

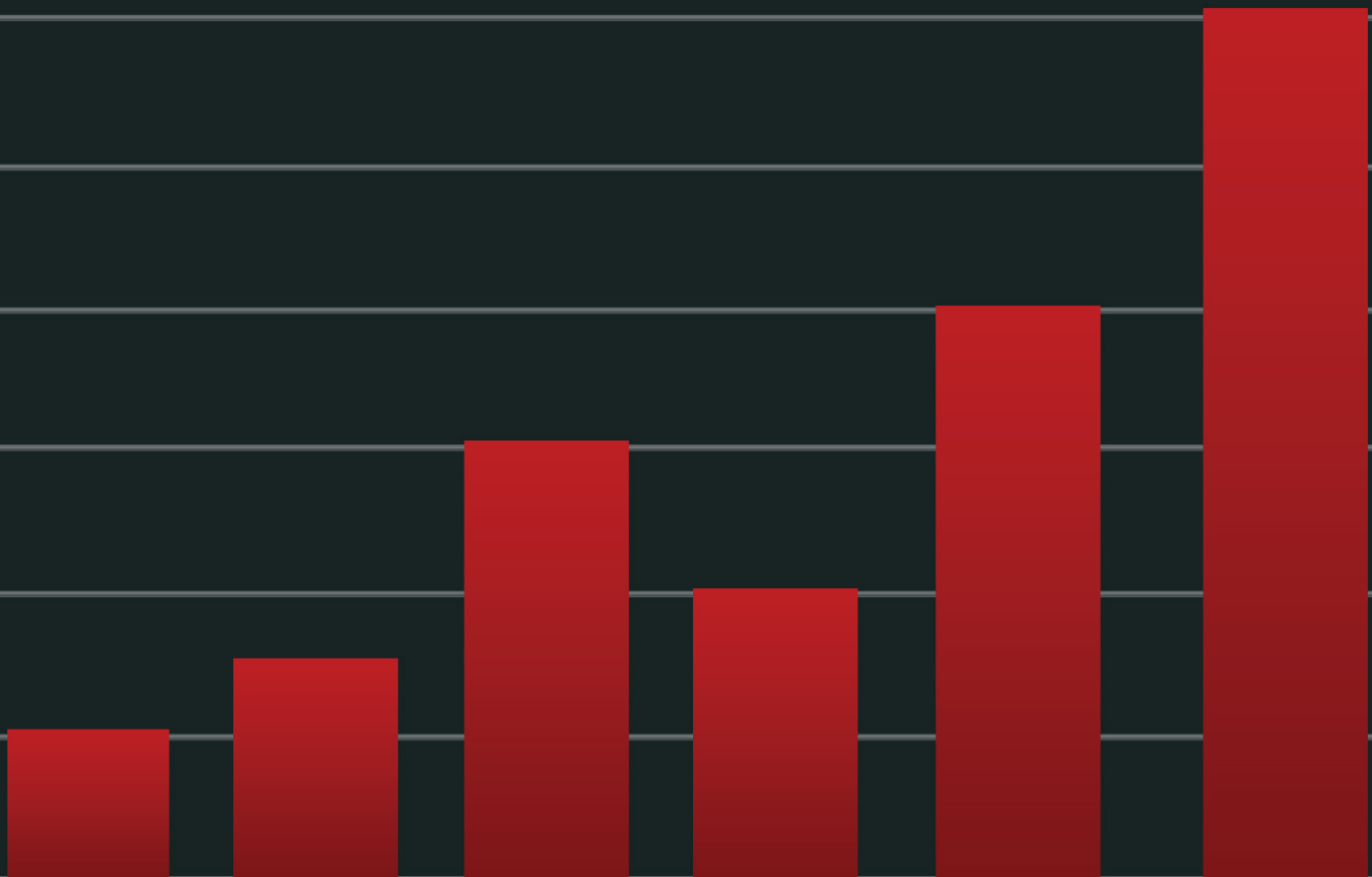


United States
Department of
Agriculture

Food Safety and Inspection Service

Annual Performance Plan

FY 2016



One Team, One Purpose

Message from the Administrator

The USDA Food Safety and Inspection Service (FSIS) is the public health agency responsible for ensuring that the Nation's commercial supply of meat, poultry, and processed egg products, whether domestic or imported, is safe, wholesome, and correctly labeled and packaged. By law, FSIS is required to examine and inspect all livestock and poultry slaughtered and processed, as well as processed egg products, for use in commerce for human food.

Our Strategic Plan and our Annual Performance Plan (APP) focus on FSIS' public health mission and our ability to adapt to evolving and emerging food safety risks. This is the last APP under our current Strategic Plan, and it holds the agency accountable by being directly linked to, and reporting on, accomplishments and deficiencies. The APP tracks our performance in protecting public health. As an operational guide, the APP aligns agency goals, measures, and targets to specific activities and actions designed to achieve expected results by year end.

This year, we are proud to be able to say that the United States Government Accountability Office (GAO) has highlighted FSIS as an agency that "manages for results" in its July 2015 report to the Congressional Committees. As we strive to continue building upon past success to make our food safety system better, a common theme throughout our FY 2016 APP is the continued focus on modernizing approaches against foodborne illness. We identify several high-priority initiatives throughout the APP, including a proposed new standard to reduce *Salmonella* and *Campylobacter* in ground chicken and turkey products. This new standard is expected to help prevent more than 50,000 illnesses annually and will demonstrate how we focus on proactive, prevention-based; science-based; and data-driven food safety policies. This proposed standard is part of completing our overall *Salmonella* Action Plan to reduce *Salmonella*-related illnesses through actions taken to lower *Salmonella* contamination rates on meat and poultry products.

Our APP plays a critical role in ensuring accountability, focus, and in realizing our strategic goals—ensuring greater effectiveness and operational efficiency in a manner that protects public health. Our workforce remains committed to accomplishing the work necessary to reach the goals set in our current Strategic Plan, with an aggressive FY 2016 APP; both ensure we stay focused on reducing foodborne-related illnesses across the United States.



Alfred V. Almanza was appointed as the Administrator of the U.S. Department of Agriculture's Food Safety and Inspection Service on May 6, 2010 and appointed Deputy Under Secretary on September 15, 2014. In this position, he leads FSIS and its employees in their mission of protecting public health through food safety and food defense.

Alfred Almanza
Administrator, Food Safety and Inspection Service
Deputy Under Secretary, Food Safety

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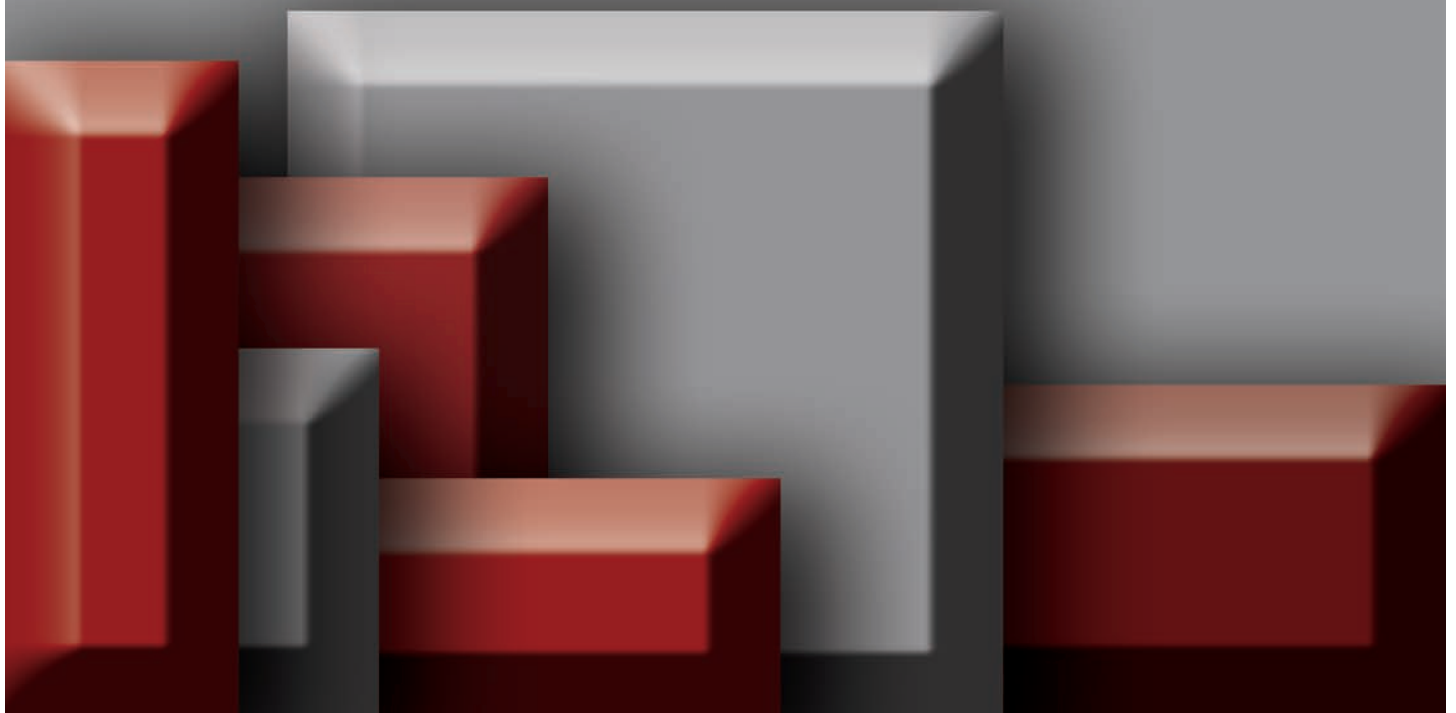
Presented by Individual Program Area

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

Part One

Key Program Area Results

Presented by FSIS 2011-16 Strategic Plan Goal



Goal 1:

Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks

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Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Intended “Key” Results

Performance Measure 1.1.1

Total number of *Salmonella*,
Listeria monocytogenes, and
E.coli O157:H7 illnesses from
products regulated by FSIS.

(Corporate Measure)

Support the analysis needs of the agency through policy evaluation, advanced analytics, and continued collaboration with the Interagency Food Safety Analytics Collaboration (IFSAC) to advance foodborne illness attribution methods and data. (ODIFP Result 1)

Manage the development and implementation of key components to the Public Health Information System (PHIS). (OFO Result 1)

Implement finalized inspection system regulations for modernization in FY 2016 to ensure that food safety inspection aligns with existing and emerging risks, and is in compliance with food safety policies. (OFO Result 2)

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

Develop and lead implementation of new policy and industry guidance to address food hazards of public health concern. (OPPD Result 1)

In collaboration with other offices, including ODIFP, OPHS, and others, assess effectiveness of significant regulations or instructions to field and make necessary changes to regulations or instructions to field. (OPPD Result 2)

Contribute to achieving the corporate target of a maximum of 373,955 illnesses attributed to *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 through the agency's surveillance, investigative, and enforcement activities with respect to meat, poultry, and processed egg products distributed, transported, stored, and, otherwise, handled in commerce. (OIEA Result 2)

Deploy approved PHIS enhancements for the domestic, import, and export functionalities. (OCIO Result 1)

Identify, prioritize, and implement at least three opportunities for streamlining and modifying FSIS business processes to achieve greater efficiency and efficacy and to promote reuse of existing resources and systems to the greatest possible extent. (OCIO Result 3)

In collaboration with other offices, assess whether countries that currently export product to the United States, or are interested in gaining equivalence, maintain equivalence to FSIS' inspection system. (OPPD Result 3)

Outcome 1.2

Resources are targeted to existing and emerging risks.

No Correlating Measure

Utilize public health regulations to focus in-plant inspection and Food Safety Assessments on highest health risks. Take a risk-based approach for reducing contamination and preventing foodborne illness. Ensure that relatively greater risks to food safety will receive proportionately greater levels of FSIS attention and resources. (OFO Result 3)

Performance Measure 1.2.1

% of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.

No results.

Performance Measure 1.2.2

% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.

Target importing countries requiring more immediate inspection or reinspection attention due to repetitive port-of-entry (POE) violations. (OFO Result 4)

In collaboration with other offices, assess whether countries that currently export product to the United States, or are interested in gaining equivalence, maintain equivalence to FSIS' inspection system. (OPPD Result 3)



Outcome 1.3

Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum.

Performance Measure 1.3.1

% of priority in-commerce facilities (e.g., warehouses, distributors, and transporters) covered by surveillance activities.

Focus 70% of surveillance resources based on public health risk and public health impact to achieve agency public health priorities. This will help ensure that the highest risk facilities operate in a manner that maintains the safety of the products received and protects those products from intentional contamination. (OIEA Result 3)

Performance Measure 1.3.2

% of follow-up surveillances resulting in compliance.

Follow-up surveillances will produce compliance with all food safety requirements such that 83% of food safety violations documented during initial surveillances are corrected before follow-up surveillance. (OIEA Result 4)

Goal 2:

Maximize Domestic and International Compliance with Food Safety Policies

Outcome 2.1

Domestic and foreign-produced products meet food safety performance standards.

Intended “Key” Results

No Correlating Measure	Meet with FSIS offices to obtain necessary information to convey to foreign governments to ensure compliance. (OIC Result 1)
No Correlating Measure	Promote the adoption by the Codex Alimentarius Commission of voluntary international standards, codes of hygienic practice, and other guidelines that align with U.S. food safety goals, public health regulations, and international trade goals. (CODEX Result 1)
No Correlating Measure	Successfully serve as secretariat for two U.S. hosted Codex committees: (1) the Committee on Processed Fruits and Vegetables, and (2) the Committee on Food Hygiene, and on associated technical working groups. (CODEX Result 2)
No Correlating Measure	FSIS, in conjunction with foreign governments and the 27 State Meat and Poultry Inspection Programs, will perform on-going foreign equivalence verification audits, and State Intrastate Meat and Poultry Programs “at least equal to” standard reviews, to ensure adherence to FSIS policies and programs, and take appropriate action if there is evidence that a country or State is failing to maintain equivalence or “at least equal to” standard. (OIEA Result 1)
Performance Measure 2.1.1 % of broiler plants passing the carcass <i>Salmonella</i> verification testing. (Corporate Measure)	<p>Support the analysis needs of the agency through policy evaluation, advanced analytics, and continued collaboration with the Interagency Food Safety Analytics Collaboration (IFSAC) to advance foodborne illness attribution methods and data. (ODIFP Result 1)</p> <p>Develop and lead implementation of new policy and industry guidance to address food hazards of public health concern. (OPPD Result 1)</p> <p>In collaboration with other offices, including ODIFP, OPHS, and others, assess effectiveness of significant regulations or instructions to field, and make necessary changes to regulations or instructions to field. (OPPD Result 2)</p>

Outcome 2.2

Humane handling and slaughter practices are a central focus of establishment employees as evidenced by the awareness of proper procedures and the implementation of a systematic approach to humane handling.

Performance Measure 2.2.1

% of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all 4 elements of a systematic approach implemented).

(Corporate Measure)

Ensure industry is implementing a systematic approach to humane handling. (OFO Result 5)

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination.

Performance Measure 2.3.1

% of all official establishments with a functional Food Defense Plan. (Corporate Measure)

Work to increase to 90% voluntary adoption of functional food defense plans by official establishments and implement new food defense projects and activities by September 30, 2016. (ODIFP Result 3)

Identify, prioritize, and implement at least three opportunities for streamlining and modifying FSIS business processes to achieve greater efficiency and efficacy and to promote reuse of existing resources and systems to the greatest extent. (OCIO Result 3)

Meet with FSIS offices to obtain necessary information to convey to foreign governments to ensure compliance. (OIC Result 1)

Manage and coordinate all agency international activities related to the public health and food safety mission. (OIC Result 2)

In collaboration with other offices, assess whether countries that currently export product to the United States or are interested in gaining equivalence maintain equivalence to FSIS' inspection system. (OPPD Result 3)

Performance Measure 2.3.2

% of food defense practices implemented at in-commerce facilities.

Work to increase to 90% voluntary adoption of functional food defense plans by official establishments and implement new food defense projects and activities by September 30, 2016. (ODIFP Result 3)

Deploy approved PHIS enhancements for the domestic, import, and export functionalities. (OCIO Result 1)

Performance Measure 2.3.3

Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination.

Deploy approved PHIS enhancements for the domestic, import, and export functionalities. (OCIO Result 1)

Goal 3:

Enhance Public Education and Outreach to Improve Food-Handling Practices

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Outcome 3.1

Consumers, including vulnerable and underserved populations, adopt food safety best practices.

Intended “Key” Results

Performance Measure 3.1.1

Average % of consumers who follow the four key food safety “best practices” (i.e., clean, separate, cook, and chill), and thermometer use.

(Corporate Measure)

Educate and promote consumer and stakeholder knowledge and acceptance of food safety policy and education messages. (OPACE Result 1)

Outcome 3.2

Consumers have effective tools and information to keep “in-home” food safe.

Performance Measure 3.2.1-b

Population that views FSIS’ most important “in-home” food safety messages (i.e., clean, separate, cook, and chill; thermometer use).
– FSIS electronic media outreach: Pageviews on FSIS Website.

Improve customer service by providing accurate and timely information to the public, internal and external stakeholders, and the regulated community to support these audiences’ understanding of FSIS policies and programs in an effort to promote transparency and enhance the agency’s credibility. (OPACE Result 3)

Performance Measure 3.2.1-c

Population that views FSIS’ most important “in-home” food safety message (i.e., clean, separate, cook, and chill; thermometer use).
– FSIS electronic media outreach: YouTube views.

Educate and promote consumer and stakeholder knowledge and acceptance of food safety policy and education messages. (OPACE Result 1)

Performance Measure 3.2.1-d

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).
– FSIS electronic media outreach: Twitter followers.

Educate and promote consumer and stakeholder knowledge and acceptance of food safety policy and education messages. (OPACE Result 1)

Performance Measure 3.2.1-e

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).
– FSIS electronic media outreach: visitors to Food Discovery Zone.

Educate and promote consumer and stakeholder knowledge and acceptance of food safety policy and education messages. (OPACE Result 1)



Goal 4:

Strengthen Collaboration among Internal and External Stakeholders to Prevent Foodborne Illness

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Intended “Key” Results

No Correlating Measure

Manage and coordinate all agency international activities related to the public health and food safety mission. (OIC Result 2)

No Correlating Measure

Promote the adoption by the Codex Alimentarius Commission of voluntary international standards, codes of hygienic practice, and other guidelines that align with U.S. food safety goals, public health regulations, and international trade goals. (CODEX Result 1)

Performance Measure 4.1.1

Research: % of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

Work to improve the understanding of emerging hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)

Examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health. (OPHS Result 3)

Performance Measure 4.1.2

Key Federal partners Food and Drug Administration (FDA) and Centers for Disease Control and Prevention (CDC): % of results from interagency collaboration on analytics used in FSIS policy.

Support the analysis needs of the agency through policy evaluation, advanced analytics, and continued collaboration with the Interagency Food Safety Analytics Collaboration (IFSAC) to advance foodborne illness attribution methods and data. (ODIFP Result 1)

Performance Measure 4.1.3

Small and very small plants: % of identified opportunities realized to improve information sharing.

Aim to reach, if not surpass, the 75% target of identified opportunities realized to improve information sharing to further enhance outreach to small and very small establishments. The achievement of this result will depend on OOEET's capability to lead, conduct, develop, and produce publications, webinars, conference calls, exhibits, and other initiatives to reach owners and operators of small and very small meat and poultry establishments by September 30, 2016. (OOEET Result 3)

Work to increase to 90% voluntary adoption of functional food defense plans by official establishments and implement new food defense projects and activities by September 30, 2016. (ODIFP Result 3)

Goal 5:

Effectively Use Science to Understand Foodborne Illness and Emerging Trends

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health.

Intended “Key” Results

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

Work to improve the understanding of emerging hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)

Examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health. (OPHS Result 3)



Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Successfully serve as secretariat for two U.S. hosted Codex committees: (1) the Committee on Processed Fruits and Vegetables, and (2) the Committee on Food Hygiene, and on associated technical working groups. (CODEX Result 2)

Promoting international food safety standards for maximizing international compliance with food safety policies and strengthening collaboration among external stakeholders to prevent foodborne illness. (CODEX Result 3)

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

Work to improve the understanding of emerging hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)

Examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health. (OPHS Result 3)

Develop and lead implementation of new policy and industry guidance to address food hazards of public health concern. (OPPD Result 1)

Outcome 5.2

FSIS increases the application of cutting-edge science across the farm-to-table supply chain to improve public health.

Performance Measure 5.2.1

% of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

Work to improve the understanding of emerging hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)

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Goal 6:

Implement Effective Policies to Respond to Existing and Emerging Risks

Outcome 6.1

Public health risks are mitigated through effective strategies based on the best available information.

Intended “Key” Results

Performance Measure 6.1.1

% of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher level supervisor).

In collaboration with other offices, including ODIFP, OPHS, and others, assess effectiveness of significant regulations or instructions to field, and make necessary changes to regulations or instructions to field. (OPPD Result 2)

Performance Measure 6.1.2

% of regulated industry adhering to key public health-related policies (establishments receiving zero public health-related non-compliance in a year).

Develop and lead implementation of new policy and industry guidance to address food hazards of public health concern. (OPPD Result 1)

Support the analysis needs of the agency through policy evaluation, advanced analytics, and continued collaboration with the Interagency Food Safety Analytics Collaboration (IFSAC) to advance foodborne illness attribution methods and data. (ODIFP Result 1)

In collaboration with other offices, including ODIFP, OPHS, and others, assess effectiveness of significant regulations or instructions to field, and make necessary changes to regulations or instructions to field. (OPPD Result 2)

Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

In collaboration with other offices, including ODIFP, OPHS, and others, assess effectiveness of significant regulations or instructions to the field, and make necessary changes to regulations or instructions to the field. (OPPD Result 2)

In collaboration with other offices, assess whether countries that currently export product to the United States or are interested in gaining equivalence maintain equivalence to FSIS inspection system. (OPPD Result 3)

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

Support the analysis needs of the agency through policy evaluation, advanced analytics, and continued collaboration with the Interagency Food Safety Analytics Collaboration (IFSAC) to advance foodborne illness attribution methods and data. (ODIFP Result 1)



Goal 7:

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

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Outcome 7.1

Each employee understands how he/she impacts public health.

Intended “Key” Results

Performance Measure 7.1.1

Average score on the Annual Employee Viewpoint Survey for questions related to workers’ understanding of their impact on public health.

Implement and support organizational efficiency and effectiveness through improved service delivery. (OM Result 1)

Lead an agency-wide effort designed to strengthen the connection of all employees with the agency’s mission to protect public health, especially in collaboration with field employees. (OPACE Result 2)

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

No Correlating Measure

Ensure FSIS is prepared to respond to significant incidents. (ODIFP Result 2)

Performance Measure 7.2.1

% of competency gaps closed for targeted groups.

Complete Enterprise Data Warehouse (EDW) assessment and create a roadmap to achieve desired state by September 30, 2016. (OCIO Result 2)

In collaboration with Office of Management (OM), employ priority recommendations of the Information Technology (IT) Procurement Assessment, including development of an end-to-end IT procurement policy, to streamline processes, maximize resources, and achieve mission outcomes. (OCIO Result 4)

Accomplish the Departmental Leadership Development DR 4040-412-001 by providing 360 assessments in a 3-year cycle to all FSIS supervisors. OOEET will facilitate reaching the agency’s goal by completing 425 supervisor assessments during FY 2016. (OOEET Result 1)

Identify opportunities to evaluate and improve the efficiency and effectiveness of program activities, streamline processes, and enhance management controls to improve performance and results. (OCFO Result 2)

Lead the development and finalization of the agency's next Strategic Plan, which will guide FSIS activities beginning in FY 2017 through FY 2021. (OCFO Result 1)

Ensure that FSIS managers and staff have the tools and training needed for complying with Federal and USDA requirements for managing and reporting employees' time and attendance as well as managing the agencies financial and budgetary resources. (OCFO Result 3)

In collaboration with OIEA, OCFO will lead FSIS activities in implementing the USDA's new Internal Control framework, which will bring FSIS into compliance with new GAO standards for Internal Controls in the Federal Government. (OCFO Result 4)

Enhance relationships with internal stakeholders and collaborate with FSIS leaders, Special Emphasis Program Managers (SEPM), and Equal Employment Opportunity Advisory Committees (EEOAC) in order to improve its relationship with these individuals/groups. (CRS Result 3)

Strengthen the public health and technical skills of the workforce by revising the training content of the Public Health Veterinarian (PHV) course for newly hired PHVs. OOEET will also measure the competency of students with a goal of 80% meeting the competency standard after training. (OOEET Result 2)

Performance Measure 7.2.2

% of all eligible FSIS employees with an Individual Development Plan (IDP) in place.

Strengthen the public health and technical skills of the workforce by revising the training content of the PHV course for newly hired PHVs. OOEET will also measure the competency of students with a goal of 80% meeting the competency standard after training. (OOEET Result 2)

Performance Measure 7.2.3

% of all managers/supervisors who completed 3 hours of EEO training annually.

Educate the workforce on Equal Employment Opportunity (EEO), Civil Rights, and Diversity by providing 3 hours of training to 95% of supervisors and managers and 2 hours of training to 85% of nonsupervisory employees. Through this training, FSIS will proactively prevent discrimination in the workplace, and will provide knowledge, skills, and tools to assist employees and supervisors/managers in recognizing, addressing, and preventing actions that may be discriminatory or harassing. Furthermore, the training will encourage respect among employees, improve employee engagement, and move the agency closer to the status of a model EEO program. (CRS Result 1)

Ensure management and program accountability for its EEO and Civil Rights programs. Managers, supervisors, EEO officials, and human resources personnel will be held accountable for the effective implementation and management of fair and equitable employment practices. In addition, the agency will ensure that its federally conducted and assisted programs comply with Civil Rights laws in the delivery of their programs and services. Compliance with EEO and Civil Rights laws and regulations will be assessed to ensure FSIS' internal and external customers are served in a nondiscriminatory manner. (CRS Result 2)

Enhance relationships with internal stakeholders and collaborate with FSIS leaders, SEPMs, and EEOACs in order to improve FSIS' relationship with these individuals/groups. (CRS Result 3)

Performance Measure 7.2.4

% of all non-managers/non-supervisors who completed 2 hours of EEO training annually.

Educate the workforce on EEO, Civil Rights, and Diversity by providing 3 hours of training to 95% of supervisors and managers and 2 hours of training to 85% of nonsupervisory employees. Through this training, FSIS will proactively prevent discrimination in the workplace, and provide knowledge, skills and tools to assist employees and supervisors/managers in recognizing, addressing, and preventing actions that may be discriminatory or harassing. Furthermore, the training will encourage respect among employees, improve employee engagement, and move the agency closer to the status of a model EEO program. (CRS Result 1)

Ensure management and program accountability for its EEO and Civil Rights Programs. Managers, supervisors, EEO officials, and human resources personnel will be held accountable for the effective implementation and management of fair and equitable employment practices. In addition, the agency will ensure that its federally conducted and assisted programs comply with Civil Rights laws in the delivery of their programs and services. Compliance with EEO and Civil Rights laws and regulations will be assessed to ensure FSIS' internal and external customers are served in a nondiscriminatory manner. (CRS Result 2)

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce.

Performance Measure 7.3.1

% of workplace injury/illness cases.

Have a modern and healthy workforce that is well trained, informed, and connected in order to advance the agency's mission. (OM Result 2)

Performance Measure 7.3.2

Annual rate of staff vacancies.

Implement and support organizational efficiency and effectiveness through improved service delivery. (OM Result 1)

Accomplish mission work by effectively implementing program requirements with human resources business process reengineering and hiring reform. (OM Result 3)

Performance Measure 7.3.3

Ranking in the Partnership for Public Service's Annual Report, *Best Places to Work in the Federal Government*.

Have a modern and healthy workforce that is well trained, informed, and connected in order to advance the agency's mission. (OM Result 2)

Accomplish mission work by effectively implementing program requirements with human resources business process reengineering and hiring reform. (OM Result 3)

Enhance relationships with internal stakeholders and collaborate with FSIS leaders, SEPMs, and EEOACs in order to improve its relationship with these individuals/groups. (CRS Result 3)

Performance Measure 7.3.4

Increase the workforce for Persons with Targeted Disabilities (FY 2015 Target 4%).

Ensure management and program accountability for its EEO and Civil Rights programs. Managers, supervisors, EEO officials, and human resources personnel will be held accountable for the effective implementation and management of fair and equitable employment practices. In addition, the agency will ensure that its federally conducted and assisted programs comply with Civil Rights laws in the delivery of their programs and services. Compliance with EEO and Civil Rights laws and regulations will be assessed to ensure FSIS' internal and external customers are served in a nondiscriminatory manner. (CRS Result 2)

Accomplish mission work by effectively implementing program requirements with human resources business process reengineering and hiring reform. (OM Result 3)

Enhance relationships with internal stakeholders and collaborate with FSIS leaders, SEPMs, and EEOACs in order to improve its relationship with these individuals/groups. (CRS Result 3)

Goal 8:

Based on the Defined Agency Business Needs, Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools, including the Public Health Information System, to Protect Public Health Efficiently and Effectively and to Support Defined Public Health Needs and Goals

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Outcome 8.1

Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies.

Intended “Key” Results

Performance Measure 8.1.1

% of innovative processes, methodologies, or technologies for which the agency has established a baseline.

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

Performance Measure 8.1.2

% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.

Deploy approved PHIS enhancements for the domestic, import, and export functionalities. (OCIO Result 1)

Identify, prioritize, and implement at least three opportunities for streamlining and modifying FSIS business processes to achieve greater efficiency and efficacy and to promote reuse of existing resources and systems to the greatest extent. (OCIO Result 3)

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

No Correlating Measure

Ensure FSIS is prepared to respond to significant incidents. (ODIFP Result 2)

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Lead the development and finalization of the agency's next Strategic Plan, which will guide FSIS activities beginning in FY 2017 through FY 2021. (OCFO Result 1)

Identify opportunities to evaluate and improve the efficiency and effectiveness of program activities, streamline processes, and enhance management controls to improve agency performance and results. (OCFO Result 2)

Ensure that FSIS managers and staff have the tools and training needed for complying with Federal and USDA requirements for managing and reporting employees' time and attendance as well as managing the agencies financial and budgetary resources. (OCFO Result 3)

In collaboration with OIEA, OCFO will lead FSIS activities in implementing the USDA's new Internal Controls framework, which will bring FSIS into compliance with new GAO standards for Internal Controls in the Federal Government. (OCFO Result 4)

Deploy approved PHIS enhancements for the domestic, import, and export functionalities. (OCIO Result 1)

Complete Enterprise Data Warehouse (EDW) assessment and create a roadmap to achieve desired state by September 30, 2016. (OCIO Result 2)

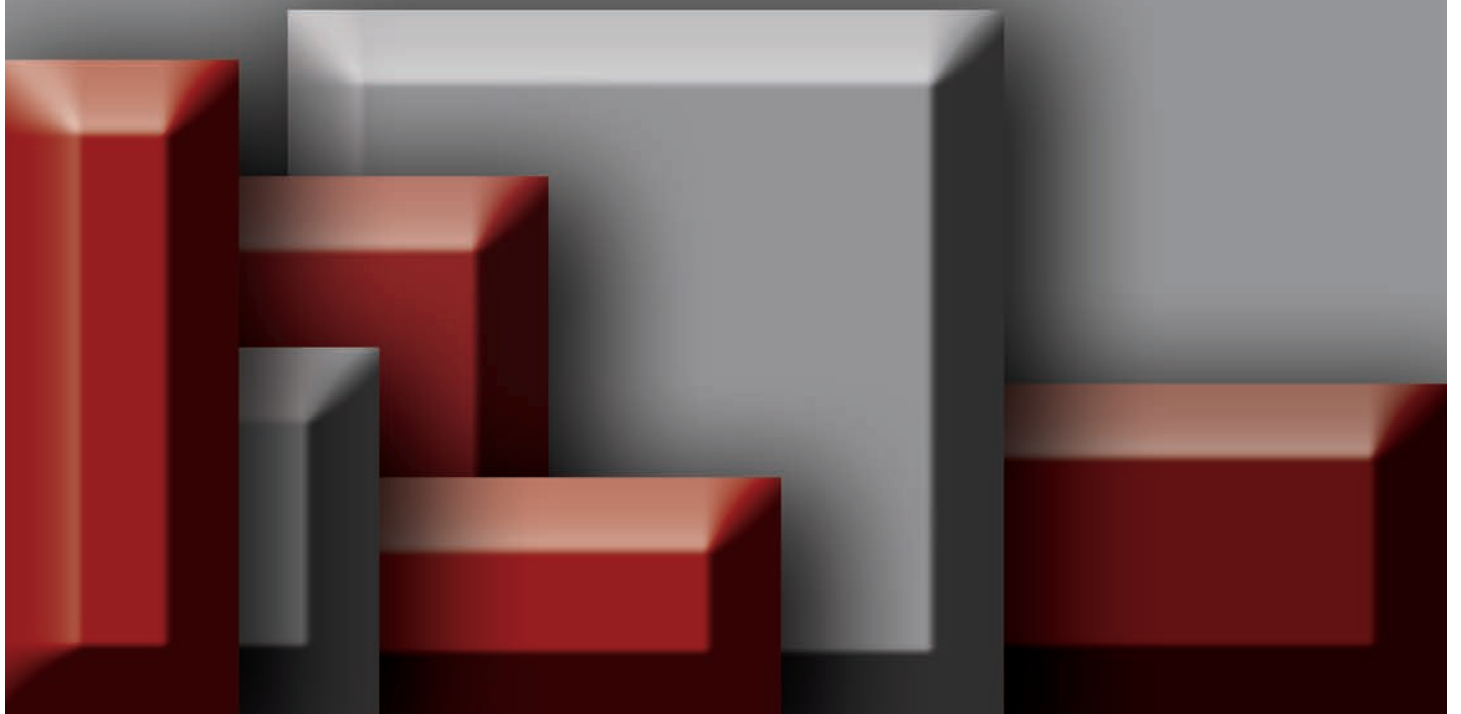
In collaboration with OM, employ priority recommendations of the IT Procurement Assessment, including development of an end-to-end IT procurement policy, to streamline processes, maximize resources and achieve mission outcomes. (OCIO Result 4)

Identify, prioritize, and implement at least three opportunities for streamlining and modifying FSIS business processes to achieve greater efficiency and efficacy and to promote reuse of existing resources and systems to the greatest extent. (OCIO Result 3)

Part Two

**Key Planned FY 2016 Actions and Results
Aligned with Strategic Plan Goals,
Outcomes, and Measures**

Presented by Individual Program Area





Civil Rights Staff

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.3

% of all managers/supervisors who completed 3 hours of EEO training annually.

Performance Measure 7.2.4

% of all non-managers/non-supervisors who completed 2 hours of EEO training annually.

Result 1:

Educate the workforce on Equal Employment Opportunity (EEO), Civil Rights, and Diversity by providing 3 hours of training to 95% of supervisors and managers and 2 hours of training to 85% of nonsupervisory employees. Through this training, FSIS will proactively prevent discrimination in the workplace and provide knowledge, skills, and tools to assist employees and supervisors/managers in recognizing, addressing, and preventing actions that may be discriminatory or harassing. Furthermore, the training will encourage respect among employees, improve employee engagement, and move the agency closer to the status of a model EEO program.

Actions:

- Identify FY 2016 mandatory EEO, Civil Rights, and Diversity training for supervisor/managers and nonsupervisory employees by November 1, 2015. An additional mandatory training will be identified for all Senior Executive Service employees, as required by the Office of Human Resources Management.
- Develop and deliver all agency, Office of the Assistant Secretary for Civil Rights (OASCR), and Office of Human Resources Management (OHRM) required EEO, Civil Rights, and Diversity Training to the FSIS workforce by September 30, 2016.
- Issue updated annual EEO, Civil Rights, and Diversity policy statements, as mandated by Management Directive-715, by April 30, 2016.
- Identify at least two field locations to host Special Emphasis observances by March 31, 2016, and conduct those observances by September 30, 2016.
- Develop and deliver all required trainings to the FSIS workforce by September 30, 2016.

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.3

% of all managers/supervisors who completed 3 hours of EEO training annually.

Performance Measure 7.2.4

% of all nonsupervisory employees who completed 2 hours of EEO training annually.

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce.

Performance Measure 7.3.4

Increase the workforce for Persons with Targeted Disabilities.

Result 2:

Ensure management and program accountability for its EEO and Civil Rights programs. Managers, supervisors, EEO officials, and human resources personnel will be held accountable for the effective implementation and management of fair and equitable employment practices. In addition, the agency will ensure that its federally conducted and assisted programs comply with Civil Rights laws in the delivery of their programs and services. Compliance with EEO and Civil Rights laws and regulations will be assessed to ensure FSIS' internal and external customers are served in a nondiscriminatory manner.

Actions:

- Develop clear and concise standard operating procedures for the agency's Compliance, Assistance, Review, and Evaluation (CARE) and Title VI review processes by March 31, 2016, with procedures that incorporate best practices identified among USDA EEO and Civil Rights offices.
- Conduct four CARE assessments of FSIS' program areas/district offices to ensure compliance with Title VII of the Civil Rights Act of 1964, by September 30, 2016.
- Conduct nine Civil Rights compliance reviews to ensure compliance with Title VI of the Civil Rights Act of 1964, by September 30, 2016.
- Counsel 95% of all informal EEO complaints of discrimination within the 30-to-90 calendar day time frame, by September 30, 2016. This is pursuant to EEOC's Management Directive-110 and applicable regulations and Departmental policies regarding timely EEO counseling.

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Result 3:

Enhance relationships with internal stakeholders and collaborate with FSIS leaders, SEPMs, and EEOACs in order to improve FSIS' relationship with these individuals/groups.

Actions:

- Collaborate with the agency's SEPMs, Human Resources, and the EEOACs to conduct a review of the agency's EEO and Civil Rights programs and conduct a barrier analysis, as required by Management Directive-715, by March 31, 2016.

Performance Measure 7.2.1

% of competency gaps closed for targeted groups.

Performance Measure 7.2.3

% of all managers/supervisors who completed 3 hours of EEO training annually.

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce.

Performance Measure 7.3.3

Ranking in the Partnership for Public Service's Annual Report, *Best Places to Work in the Federal Government*.

Performance Measure 7.3.4

Increase the workforce for Persons with Targeted Disabilities.

- Conduct at least one meeting with each Assistant Administrator and District Manager to discuss their individual workforce profiles, complaint activity, and other relevant EEO and Civil Rights initiatives, by September 30, 2016.
- Enhance efforts to provide equal opportunity to minorities, women, and people with disabilities in all areas of employment, by September 30, 2016, host at least one meeting between (1) the agency's SEPMS and the agency head; (2) the SEPMS and the agency's Cultural Transformation Officer; (3) the SEPMS and the agency's Human Resources Director; (4) the SEPMS and Civil Rights Director; and (5) the SEPMS and the agency's EEOACs.



Office of the Chief Financial Officer

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted group.

Goal 8

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

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Result 1:

Lead the development and finalization of the agency's next Strategic Plan, which will guide FSIS activities beginning in FY 2017 through FY 2021.

Actions:

- Develop draft performance measures and related targets pertaining to the established draft strategic goals and objectives by January 31, 2016.
- Conduct key stakeholder outreach to finalize the draft strategic plan by August 31, 2016.
- Develop and execute a strategy, plan, and timeline for educating FSIS employees, stakeholders, and general public about the agency's new Strategic Plan by September 30, 2016.
- Develop a new performance Government Performance and Results Act management and reporting framework for the new strategic plan by September 30, 2016.

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted group.

Goal 8

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

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Result 2:

Identify opportunities to evaluate and improve the efficiency and effectiveness of program activities, streamline processes and enhance management controls to improve agency performance and results.

Actions:

- Partner with Assistant Administrators and program managers to resolve open audit recommendations and implement corrective actions. As a target, facilitate closure of at least 50% of open Office of Inspector General (OIG) audit recommendations that are within and beyond 1 year past due by July 31, 2016.
- Conduct evaluations and surveys to (1) assess the effectiveness of agency programs or initiatives, and (2) propose new strategies or make specific recommendations to address challenges or opportunities for improvement identified during such reviews, by September 30, 2016.

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted group.

Goal 8

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

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Result 3:

Ensure that FSIS managers and staff have the tools and training needed for complying with Federal and USDA requirements for managing and reporting employees' time and attendance as well as managing the agency financial and budgetary resources.

Actions:

- Use the agency Enterprise Governance process to successfully develop long-term budget priorities and plans that support the FSIS Strategic Plan, with recommendations for long-term plans developed by July 31, 2016.
- Partner with the Department and OCIO to deploy WebTA 4.2, complete the ATA eDevice pilot, integrate billing with WebTA 4.2, and provide requirements for mLinks by September 30, 2016.
- Partner with the Department and OCIO to facilitate FSIS compliance with provisions of the Data Act by September 30, 2016.
- Begin development efforts associated with enhancing FSIS financial reporting and tracking capabilities by September 30, 2016.

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted group.

Goal 8

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

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Result 4:

In collaboration with OIEA, OCFO will lead FSIS activities in implementing the USDA's new Internal Control framework, which will bring FSIS into compliance with new GAO standards for Internal Controls in the Federal Government.

Actions:

- Serve as one of four Internal Controls pilot agencies within the USDA, utilizing the FSIS enterprise governance process, updating charters and related policies as needed by April 30, 2016.
- Improve integration of financial, programmatic, and operational management control activities by identifying opportunities to streamline processes and eliminate duplicate testing and review activities by September 30, 2016.

Office of the Chief Information Officer

Goal 1

Ensure that food safety inspection aligns with the existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination.

Performance Measure 2.3.2

% of food defense practices implemented at in-commerce facilities.

Performance Measure 2.3.3

Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination.

Result 1:

Deploy approved PHIS enhancements for the domestic, import, and export functionalities to achieve the following:

Actions:

- Leverage FSIS' Software Development LifeCycle process, as well as lessons learned from previous version updates, to deploy approved enhancements in PHIS' domestic functionality by September 30, 2016.
- Leverage FSIS' Software Development LifeCycle process, as well as lessons learned from previous version updates, to deploy approved enhancements in PHIS' import functionality by September 30, 2016.
- Leverage FSIS' Software Development LifeCycle process, as well as lessons learned from previous version updates, to deploy approved enhancements in PHIS' export functionality by September 30, 2016.

Goal 8

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

Outcome 8.1

Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies.

Performance Measure 8.1.2

% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies or technologies, including those adopted in accordance with formally accepted requirements or criteria that meet intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Goal 7

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

Result 2:

Complete EDW assessment and create a roadmap to achieve desired state by September 30, 2016.

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted groups.

Goal 8

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

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Goal 1

Ensure that food safety inspection aligns with the existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Actions:

- Complete an assessment of “as is” and “to be” EDW needs by February 28, 2016.
- Plan and initiate an EDW roadmap by June 30, 2016.
- Award a contract to begin development of “EDW 2.0” by September 30, 2016.

Result 3:

Identify, prioritize, and implement at least three opportunities for streamlining and modifying FSIS business processes to achieve greater efficiency and efficacy and to promote reuse of existing resources and systems to the greatest extent.

Actions:

- Follow agency roadmap and evaluate functionality for incorporating or consolidating systems. Partner with business area to evaluate Consumer Complaint Monitoring System (CCMS) functionality and consolidation into PHIS, with requirements and alternative analysis to be completed for CCMS by May 31, 2016.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

- Follow agency roadmap and evaluate functionality for incorporating or consolidating systems. Partner with business area to evaluate management controls and possible consolidation into PHIS, with requirements and alternative analysis to be completed for management controls by July 31, 2016.

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination.

Performance Measure 2.3.1

% of all official establishments with a functional Food Defense Plan.

Goal 8

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

Outcome 8.1

Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies.

Performance Measure 8.1.2

% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted groups.

Goal 8

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

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure 8.2.1

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.

Result 4:

In collaboration with OM, employ priority recommendations of the IT Procurement Assessment, including development of an end-to-end IT procurement policy, to streamline processes, maximize resources and achieve mission outcomes.

Actions:

- Prioritize assessment recommendations by December 31, 2015.
- Develop metrics to assess desired outcomes by February 29, 2016.
- Develop and issue an IT procurement notice by May 31, 2016.



Office of Data Integration and Food Protection

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.1

Domestic- and foreign-produced products meet food safety performance standards.

Performance Measure 2.1.1

% of broiler plants passing the carcass *Salmonella* verification testing. **(Corporate Measure)**

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure 4.1.2

% of results from interagency collaboration on analytics used in FSIS policy.

Result 1:

Support the analysis needs of the agency through policy evaluation, advanced analytics, and continued collaboration with the Interagency Food Safety Analytics Collaboration (IFSAC) to advance foodborne illness attribution methods and data.

Actions:

- Engage and work collaboratively with IFSAC partners to complete initial draft of journal manuscript on the IFSAC harmonized, tri-agency-approved simple food attribution fractions by September 30, 2016.
- Support FSIS decision-making by completing at least 20 analysis projects in support of agency priorities by September 30, 2016.
- Support the operations and enhancements to PHIS through the development of at least five new sampling algorithms, PHIS alerts, PHIS reports, or other activities by September 30, 2016.
- Support access to data and analysis tools through the development of at least one new solution for providing data and/or analysis within the agency by September 30, 2016.



Goal 6

Implement effective policies to respond to existing and emerging threats.

Outcome 6.1

Public health risks are mitigated through effective strategies based on the best available information.

Performance Measure 6.1.2

% of regulated industry adhering to key public health-related policies (establishments receiving zero public health-related non-compliance in a year).

Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure: None

Goal 8

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

Result 2:

Ensure FSIS is prepared to respond to significant incidents.

Actions:

- Track trends in significant incidents in the FSIS Incident Management System (FIMS) to inform agency policy or preparedness plans and re-establish a FIMS baseline to include additional data and lessons learned by September 30, 2016.
- Ensure emergency preparedness of the agency by updating the FSIS All Hazard Response Plan by September 30, 2016.
- Ensure emergency preparedness of the agency by developing and conducting three exercises and/or workshops by September 30, 2016.

Outcome 8.2

Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS.

Performance Measure: None

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination.

Performance Measure 2.3.1

% of all official establishments with a functional Food Defense Plan.

(Corporate Measure)

Performance Measure 2.3.2

% of food defense practices implemented at in-commerce facilities.

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure 4.1.3

Small and very small plants:
% of identified opportunities realized to improve information sharing.

Result 3:

Work to increase to 90% voluntary adoption of functional food defense plans by official establishments and implement new food defense projects and activities by September 30, 2016.

Actions:

- Finalize multi-year food defense strategy and food defense communications strategy by December 31, 2015.
- Implement at least two new outreach strategies for establishments that do not have a functional food defense plan based on results from the 2015 Food Defense Plan Survey by June 1, 2016.
- Initiate implementation of at least three new projects or activities to protect against intentional contamination by September 30, 2016.



Office of Field Operations

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E.coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Result 1:

Manage the development and implementation of key components to the Public Health Information System (PHIS) that include the following:

Actions:

- Reconstruct and expand the domestic Inspection Program Personnel (IPP) Alert feature for Inplant [IPP] and Frontline Supervision.
- Develop STEPS, Recall Management, and Industry Notification of Adulteration application.
- Re-engineer Import Type of Inspection (TOI) frequency allocation and scheduling, and complete US Customs and Border Patrol (CBP) Automated Commercial Environment/ International Trade Data System (ACE/ITDS) two-way communication/functionality.
- Develop and implement equivalence verification of point-of-entry violations.
- Complete development and implement export module to include Industry batching capabilities and corporate management functionality for domestic and export certification.
- Develop a self reporting tool for States to use to meet “equal to” standard.
- Develop cooperative interstate shipment module.

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E.coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Result 2:

Implement finalized inspection system regulations for modernization in FY 2016 to ensure that food safety inspection aligns with existing and emerging risks, and is in compliance with food safety policies.

Actions:

- Implement the New Poultry Inspection System (NPIS) in 35% of identified facilities by September 30, 2016.
- Convert % of facilities identified by December 1, 2015 that are wishing to participate in the New Poultry Inspection System for modernization by September 30, 2016.

- Conduct HACCP validation verification procedures in 75% of establishments through the second, third, and fourth quarters of FY 2016.
- Develop and begin implementing a plan for revising PHIS work assignments.
- Implement revised In-plant [IPP] and Food Safety Assessment [FSA] Performance Systems by April 1, 2016.

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.2

Resources are targeted to existing and emerging risks.

Performance Measure: None

Result 3:

Utilize Public Health Regulations (PHR) to focus in-plant inspection and FSAs on highest health risks. Take a risk-based approach for reducing contamination and preventing foodborne illness. Ensure that relatively greater risks to food safety will receive proportionately greater levels of FSIS attention and resources.

Actions:

- Publish a FSIS Notice on utilization of PHIS Public Health Alerts the first quarter of calendar year 2016 and verify usage as part of IPPS assessments 2nd through 4th quarter 2016.
- Perform Public Health Risk Evaluation FSA methodology when PHR trigger is met for 100% of occurrences.

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.2

Resources are targeted to existing and emerging risks.

Performance Measure 1.2.2

% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.

Result 4:

Target importing countries requiring more immediate inspection or reinspection attention due to repetitive port-of-entry (POE) violations.

Actions:

Hold importing countries accountable to a performance-based score, with the rate of inspection intensifying with increased rates of POEV with respect to total weight by January 31, 2016.

Goal 2

Maximize domestic and international compliance with food safety policies.

Result 5:

Ensure industry is implementing a systematic approach to humane handling.

Outcome 2.2

Humane handling and slaughter practices are a central focus of establishment employees as evidenced by the awareness of proper procedures and the implementation of a systematic approach to humane handling.

Performance Measure 2.2.1

% of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all 4 elements of a systematic approach implemented).

(Corporate Measure)

Actions:

Evaluate each livestock slaughter facility for the implementation of a systematic approach to humane handling. Ensure 75% of all livestock slaughter establishments are utilizing a systematic approach by September 30, 2016.





Office of International Coordination

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.1

Domestic- and foreign-produced products meet food safety performance standards.

Performance Measure: **None**

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination.

Performance Measure 2.3.1

% of all official establishments with a functional Food Defense Plan.

(Corporate Measure)

Result 1:

Meet with FSIS offices to obtain necessary information to convey to foreign governments to ensure compliance.

Actions:

- Coordinate and manage three international seminars for foreign government officials on various FSIS' programs and policies by September 30, 2016.
- Facilitate and lead technical meetings with foreign governments to resolve specific issues of concern.
- Through International Visitors' Program, coordinate foreign government representatives and delegations meetings to address specific questions regarding FSIS programs and regulatory activities.

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination.

Result 2:

Manage and coordinate all agency international activities related to the public health and food safety mission.

Actions:

- Enhance and strengthen communication with foreign regulatory partners and stakeholders (e.g., via web site and seminars) to provide relevant information regarding existing and pending equivalence determinations, as well as U.S. laws, policies, and regulations.

Performance Measure 2.3.1

% of all official establishments with a functional Food Defense Plan.

(Corporate Measure)

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure: None

Office of Investigation, Enforcement and Audit

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.1

Domestic- and foreign-produced products meet food safety performance standards.

Performance Measure: **None**

Result 1

FSIS, in conjunction with foreign governments and the 27 State Meat and Poultry Inspection programs (MPI), will perform on-going foreign equivalence verification audits and State Intrastate Meat and Poultry Programs “at least equal to” standard reviews to ensure adherence to FSIS policies and programs, and take appropriate action if there is evidence that a country or State is failing to maintain equivalence or “at least equal to” standard.

Actions:

- Ensure foreign country audits are performed at least every 3 years based on the last audit rating, new equivalence concerns, or point-of-entry violations.
- Ensure on-site reviews are performed triennially (once every 3 years) for State MPI Program audits.

27 State MPI programs - Triennial on-site reviews				
1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
0	2	3	4	9
0%	15%	30%	55%	100%

- Ensure annual self-assessment reviews are performed and reviewed in 95% of the 27 State MPI programs by September 30, 2016.

27 State MPI programs - Annual on-site reviews				
1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
0	4	8	15	27
0%	15%	30%	55%	100%

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Result 2:

Contribute to achieving the corporate target of a maximum of 373,955 illnesses attributed to *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 through its surveillance, investigative, and enforcement activities with respect to meat, poultry, and processed egg products distributed, transported, stored, and, otherwise, handled in commerce.

Actions:

- Ensure 83% of investigative cases on average address food safety violations by September 30, 2016.
- Ensure 85% of enforcement actions (administrative, criminal, or civil) on average address food safety violations and deter future ones by September 30, 2016.
- Ensure an investigative plan is developed, published, and activated within 18 hours or less on average of a foodborne illness outbreak declaration or for food safety or food defense events that include natural disasters, intentional contamination, or significant economic adulteration, by September 30, 2016.

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.3

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.3.1

% of priority in-commerce facilities e.g., warehouses, distributors and transporters) covered by surveillance activities.

Result 3:

Focus 70% of surveillance resources based on public health risk and public health impact to achieve agency public health priorities. This will help ensure that the highest risk facilities operate in a manner that maintains the safety of the products received and protects those products from intentional contamination.

Actions:

- Ensure OIEA investigators allocate 70% of agency personnel and resources to the highest risk facilities.
- Ensure field supervisors and managers verify In-commerce System (ICS) data shows that at least 83% of food safety violations documented during initial surveillances are corrected before follow up surveillance.

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.3

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.3.2

% of follow-up surveillances resulting in compliance.

Result 4:

Follow-up surveillances will produce compliance with all food safety requirements such that 83% of food safety violations documented during initial surveillances are corrected before follow-up surveillance.

Actions:

- Ensure field supervisors and managers verify ICS data shows at least 83% of food safety violations documented during initial surveillances are corrected on an annual basis.

Office of Management

Goal 7

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

Outcome 7.1

Each employee understands how he/she impacts public health.

Performance Measure 7.1.1

Average score on the Annual Employee Viewpoint Survey for questions 12 and 13 that are related to workers' understanding of their impact on public health (93% for 2016).

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce.

Performance Measure 7.3.2

Annual rate of staff vacancies (4.5% for 2016).

Result 1:

Implement and support organizational efficiency and effectiveness through improved service delivery.

Actions:

Smart Acquisition and Strategic Sourcing

- Reach small business goals, including 53% for small business, 5% for small disadvantaged business, 5% for women-owned small business, 3% for HUB Zone small business, and 3% for service-disabled veteran-owned small business, by September 30, 2016.

- Ensure strategic sourcing contract actions equal at least 50% of agency activity by September 30, 2016.

- Complete at least 70% of Contracting Officer Representative (COR) performance evaluations within 30 days of contract expiration, by September 30, 2016.

Recycling and Energy Efficiency

- Meet agency metal recycling goal of 50% by September 30, 2016.
- Meet agency lab sample composting goal of 3,000 average pounds per month by September 30, 2016.
- Ensure new equipment is 100% compliant with ENERGY STAR standards for monitors, smart phones, multi-function devices (copiers) and mobile printers by September 30, 2016.

Smart Space and Physical Security

- Meet average per full-time equivalent of 150 square feet by September 30, 2016.
- Ensure active electronic Physical Access Control (ePAC) System to mitigate vulnerabilities by September 30, 2016.
- Be responsive to credentialing requests within 48 hours on average by September 30, 2016.

Smart Transportation

- Meet fleet management alternate fuel use goal of 4% by September 30, 2016.
 - Ensure 60% of eligible employees actively use telework to work remotely by September 30, 2016.
 - Ensure 50% of eligible employees actively use transit subsidy by September 30, 2016.
-

Goal 7

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

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce.

Performance Measure 7.3.1

% of workplace injury/illness cases (5.8% for 2016).

Performance Measure 7.3.3

Ranking in the Partnership for Public Service's Annual Report, *Best Places to Work in the Federal Government* (Top one-third of rankings for 2016).

Result 2:

Have a modern and healthy workforce that is well trained, informed, and connected in order to advance the agency's mission.

Actions:

- Reduce workers' compensation costs by 4% of 2015 costs by September 30, 2016.
- Improve return-to-work outcome for injured FSIS employees to 80% by September 30, 2016.
- Resolve cases regarding workplace violence prevention to 75 days on average by September 30, 2016.
- Ensure 70% of employees are aware of Employee Assistance Program (EAP) services and available benefits by September 30, 2016.

Goal 7

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

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce.

Performance Measure 7.3.2

Annual rate of staff vacancies (FY 2016 Target 4.5%).

Performance Measure 7.3.3

Ranking in the Partnership for Public Service's Annual Report, *Best Places to Work in the Federal Government* (Top one-third of rankings for 2016).

Performance Measure 7.3.4

Increase the workforce for Persons with Targeted Disabilities.

Result 3:

Accomplish mission work by effectively implementing program requirements with human resources business process reengineering and hiring reform."

Actions:

- Meet average time to hire of 70 days, with 23 days for staff acquisition, and 15 days for candidate review, paneling, and selection by September 30, 2016.
- Achieve a 10% improvement in delegated examining unit/merit promotion certificate use, to reach at least 50% by September 30, 2016.
- Retain employees in mission critical occupations at a 70% rate for GS-1862/Consumer Safety Inspectors, GS-1863 Food Inspectors, GS-701/Public Health Veterinarians, GS-701/Veterinary Medical Officers, and GS-696/Enforcement Investigations and Analysis Officers by September 30, 2016.
- Make training and development investments for mission critical occupations, specifically certification of 70% of GS-201/Human Resources Management series employees, and training completion for 90% of hiring managers, by September 30, 2016.
- Have 90% of eligible employees' performance standards in place by November 1, 2015, with 100% in place with human resources office by January 1, 2016.
- Ensure 100% of eligible employees have mid-year assessments completed by March 30, 2016.





Office of Outreach, Employment Education, and Training

Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted groups.

Result 1:

Accomplish the Departmental Leadership Development DR 4040-412-001 by providing 360 assessments in a 3-year cycle to all FSIS supervisors. OOEET will facilitate reaching the agency's goal by completing 425 supervisor assessments during FY 2016.

Actions:

- Collaborate with other program areas to offer and complete 425 supervisor 360 assessments in FY16, with 15% completed by December 31, 2015; 35% completed by March 31, 2016; 65% completed by June 30, 2016; and 100% completed by September 30, 2016.
- Develop eight 360 group reports for appropriate Assistant Administrators to identify trends in their specific program areas, with two reports completed each quarter, by September 30, 2016.
- Provide make-up 360 sessions and debrief webinars from April 1 through June 30, 2016 to provide additional opportunities to supervisors unable to participate in their original scheduled sessions.



Goal 7

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

Outcome 7.2

All employees have the knowledge, tools, and resources to accomplish the FSIS mission.

Performance Measure 7.2.1

% of competency gaps closed for targeted groups (FY 2015 Target 5% decrease in competency gaps).

Performance Measure 7.2.2

% of all eligible FSIS employees with an IDP in place.

Result 2:

Strengthen the public health and technical skills of the workforce by revising the training content of the Public Health Veterinarian (PHV) course for the newly hired PHVs. OOEET will also measure the competency of students with a goal of 80% meeting the competency standard after training.

Actions:

- Collaborate with OFO to develop a process for identifying and analyzing the duties and major work behaviors required for the performance of critical duties and job tasks associated with PHV positions by September 30, 2016, and review relevant PHV course content and delivery methods that can be enhanced or changed in order to increase training effectiveness in these areas by September 30, 2016.
- Develop and pilot new PHV training content, review and make adjustments, and validate final exam for Training as a Condition Of Employment (TCOE) prior to full implementation by September 30, 2016.
- Analyze the level of training effectiveness for each class by comparing the average pre/post test score improvements to a benchmark of training effectiveness reported in the scientific training evaluation literature.
- Ensure that 100% of agency employees have an opportunity to have IDPs.

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure 4.1.3

% of identified opportunities realized to improve information sharing.

Result 3:

Aim to reach, if not surpass, the 75% target of identified opportunities realized to improve information sharing to further enhance outreach to small and very small establishments. The achievement of this result will depend on OOEET's capability to lead, conduct, develop, and produce publications, webinars, conference calls, exhibits and other initiatives to reach owners and operators of small and very small meat and poultry establishments by September 30, 2016.

Actions:

- Publish ten editions of Small Plant News, online and in print, develop one new agency publication, and update existing brochures/materials as regulations are updated by September 30, 2016.

- Conduct twelve monthly teleconferences/webinars for the State MPI directors by September 30, 2016; these 27 State MPI programs, which represent an approximate \$54 million outlay in FSIS' budget, represent a critical link in the nation's food safety infrastructure.
- Conduct twelve monthly teleconferences/webinars for HACCP Contacts and Coordinators by September 30, 2016; this constituency is composed of HACCP Coordinators at universities across the country who provide technical advice to small and very small plant owners and operators.
- Increase small plant outreach by providing face to face technical assistance from our Small Plant Help Desk (SPHD) at 15 high impact conferences by September 30, 2016; there is a direct positive correlation SPHD volume, the number of resources distributed, and our participation in exhibitions. Through this method of exhibiting, enhance awareness of FSIS resources and new policies.



Office of Public Affairs and Consumer Education

Goal 3

Enhance public education and outreach to improve food-handling practices.

Outcome 3.1

Consumers, including vulnerable and underserved populations, adopt food safety best practices.

Performance Measure 3.1.1

Average % of consumers who follow the four key food safety “best practices” (i.e., clean, separate, cook, and chill; thermometer use).

(Corporate Measure)

Outcome 3.2

Consumers have effective tools and information to keep “in-home” food safe.

Performance Measure 3.2.1-c

Population that views FSIS’ most important “in-home” food safety message (i.e., clean, separate, cook, and chill; thermometer use). – FSIS electronic media outreach: YouTube views.

Performance Measure 3.2.1-d

Population that views FSIS’ most important “in-home” food safety message (i.e., clean, separate, cook, and chill; thermometer use). – FSIS electronic media outreach: Twitter followers.

Result 1:

Educate and promote consumer and stakeholder knowledge and acceptance of food safety policy and education messages.

Actions:

- Increase the number of detections, impressions, and media donations of the Food Safe Families Public Service Announcement campaign to 700,000 detections, 1 billion impressions, and \$17 million of media donations (cumulative, which is 10% above the Ad Council’s proposed baseline) by September 30, 2016.
- Increase visitors to the Food Safety Discovery Zone to 720,000, 20% more than the FY 2015 APP target.
- Increase social media engagement by 15% on Twitter through a combination of retweets, clicks, favorites and replies; by 15% on Facebook through a combination of likes, clicks, shares, and comments; and increase YouTube video views to 1.4 million by shares and cross-promotion (cumulative), by September 30, 2016.
- Design and implement a proactive public relations strategy to reach media, with a goal of 50 stories in English and 50 stories in Spanish by September 30, 2016; the strategy will promote agency policies, key agency issues, and best food safety practices, especially preventing cross contamination and thermometer use.
- Leverage at least 6 new or existing partnerships with other USDA offices, State and Federal partners, and non-governmental and community organizations to improve proactive outbreak communications by September 30, 2016.
- Develop cross-cutting OPACE teams to devise and implement appropriate outreach strategies for at least two emerging topics of interest, and establish a baseline methodology for approaching future issues, by September 30, 2016.

Performance Measure 3.2.1-e

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).

– FSIS electronic media outreach: Visitors to Food Discovery Zone.

Goal 7

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

Outcome 7.1

Each employee understands how he/she impacts public health.

Performance Measure 7.1.1

Average score on the Annual Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health.

Result 2:

Lead an agency-wide effort designed to strengthen the connection of all employees with the agency's mission to protect public health, especially in collaboration with field employees.

Actions:

- Receive OA acceptance of an internal communications plan by January 1, 2016.
 - Finalize materials and roll out i-Impact to promote linkages between the employee's work objectives, agency mission, and applicable FSIS strategic plan goals; design and launch webpages focused on internal communications drawn from the i-Impact Food Safety Workbook and other sources; and assess feedback from each presentation on the topic and incorporate it into ongoing internal communications efforts, by September 30, 2016.
 - Ensure that at least 75% of The Beacon and Wednesday Newslines highlight mission-related content from the FSIS' website; and three times annually, promote FSIS' digital subscription service to FSIS employees via appropriate channels.
 - Increase e-mail subscriptions to the Faces of Food Safety topic by 33% over the current baseline to 1,300 or greater by September 30, 2016.
-

Goal 3

Enhance public education and outreach to improve food handling practices.

Outcome 3.2

Consumers have effective tools and information to keep "in-home" food safe.

Result 3:

Improve customer service by providing accurate and timely information to the public, internal and external stakeholders, and the regulated community to support these audiences' understanding of FSIS policies and programs in an effort to promote transparency and enhance the agency's credibility.

Actions:

- Implement Freedom of Information (FOIA) training for FSIS program areas and FOIA points of contact to improve timeliness and quality of responses to FOIA records search requests; specifically complete FOIA training for at least 50% of the FSIS program area and district contacts by September 30, 2016.

Performance Measure 3.2.1-b

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use). – FSIS electronic media outreach: page views on FSIS website.

- Increase pageviews on www.fsis.usda.gov to 75 million (cumulative) by September 30, 2016.
- Proactively provide briefings on topics of interest related to FSIS' mission, policies, and programs to stakeholders leveraging interagency contacts and leadership attendance at events, on panels, through partnerships and with others; specifically develop plan by November 15, 2015 and revise quarterly or as necessary, conducting at least 50 briefings by September 30, 2016.





Office of Public Health Science

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness public health risks.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure 4.1.1

Research: % of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

Result 1:

Work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies with a goal of reducing, eliminating, or preventing consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products.

Use illness reduction targets aligned with Healthy People 2020 goals to determine if agency actions have been effective in improving public health. FSIS will focus on chemical hazards and pathogens of most concern for which FSIS has testing programs and regulates: *Salmonella* and *Campylobacter* (causing the most cases of foodborne illness), *Listeria monocytogenes* (causing the highest mortality), and *Shiga Toxin-producing E-Coli* (STEC) (both O157 and non-O157 that can cause severe illness).

Actions:

- Complete sampling for pathogens and indicator organisms through Beef/Veal Carcass Baseline Study, and begin analysis of results for guidance materials and to determine if setting performance standards will make beef and veal safer by December 31, 2015.
- Complete Pork Exploratory Sampling Study and analyze results to inform future sampling plans and the need for performance standards by March 31, 2016.
- In collaboration with ARS, analyze research results associated with the impact of antimicrobial interventions on pathogen testing, and make recommendations to mitigate the potential effects of antimicrobial interventions on FSIS pathogen testing programs by September 30, 2016.

Goal 5

Effectively use science to understand foodborne illness and emerging trends.

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health.

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Outcome 5.2

FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health.

Performance Measure 5.2.1

% of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.

Goal 6

Implement effective policies to respond to existing and emerging risks.

Outcome 6.1

Public health risks are mitigated through effective strategies based on the best available information.



Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

Goal 8

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

Outcome 8.1

Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies.

Performance Measure 8.1.1

% of innovative processes, methodologies, or technologies for which the agency has established a baseline.

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Result 2:

Work to improve the understanding of emerging hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency-policies with a goal of reducing, eliminating, or preventing consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure 4.1.1

Research: % of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

Goal 5

Effectively use science to understand foodborne illness and emerging trends.

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health.

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Outcome 5.2

FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health.

Performance Measure 5.2.1

% of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.

Actions:

- Finalize updated method for prioritizing chemicals for consideration for monitoring in the National Residue Program (NRP) by September 30, 2016.
- Continue to analyze National Antimicrobial Resistance Monitoring System (NARMS) data—in conjunction with NARMS partners to better inform food safety policies by September 30, 2016.
- Implement emerging risks identification recommendations from the evaluation of the Hazard Identification Team (HIT) process and, for at least five new emerging issues, identify and determine whether the level of concern requires agency-level decision-making by September 30, 2016.
- Complete a descriptive study of FSIS' historical pathology results to identify trends and guide inspection activity by September 30, 2016.

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure 4.1.1

Research: % of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

Goal 5

Effectively use science to understand foodborne illness and emerging trends.

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health.

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Result 3:

Examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health.

Actions:

- Conduct a risk assessment to estimate the potential public health effects of changing inspection activities in hog slaughter establishments by December 30, 2015.
- Expand FSIS laboratory Whole Genome Sequencing (WGS) capabilities by generating sequencing data for all ready-to-eat product isolates and foodborne illness investigation sample isolates (*Salmonella*, STEC, *Campylobacter* and *Listeria monocytogenes*) to supplement Pulsed-field Gel Electrophoresis (PFGE) data used in epidemiological investigations and FSIS facility assessments by September 30, 2016.
- Develop, in conjunction with Federal partners—FDA, CDC, and National Institutes of Health (NIH)—a process to use WGS in investigations of *Salmonella* illness clusters and outbreaks by September 30, 2016.
- Conduct a pilot program to evaluate indicator organism levels before and after establishments adopt the NPIS by September 30, 2016.



Office of Policy and Program Development

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.1

Domestic and foreign-produced products meet food safety performance standards.

Performance Measure 2.1.1

% of broiler plants passing the carcass *Salmonella* verification testing. **(Corporate Measure)**

Goal 5

Effectively use science to understand foodborne illness and emerging trends.

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks.

Result 1:

Develop and lead implementation of new policy and industry guidance to address food hazards of public health concern.

Actions:

- Publish new or updated *Salmonella* performance standards by September 30, 2016.
- Publish new or updated industry guidance to address *Salmonella* and *Campylobacter* by September 30, 2016.
- Publish new or updated industry guidance to address STEC by September 30, 2016.
- Publish new or updated industry guidance on addressing hazards in Ready-to-Eat (RTE) product by September 30, 2016.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Goal 6

Implement effective policies to respond to existing and emerging risks.

Outcome 6.1

Public health risks are mitigated through effective strategies based on the best available information.

Performance Measure 6.1.2

% of regulated industry adhering to key public health-related policies (establishments receiving zero public health related non-compliance in a year).

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS.

(Corporate Measure)

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.1

Domestic and foreign-produced products meet food safety performance standards.

Result 2:

In collaboration with other offices, including ODIFP, OPHS, and others, assess effectiveness of significant regulations or instructions to the field and make necessary changes to regulations or instructions to the field.

Actions:

- Develop and implement a plan to assess the effectiveness of new poultry regulations and identify necessary changes to instructions to field or guidance to industry, or affirm regulation has been effectively implemented and is meeting agency goals by September 30, 2016.
- Assess the effectiveness of the new FSA methodology and identify necessary changes or affirm new methodology is meeting agency goals by September 30, 2016.
- Assess implementation of labeling policy or regulations, such as rule on added solutions, and issue necessary guidance or updated instructions to field or affirm that FSIS has effectively implemented labeling policy by September 30, 2016.
- Close 80% of open OIG recommendations on which OPPD has the lead by September 30, 2016.

Performance Measure 2.1.1

% of broiler plants passing the carcass *Salmonella* verification testing. **(Corporate Measure)**

Goal 6

Implement effective policies to respond to existing and emerging risks.

Outcome 6.1

Public health risks are mitigated through effective strategies based on the best available information.

Performance Measure 6.1.1

% of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor).

Performance Measure 6.1.2

% of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year).

Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

Goal 1

Ensure that food safety inspection aligns with existing and emerging risks.

Outcome 1.1

Minimize existing and emerging food safety hazards through the most effective means.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS. **(Corporate Measure)**

Result 3:

In collaboration with other offices, assess whether countries that currently export product to the United States or are interested in gaining equivalence maintain equivalence to FSIS' inspection system.

Actions:

- Issue and lead implementation of necessary new directives on equivalence; assess whether directives and new procedures on equivalence are working as intended; make necessary changes to directives and process or affirm that the process is working as intended by September 30, 2016.
- Assess and report on the new Self-Reporting Tool (SRT) process, and make necessary changes to process, or affirm that the process is working as intended by September 30, 2016

Outcome 1.2

Resources are targeted to existing and emerging risks.

Performance Measure 1.2.2

% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.3

Food protection and handling systems ensure protection against intentional contamination.

Performance Measure 2.3.1

% of all official establishments with a functional Food Defense Plan.

(Corporate Measure)

Goal 6

Implement effective policies to respond to existing and emerging risks.

Outcome 6.1

Public health risks are mitigated through effective strategies based on the best available information.

Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.



U.S. Codex Office

Goal 4

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure: None

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.1

Domestic- and foreign-produced products meet food safety performance standards.

Performance Measure: None

Result 1:

Promote the adoption by the Codex Alimentarius Commission of voluntary international standards, codes of hygienic practice, and other guidelines that align with U.S. food safety goals, public health regulations, and international trade goals.

Actions:

- Organize U.S. delegations to 12 international meetings of Codex committees, including those responsible for preparing draft standards on food import and export inspection and certification systems, labeling, food hygiene, methods of analysis, contaminants, veterinary drug residues, and pesticide residues, and to the Codex Alimentarius Commission meeting where draft standards are formally adopted and proposals for new work proposals are approved. Ensure 90% participation in meetings of the Codex Alimentarius Commission, committees, and working groups by September 30, 2016.
- Conduct 12 public meetings and publish 13 Federal Register notices to solicit public comment on U.S. positions and to inform the public of U.S. involvement in international standard-setting activities; and include technical experts from collaborating agencies participate in meetings and position review and clearance, by September 30, 2016.
- Conduct multi-agency training for U.S. delegates to Codex committees to promote more effective leadership of Codex work to develop science-based food standards by September 30, 2016.

Goal 2

Maximize domestic and international compliance with food safety policies.

Outcome 2.1

Domestic- and foreign-produced products meet food safety performance standards.

Performance Measure: None

Goal 5

Effectively use science to understand foodborne illness and emerging trends.

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Result 2:

Successfully serve as secretariat for two U.S. hosted Codex committees: (1) the Committee on Processed Fruits and Vegetables, and (2) the Committee on Food Hygiene, and on associated technical working groups.

Actions:

- Prepare and submit detailed conference proposals for U.S. hosted committees at least 8 months in advance and secure necessary Department approvals. U.S.-hosted Codex committee meetings comply with USDA and Federal procedures for conferences.
- Prepare, translate, and distribute meeting documents in the three official languages used in Codex meetings; contract and manage simultaneous interpretation services and audio/visual services.
- Conduct briefings for Committee chairpersons and the Codex Secretariat for the meetings of the Codex Committees on Food Hygiene in November 2015 and Processed Fruits and Vegetables in September 2016. Assist chairperson with managing meeting agenda and achieving meeting objectives.

Goal 5

Effectively use science to understand foodborne illness and emerging trends.

Outcome 5.1

FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health.

Result 3

Promoting international food safety standards for maximizing international compliance with food safety policies and strengthening collaboration among external stakeholders to prevent foodborne illness.

Actions:

- Collaborate with FSIS/OPHS scientists on the working group charged with drafting the meat section of the “Proposed Draft Guidelines on the Application of General Principles of Food Hygiene to the Control of Foodborne Parasites,” translating draft documents and circulating working group proposals for comment and for review by the Codex Committee on Food Hygiene.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

- Organize, manage, and participate in three regional outreach events to foster inter-regional collaboration and promote common approaches between U.S. delegates and (1) African delegates, (2) Asian delegates, and (3) delegates from Latin America and the Caribbean region.
- Collaborate with scientific experts in OPHS in leading the working group on Guidelines for the Control of *Nontyphoidal Salmonella spp.* in beef and pork meat. Circulate a revised proposal for comment by experts in other Codex member countries, and prepare for a full review by the November 2015 meeting of the Codex Committee on Food Hygiene. The goal is to progress the Guidelines to the next step in the Codex standards development process.

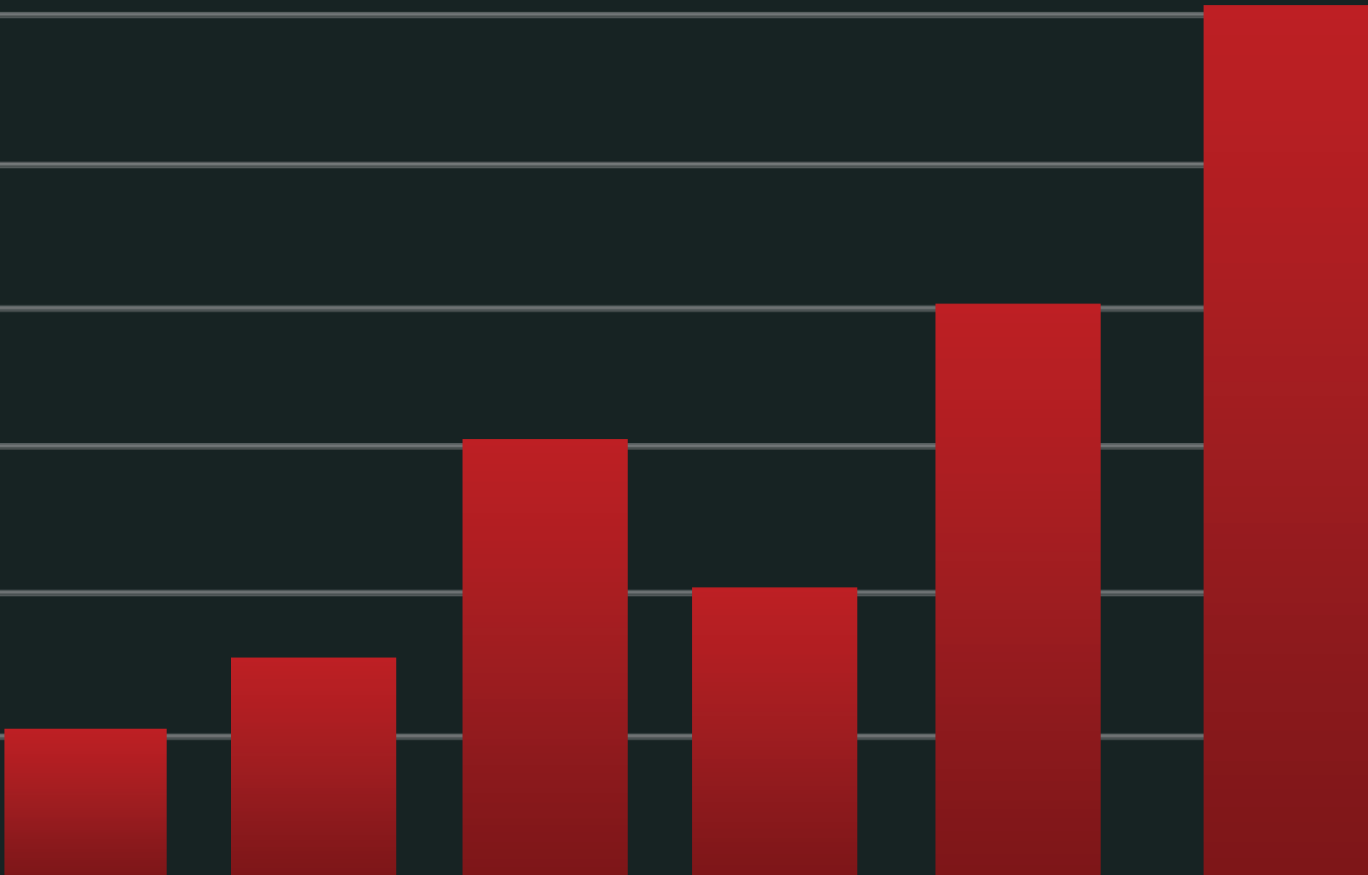
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