salmonella* and *Campylobacter* in raw chicken parts and not ready-to-eat (RTE) comminuted chicken and turkey products, along with implementing the current *Salmonella* and *Campylobacter* performance standards for raw chicken and turkey carcasses. In FY 2017, FSIS began measuring the percentage of establishments that met these performance standards for several product-pathogen pairs.

FSIS VERIFIED FOOD SAFETY REQUIREMENTS WERE MET IN ESTABLISHMENTS THAT SLAUGHTERED OR PROCESSED **155 MILLION** HEAD OF LIVESTOCK AND **9.45 BILLION** POULTRY CARCASSES, AS WELL AS **3.1 BILLION** POUNDS OF PROCESSSED EGG PRODUCTS.

- **Expanded Use of PHREs:** The PHRE is a decision-making process FSIS uses to determine whether a Food Safety Assessment or immediate enforcement action is warranted by placing establishments that exhibit certain public health risk "triggers" on a prioritized list for evaluation. For much of FY 2017, the percentage of establishments scheduled for PHREs due to public health risk determinants was under 1.3%, close to or meeting quarterly and annual targets. FSIS will continue to take steps to reduce non-compliance related to these public health risk determinants.

- **Enhanced Domestic Sampling Program:** FSIS enhanced its sampling program in FY 2017 to test for *Campylobacter* and *Salmonella* in more regulated products and saw the following accomplishments:
  - Closed sampling gaps by beginning to sample giblets, necks, and ½ and ¼ chicken carcasses; poultry slaughtered in religious-exempt establishments; and low volume producers of chicken and turkey carcasses, comminuted chicken and turkey, mechanically separated chicken and turkey, and chicken parts.
  - Updated its sampling algorithm for RTE products to refocus sample collection- giving greater weight to product alternatives, product type percent positive, and establishment size.
  - Collected pork samples to determine a prevalence estimate of *Salmonella* and Shiga toxin-producing *Escherichia coli* (STEC) in certain pork products to determine whether new performance standards or guidance are warranted.

[2]Under a performance standard, each establishment is subject to a series of sampling occasions within a given timeframe. If the number of positive samples during that timeframe is less than or equal to a maximum allowable number of positive samples, then the establishment is considered to be passing the performance standard. If the number of positive samples exceeds the maximum allowable, then the establishment is considered to be failing the performance standard.

- **Ensured State Programs Complied With Federal Standards:** FSIS ensured that States with an "at least equal to" Meat and Poultry Inspection (MPI) program maintained compliance with Federal requirements through various forms of monitoring. This included exceeding the agency's annual targets for completing on-site audits for eligible State MPI programs and auditing nine State MPI laboratories.

- **Conducted Outreach to Small and Very Small Establishments:** FSIS provided information and technical assistance to owners and operators of small and very small establishments to assist them in complying with FSIS laws, regulations, and/or guidance. In FY 2017, FSIS conducted outreach at 13 high-impact industry events and held 12 webinars for Hazard Analysis and Critical Control Point (HACCP) contacts and university extension coordinators to provide information on food safety practices, and collaborated with key coalitions and networks to hold several informal meetings with small producers.

- **Promoted Food Defense:** FSIS promoted food defense practices through revision of a food defense task, providing updated guidance and tools, collaborating with Federal agencies, and reaching out to industry and other stakeholders. For example, the agency updated the food defense task for inspection personnel and used task data to develop a baseline for the percent of establishments that maintain food defense practices. FSIS also developed several food defense quick reference guides to disseminate to industry and FSIS personnel (e.g., food defense guidance document in the Inspection Program Personnel (IPP) Help Button and the Department of Homeland Security's Transportation Security Administration visor card).

FSIS INSPECTORS CONDUCTED AROUND **6.9 MILLION** FOOD SAFETY AND FOOD DEFENSE PROCEDURES ACROSS APPROXIMATELY **6,500 ESTABLISHMENTS.**

- **Improved Strategies for Sampling Imported Products:** FSIS revised its import sampling plan, and a cross-office workgroup identified new strategies to reduce point-of-entry violations and to focus on increasing the country/product combinations from equivalent countries that FSIS tests for both biological and chemical hazards.

- **Continued Outreach to International Stakeholders:** FSIS organized, managed, and participated in outreach activities and various engagements with foreign officials to promote international, science-based food safety standards. This included co-hosting a meeting with the World Health Organization/Pan American Health Organization and U.S. Food and Drug Administration (FDA) to create guidance for developing countries on how to utilize WGS for foodborne disease surveillance and outreach efforts to advance U.S. positions on international standard setting by the Codex Alimentarius Commission.

OUTCOME 1.1: Prevent Contamination					
Strategy/Action Area	**Measure**	**Desired Direction**	**Target**	**Actual**	**Performance**
Public Health Risk Evaluation (1.1.1.1)	% of establishments scheduled for a Public Health Risk Evaluation due to public health risk determinants	↓	1.24%	1.31%[3]	
International Sampling/ Assessment (1.1.1.2)	% of country/product combinations from equivalent countries that FSIS tests for biological and chemical hazards	↑	19%	22%	
International Outreach (1.1.1.3)	% increase in participation in FSIS outreach activities by foreign governments and officials	↑	3%	14%	
Sampling (1.1.2.1)	% of products from establishments that FSIS samples	↑	44%	46%	
Performance Standards (1.1.3.1)	% of establishments that meet pathogen reduction performance standards	↑	77%	77.2%	
Food Defense (1.1.4.1)	% of establishments that maintain food defense practices	↑	85%	85%	

[3]Starting in Q4, the Strategic Plan PHRE measure includes establishments that have exceeded the Salmonella Performance Standards for Chicken and Turkey Carcasses (Category 3), which increased the percentage of PHREs due to public health risk determinants to 1.78%. Due to changes in the methods for determining Category 3 establishments, this data was not available to use in the calculation of the FY 2017 baseline used to set quarterly targets. Once a full year of Category 3 data is available (in summer 2018), FSIS plans to recalculate the baseline and set new targets with Category 3 establishments included.

Outcome 1.2: Limit Illness From Regulated Products

FSIS focused on activities to improve food safety at in-commerce facilities, increase responsiveness to foodborne outbreaks, and expand public awareness of food safety practices to limit illness. FSIS met or exceeded its targets for three measures in this Outcome. Accomplishments and results include the following:

- **Improved Food Safety by Monitoring Retail Delis Adherence to FSIS Guidelines:** FSIS assessed food safety at in-commerce facilities by performing surveillance at retail delis to determine whether retailers are following the agency's recommended actions to control *Listeria monocytogenes* (*Lm*) in RTE meat and poultry products.

- **Strengthened Partnerships with Federal and State Entities:** FSIS further enhanced collaborations with Federal and State partners to facilitate timely foodborne illness outbreak investigations and response activities, with a focus on information sharing. For example, to enhance collaborative outbreak investigations and food safety hazard assessments, FSIS and the Centers for Disease Control and Prevention (CDC) conducted a joint in-plant and laboratory outbreak investigation exercise, along with refresher training on FSIS regulations and procedures, per an FSIS-CDC Memorandum of Understanding. FSIS also began publishing outbreak reports on its website to share lessons learned with partners. Other partnership activities included the following:

  - Publishing a new 5-year Interagency Food Safety Analytic Collaboration (IFSAC) Strategic Plan and hosted a public webinar on the Plan with more than 300 registrants.
  - Ensured FSIS engagement with each of the FDA-State Rapid Response Teams.
  - Conducted a survey of State partners to determine ways to better understand their communication and collaboration needs.

FSIS' FOODKEEPER APP WAS DOWNLOADED APPROXIMATELY **150,000 TIMES** IN FY 2017.

- **Strengthened Public Engagement:** By adopting a more proactive strategy that combined use of traditional media, digital engagement, events, and social media, FSIS increased awareness on recalls, foodborne illness, and safe food handling practices. FSIS achieved more than 400 English and Spanish story placements, many through the Thanksgiving and summer campaigns, and saw a high number of impressions and clicks for its public outreach and educational efforts, meeting its overall indexed target. FSIS also began limited social science research on consumer food safety practices, yet was not able to baseline or measure progress because of unforeseen delays, and will do so in FY 2018.

FSIS ACHIEVED APPROXIMATELY **53 MILLION** WEIGHTED IMPRESSIONS FROM ALL PUBLIC OUTREACH AND EDUCATION EFFORTS IN FY 2017.

OUTCOME 1.2: Limit Illness From Regulated Products					
Strategy/Action Area	**Measure**	**Desired Direction**	**Target**	**Actual**	**Performance**
Deli/*Lm* Compliance in Retail (1.2.1.1)	**% of in-commerce facilities that are following FSIS Deli *Lm* guidelines**	↑	**60%**	**64.7%**	●
Outbreak Response (1.2.2.1)	**Number of State and local partners who, because of FSIS outreach efforts, can provide information that improves identification of contaminated product**	↑	**10**	**31**	●
Public Awareness (1.2.3.1)	**% increase in public awareness of safe food handling guidance and recalls through communications channels**	↑	**5.0%**	**21.3%**	●
Consumer Behavior (1.2.3.2)	**% increase of consumers who follow safe food handling behaviors**	↑	**N/A**	**N/A[4]**	**N/A**

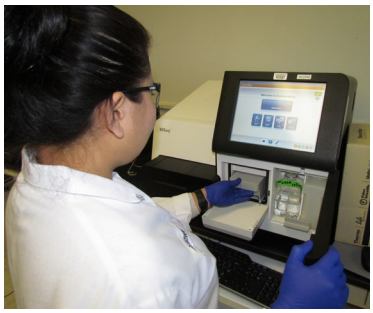
[4]The baseline and targets for this measure are being set in FY 2018.

Goal 2
Modernize Inspection Systems, Policies, and the Use of Scientific Approaches

FY 2017 Select Accomplishments

Outcome 2.1: Improve Food Safety and Humane Handling Practices Through Adoption of Innovative Approaches

FSIS continued to focus on identifying and implementing new techniques, technologies, approaches, and other ways of doing business that enhance public health protection and humane handling of livestock. The agency met or exceeded all three of its measures' targets related to this Outcome. Actions taken include the following:



- **Expanded Capacity of FSIS Laboratories to Conduct WGS:** FSIS continued to expand its capacity to characterize isolates from samples the Agency collects using WGS. The Agency placed particular emphasis on using this technology to better understand *Lm* harborage at establishments.

- **Worked to Modernize FSIS Data Systems:** FSIS continued progress on modernizing surveillance and investigation data systems. The agency made enhancements to the Public Health Information System (PHIS) by enhancing import functionality and preparing to deliver export functionalities in PHIS, to decrease manual input of data and improve efficiency and reduce paper usage. FSIS also worked to improve external data systems by beginning to integrate the Consumer Complaint Monitoring System (CCMS) and the electronic Consumer Complaint Form with PHIS; CCMS' functionality with mobile devices; and development of a Spanish online complaint reporting form.

FSIS CONDUCTED WHOLE GENOME SEQUENCING ON MORE THAN **7,000 ISOLATES,** DOUBLE THAT OF FY 2016.

- **Analyzed Effectiveness of EWAs for Improved Industry Performance:** FSIS introduced a new key performance measure that estimates the percentage of establishments that improve their performance (i.e. lower rate of non-compliances) within 120 days of receiving a Public Health Regulation (PHR) EWA. FSIS completed two consecutive baseline analyses to establish targets for this measure.

- **Developed and Tested New Tools for Inspectors:** FSIS engaged in developing and testing multiple tools that can support inspectors' decision making on food safety issues. For example, FSIS conducted in-field trials for two new handheld devices. FSIS determined that the tools did not meet FSIS' evaluation criteria (suitability, time to results, and usability by inspectors). FSIS also proposed criteria to assess an in-field device that can detect pathogens in real time, and developed a pilot project on multi-drug resistant *Salmonella* to identify conditions that may lead to cross-contamination during slaughter and processing.

- **Continued Implementation of the New Poultry Inspection System (NPIS):** As part of the Poultry Slaughter Modernization Rule, establishments continued to have the option to join NPIS. This inspection system is designed to facilitate pathogen reduction in poultry products. With NPIS, IPP are now better equipped to verify that establishments maintain effective HACCP systems by increasing food safety and sanitation tasks, which is a more effective and efficient way to use our inspection resources. NPIS was adopted in all establishments that opted in and were ready to adopt the new system as of the end of FY 2017.

- **Drafted Swine Modernization Rule:** After analyzing and finding significant positive results from its pilot, FSIS drafted a new rule to modernize swine slaughter inspection. This proposed rule is specific to swine slaughter establishments and is composed of two distinct parts: a required establishment sampling program and a voluntary inspection system called the New Swine Slaughter Inspection System (NSIS). Through the proposed rule, FSIS intends to improve the effectiveness of market hog slaughter inspection while making better use of the agency's inspection resources and ensuring the humane handling of hogs.

- **Encouraged Adoption of Humane Handling Best Practices:** The agency continued to encourage adoption of humane handling best practices, including focusing on livestock restraint and/or stunning requirements. To encourage increased industry compliance, the agency required Public Health Veterinarians (PHVs) to increase the frequency of the PHV reviews to determine whether an establishment is operating under a Robust Systematic Approach, and to inform establishments of these results. Additionally, FSIS delivered refresher training specific to consciousness determination to more than two-thirds of PHVs in livestock slaughter establishments.

THE AGENCY PERFORMED MORE THAN **178,000 ACTIVITIES** TO VERIFY AND ENFORCE HUMANE HANDLING REQUIREMENTS.

OUTCOME 2.1: Improve Food Safety and Humane Handling Practices Through Adoption of Innovative Approaches					
Strategy/Action Area	**Measure**	**Desired Direction**	**Target**	**Actual**	**Performance**
Whole Genome Sequencing (2.1.1.1)	**% of all isolates that FSIS sampling generates that are subject to WGS**	↑	**52%**	**73%**	●
Early Warning Alerts (2.1.1.2)	**% of establishments whose PHR non-compliance rate decreases 120 days after receiving an early warning alert**	↑	**70.80%**	**72.69%**	●
Humane Handling (2.1.2.1)	**% of slaughter establishments compliant with all livestock restraint and/or stunning requirements**	↑	**89%**	**89%**	●

Outcome 2.2: Enhance Access to Complete and Accurate Information to Inform Decisions

FSIS continued to increase and improve information accessibility and flow within and across the organization and to develop and deploy supportive tools to do so. This also included making key information more available to external audiences. FSIS met or exceeded all three measures' targets in this Outcome, with supporting activities that include the following:

- **Developed and Distributed Key Food Safety Information to Internal and External Stakeholders:** FSIS continued to leverage various communication technologies to distribute information both internally and externally regarding food safety and regulatory policy implementation. This included the following:
  - Published the Compliance Guidelines for Beef Processing, which intend to help educate small and very small establishments on evaluating process control within slaughter and processing operations.
  - Began sending Quarterly Establishment Information Letters to establishments to provide timely and comprehensive sampling results for all products sampled at the establishment within the past 12 months.
  - Issued the New Technology Directive[5], which provides improved guidance for how to review requests to use new technology.
  - Created videos for communicating humidity monitoring guidance, in partnership with a university.
  - Established and identified IPP knowledge gaps on process control and created an action plan for developing IPP Job Aids to help address this issue.

IN FY 2017, askFSIS CUSTOMERS VISITED THE SITE MORE THAN **578,000 TIMES,** CONDUCTED MORE THAN **225,000 SEARCHES,** AND VIEWED PUBLISHED ANSWERS NEARLY **662,826 TIMES**.

- **Improved Access to IT Systems and Tools:** FSIS worked to review electronic access to information and tools for agency employees. FSIS also continued to enhance the IPP Help Button, and similarly, added a help button specifically for supervisors. These sites provide performance-related information, training reinforcement, instructional resources, simulations, tutorials, Q&A's, videos, and how-to guides at employees' fingertips to support their work on an as-needed basis.

- **Evaluated Access to Data Analysis and Visualization Tools:** To conduct effective, timely, and actionable analyses, the agency sought to increase the ability of analysts to access, analyze, and visualize FSIS data. Using a new survey instrument, FSIS calculated a composite score for its analysts based on the frequency and number of tools used, and the time allocated to access, analyze, and visualize agency data. The agency also made available two new key platforms to assist in data visualization and analytics.

[5]See FSIS Directive 5020.2: The New Technology Review Process.

- **Began Development of Establishment-Specific Datasets and Other Data for Public Release:** To further allow customers to make more informed choices and motivate individual establishments to improve performance, FSIS released additional establishment-specific data sets, including establishment demographic data, an MPI directory supplement, RTE meat and poultry sampling, egg products sampling, import refusals, raw ground beef sampling, and raw beef trim sampling data.

OUTCOME 2.2: Enhance Access to Complete and Accurate Information to Inform Decisions					
Strategy/Action Area	**Measure**	**Desired Direction**	**Target**	**Actual**	**Performance**
Analyst Access (2.2.1.1)	**% increase in the composite score of analysts able to access, analyze, and visualize FSIS data**	↑	**17.1 (score)**	**18.8 (score)**	●
Online Access (2.2.1.2)	**% of employees with online access to FSIS-approved systems**	↑	**70%**	**70%**	●
Data Posting (2.2.1.3)	**% of establishment-specific and other FSIS datasets made publicly available**	↑	**7**	**9**	●

Goal 3
Achieve Operational Excellence

FY 2017 Select Accomplishments

Outcome 3.1: Maintain a Well-Trained and Engaged Workforce

FSIS relies on its workforce and administrative support systems to achieve success and accomplish its food safety mission. In FY 2017, the agency focused on several activities, including hiring, deploying existing and new training, expanding Equal Employment Opportunity (EEO) and diversity in its workforce, and meaningfully improving the organizational climate and employee engagement. FSIS met its targets for five of the seven measures in this Outcome. Specific achievements included the following:

- **Improved Recruitment and Retention for Mission Critical Positions:** FSIS implemented an expanded set of recruitment, retention, relocation, and other new and innovative initiatives to increase hiring for mission critical occupations. This included an "on site" targeted hiring event for mission critical occupations and veterinarian scholarship opportunities for field locations. The initiatives helped FSIS maintain its hiring levels for food inspector; consumer safety inspector (CSI); veterinarian; enforcement investigations and analysis officer positions; and other mission critical positions. However, the agency was not able to reach its target to retain employees after the 2-year mark and has put in place additional onboarding strategies and other incentives in an effort to increase the rate for specific occupations.

- **Improved Employee Engagement:** FSIS improved employee engagement through implementing or continuing a variety of programs. These included launching Phase II of i-Impact, which helps all employees understand their role in ensuring food safety. Both Federal Employee Viewpoint Survey (FEVS) participation and trends increased related to both FSIS' unique FEVS index as well as the government-wide indices (Employee Engagement, Leaders Lead, Supervisors, and Intrinsic Work Experience).

- **Continued Work on Enhancing Employee Training and Development:** FSIS developed a plan for utilizing competencies to determine training priorities, and a method to assess knowledge gained from training efforts using updated methods to analyze training results to better interpret and measure training outcomes. FSIS also developed a plan to begin assessing competency gaps in the FSIS workforce. Senior-level employees also completed 250 leadership/360 assessments, and the agency implemented a new management procedure for tracking Individual Development Plans.

- **Continued to Ensure Equal Employment Opportunity:** FSIS continued to ensure equal opportunity for all employees and to promote a diverse and inclusive environment. Activities included improving how competency on EEO topics is measured through training, issuing updates to several policy statements to increase employee awareness, and increasing the percentage of the Alternative Dispute Resolution (ADR) acceptance rate for informal EEO complaints. In completing these and other activities, FSIS met or exceeded its related metrics in this area.

OUTCOME 3.1: Maintain a Well-Trained and Engaged Workforce					
Strategy/Action Area	**Measure**	**Desired Direction**	**Target**	**Actual**	**Performance**
Mission Critical Positions (3.1.1.1)	% mission critical positions filled	↑	95.0%	94.4%	
Mission Critical Retention (3.1.1.2)	% of employees who remain with FSIS for 2 years or more	↑	74%	71%	
T&D Knowledge Gained (3.1.2.1)	% increase in knowledge gained in key occupations (CSI, PHV, and Enforcement Investigations and Analysis Officer) within 180 days	↑	78.9%	78.9%	
T&D Assessed Gaps (3.1.2.2)	% of the workforce for which competency gaps have been assessed	↑	8%	4%	
ADR index (3.1.3.1)	% ADR acceptance rate for informal (and formal) EEO complaints	↑	48% (informal) 28% (formal)	55% (informal) 17% (formal)	
EEO/CR Training (3.1.3.2)	% of employees completing mandatory training who demonstrate EEO/CR competency requirements	↑	100%[6]	100%	
Engagement (3.1.3.3)	% improvement on key employee engagement FEVS questions	↑	67.95%	73.65%	

[6]This measure's target was set to the baseline and complete work to perform this measure for future years; that is what the 100% represents. In FY 2018, the agency's target for this meaasure is 78%.

Outcome 3.2: Improve Processes and Services

In FY 2017, FSIS strengthened its commitment to integrating continuous process improvement practices to ensure that FSIS uses limited resources efficiently and effectively. The agency exceeded both of its measures under this outcome. Specific accomplishments included:

- **Continued to Improve Human Resources (HR) Hiring Practices:** FSIS continued to pursue hiring excellence goals through improving the end-to-end hiring process and time to hire. Some of the actions included assessing hiring timeframes and processes and developing new materials, tools, and training that enable communications across programs and HR staff. The agency also identified occupations or programs experiencing hiring process challenges and developed and implemented solutions in those areas.

- **Refined Procurement Practices:** FSIS focused on improving long-term acquisition planning for investments necessary to facilitate efficiencies, timely execution, and quality outcomes. FSIS developed and deployed a more comprehensive process that increased collaboration among program managers, contracting officers, and executive sponsors to achieve organizational goals. FSIS also provided tools for managers to incorporate advanced planning into the budget process by identifying appropriate project needs, timelines, success indicators, and performance metrics, and procurement methods for known actions early in the program and budget development process.

- **Improved IT Practices:** FSIS delivered top-rated IT investments that leveraged opportunities for shared services and continued to improve and rigorously align organizational business and management processes, data flows, and technology that support sound operations.

- **Enhance Service Delivery:** In FY 2017, FSIS developed a more robust service standard for service and product delivery components and customer-facing roles and responsibilities. Using a data-driven approach, FSIS was able to assess status and quality of service to identify areas needing improvement, including through the use of an agency-wide customer service survey, as well as through recommendations resulting from internal evaluations. To improve in some less strong areas, FSIS developed agency policy and guidance for IT investment planning and control, a project to be further completed in FY 2018, and updated other guidance and operating procedures.

OUTCOME 3.2: Improve Processes and Services					
Strategy/Action Area	**Measure**	**Desired Direction**	**Target**	**Actual**	**Performance**
Process Index (3.2.1.1)	**% of defined process times met for hiring, procurement, and IT[7]**	↑	**75%**	**80%**	●
Satisfaction Index (3.2.2.1)	**% satisfaction with training, IT, procurement, and hiring**	↑	**58%**	**62%**	●

[7]FSIS set baselines and targets for hiring and IT in FY 2017 and plans to set its baseline for procurement in early FY 2018; as such this measure reporting represents hiring and IT only.

Appendix I. Public Health Indicators

As a public health agency, one of FSIS' primary goals is to reduce foodborne illness in the U.S. population by decreasing exposure to pathogens. As discussed in the agency's 2017-2021 Strategic Plan, in addition to using agency-specific measures, FSIS annually tracks progress in reducing contamination of, and illnesses associated with, FSIS-regulated products using the following three indicators together:

1. Prevalence and volume-weighted percent positive estimates from the agency's microbiological sampling programs.
2. Illness estimates for *Salmonella, Campylobacter, Listeria monocytogenes (Lm)*, Shiga toxin-producing *Escherichia coli* (STEC)) O157:H7, and non-O157 STEC.
3. The most current CDC Foodborne Diseases Active Surveillance Network (FoodNet) case rate data for the pathogens referenced.

FSIS Contamination Rate Indicators

The contamination rate indicators measure the rate of microbial contamination in some FSIS-regulated products. It is calculated using the results from FSIS sampling programs. The percentage of positive samples for individual establishments are weighted by the establishment's production volume to estimate either the volume-weighted percent positive or, when the sampling is designed to be nationally representative, the prevalence of a specific pathogen in a specific product.

The following domestic sampling programs provide data that are sufficiently representative,[8] to evaluate prevalence in the following product/pathogen combinations:

- *E. coli* O157:H7 in raw ground beef
- *E. coli* and non-O157 STEC for ground beef and beef manufacturing trim
- *Salmonella* in specific raw chicken, turkey, and ground beef products
- *Campylobacter* in specific raw chicken and turkey products.

The *Lm* and *Salmonella* in RTE products sampling program also allows tracking of volume-weighted percent positives.

Table 1 shows the data from FSIS sampling programs for calendar year (CY) 2015 through CY 2017 for the aforementioned product–pathogen pairs. Although there are limitations to the data—for example, the different sampling procedures do not permit comparisons across different product–pathogen pairs and different consumption patterns affect the public health risks from the different products—FSIS can evaluate changes in the contamination rate over time as one early indicator of whether possible improvements in public health were made.

[8]Considerations when using FSIS data to estimate prevalence can be found in Use of FSIS Regulatory Verification Sampling to Generate Prevalence Estimates.

Appendix I. Public Health Indicators

Table 1: Estimated National Prevalence[a] or Volume-Weighted Percent Positive for Product–Pathogen Pairs for CY 2015, 2016[*], and 2017 from FSIS Sampling Programs

Product–Pathogen Pair	CY2015	CY2016	CY2017^
Raw Ground Beef–*E. coli* O157:H7	0.05%	0.11%	0.05%
Raw Ground Beef–*Salmonella*	2.91%	3.68%	2.25%
Beef Manufacturing Trimmings–*E. coli* O157:H7	0.13%	0.04%	0.14%
Beef Manufacturing Trimmings–non-O157 STEC	0.45%	0.39%	0.26%
Beef Manufacturing Trimmings–*Salmonella*	1.74%	2.16%	1.81%
Chicken Carcasses–*Salmonella*	1.20%	2.97%	5.82%
Chicken Carcasses–*Campylobacter*	1.18%	1.33%	1.89%
Turkey Carcasses–*Salmonella*	0.62%	0.86%	0.56%
Turkey Carcasses–*Campylobacter*	0.71%	0.49%	0.16%
Chicken Parts–*Salmonella*	23.01%	15.35%	14.60%
Chicken Parts–*Campylobacter*	14.51%	7.89%	2.69%
Comminuted Chicken–*Salmonella*	30.76%	36.65%	39.17%
Comminuted Chicken–*Campylobacter*	3.45%	5.32%	8.77%
Comminuted Turkey–*Salmonella*	14.36%	16.33%	14.37%
Comminuted Turkey–*Campylobacter*	0.00%	0.09%	0.53%
RTE (random selection)–*Salmonella*[b]	0.00%	0.03%	0.00%
RTE (random selection)–*Lm*[b]	0.08%	0.01%	0.02%
RTE (risk-based selection)–*Salmonella*[b]	0.00%	0.06%	<0.01%
RTE (risk-based selection)–*Lm*[b]	0.09%	0.05%	0.14%

a: All values are prevalence estimates except where noted.
b: Value presented is volume-weighted percent positive.

*CY estimates are provided to align with the CY FSIS Illness Indicator estimates and FoodNet Case Rates presented below. For FSIS' estimated national prevalence or volume-weighted percent positive for product–pathogen pairs by fiscal year, please see FSIS's webpage at: https://www.fsis.usda.gov/wps/portal/fsis/topics/data-collection-and-reports/microbiology/sampling-project-results.

^ Please note that the exploratory raw pork projects (EXP_PK_ICT02, EXP_PK_NCT_02, EXP_PK_COM02), raw quarter and half chicken carcasses (EXP_CPT_QH01), and raw chicken other parts (EXP_CPT_OT01) are sampling projects for which FSIS began publishing percent positive estimates in 2017.

Appendix I. Public Health Indicators

FSIS Illness Indicators

FSIS tracks its progress in reducing *Salmonella, Campylobacter, Lm*, *E. coli* O157:H7, and non-O157 STEC illnesses from FSIS-regulated products using individual estimates of foodborne illness attributed to FSIS-regulated products. The Illness Indicators are calculated using a variety of data sources and parameters. FSIS must use multiple data sources, as no one surveillance system captures all the necessary information to estimate the percent of illnesses attributable to FSIS-regulated food products.

Illness Estimation

FSIS calculates, for each pathogen, how many illness cases can be attributed to FSIS-regulated products using pathogen-specific CDC FoodNet case rates and harmonized attribution fractions for each pathogen estimated using IFSAC attribution methodology[9] and CDC Foodborne Disease Outbreak Surveillance System (FDOSS) data, with the exception of non-O157 STEC.[10] The total estimated number of foodborne illness cases associated with FSIS-regulated products is then multiplied by a population estimate from the U.S. Census Bureau and a pathogen-specific FSIS scaling factor[11] to arrive at a nationally representative estimate of foodborne illnesses associated with FSIS-regulated products.[12] Table 2 shows the annual illness estimates, for the baseline year, CY 2012,[13] and new data for CY2013. Data from CY 2013 were used for the FoodNet case rate and the U.S. Census Population estimate to estimate illnesses for 2013. FSIS will continue to update the illness estimates annually to track progress.

Table 2: Estimates for Foodborne Illnesses Attributed to FSIS-Regulated Products, by Pathogen, for CY 2012 and 2013

Pathogens	2012 Illness Estimates	2013 Illness Estimates
Salmonella	**429,842**	**431,220**
Campylobacter	**130,654**	**412,984^/**
Listeria monocytogenes	**127**	**91**
***E. coli* O157:H7**	**27,716**	**24,057**
Non-O157	**78,496**	**79,759**

^The marked change in the *Campylobacter* estimates from 2012 to 2013 is due to a change in the way IFSAC chose to report *Campylobacter* attribution. For 2013 estimates, IFSAC did not include *Campylobacter* outbreaks associated with dairy (68% of the total *Campylobacter* attribution) for several reasons. Most *Campylobacter* outbreaks included in the database were associated with unpasteurized milk, which is not widely consumed by the general population. Please see the full report for more details.

[9]IFSAC is a tri-agency collaboration (CDC, FDA, and FSIS) formed in 2011 to improve coordination of Federal food safety analytic efforts and address cross-cutting priorities for food safety data collection, analysis, and use. For more details see Interagency Food Safety Analytics Collaboration. For a full explanation of the IFSAC attribution methodology, see both the 2012 and 2013 IFSAC reports.

[10]FSIS uses an attribution estimate from Painter et al., 2013 because IFSAC did not estimate an attribution fraction for non-O157 STEC: Painter JA, Hoekstra RM, Ayers T, Tauxe RV, Braden CR, Angulo FJ, et al. Attribution of foodborne illnesses, hospitalizations, and deaths to food commodities by using outbreak data, United States, 1998–2008. Emerging Infectious Diseases [Internet]. 2013 Mar.

[11]A scaling factor is a pathogen-specific value used to adjust for under-diagnosis of illnesses because of variations in medical care seeking behavior, specimen submission, laboratory testing, and test sensitivity. For more information, please see Scallan E, Hoekstra RM, Angulo FJ, Tauxe RV, Widdowson M-A, Roy SL, et al. Foodborne illness acquired in the United States—major pathogens. Emerg Infect Dis [serial on the Internet]. 2011 Jan.

[12]The FSIS Illness Indicator estimates cannot be directly compared to the previous FSIS All Illness Measure estimates.

[13]CY 2012 was selected as the baseline year because 2012 data were used in the IFSAC attribution estimates.

Appendix I. Public Health Indicators

CDC FoodNet Case Rate Data

To further improve transparency and provide a more complete picture of the trends related to U.S. foodborne illnesses, FSIS committed to reviewing and presenting the most current CDC FoodNet case rate data[14], in addition to the FSIS Illness Indicator. These case rates provide a more current view of overall illness trends. Table 3 shows the annual case rates for *Salmonella, Campylobacter, Lm, E. coli* O157:H7, and non-O157 STEC from CY 2010-2016.

Table 3: CDC FoodNet Case Rates (cases/100,000 persons), CY 2010-2016[15]

Pathogens	2010	2011	2012	2013	2014	2015	2016*
Salmonella	17.60	16.45	16.42	15.19	15.45	15.89	15.40
Campylobacter	13.60	14.28	14.30	13.82	13.45	12.97	11.79
Listeria monocytogenes	0.30	0.31	0.25	0.26	0.24	0.24	0.26
***E. coli* O157:H7**	0.90	0.97	1.12	1.15	0.92	0.95	2.84^
Non-O157	1.00	1.10	1.16	1.17	1.43	1.64	

* Culture-confirmed incidence rates. Confirmed or culture-independent diagnostic test (CIDT) positive–only incidence rates are available in the Incidence and Trends of Infections with Pathogens Transmitted Commonly Through Food and the Effect of Increasing Use of Culture-Independent Diagnostic Tests on Surveillance — Foodborne Diseases Active Surveillance Network, 10 U.S. Sites, 2013–2016 report available here.

^For STEC, all serogroups were combined, because it is not possible to distinguish between serogroups using CIDTs.

[14]The CDC FoodNet case rate represents all cases captured in the FoodNet system, not just those specific to FSIS.

[15]Case rate data obtained from annual CDC Morbidity and Mortality Weekly Reports (MMWR). The rate of infection per 100,000 persons is calculated using number of cases reported from FoodNet sites for the 12 months ending in the year of report and U.S. Census estimates of population under FoodNet surveillance. FoodNet uses updated census population estimates for the most recent CY available when surveillance data for a full year is reported. Due to the timing of the release of Census data, these population estimates are for 1 year earlier than the year of the surveillance data.

Appendix II. Agency Scorecard

Measure	Measure Description	Desired Direction	Q4 FY 2017 Target	Q4 FY 2017 Actual	Performance
Goal 1: Prevent Foodborne Illness and Protect Public Health **Outcome 1.1: Prevent Contamination**					
Public Health Risk Evaluation (1.1.1.1)	***% of establishments scheduled for a Public Health Risk Evaluation (PHRE) due to public health risk determinants*** This measure calculates the percentage of establishments scheduled for a PHRE due to specific public health criteria, out of all establishments eligible for a PHRE. Establishments are eligible for a PHRE by having at least one (1) performed Hazard Analysis and Critical Control Point (HACCP) related task within the measurement timeframe, and an Establishment Status of "Active" in PHIS. Starting in Quarter 4, the Strategic Plan PHRE measure includes establishments that have exceeded the *Salmonella* Performance Standards for Chicken and Turkey Carcasses (Category 3), which increased the percentage of PHREs due to public health risk determinants to 1.78%. Due to changes in the methods for determining Category 3 establishments, this data was not available to use in the calculation of the FY 2017 baseline used to set quarterly targets. Once a full year of Category 3 data is available (in summer 2018), FSIS plans to recalculate the baseline and set new targets with Category 3 establishments included.	↓	1.24%	1.31%	
International Sampling / Assessment (1.1.1.2)	***% of country/product combinations from equivalent countries that FSIS tests for biological and chemical hazards*** This measure calculates the cumulative percentage of all country/product combinations submitted through import reinspection that are assigned lab analyses for biological and chemical hazards through PHIS.	↑	19%	22%	
International Outreach (1.1.1.3)	***% increase in participation in FSIS outreach activities by foreign governments and officials*** This measure counts the number of countries and the number of foreign officials that FSIS reached with the U.S. Codex Alimentarius (Codex) Office and other FSIS international outreach and education activities aimed at encouraging the adoption of science-based standards at the international level and in individual countries. Data were collected from participation records from FSIS- and Codex-sponsored outreach events, educational seminars, and surveys of participants.	↑	3%	14%	
Sampling (1.1.2.1)	***% of products from establishments that FSIS samples*** This measure calculates the percent of product/establishment pairs in domestic slaughter and production that are subject to sampling. Sampling directly informs FSIS about microbiological contamination rates and, by increasing the percentage of sampling, FSIS will have better data to pinpoint and prevent contamination.	↑	44%	46%	

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Measure	Measure Description	Desired Direction	Q4 FY 2017 Target	Q4 FY 2017 Actual	Performance
Performance Standards (1.1.3.1)	***% of establishments that meet pathogen reduction performance standards*** *(Key Performance Measure)* For each pathogen/product pair with a performance standard, this measure is calculated by dividing the number of establishments that passed all of their included moving windows by the total number of establishments with at least one completed moving window that passed or failed. Includes chicken carcasses, turkey carcasses, and several others for *Salmonella* and *Campylobacter* in comminuted chicken and turkey and chicken parts.	↑	77%	77.2%	●
Food Defense (1.1.4.1)	***% of establishments that maintain food defense practices*** This measure calculates the percentage of FSIS-regulated establishments that maintain food defense practices. This includes policies, procedures, and/or countermeasures that establishments put in place to mitigate the vulnerability to intentional adulteration at actionable steps in processing and manufacturing (or re-inspection and staging for import establishments), storage, and shipping and receiving. For import establishments, these tasks will include re-inspection and staging rather than processing/manufacturing. FSIS inspectors complete verification tasks to confirm that food defense practices are in place at establishments.	↑	85%	85%	●
Outcome 1.2: Limit Illness From Regulated Products					
Deli/*Lm* Compliance in Retail (1.2.1.1)	***% of in-commerce facilities that are following FSIS Deli Lm guidelines*** This measure calculates the percentage of in-commerce firms that are following the eight most important public health actions (based on a September 2013 Interagency Risk Assessment of *Lm* in Retail Delicatessens) that retailers can take in the delicatessen (deli) area to control *Lm* contamination of RTE meat and poultry products. These actions include product handling, cleaning and sanitizing, facility and equipment controls, and employee practices. FSIS compliance personnel determine how many delis are following FSIS recommendations through surveillance activities.	↑	60.0%	64.7%	●
Outbreak Response (1.2.2.1)	***# of State and local partners who, because of FSIS outreach efforts, can provide information that improves identification of contaminated product*** This measure calculates how many State and local partners, as a result of FSIS' outreach efforts, indicate through questionnaire responses and other measurable communications that they have necessary information from FSIS—such as whom to contact and what information FSIS requires to launch and successfully carry out an outbreak investigation. To initially assess progress in achieving this measure, the agency developed and used a survey, intended for State partners, which established a baseline for FSIS' effectiveness in providing partners the tools that they need to ensure early reporting for a rapid response.	↑	10	31	●

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Measure	Measure Description	Desired Direction	Q4 FY 2017 Target	Q4 FY 2017 Actual	Performance
Public Awareness (1.2.3.1)	***% increase in public awareness of safe food handling guidance and recalls through communications channels*** This indexed measure tracks the public outreach that FSIS conducts to communicate recalls and the importance of safe food handling practices. Data are collected from a variety of impression and engagement statistics, including from stories in the media, FSIS Meat and Poultry Hotline inquiries, website traffic, social media, publications distributed, and applications downloaded. The measure counts impressions or engagements by type and a total is calculated, with a heavier weight placed on high-impact activities.	↑	5.0%	21.3%	●
Consumer Bahavior (1.2.3.2)	***% increase of consumers who follow safe food handling behaviors*** This measure intended to calculate the percent increase in consumers who follow the safe food handling practice of "Clean, Separate, Cook, Chill"—the key food handling message that FSIS promotes to the public. An unexpected delay in starting work did not allow for a baseline and targets for this measure to be set in FY 2017. FSIS will set them in FY 2018 using the social science research that is underway.	↑	N/A	N/A	N/A
Goal 2: Modernize Inspection Systems, Policies, and the Use of Scientific Approaches **Outcome 2.1: Improve Food Safety and Human Handling Practices Through Adoption of Innovative Approaches**					
Whole Genome Sequencing (WGS) (2.1.1.1)	***% of all isolates that FSIS sampling generates that are subject to WGS*** This measure calculates the percentage of isolates (the pure form of the pathogen) from FSIS samples sequenced using WGS. WGS is a laboratory process that determines the complete DNA sequence of an organism's genome, which FSIS can use to inform inspection activities as well as improve the identification of food responsible for outbreaks. FSIS includes in this measure laboratory samples sequenced for regulatory sampling programs, the National Antimicrobial Resistance Monitoring System (NARMS) surveillance sampling program, special studies, and partner requests.	↑	52%	73%	●
Early Warning Alerts (2.1.1.2)	***% of establishments whose PHR non-compliance rate decreases 120 days after receiving an EWA*** *(Key Performance Measure)* This measure calculates the percentage of establishments that improve their performance (fewer non-compliances) within 120 days of receiving a PHR EWA. PHRs are a subset of regulations associated with higher noncompliance rates in establishments in the 3 months before a positive pathogen sampling result or enforcement actions, than in establishments without pathogen-positives or enforcement actions. FSIS uses results of inspection tasks to calculate a PHR non-compliance rate for each regulated establishment and issues a PHR EWA when an establishment has a non-compliance rate that is elevated and is at or exceeds the FSIS Noncompliance Cut Point for Early Warning.	↑	70.80%	72.69%	●

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Measure	Measure Description	Desired Direction	Q4 FY 2017 Target	Q4 FY 2017 Actual	Performance
Humane Handling (2.1.1.2)	***% of slaughter establishments compliant with all livestock restraint and/or stunning requirements*** This measure calculates the percentage of slaughter facilities that are 100 percent compliant with livestock handling and stunning requirements. To be 100 percent compliant, an establishment must not have any of the three enforcement actions: a Notice of Intended Enforcement (NOIE), a Suspension, or a Reinstatement of Suspension within the past fiscal year. Evaluating a shift in enforcement actions, rather than non-compliance reports (NRs), is the most effective measure for the humane handling goals because the agency is committed to reducing the occurrences of egregious acts (captured in enforcement action documents).	↑	89%	89%	●
Outcome 2.2: Enhance Access to Complete and Accurate Information to Inform Decisions					
Analyst Access (2.2.1.1)	***% of analysts able to access, analyze, and visualize FSIS data*** This measure calculates a weighted score from survey results of FSIS data analysts who have access to and use FSIS' major data systems (such as PHIS), who can and have verified that they analyze and visualize FSIS data using statistical or other software. FSIS assesses progress in achieving this measure through an annual survey of FSIS analysts.	↑	17.1 (score)	18.8 (score)	●
Online Access (2.2.1.2)	***% of employees with online access to FSIS-approved systems*** This measure calculates the percentage of FSIS Federal employees with online access, such as connectivity or email services, to FSIS-approved systems.	↑	70%	70%	●
Data Posting (2.2.1.3)	***# of establishment-specific and other FSIS datasets made publicly available*** *(Agency Key Performance Measure)* This measure counts the number of establishment-specific and other FSIS datasets, made publicly available on data.gov and the FSIS website. FSIS developed this measure to track progress in meeting the FSIS Establishment-Specific Data Release Strategic Plan and to highlight the importance of FSIS' efforts to increase transparency through sharing agency data with the public.	↑	7	9	●
Goal 3: Achieve Operational Excellence **Outcome 3.1: Maintain a Well-Trained and Engaged Workforce**					
Mission Critical Positions (3.1.1.1)	***% mission critical positions filled*** This measure calculates the percentage of mission critical positions FSIS has filled. FSIS is seeking an improvement in the percent of positions filled that also allow for enhancements in processes, training of new staff, and implementation of new initiatives to acquire and retain the workforce.	↑	95.0%	94.4%	●

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Measure	Measure Description	Desired Direction	Q4 FY 2017 Target	Q4 FY 2017 Actual	Performance
Mission Critical Retention (3.1.1.2)	***% of employees who remain with FSIS for 2 years or more*** This measure calculates employee retention rate after 2 years, excluding retirements and terminations. FSIS developed this measure to help assess the effectiveness of retention incentives and to monitor trends, including in specific occupations or demographic groups that may require new solutions to improve retention.	↑	74%	71%	
T&D Knowledge Gained (3.1.2.1)	***% increase in knowledge gained in key occupations (CSIs, PHVs, and EIAOs within 180 days)*** This measure calculates the increase in knowledge gained through training for mission critical occupations, including for CSIs, PHVs, and EIAOs. FSIS assessed progress in achieving this measure through pre- and post-training assessments and surveys of employees and supervisors.	↑	78.9%	78.9%	
T&D Assessed Gaps (3.1.2.2)	***% of the workforce for which competency gaps have been assessed*** This indexed measure calculates the percentage of the FSIS workforce for which skill gaps have been assessed, as well as those being addressed. Indices include (1) % increase of the workforce having competency models; (2) % increase of the workforce for which skill gaps have been assessed, and (3) % increase of the workforce for which skill gaps have been addressed.	↑	8%	4%	
ADR Index (3.1.3.1)	***% Alternative Dispute Resolution (ADR) acceptance rate for informal (and formal) EEO complaints*** This measure calculates the percentage of EEO cases where the aggrieved party or the complainant chooses to use ADR in an attempt to resolve the complaint. This measure is known as the ADR participation rate. For this measure, FSIS includes both informal and formal cases, weighted 3-to-1, respectively, as there are more informal complaints than formal complaints.	↑	48% (informal) 28% (formal)	55% (informal) 17% (formal)	
EEO/CR Training (3.1.3.2)	***% of employees completing mandatory training who demonstrate EEO/CR competency requirements*** This measure calculates the percentage of employees completing mandatory training who demonstrate EEO/CR competency requirements. FSIS assesses progress in achieving this measure through scenario-based and other questions embedded in training for employees to assess their understanding of the material.	↑	100%	100%	
Engagement (3.1.3.3)	*% improvement on key employee engagement FEVS questions* This measure indexes and weights eight key questions from the annual Government-wide FEVS as a proxy to measure FSIS employee inclusion and employee engagement. The index uses questions from FEVS Engagement, New IQ, and Satisfaction indices to inform the agency on engagement, communications, satisfaction, and inclusion trends.	↑	67.95%	73.65%	

Appendix II. Agency Scorecard

Measure	Measure Description	Desired Direction	Q4 FY 2017 Target	Q4 FY 2017 Actual	Performance
Outcome 3.2: Improve Processes and Services					
Processes Index (3.2.1.1)	***% of defined process times met for hiring, procurement, and IT*** This indexed measure intends to drive improvements on defined process times for hiring, procurement, and IT. In FY 2017, FSIS set initial baselines for the measure's hiring and IT components and is conducting additional work on procurement in early FY 2018. Hiring: This focuses on increasing the percentage of hiring actions that meet the process time, with a 131-day baseline. While derived from the Office of Personnel Management (OPM)-required time of 80 days, FSIS added pre-recruitment activities to capture activities prior to submission of the manager's request to fill a position, such as development of the position description and vacancy announcement. IT: This calculates the process times for which development, modernization, and enhancement investments are met for specific projects. FSIS calculates the percentage of relevant IT development projects for which Earned Value Management (EVM) is maintained within the Department's required range. Procurement: FSIS is defining this baseline in Q1 FY 2018.	↑	75%	80%	
Satisfaction Index (3.2.2.1)	***% satisfaction with training, IT, procurement, and hiring*** This measure indexes information regarding employee satisfaction levels on key services—hiring, procurement, IT, and training. A range of FSIS, departmental, and third party data sources will be used in assessing services. FSIS assesses progress in achieving this measure through an FSIS-wide customer service survey, which will measure employees' perceptions of key aspects of services performance, such as timeliness, knowledge, and quality.	↑	58%	62%	

FSIS CORE VALUES

ACCOUNTABLE

FSIS holds itself accountable in fulfilling its regulatory mission and in serving the public interest.

COLLABORATIVE

FSIS actively promotes and encourages collaboration within our agency and with our partners to prevent illness and protect public health.

EMPOWERED

FSIS employees are empowered with the necessary training, tools, and approaches they need to make and carry out informed decisions that protect public health and promote food safety.

SOLUTIONS-ORIENTED

FSIS is committed to deploying effective, evidence-based solutions to ensure that the Nation's food supply is safe.

March 2018