



United States Department of Agriculture



STRATEGIC PLAN FISCAL YEAR 2011-2016: KEY ACCOMPLISHMENTS

U.S. DEPARTMENT OF AGRICULTURE
FOOD SAFETY AND INSPECTION SERVICE



Table of Contents



3	Message from the Administrator
4	Introduction
8	Major Accomplishments
11	 Goal 1 Ensure That Food Safety Inspection Aligns With Existing and Emerging Risks
14	 Goal 2 Maximize Domestic and International Compliance With Food Safety Policies
17	 Goal 3 Enhance Public Education and Outreach To Improve Food-Handling Practices
20	 Goal 4 Strengthen Collaboration Among Internal and External Stakeholders
24	 Goal 5 Effectively Use Science To Understand Foodborne Illness and Emerging Trends
29	 Goal 6 Implement Effective Policies To Respond to Existing and Emerging Risks
32	 Goal 7 Empower Employees With Training, Resources, and Tools
37	 Goal 8 Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools
40	FY 2011-2016 Overall Performance Scorecard

Message from the Administrator

The Food Safety and Inspection Service (FSIS) 2017-2021 Strategic Plan builds on the agency's prior successes and reflects emerging issues that FSIS faces in ensuring that the food products we regulate are safe to eat. Many of the successes were made possible through the careful planning that went into the FSIS 2011-2016 Strategic Plan. Today, we are releasing this Key Accomplishments report, which provides an overall summary of FSIS' performance and key accomplishments as related to the 2011-2016 Strategic Plan framework, and brief summaries that map 2011-2016 Strategic Plan activities to current Strategic Plan activities.

It is a priority of mine to increase transparency and accountability within FSIS. As stated in our new Strategic Plan, one of our goals is to improve reliability, access, collection, and timely distribution of information and data to facilitate communications among FSIS headquarters and field employees, as well as with external stakeholders. One of the ways that we can do this is by recording and tracking our goals through the use of data and measures, and sharing these results with our employees. Consistent tracking of our goals will not only make FSIS more accountable, but it will increase motivation to improve performance.

You may know that the Government Accountability Office (GAO) named FSIS "an agency that manages for results" in a report to Congressional committees after learning of our Strategic Plan. By building on our recordkeeping and releasing data regularly, we will continue to strengthen our goal of becoming more accountable and results-oriented.



I am proud of our accomplishments over the past 5 years, as well as the work that has gone into the FSIS 2017-2021 FSIS Strategic Plan. In addition to establishing a clear foundation for our long-range and day-to-day operations, the Plan positions the agency to anticipate future needs and challenges. We will continue to engage and empower our employees as we maintain and further build one team, with one purpose, working diligently every day to protect public health by preventing foodborne illness.

Alfred Almanza

Acting Deputy Under Secretary, Food Safety
Administrator, Food Safety and Inspection Service

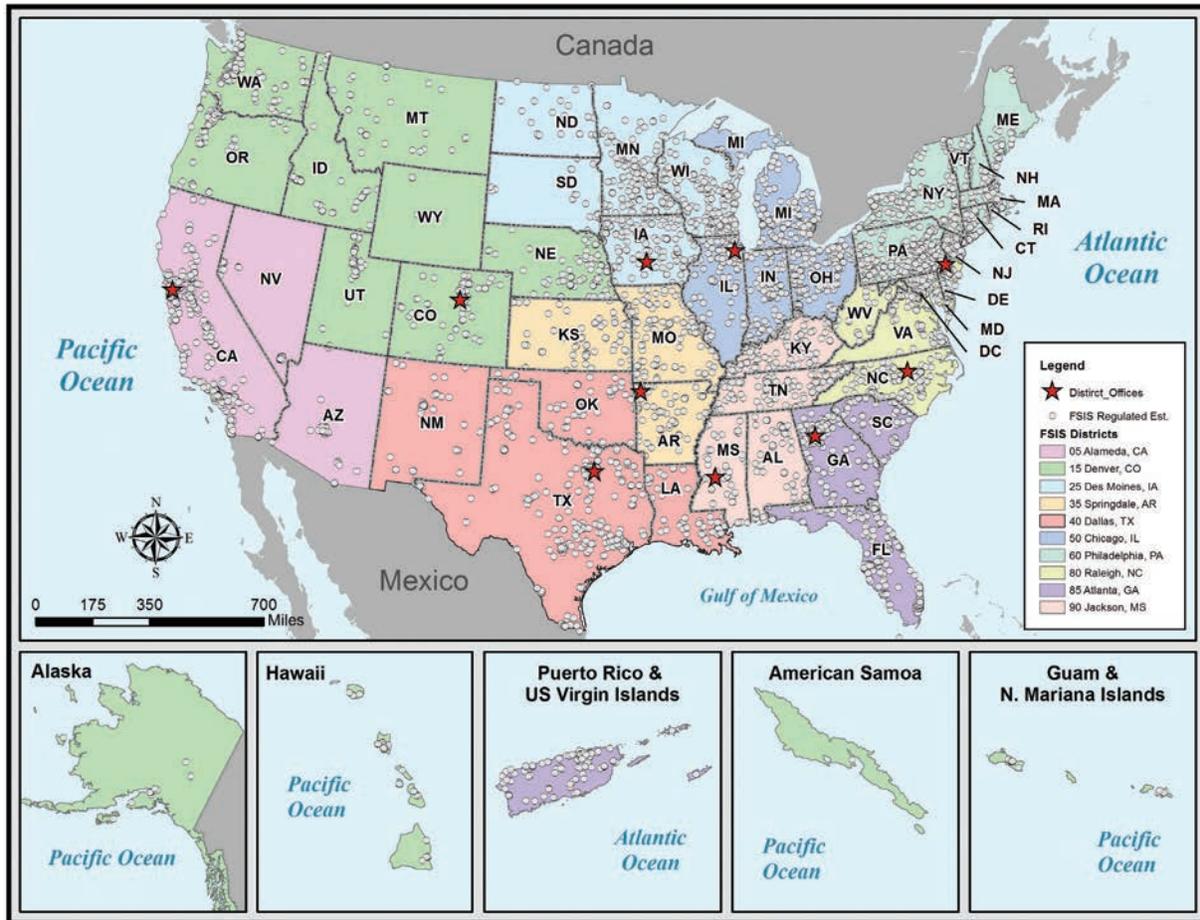


Figure 1. FSIS District Office and Regulated Establishment Locations.

Introduction

The United States Department of Agriculture's Food Safety and Inspection Service (FSIS) works to ensure the safety of foods produced and eaten in America as well as U.S. foods consumed abroad. FSIS is granted authorities under the Federal Meat Inspection Act, the Poultry Products Inspection Act, and the Egg Products Inspection Act, as well as humane animal handling responsibility through the Humane Methods of Slaughter Act. FSIS' approximately 9,600 employees are located all across the country, and continually safeguard the processing of more than 150.7 million livestock carcasses and 9.26 billion poultry carcasses to verify that FSIS regulatory requirements are met. Its regulatory presence reaches

more than 6,400 federally regulated food establishments, 158,200 in-commerce facilities, and 125 ports of entry each day, each shift. FSIS employees are highly trained, motivated, and skilled professionals working as "one team with one purpose."

This document highlights key FSIS accomplishments and successes as aligned to its Goal and Measures framework in the agency's FY 2011-2016 Strategic Plan. Specifically, the following information in this document summarizes key results, accomplishments, and performance related to the measures FSIS used for each goal.



FSIS STRATEGIC FRAMEWORK

FSIS Vision

A trusted public health regulatory agency committed to preventing foodborne illness.

FSIS Mission

Protect consumers by ensuring that meat, poultry, and processed egg products are safe, wholesome, and correctly labeled and packaged.



STRATEGIC THEME: FOODBORNE ILLNESS

Goal 1

Inspection and Public Health

Goal 2

Compliance, Enforcement, and Humane Handling

Goal 3

Public Education and Outreach

Goal 4

Prevention Through Collaboration



STRATEGIC THEME: UNDERSTAND AND INFLUENCE THE FARM-TO-TABLE CONTINUUM

Goal 5

Science-Driven Analysis

Goal 6

Effective Policy



STRATEGIC THEME: EMPOWER PEOPLE AND STRENGTHEN INFRASTRUCTURE

Goal 7 Employee Empowerment

Goal 8 Innovative Methodology

Figure 2. FY 2011-2016 Strategic Framework, Themes, and Goals.

FSIS FY 2011-2016 Strategic Plan Framework

The FSIS FY 2011-2016 Strategic Plan consisted of three strategic themes and eight goals reflecting the vision, mission, and values of the agency. During the 2011-2016 strategic plan period, FSIS significantly increased its emphasis on modernizing policies and procedures to better utilize data and new scientific approaches and adapt to industry changes.

To determine how well the agency accomplished its FY 2011-2016 goals, FSIS identified 37 measures, and for most of them, FSIS was able to develop baselines, set annual targets, and monitor progress toward achieving outcomes. FSIS also designated five measures as key corporate measures. Over time, the agency found that a small subset of the original measures was not as measurable as initially determined and, therefore, decreased emphasis on their completion, while others, as data became increasingly available, were subject to methodological updates or improvements to better gauge progress.¹

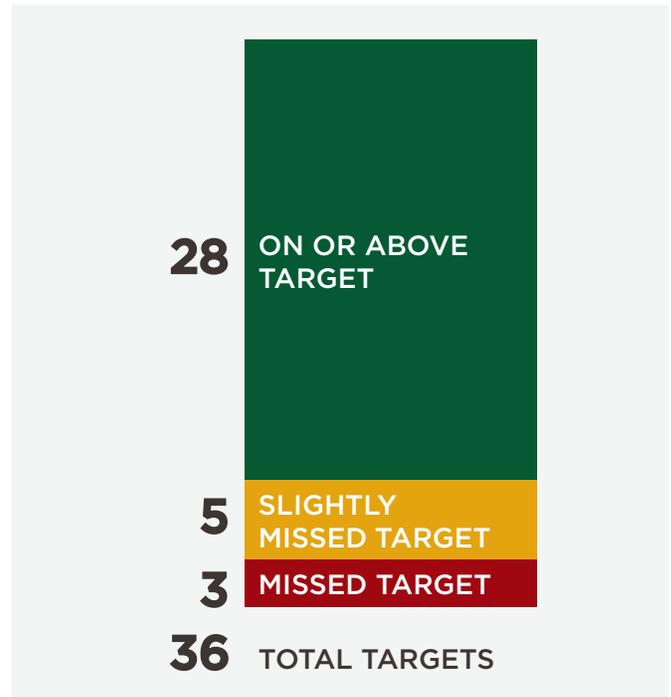
¹FSIS set its targets each year for its measures, including taking into consideration performance on prior year targets if they were not met or were significantly exceeded. Most measures had a desired direction of up or down, yet FSIS also used a small number of management controls as measures, which remained flat throughout part or all of the 5-year period.

FY 2011-2016 Performance Snapshot

Overall, FSIS' performance associated with the measures it used in its 2011-2016 Strategic Plan was very strong.

FSIS demonstrated considerable success in meeting targets for a large majority of the measures: of 36 measured targets in 2016, the agency strongly exceeded 21 targets, and met or slightly exceeded 6 targets.

Among the measures on which FSIS did not meet its targets were two of the agency's Key Performance Indicators (KPIs): Functional Food Defense Plan Adoption and the All Illness Measure. For its third KPI—the percent of young chicken (broiler) establishments meeting the *Salmonella* performance standards—FSIS met its target range, yet fell just shy of the Department's 95 percent target. Other measures that were very close to meeting targets included those related to in-commerce surveillance and the FSIS employee vacancy rate. Measures on Individual Development Plan adoption and hiring of persons with targeted disabilities fell short of targets. When weighted measurement is considered and combined by goal, FSIS met six of eight goals.



Mapping the FSIS 2011-2016 Strategic Plan to the FSIS 2017-2021 Strategic Plan

As part of its 2017-2021 Strategic Plan development process, FSIS assessed the usefulness and reasonableness of its 2011-2016 measures and targets, with the intent of enhancing its overall ability to meaningfully forecast and measure performance. As such, information that briefly identifies the relevant focus areas and measures of the FY 2011-2016 Strategic Plan that carry into, or are similar to, those in the agency's FY 2017-2021 Strategic Plan, is also delineated in this document.



ON TARGET



**Compliance, Enforcement,
and Humane Handling**



Public Education and Outreach



Prevention Through Collaboration



Science-Driven Analysis



Effective Policy



Innovative Methodology

CAUTION



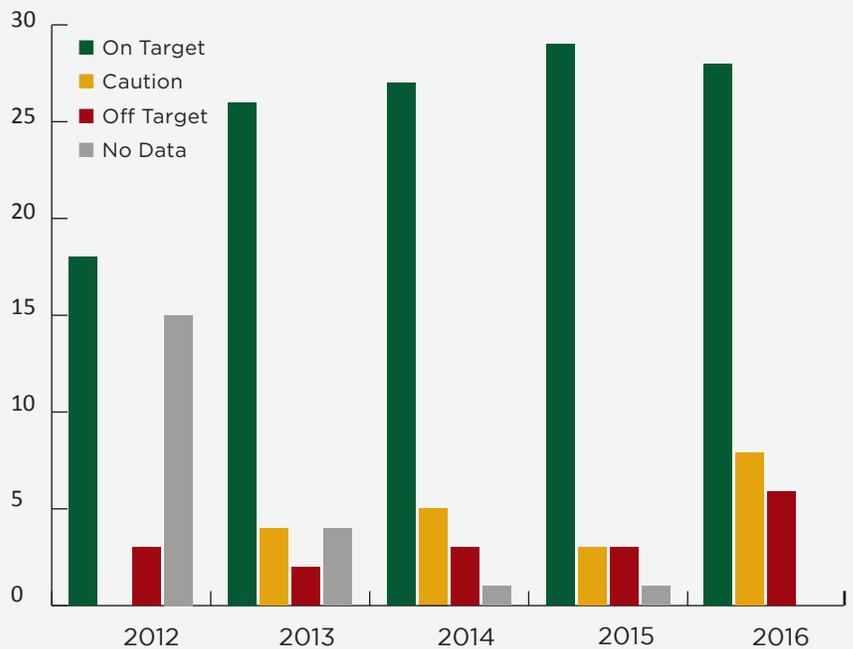
Employee Empowerment

OFF TARGET



Inspection and Public Health

NUMBER OF PERFORMANCE MEASURES





Major Accomplishments

From FY 2011 to FY 2016, FSIS instituted some of the most significant updates to our country's food safety system since the 1950s to reduce pathogens in meat, poultry, and processed egg products and to prevent illnesses. Those updates especially related to *Salmonella*, *Campylobacter*, *Escherichia STEC (E. coli)*, and *Listeria monocytogenes (Lm)*. The agency emphasized adopting a more risk-based, data-driven approach to prevent foodborne illness, tighter and more strategic food safety requirements for

establishments, enhanced consumer engagement, and smart innovations to internal processes during this period. The agency's *Salmonella* Action Plan tied many of these activities together, focusing on modernizing poultry inspection; new sampling programs, in-plant strategies, and policy documents; modifying the *Salmonella* performance standard category and developing new standards; developing new enforcement strategies; exploring new research on contamination; and other activities.²

² See also <http://www.fsis.usda.gov/salmonella>.

FSIS' most noteworthy accomplishments over the past 5 years include the following:

- **Poultry Slaughter Inspection:** FSIS further implemented the Modernization of Poultry Slaughter Inspection, which mandates that all poultry establishments take scientifically based approaches to prevent contamination, rather than addressing contamination after it has occurred. The rule also provides establishments with the option to join the New Poultry Inspection System (NPIS). With NPIS, food safety inspectors are now better equipped to verify that establishments maintain effective Hazard Analysis and Critical Control Point (HACCP) systems by increasing food safety and sanitation tasks, which is a more effective and efficient way to use our inspection resources.
- **Pathogen Reduction Performance Standards:** FSIS recently finalized and began testing whether establishments meet new pathogen reduction performance standards for chicken parts, which represent 80 percent of the chicken available for purchase in the United States. FSIS also finalized and began testing to assess whether establishments meet new pathogen reduction performance standards for comminuted chicken and turkey. By creating new standards for chicken parts and performing regulatory testing at a point closer to the final product, FSIS' standards intend to greatly reduce consumer exposure to *Salmonella* and *Campylobacter* and prevent thousands of cases of foodborne illness annually.

FSIS recently finalized and began testing whether establishments meet new pathogen reduction performance standards for chicken parts.

CHICKEN PARTS REPRESENT 80%

OF ALL CHICKEN AVAILABLE FOR PURCHASE IN THE UNITED STATES.





- **Data-Driven Information System to Support Inspection:** From 2011 through 2016, FSIS launched, fully implemented, and further enhanced its Public Health Information System (PHIS) for domestic inspection and import re-inspection. PHIS covers all domestic establishments and all import facilities. FSIS extensively uses data gathered through this system, as do most State Meat and Poultry Inspection Programs. Major functionalities include questionnaire capability, capturing establishment profiles, providing cross-establishment inspection tasks, and managing sampling assignments.
- **Improved Approaches for Beef Safety:** FSIS enhanced its regulation of beef in several ways, including improved labeling of mechanically tenderized beef—meat that is pierced with needles or small blades to break up tissue and make it more tender—to enable greater awareness regarding the increased possibility of pathogens from the surface being introduced to the interior, and making proper cooking imperative. FSIS also enhanced its beef recordkeeping requirements for grinding logs at official establishments and retail to better trace the source of foodborne

illness outbreaks involving ground beef, and to identify the source materials that need to be recalled. Similarly, FSIS strengthened its policy to trace contaminated ground beef back to its source more quickly and to determine whether the supplying establishment shipped product that could be contaminated to other grinding facilities or further processors. FSIS also enhanced its labelling regulations to increase consumer awareness of the added solutions in raw meat and poultry products. FSIS further implemented risk-based testing programs for non-O157 Shiga toxin producing *E. coli* (STEC) in addition to *E.coli* O157:H7³, in raw beef manufacturing trimmings. Finally, FSIS conducted a nationwide beef and veal carcass baseline survey to estimate the national prevalence of select pathogens, evaluate the pre-evisceration and pre-chill dressing procedures and slaughter controls, and develop compliance guidance and other policy.

In addition to the above key accomplishments, the following information provides important accomplishments by goal, as well as FSIS performance as related to the measures and targets the agency used during this time period.

³ <https://www.fsis.usda.gov/wps/wcm/connect/9c5840dd-c126-4d79-983e-4b42cd794457/2010-0023FRN.pdf?MOD=AJPERES>.

GOAL 1

Ensure That Food Safety Inspection Aligns
With Existing and Emerging Risks



In addition to modernizing poultry inspection, FSIS achieved several noteworthy accomplishments related to this Goal, including updating methodologies for inspection and illness estimation, enhancing import inspection and in-commerce surveillance approaches, and updating methodologies to decrease public health risks.

Key Accomplishments

Targeted and Streamlined Approach to Food Safety Assessments

FSIS implemented a new, focused Food Safety Assessment (FSA) methodology that included conducting a Public Health Risk Evaluation (PHRE) to determine whether an FSA or immediate enforcement action was warranted. This new approach helps to

ensure that FSIS resources are aligned with public health risk, and allows FSIS to more efficiently use resources by targeting higher risk establishments.

Improved Performance of Verification Tasks for Shiga-toxin Producing *E. coli* (STEC)

In taking a number of steps to improve how inspection program personnel (IPP) perform verification tasks, FSIS has worked to further reduce the public's exposure to STEC. This included increasing sampling for bench trim and raw ground beef components other than trim, improving instructions to IPP to verify the scientific support for and effectiveness of antimicrobial interventions in controlling pathogens, and implementing new traceback procedures to take enforcement actions, when necessary, more quickly.

GOAL 1

Ensure That Food Safety Inspection Aligns With Existing and Emerging Risks



Enhanced Inspection Approach for Products From Other Countries

FSIS worked with more than 35 countries to reduce consumer exposure to food safety hazards by providing food safety education, holding bilateral meetings on science-based policy, and performing in-country audits of higher risk countries. By working alongside various foreign regulatory counterparts, the Agency has helped other countries build and strengthen their own national food safety inspection programs, and improving the safety of our food imports.



FSIS WORKED WITH MORE THAN **35** COUNTRIES TO REDUCE EXPOSURE TO FOOD SAFETY HAZARDS

Drove Greater Industry Compliance through Investigations, Enforcement, and Surveillance

FSIS increasingly conducted critical investigations, enforcement, and surveillance activities to protect public health and respond to food safety and food defense activities. These activities resulted in FSIS reaching more than 85 percent of all enforcement actions' targeting food safety-related violations. Also, follow-up surveillances resulted in an increase in compliance, exceeding FSIS' targets: 89.5 percent of follow-up surveillances resulted in compliance, and nearly 69 percent of not-for-cause surveillance activities were conducted in priority in-commerce facilities (e.g., warehouses and distributors).

FOLLOW-UP SURVEILLANCES RESULTED IN **85% INCREASED COMPLIANCE**



Performance Measurement

FSIS used five measures to gauge Goal 1 progress, and successfully met the targets for 3 of the 5 measures.⁴ While FSIS reported overall declines in the total number of *Salmonella*, *Listeria monocytogenes (Lm)*, and *E. coli* O157:H7 illnesses attributed to FSIS-regulated products from FY 2012 to FY 2015, it did not meet the associated FY 2016 target. This was both because the targets, which were anchored to Healthy People 2020 (HP2020) pathogen-specific goals, were highly ambitious, and because the manner in which attribution was estimated was highly influenced by year-to-year variations in outbreaks, causing major changes in illness estimates. As FSIS adopts an enhanced attribution methodology for 2017 and beyond, it will continue to monitor illness

⁴FSIS halted measurement of 1.2.1 in 2016 because it began to use a different methodological approach in this area.

GOAL 1

Ensure That Food Safety Inspection Aligns With Existing and Emerging Risks



Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target
		2012	2013	2014	2015	2016	
1.1.1 Total number of <i>Salmonella</i> , <i>Listeria monocytogenes</i> , and <i>E. coli</i> O157: H7 illnesses from products regulated by FSIS.	↓	479,621	427,171	386,265	382,123	658,405	363,547
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.	↓	N/A	N/A	3.68%	3.15%	N/A	1.50%
1.2.2 % of importing countries requiring more immediate inspection attention more than twice within the previous year.	↓	14%	14%	24.10%	31%	10%	20%
1.3.1 % of priority in-commerce facilities covered by surveillance activities.	↑	85.80%	85.60%	85.60%	83.90%	68.90%	70.00%
1.3.2 % of follow-up surveillance resulting in compliance.	↑	87.06%	89.90%	88.80%	86.60%	91.10%	83.00%

trends. Regarding its measure related to FSAs, FSIS changed its methodology in 2016, to improve the way it prioritizes FSAs and therefore decided to no longer gather data for the outdated measure.

Linkage to New Strategic Plan

The 2017-2021 Strategic Plan continues and enhances its focus on several of the areas above. Goal 1, *Prevent Foodborne Illness and Protect Public Health*, has outcomes and objectives that focus inspection on

driving compliance domestically and internationally. Specifically, FSIS both maintains and updates approaches on PHREs and FSAs, other countries' equivalence, implementing pathogen reduction performance standards, increased in-commerce surveillance activities, and other areas in its new Goal 1, specifically in Objectives 1.1.1, 1.1.3, and 1.2.1. FSIS will also continue to monitor illnesses attributable to FSIS-regulated products.

GOAL 2

Maximize Domestic and International Compliance With Food Safety Policies



FSIS saw significant progress and success related to this Goal's broad range of activities and measures—including adherence to food safety pathogen reduction performance standards, humane handling, and food defense.

Key Accomplishments Substantial Improvements on Broiler Carcass Standards

FSIS intensified its efforts to improve establishments' performance in reducing overall public exposure to *Salmonella* from broiler carcasses. With the implementation of tightened *Salmonella* performance standards for broilers, FSIS observed increasing percentages of broiler establishments' consistently passing the carcass *Salmonella* Verification Testing

Standard over the past 5 years. FSIS also established the 52-week moving window as a way to consistently evaluate sample results under the routine sampling regime, replacing the previous set-based regime.

Major Strides in Humane Handling

Over this 2011-2016 period, FSIS significantly increased the number of personnel and training available to inspectors on humane handling oversight, and worked to ensure that a consistent method for compliance was applied at all federally inspected livestock slaughter establishments. The compliance guidelines FSIS issued in 2013 also helped inform annual on-site assessments, which have played a major role in establishments' use of a systematic humane handling approach over the past several years.

GOAL 2

Maximize Domestic and International Compliance With Food Safety Policies



Significant Progress in Domestic and International Outreach on Food Defense

Through increased outreach and presence in the industry, FSIS saw an increase in domestic establishments' having voluntary functional food defense plans in place. Food defense practices in-commerce—after a product leaves the establishment yet before it enters a person's home—also increased. FSIS developed and began implementing a multi-year Food Defense Strategy in FY 2016. The agency increased its outreach to eligible countries (that is, countries that can export to the United States) to encourage implementation of a system that protects product from intentional contamination, and conducted more outreach in general.

Performance Measurement

FSIS used five measures for this goal, three of which were, or became, corporate performance measures by the end of 2016. The broiler carcass measure was generally met each year, reaching nearly 95 percent overall. On humane handling, of the 764 active slaughter plants with

a current humane handling assessment over an 18-month cycle, 78 percent (596)—100 percent of large, 91 percent of small, and 72 percent of very small establishments—were found to have a systematic approach to humane handling. FSIS also far exceeded its 2016 and final target for establishments' having had a District Veterinary Medical Specialist visit within a rolling 18-month window. FSIS further met two of its three targets on food defense, falling just shy on its domestic establishment measure.

ACTIVE SLAUGHTER PLANTS WITH A HUMANE HANDLING ASSESSMENT



LARGE PLANTS



SMALL PLANTS



VERY SMALL PLANTS

GOAL 2

Maximize Domestic and International Compliance With Food Safety Policies



Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target	
		2012	2013	2014	2015	2016		
2.1.1	Percent of broiler plants passing the carcass <i>Salmonella</i> verification testing.	↑	90.28%	90.37%	92%	95.60%	93.96%	95.00%
2.2.1	Percent of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented).	↑	42%	56%	63%	69%	78%	75%
2.3.1	Percent of all official establishments with a functional Food Defense Plan.	↑	77%	83%	84%	85%	85%	90%
2.3.2	Percent of food defense practices implemented at in-commerce facilities.	↑	94.10%	94.80%	95%	96.40%	96.49%	91.00%
2.3.3	Outreach to eligible countries to encourage implementation of a system that protects product from unintentional contamination.	↑	31%	65.50%	82.80%	93.50%	96.90%	90.00%

Linkage to New Strategic Plan

The 2017-2021 Strategic Plan continues and enhances its focus on several of the areas above. Goal 1, *Prevent Foodborne Illness and Protect Public Health*, Outcome 1.1, Prevent Contamination, includes a focus on performance standards, including broiler carcasses, chicken parts, and comminuted poultry, and retains the importance of this focus by including a key performance indicator on the pathogen reduction performance standards (Objective 1.1.3). Food defense

remains a focus, with an increased emphasis on the adoption of key food defense practices—a step beyond having plans in place (Objective 1.1.4). International activities, also in the new Plan’s Outcome 1.1, are broader in scope and measurement than they were in FSIS’ FY 2011-2016 Plan. Humane handling focus falls under Goal 2 in the new plan, and the focus has also evolved toward conducting more targeted outreach to the livestock industry, specifically on restraint and stunning requirements, to achieve greater compliance.

GOAL 3

Enhance Public Education and Outreach To Improve Food-Handling Practices



FSIS made significant progress in its efforts to improve consumer food-handling practices through enhanced educational and outreach activities.

Key Accomplishments

Enhanced Use of Various Online Platforms and Tools to Reach Industry and the Public

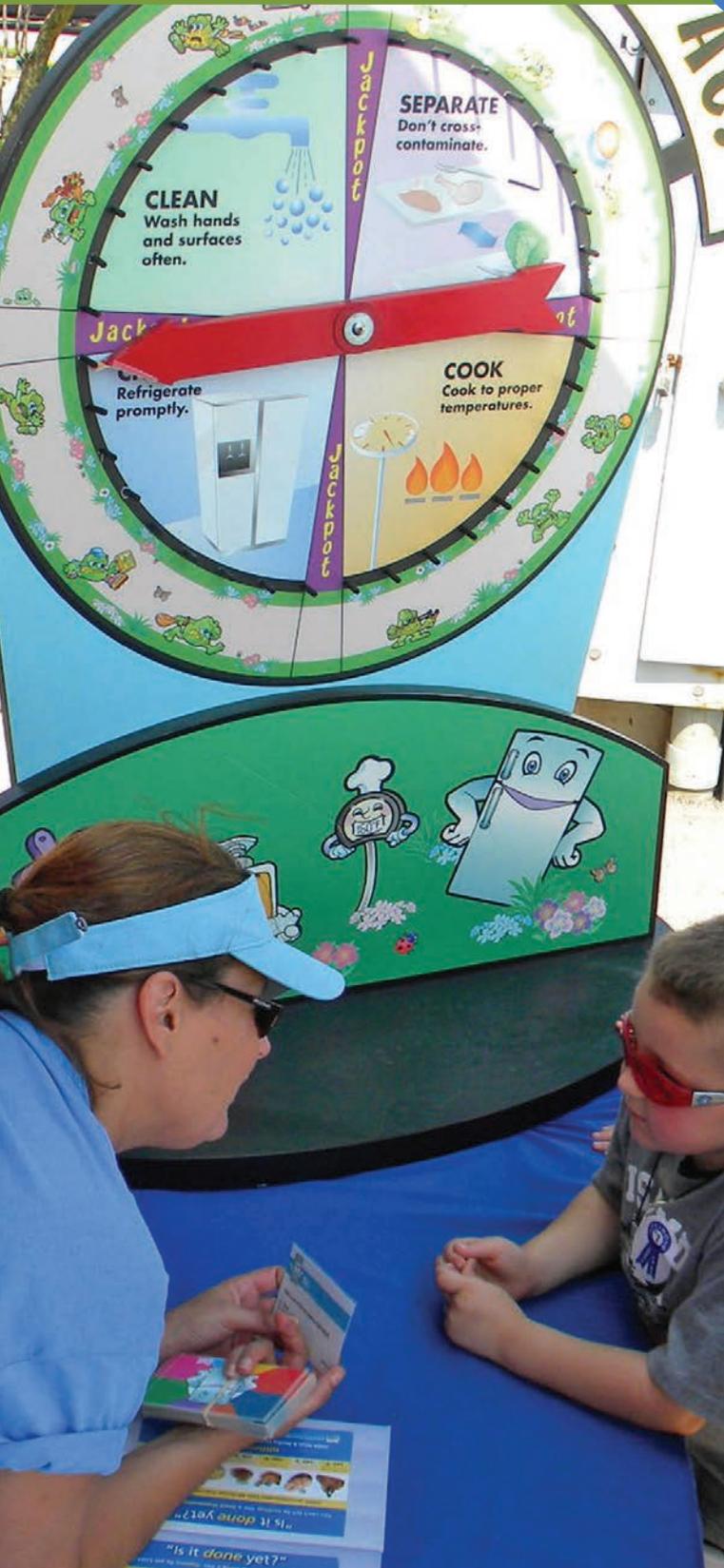
FSIS adapted to new trends that emerged over the past 5 years using social media and other digital tools to improve public outreach. FSIS increased awareness through the FSIS website, FoodSafety.gov, YouTube, Twitter, and Facebook, with results far exceeding expectations. In developing and promoting messaging about the four food safety steps - Clean, Separate, Cook, and Chill - FSIS educated millions of consumers about proper food handling behaviors. This was accomplished through seasonal communications campaigns, strategic outreach around key events, and routine public service advertising. The agency also saw an increase in email



subscriptions to fsis.usda.gov for recalls and other food safety-related content. Other initiatives, such as the FoodKeeper mobile application (launched in April 2015), provided consumers with information about safe handling and storage times for hundreds of commonly consumed food items. In July 2016, FSIS updated the application to include food storage information in Spanish and Portuguese and conducted outreach to Spanish language media outlets.

GOAL 3

Enhance Public Education and Outreach To
Improve Food-Handling Practices



Increased Outreach Through Greater Community Presence

In taking a number of steps to improve how inspection program personnel (IPP) perform verification tasks, FSIS has worked to further reduce the public's exposure to STEC. This included increasing sampling for bench trim and raw ground beef components other than trim, improving instructions to IPP to verify the scientific support for and effectiveness of antimicrobial interventions in controlling pathogens, and implementing new traceback procedures to take enforcement actions, when necessary, more quickly.

BY FY 2016 FSIS ACCUMULATED MORE THAN



91 MILLION
CUMULATIVE WEBSITE VIEWS



1.4 MILLION
YOUTUBE VIEWS



787,401 TWITTER FOLLOWERS

Performance Measurement

Goal 3 used two main measures with three supporting measures. The agency targets for measures 3.2.1 (b, c, d, and e) were substantially exceeded. The target for measure 3.1.1, which focused on the percentage of consumers who follow the four key food safety "best practices," was a collaborative effort with the Food and Drug Administration (FDA) and just missed the target of 79 percent ending with an actual of 76 percent. FSIS has significantly increased its social media presence and exceeded the established targets for traffic to the agency's website and social media

GOAL 3

Enhance Public Education and Outreach To Improve Food-Handling Practices



Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target
		2012	2013	2014	2015	2016	
3.1.1 Average percentage of consumers who follow the four key food safety “best practices” (i.e., clean, separate, cook and chill) and thermometer use.	↑	76%	N/A	N/A	N/A	76%	79%
3.2.1-b (1) FSIS Electronic Media Outreach: Page views on the FSIS Website.	↑	N/A	70,961,562	59,019,170	74,689,643	91,624,120	84,000,000
3.2.1-c (1) FSIS Electronic Media Outreach: YouTube Views.	↑	171,544	401,465	704,525	1,156,567	1,486,120	1,400,000
3.2.1-d (1) FSIS Electronic Media Outreach: Twitter Followers.	↑	332,600	466,000	593,607	772,514	787,401	780,000
3.2.1-e (1) FSIS Electronic Media Outreach: Visitors to the Food Discovery Zone.	↑	669,711	619,539	1,715,845	1,712,868	1,038,550	720,000

(1) Measure 3.2.1-a was retired due to more effective measurements in the form of 3.2.-b-e

platforms. This measure trended upward consistently year after year and is one of the agency’s top achievements under this strategic plan. During FY 2016, FSIS accumulated more than 91 million website views, more than 1.4 million YouTube views, and reached 787,401 Twitter followers. The FoodKeeper mobile application has been downloaded more than 125,000 times between launch and the end of FY 2016, and was mentioned in more than 300 publications.

Linkage to New Strategic Plan

The FY 2017-2021 Strategic Plan continues to focus on increasing public awareness of safe food-handling practices and preventing foodborne illness, with an

added emphasis on recalls in its Objective 1.2.3 in Goal 1, *Prevent Foodborne Illness and Protect Public Health*, under Outcome 1.2, *Limit Illness from Regulated Products*. The agency will continue to promote its “Clean, Separate, Cook, Chill” messaging through media pitching, and will also move toward more proactive outreach strategies. Additionally, the agency will conduct limited analysis on consumer adoption of safe food-handling practices to inform how it produces new educational materials. FSIS will also further develop and deploy targeted outreach approaches to audiences related to *Lm* in delicatessens, humane handling, as well as focus on enhancing collaboration with our public health partners.

GOAL 4

Strengthen Collaboration Among Internal and External Stakeholders



FSIS made significant strides in both expanding and targeting its internal and external collaborative activities. Across more than a dozen different collaborations, FSIS worked with a broad range of partners to communicate research priorities, share information, conduct collaborative projects, and advance scientific knowledge on key areas of mutual interest, such as foodborne illness attribution, all of which positively contributed to FSIS' ability to protect public health by preventing foodborne illness.

Key Accomplishments

Maximized Relationships with Intra-departmental Partners

FSIS recognizes the importance of keeping abreast of the latest scientific endeavors, as well as its role in promoting research in areas important to the FSIS mission, which is why it developed and has actively

updated a Research Priorities list to encourage food safety research that is relevant to FSIS-regulated products. Through this list, FSIS built on its existing partnerships with USDA's Agricultural Research Service (ARS), Economic Research Service (ERS), and National Institute of Food and Agriculture (NIFA) through organizing and hosting regular meetings to discuss research priorities, align areas for collaboration, and work on projects of benefit to several agencies. Foundational research conducted includes studies on *Lm* in retail grocery store environment, the detection and isolation of non-O157 STEC from meat products, and collaboration with ARS that resulted in an improved way to evaluate contamination levels on poultry carcass, which FSIS adopted in July 2016. FSIS also worked closely with its USDA partners, and Centers for Disease Control and Prevention (CDC) and Food and Drug Administration (FDA), on antimicrobial

GOAL 4

Strengthen Collaboration Among Internal and External Stakeholders



resistance issues, including through its responsibility for conducting antimicrobial susceptibility testing for animal-derived cecal samples under the National Antimicrobial Resistance Monitoring System (NARMS).

Major Strides in Humane Handling

Over this 2011-2016 period, FSIS significantly increased the number of personnel and training available to inspectors on humane handling oversight, and worked to ensure that a consistent method for compliance was applied at all federally inspected livestock slaughter establishments. The compliance guidelines FSIS issued in 2013 also helped inform annual on-site assessments, which have played a major role in establishments' use of a systematic humane handling approach over the past several years.

Maintained and Deepened Existing Collaborations to Achieve Multi-Agency Goals

The Healthy People 2020 (HP2020) Initiatives have served as a science-based framework for public health activities by FSIS, CDC, FDA, and other sections of the public health community for years. Food safety is a key component of HP2020, with an entire focus area dedicated to joint USDA, FDA, and CDC efforts to reduce foodborne illnesses in the population, such as *Salmonella*. FSIS has used HP2020 goals as a foundation in a variety of high-level performance setting efforts, namely the FSIS All Illness Measure—with long-term goals that are based on HP2020 pathogen-specific goals; and the FSIS *Salmonella* and *Campylobacter* Pathogen Reduction Performance Standards, which factored in what reductions in these two pathogens would be necessary to meet the HP2020 goals. In addition, the U.S. Department of Health and Human Services' Agency Priority Goal to



reduce the incidence rate for *Lm* is directly tied to the HP2020 goal to reduce the incidence of *Lm* infections, and represents a collaboration across CDC, FDA, and the National Institutes of Health (NIH).

Strengthened Key Collaborations with Federal Agencies

The Interagency Food Safety Analytics Collaboration (IFSAC) was formed in 2011 as a tri-agency effort with the CDC and FDA to improve foodborne illness attribution. In the last 5 years, IFSAC has made enormous strides, including developing a Charter and Strategic Plan, and completion of nine foundational analyses.⁵

IFSAC has significantly improved attribution models, methods, and estimates, and helped FSIS to align its food safety strategies with FDA and CDC, achieving the overall goal of enhancing collaboration for FSIS.

GOAL 4

Strengthen Collaboration Among Internal and External Stakeholders



IFSAC also made significant strides in communications, through further development and use of its website, as well as through public and scientific meetings, webinars, and publications in peer-review journals, and recently developed a new charter and Strategic Plan.

Conducted Critical Outreach, Coordination, and Information Sharing Activities with External Partners and Industry

Beyond working with Federal partners, FSIS has conducted cross-cutting outreach activities, leveraged resources, and provided technical expertise, information, and advice to small and very small plant owners and operators, as well as promoted

27 STATE MEAT AND POULTRY INSPECTION PROGRAMS (MPI) COORDINATING WITH FSIS TO ENSURE THE NATION'S FOOD SAFETY

State participation in achieving food safety goals by engaging in cooperative activities—for example, special webinars—with State agencies. The agency also increased its targeted efforts with State Meat and Poultry Inspection Program (MPI) Directors, with greater resulting participation; the 27 MPI programs

⁵These analyses include: a new food categorization scheme to classify foods implicated in outbreaks that is more relevant to food regulatory agencies; a comparison of the characteristics of outbreak and sporadic (non-outbreak) cases to help assess the usefulness of outbreak data in estimating which food categories are most often sources of illness; estimates of the proportion of *Salmonella* serotype Enteritidis infections that can be attributed to shell eggs and other major food categories before FDA's 2010 Egg Rule was implemented; and development of harmonized estimates of foodborne illness source attribution with uncertainty bounds for *Salmonella* spp., *E. coli* O157:H7, *Lm*, and *Campylobacter* using outbreak data.

GOAL 4

Strengthen Collaboration Among Internal and External Stakeholders



Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target
		2012	2013	2014	2015	2016	
4.1.1 Research: Percentage 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.	↑	N/A	23%	27%	27%	32%	32%
4.1.2 Key Federal partners U.S. Food and Drug Administration (FDA) and U.S. Centers for Disease Control and Prevention (CDC): Percentage of results from interagency collaboration on analytics used in FSIS policy.	↑	N/A	56%	56%	74%	100%	95%
4.1.3 Small and Very Small Plants: Percentage of identified opportunities realized to improve information sharing.	↑	N/A	74%	76%	84%	83%	75%

represent a significant FSIS investment and provide a critical link in this Nation's food safety infrastructure. FSIS also expanded its outreach to regulated small establishments through its popular Small Plant Help Desk, including a new Virtual Representative. Further, FSIS organized and hosted the annual National Advisory Committee meeting on Meat and Poultry Inspection (NACMPI) in March 2016. The meeting addressed topics ranging from FSIS' identification and management of chemical hazards within the National Residue Program, the ERS's Foodborne Illness Cost Calculation Model, Food Safety Handling Labels, *Lm* in retail, and mandatory features on labels of products that appear ready to eat.

Performance Measurement

FSIS used three measures to gauge collaboration progress, all of which met or exceeded their targets.

Linkage to New Strategic Plan

Both the FY 2017-2021 Strategic Plan and the 2017 Annual Plan further elevate the importance of collaboration by highlighting a multitude of key collaborations and associated measures across several Outcomes and Objectives in Goals 1 and 2.

GOAL 5

Effectively Use Science To Understand Foodborne Illness and Emerging Trends



FSIS achieved several accomplishments related to this Goal, including championing a comprehensive science agenda, conducting several key risk assessments, establishing a team and process to identify and assess emerging hazards, and collaborating with key partners to realize food safety synergies.

Key Accomplishments

Leveraged Collaborations in Championing a Comprehensive Science Agenda

FSIS instituted a comprehensive science agenda that focused on the agency's most significant needs and updated it over time to respond to emerging concerns and support policy decisions. To advance its science agenda, FSIS collaborated with several internal and external partners on various research priorities to create synergies with other partners and stakehold-

ers on shared priorities. The agenda addressed such significant needs as the National Residue Program, environmental contaminants, plans to meet the HP2020 goals for *Salmonella* illness reduction, communicating scientific measures to mitigate the risk of *Lm* in retail, and emerging issues such as the safety of products containing chemicals that do not have a tolerance.

- **Agricultural Research Service (ARS)** ARS is the USDA's in-house research agency and frequently partners with FSIS on its science and research agenda needs. ARS and FSIS studied the impact of antimicrobial interventions on pathogen testing, evaluating the five common interventions and identified promising rinsate additives to negate the impact of peracetic acid and cetylpyridinium chloride on *Salmonella* recovery. FSIS also worked

GOAL 5

Effectively Use Science To Understand Foodborne Illness and Emerging Trends



with ARS to develop and adopt a new carcass rinse solution, which contains neutralizing agents that negate the potential impact of intervention carry-over on FSIS pathogen monitoring.

- **National Institute of Food and Agriculture (NIFA):** The USDA's NIFA provides extramural research funding to academic institutions, States' experiment stations, and cooperative extension systems. FSIS facilitated several meetings and discussions with NIFA on areas where FSIS and NIFA could collaborate to incorporate FSIS research priorities into activities funded by NIFA. For example, in response to FSIS' request, NIFA funded the Shiga toxin producing E.coli coordinated Agriculture Project to improve beef safety (STEC-CAP). The \$25 million NIFA grant was awarded to the University of Nebraska-Lincoln and included a team of 50 collaborators from 12 institutions, which was modified, at the request of FSIS, to add veal to the meat products being studied. Also, in support of the FSIS research priority, "Develop practical in-establishment/in-field screening techniques to identify samples requiring no additional laboratory analysis," NIFA funded a Small Business Innovative Research grant for the development of field techniques to detected pathogens in meat.
- **National Advisory Committee on Microbiological Criteria for Foods (NACMCF):** NACMCF provides impartial scientific advice to Federal agencies to use in developing integrated food safety systems from farm to table and to ensure food safety in domestic and imported foods. Through NACMCF, FSIS works with Federal partners including FDA, CDC, the U.S. Department of Commerce, the National Marine Fisheries Service, the Department



of Defense, and others. NACMCF spearheaded the introduction of two new charges—on effective *Salmonella* control strategies in poultry, and on attributes that define foodborne STEC as a severe human pathogen. FSIS also published a Journal of Food Protection article based on NACMCF recommendations related to the U.S. School Lunch Program ground beef food safety.

Promoted an International Science Agenda through Codex Alimentarius

In addition to its domestic science agenda, FSIS actively cultivated an international science agenda through the Codex Alimentarius Commission, an international body with more than 180 member countries and organizations. Codex standards, codes of practice, guidelines, and recommendations aim to ensure that food is safe and can be traded. FSIS

GOAL 5

Effectively Use Science To Understand Foodborne Illness and Emerging Trends



shepherded guidelines for the control of *Salmonella* in beef and pork through the Codex Committee on Food Hygiene. These guidelines are now an official document for use by countries worldwide.

Expanded Whole Genome Sequencing (WGS)

FSIS has recently increased its focus on using WGS to characterize isolates from samples the agency collects. FSIS has standardized WGS methods and workflow; in addition, the agency now conducts WGS on *Salmonella*, STEC, *Campylobacter* and *Lm* isolates from ready-to-eat products, as well as all isolates collected as part of a human foodborne illness investigation. Specifically, FSIS laboratories have performed WGS on 3,475 FSIS isolates (1,565 *Salmonella*, 240 STECs, 1,140 *Campylobacter*, and 230 *Lm*) and uploaded the data to the National Center for Biotechnology Information. In addition, FSIS actively collaborated with its Federal partners—FDA, CDC, and NIH—on WGS-related issues.

FSIS LABORATORIES
PERFORMED WGS ON
3,475 ISOLATES

Enhanced the National Residue Program (NRP) to Increase Efficiency in Analysis and Reporting

FSIS enhanced its NRP by updating its scheduling algorithm, implementing new multi-analytic methods in the FSIS laboratories to identify and quantify chemical residues at much lower levels than previous methods, and outlining final policies on holding livestock carcasses targeted for chemical residue sampling. The agency also began publishing an NRP quarterly report on residue data from samples FSIS

GOAL 5

Effectively Use Science To Understand Foodborne Illness and Emerging Trends



collects and analyzes to complement the agency's annual residue reporting. FSIS also launched a pilot project designed to increase efficiencies of in-plant chemical residue testing and provide additional guidance when selecting carcasses for testing. Additionally, FSIS developed an approach to enhance its ability to address chemical hazards without established tolerances.

Conducted Multiple Baseline Studies and Risk Assessments

Baseline studies are special studies designed to collect and analyze samples of meat and poultry products that FSIS oversees. In the past 5 years, FSIS completed national baseline studies on (1) raw chicken parts, (2) market hogs, (3) raw liquid egg products, and (4) beef/veal carcasses to provide national prevalence estimates of pathogens for these products. These estimates are critical for understanding the microbiological profiles of FSIS-regulated products, supporting FSIS policies, and risk assessments that help develop pathogen reduction performance standards for these products.

FSIS COMPLETED NATIONAL BASELINE STUDIES ON:

- ✓ **RAW CHICKEN PARTS**
- ✓ **MARKET HOGS**
- ✓ **RAW LIQUID EGG PRODUCTS**
- ✓ **BEEF/VEAL CARCASSES**

TO PROVIDE NATIONAL PREVALENCE ESTIMATES OF PATHOGENS

Risk assessment activities have provided the scientific basis for the agency's policies and allocation of inspection resources. FSIS completed several



complex assessments that have shaped how the agency is modernizing food safety. For example, the Modernization of Poultry Slaughter Risk Assessment and Mechanically Tenderized Beef Risk Assessment were critical in shaping and informing the earlier referenced Poultry Slaughter Modernization Rule and Mechanically Tenderized Beef Rule.

Improved Outbreak Investigations

The agency took a multi-pronged approach to limit consumers' exposure to FSIS-regulated products associated with foodborne-illness outbreaks by enhancing current processes that helped achieve greater efficiencies and by generating better quality information from outbreak and traceback systems. For example, the agency developed an automated tool to rapidly summarize multiple establishments' inspection histories when their products are suspected of being involved in an outbreak. Doing so allowed FSIS to identify potential problems within an establishment—

GOAL 5

Effectively Use Science To Understand Foodborne Illness and Emerging Trends



Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target
		2012	2013	2014	2015	2016	
5.1.1 Percent of annual science agenda completed and number of agenda items initiated.	↑	N/A	95%	96%	96%	90%	95%
5.1.2 Percent of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.	↑	N/A	95%	95%	88%	100%	95%
5.2.1 Percent of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.	↑	N/A	64%	68%	68%	84%	60%

such as a history of sanitation problems or positive samples—and to help direct the agency’s outbreak investigation. FSIS also has identified lessons learned from outbreak investigations and has shared those findings with its food safety partners to improve information sharing, coordination, and facilitate better outcomes from outbreak investigations.

Performance Measurement

FSIS used three measures to gauge Goal 5 progress and successfully met the targets for them. Meeting these targets represented major strides in collaboration with key partners on advancing the use of more, and enhanced, science-based approaches to better understand foodborne illness, and identify and address emerging trends or gaps across the farm-to-table continuum.

Linkage to New Strategic Plan

The 2017-2021 Strategic Plan continues and enhances the agency’s focus on several of the areas above. Its Goal 1, *Prevent Foodborne Illness and Protect Public Health*, contains Objective 1.2.2. Enhance Response to Foodborne Illness Outbreaks and Adulteration Events, the Plan’s Goal 2, *Modernize Inspection Systems, Policies, and the Use of Scientific Approaches*, Objective 2.1.1. Modernize Scientific Techniques and Inspection Procedure, delineates how FSIS plans to pilot and determine how to best utilize innovative approaches and techniques, including maximizing its use of WGS. FSIS continues to pursue a rigorous science agenda, and its FY 2017 Annual Plan contains actions that continue to focus on using scientific- and evidence-based information to respond to emerging concerns and inform policy decisions.

GOAL 6

Implement Effective Policies To Respond to Existing and Emerging Risks



Goal 6 aimed to ensure FSIS implemented effective, purposeful, clear, and executable food safety policies to reduce risk. Many of the key results from this goal are reflected in the agency's cross-cutting accomplishments as well as in Goals 1, 2, 4, and 5. The agency's efforts under this goal illustrate how FSIS continued to improve its drafting, implementation, evaluation, and refinement of data-driven policies for food safety.

Key Accomplishments

Increased the Use of Data, Assessments, and Science to Drive Policy Development

With the implementation of the agency's Public Health Information System (PHIS), the availability of real-time field inspection and sampling data became far more accessible and instrumental in informing both policy content and process implementation. For example, FSIS has used PHIS data to queue sampling tasks across

FSIS CREATED APPROXIMATELY



100 STANDARDIZED PHIS REPORTS

TO INFORM SUPERVISORS AND INSPECTORS ON HOW TO TRACK AND MONITOR RESULTS

algorithms. The agency also created approximately 100 standardized PHIS reports to inform supervisors and inspectors on how to track and monitor inspection results. The findings of these reports yielded valuable data that was then used to significantly update the agency's policy development process and several existing policies, as well as to inform new regulations. PHIS data and the associated analysis of those data has also enabled FSIS to begin to develop guidance and tools that make new policies easier for field staff and establishments to implement them.

GOAL 6

Implement Effective Policies To Respond to Existing and Emerging Risks



As mentioned briefly in earlier sections, FSIS developed several major new or updated regulations, policies, and guidelines during this time period, including the Poultry Slaughter Modernization rule; pathogen reduction performance standards for *Salmonella* and *Campylobacter* in not-ready-to-eat comminuted chicken, turkey products, and raw chicken parts; the *Salmonella* Initiative Program (SIP); guidance to reduce *Lm* in retail; new traceback procedures and recall policy for STEC; and new generic labeling regulations. The development of those initiatives was all informed by FSIS data.

Enhanced Approaches for Beef Sampling, Labeling, and Trace Back

As noted previously, key policy changes enabled FSIS to quickly identify and remove unsafe beef products in commerce and better identify the risks associated with different beef products. For example, the new labeling regulations on mechanically tenderized beef products allow consumers and retailers to identify beef products with a higher risk to cause illnesses if not properly cooked so that they can be cooked appropriately. Improvements to risk-based sampling enabled the agency to broaden its sampling to detect additional STECs in specific products and the beef carcass baseline provided FSIS with microbiological data and data on slaughter and processing practices, and informed the agency on how to best encourage industry to better address STECs. Finally, expedited traceback investigations enabled FSIS to more quickly identify the source of contamination and remove STEC contaminated product from commerce to prevent foodborne illness.



Introduced Allergen Labeling Guidance to Protect Consumers

In addition to policy activities associated with preventing pathogen contamination, FSIS also increased its focus on reducing exposures to undeclared allergens to protect consumers. Meat and processed egg products that contain allergens that are not appropriately labeled result in preventable recalls. These recalls are often because establishments have made changes in ingredients; they are due to products being put in the wrong packages or products with misprinted labels. Given an increase in recalls of FSIS-regulated products containing undeclared allergens, FSIS issued the Compliance Guidelines for Allergens and Ingredients of Public Health Concern: Identification, Prevention and Control, and Declaration through Labeling to improve and facilitate establishment compliance with public health regulations, and reduce potential threats to public health through consumers' being exposed to undeclared allergens.

GOAL 6

Implement Effective Policies To Respond to Existing and Emerging Risks



Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target
		2012	2013	2014	2015	2016	
6.1.1 Percent of food safety appeals granted (categories of appeals that were overturned by a higher level supervisor).	↓	35%	50%	10%	29.80%	27%	39%
6.1.2 Percent of regulated industry adhering to key public health-related policies (establishments with no public health-related non-compliances/year).	↑	73.80%	20%	21.49%	20.53%	22%	22%
6.1.3 Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.	↑	3	5	4	4	4	4

Updated Validation Guidance

The implementation of Hazard Analysis and Critical Control Points (HACCP) has helped ensure the overall safety of products that FSIS regulates. HACCP is a scientific system of process controls that has long been used in food production to prevent problems by applying controls at points in a food production process where potential hazards can best be controlled, reduced, or eliminated. FSIS-regulated establishments must have effective HACCP systems to comply with regulatory requirements and prevent product adulteration. To ensure field employees and industry stakeholders clearly understood HACCP Systems Validation guidelines, FSIS employed YouTube training videos as well as live webinars on HACCP validation requirements.

Performance Measurement

FSIS used three measures to gauge Goal 6 progress and successfully met the targets for all of them. In tracking granted appeals, non-compliances, and analyses on

the effectiveness of implemented policies, FSIS worked to assess and improve the overall effectiveness of its policies and guidelines developed for use by industry.

Linkage to New Strategic Plan

The FY 2017-2021 Strategic Plan's focus on policy effectiveness is found across several elements in both Goals 1 and 2. In Goal 1, *Prevent Foodborne Illness and Protecting Public Health*, policy priorities are found in its Prevent Contamination Outcome under Objective 1.1.3 Ensure Establishments Are Meeting Pathogen Reduction Performance Standards. In Goal 2, *Modernize Inspection Systems, Policies, and the Use of Scientific Approaches*, policy effectiveness is again addressed in an Outcome focused on enhancing access to information reliability, access, and timely collection and distribution (2.2).

GOAL 7

Empower Employees With Training, Resources, and Tools



Support of FSIS employees with the training, resources, and tools they need is critical to the mission of the agency. Several activities contributed to improved Federal Employee Viewpoint Survey (FEVS) results, and FSIS improved in hiring, Equal Employment Opportunity (EEO) and Civil Rights, and administrative services. FSIS also made improvements in occupational safety and health, resulting in reduced injuries and illnesses.

Key Accomplishments

Increased Employee Satisfaction Demonstrated in a Higher FEVS Ranking

Overall, FSIS employees reported increasing levels of satisfaction over this period, reaching 93rd out of 320 “Best Places to Work in the Federal Government.” Top results included employees indicating that they like their work, understand how it relates to agency goals, have a sense of accomplishment, and believe in being held accountable.



**"BEST PLACES TO WORK
IN THE FEDERAL GOVERNMENT"**
OUT OF 320

Launched New FSIS-Wide Employee Engagement Activities, Including the I-Impact Food Safety Campaign

FSIS successfully deployed the first phase of a major internal campaign, i-Impact, to engage employees on how their work is reflected in the agency’s strategic and annual plans, and how the agency’s key goals, priorities, measures, and targets are aligned with each employee’s standards. This campaign included employee engagement sessions across the country with a more than 91-percent participation rate and a strong positive response from participants. It also laid the groundwork for broader and deeper

GOAL 7

Empower Employees With Training, Resources, and Tools



91% PARTICIPATION
IN I-IMPACT FOOD SAFETY,
FSIS' NATIONWIDE EMPLOYEE
ENGAGEMENT PROGRAM

understanding of FSIS's new FY 2017-2021 Strategic Plan and 2017 Annual Plan, and each employee's "line of sight" that clearly shows how an employee's work matters to advancing food safety and public health.

Improved Safety and Workers' Compensation Procedures

FSIS leveraged the Department's updated policy for returning injured workers to employment status as well as its standard operating procedures to allow greater ease in case management and returning employees to work after recovery. The agency was also able to reduce its injury rate over the past 5 years.

Increased Education and Awareness on Equal Employment Opportunity (EEO) and Civil Rights (CR)

FSIS took several actions to increase awareness of EEO and civil rights among employees; this included conducting cyclical Compliance, Assistance, Review, and Evaluation (CARE) assessments to evaluate work units' compliance with EEO and Civil Rights laws, regulations, and policies, as well as their knowledge and perceptions of their program's EEO and CR programs. It also included requiring the workforce to have annual EEO and civil rights training. FSIS continues to hold well-received annual Diversity Conferences, with a large mix of attendees from all over the country each year.



REDUCED HIRING TIME
FOR FRONTLINE OCCUPATIONS BY
68% - 250 DAYS TO 80 DAYS

Enhanced Overall Hiring Process and Performance, as well as its Employee Relations Case Record

FSIS took several steps to improve the applicant experience, its tracking system, and other hiring reforms. These contributed to a reduction in the time to hire for front-line occupations—i.e. from submission of materials to onboard—from more than 250 days to fewer than 80 days on average, while the agency processed a significantly higher number of hires and promotions in the 2015-2016 time period. FSIS continues to conduct

GOAL 7

Empower Employees With Training, Resources, and Tools



outreach and recruitment efforts designed to increase applicant pools, including for individuals with targeted disabilities. The agency also reduced its employee relations case backlog and implemented effective case tracking to prevent recurrence.

Increased Emphasis on Leadership Development and Management Accountability

While investing in its workforce as a whole, FSIS also specifically focused on enhancing leadership development for its managers and supervisors. Key activities included developing a Leadership Competency

Model and an accompanying reference guide to assist with outreach, recruitment, career development, succession planning, and evaluation. The agency additionally began developing models for mission-critical occupations. Relatedly, FSIS exceeded USDA requirements for 360 assessments.

Improved Administrative Services

FSIS led USDA's Marketplace for Shared Service initiative, which resulted in the deployment of an electronic service menu for administrative services within USDA to reduce the number of service providers and costs, while increasing service quality, timeliness,

GOAL 7

Empower Employees With Training, Resources, and Tools



and standardization. FSIS's Fleet Management Program received designation as a Best Practice Model, a model that USDA adopted, and FSIS was also awarded the 2015 USDA Small Business Special Achievement designation for exceeding every metric for small business for socially disadvantaged contractors.

Performance Measurement

The agency met targets for five of the nine measures in this goal, which were measured in several different ways, including those on closing competency gaps, EEO training, and its two FEVS-related measures. FSIS just missed its vacancy rate target and its workplace injury/illness targets, and significantly missed its targets related to employees' having Individual Development Plans in place and hiring of persons with targeted disabilities.

Linkage to New Strategic Plan

The 2017-2021 Strategic Plan places renewed, and greater, emphasis on supporting its workforce through establishing its Goal 3 as *Achieve Operational Excellence*. This Goal's outcomes include Maintain a Well-Trained and Engaged Workforce (3.1) and Improve Processes and Services (3.2). Its five objectives and nine measures focus on hiring, retention, EEO training and alternative dispute resolution, employee engagement, knowledge gained from training, filling competency gaps, and improving key business processes and service delivery.



GOAL 7

Empower Employees With Training, Resources, and Tools

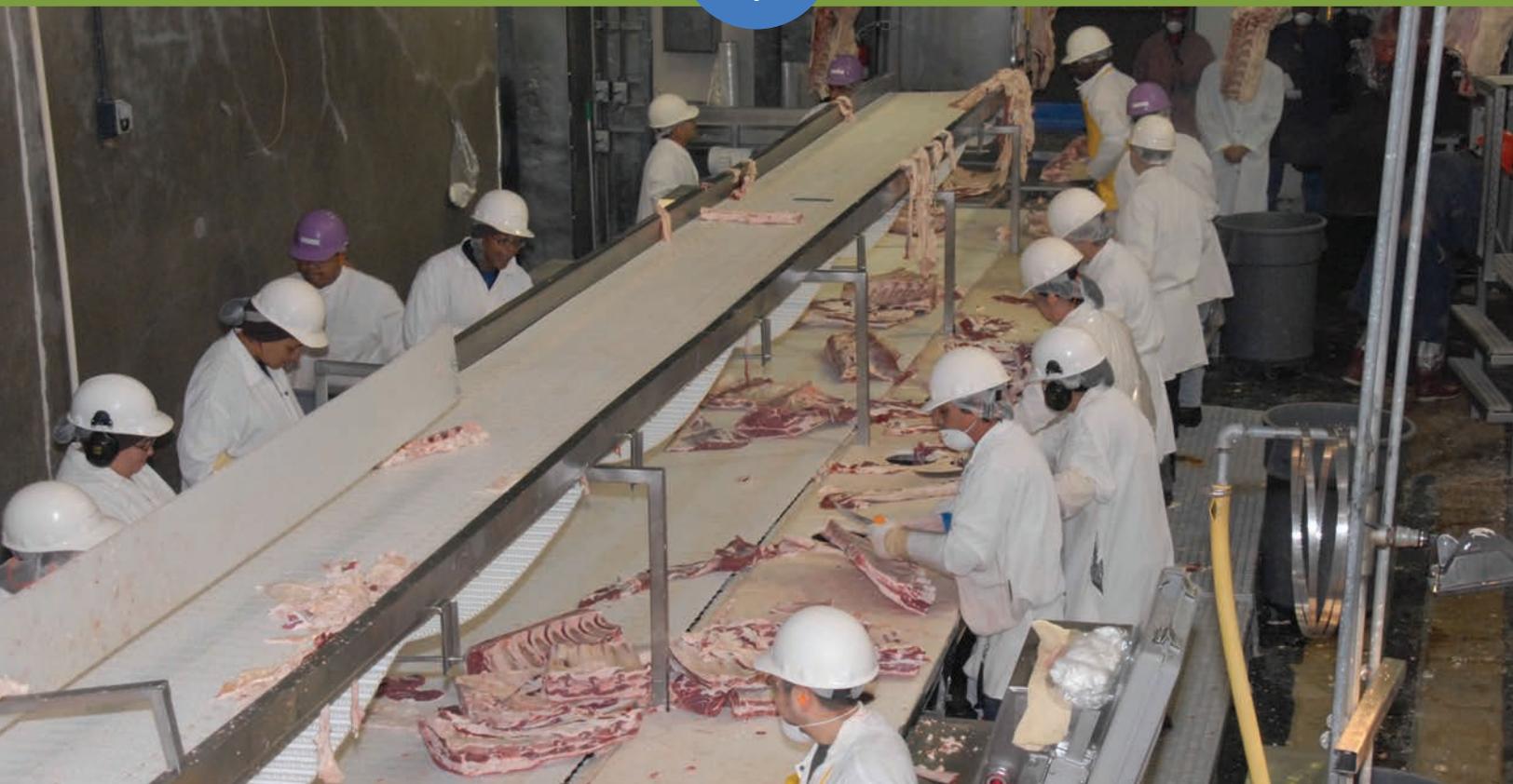


Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target
		2012	2013	2014	2015	2016	
7.1.1 Average score on the Annual Federal Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health.	↑	90%	90%	89%	92.25%	93%	93%
7.2.1 Percent of competency gaps closed for targeted groups.	↑	N/A	N/A	10%	15%	40%	25%
7.2.2 Percent of all eligible FSIS employees with an Individual Development Plan (IDP) in place.	↑	100%	95%	95%	95%	91%	100%
7.2.3 Percent of all managers/supervisors who complete 3 hours of Equal Employment Opportunity (EEO) training annually.	↑	N/A	96%	83%	95%	100%	95%
7.2.4 Percent of all non-managers/non-supervisors who complete 2 hours of EEO training annually.	↑	N/A	95%	95%	91%	100%	90%
7.3.1 Percent of workplace injury/illness cases.	↓	9.10%	8.65%	5.47%	5.10%	5.88%	5.80%
7.3.2 Annual rate of staff vacancies.	↓	5.47%	3.42%	10.10%	4.15%	6.10%	6%
7.3.3 Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government.	↓	25%	25%	32%	34%	30%	33.04%
7.3.4 Increase the workforce for Persons with Targeted Disabilities.	↑	N/A	1.23%	1.26%	1.24%	1.22%	3%

GOAL 8

Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools



During the 2011-2016 Strategic Plan, FSIS created a process to expand innovation throughout the agency. From establishing baselines for initiatives such as Data.gov, Microblog Site for Food Safety Awareness, Self Reporting Tool (SRT), and Managed Services to conducting internal evaluations for the completed SRT and the Microblog Site, FSIS made significant strides in creating a more innovative agency culture.

Key Accomplishments Prioritized Innovation Within the Agency to Modernize Food Safety

Recognizing that a food safety agency of the 21st century must respond to a variety of threats, FSIS prioritized the expansion of innovative processes and, for the first time, established criteria to identify and develop innovative processes, methodologies, and technologies. Of those identified, the agency created

performance baselines to measure effectiveness, evaluated their performance, and implemented those passing the effectiveness criterion. Additionally, FSIS introduced a life-cycle management process to analyze initiatives' post-baseline review to ensure the agency received continued value in terms of time savings, cost savings, improved accuracy, increased data availability, or public health impact.

Utilized Social Media to Amplify Consumer Engagement

FSIS utilized innovative tactics to expand its consumer engagement reach through the use of social media for targeted campaigns, such as live-tweeting food safety information with images to coincide with a weekend movie event. This effort led to an increased number of new Twitter followers who proved more likely to share information.

GOAL 8

Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools



Improved Public Access to More Data and Services

FSIS designed/redesigned several mobile applications for greater interaction with the public as well as ensured that the data behind the apps were made public online via Data.gov. The Agency's FSIS Meat, Poultry, and Egg Product Inspection (MPI) Directory mobile app has helped improve

public access to more data and information on regulated establishments. FSIS' FoodKeeper mobile app, which provides information and public data to help consumers use food properly, was downloaded more than 125,000 times. In support of open data and transparency initiatives, the agency also held its first DataJam and began the public release of establishment-specific data, an FSIS first.

GOAL 8

Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools



Measure/Target Performance

Goal Measures	Desired Direction	Actuals					Strategic Plan 2016 Target
		2012	2013	2014	2015	2016	
8.1.1 Percent of innovative processes, methodologies, or technologies for which the agency has established a baseline.	↑	N/A	100%	55%	55%	100%	60%
8.1.2 Percent of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.	↑	N/A	100%	71%	71%	100%	76%
8.2.1 Percent of documented implemented processes, methodologies, or technologies that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.	↑	N/A	100%	80%	80%	84%	80%
8.2.2 (2) Percent of innovative processes, methodologies, or technologies for which the agency has established a baseline to be continually monitored for effectiveness or potential value.	↑	N/A	N/A	N/A	N/A	50%	50%

(2) Measure 8.2.2 was adopted in FY 2016 to evaluate effectiveness of continually monitored agency baselines.



125,000+
DOWNLOADS
OF FOODKEEPER APP

Performance Measurement

The four measures for this goal were to increase the percentage of innovation projects that with established baselines (Measure 8.1.1) perform internal evaluation of these projects (Measure 8.1.2), implement evaluated projects that contribute to the mission of the agency (Measure 8.2.1), and monitor for effectiveness or value (Measure 8.2.2). FSIS exceeded all targets but one, which it hit.

Linkage to New Strategic Plan

FSIS has incorporated innovative approaches primarily in Goal 2, *Modernize Inspection Systems, Policies, and the Use of Scientific Approaches* with objectives focused on improving data access, information flow, and use of approaches to provide our inspectors, regulatory partners, and the public with needed information in innovative ways, as well as in its Goal 1 Objective focused on public awareness (1.2.3).

FY 2011-2016 Overall Performance Scorecard

FSIS Annual Performance Plan		Desired Direction		FY 2012	
GOAL 1: ENSURE THAT FOOD SAFETY INSPECTION ALIGNS WITH EXISTING AND EMERGING RISKS				TARGET	ACTUAL
1.1.1	Total number of <i>Salmonella</i> , <i>Listeria monocytogenes</i> , and <i>E. coli</i> O157: H7 illnesses from products regulated by FSIS.	▼ Down	■	405,178	479,621
1.2.1	Percent of domestic establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.	▼ Down	■	Baseline (1.7%)	N/A
1.2.2	Percent of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.	▼ Down	■	20%	14%
1.3.1	Percent of priority in-commerce facilities (e.g., warehouses, distributors, and transporters) covered by surveillance activities.	▲ Up	■	85.00%	85.80%
1.3.2	Percent of follow-up surveillances resulting in compliance.	▲ Up	■	79.00%	87.06%
GOAL 2: MAXIMIZE DOMESTIC AND INTERNATIONAL COMPLIANCE WITH FOOD SAFETY POLICIES				TARGET	ACTUAL
2.1.1	Percent of broiler plants passing the carcass <i>Salmonella</i> verification testing.	▲ Up	■	90.00%	90.28%
2.2.1	Percent of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented).	▲ Up	■	32%	42%
2.3.1	Percent of all official establishments with a functional Food Defense Plan.	▲ Up	■	76%	77%
2.3.2	Percent of food defense practices implemented at in-commerce facilities.	▲ Up	■	91.00%	94.10%
2.3.3	Outreach to eligible countries to encourage implementation of a system that protects product from unintentional contamination.	▲ Up	■	30%	31%
GOAL 3: ENHANCE PUBLIC EDUCATION AND OUTREACH TO IMPROVE FOOD-HANDLING PRACTICES				TARGET	ACTUAL
3.1.1	Average percentage of consumers who follow the four key food safety “best practices” (i.e., clean, separate, cook and chill) and thermometer use.	▲ Up	■	75%	76%
3.2.1-b/ ¹	FSIS Electronic Media Outreach: Page views on the FSIS Website.	▲ Up	■	N/A	N/A
3.2.1-c/ ¹	FSIS Electronic Media Outreach: YouTube Views.	▲ Up	■	39,025	171,544
3.2.1-d/ ¹	FSIS Electronic Media Outreach: Twitter Followers.	▲ Up	■	118,600	332,600
3.2.1-e/ ¹	FSIS Electronic Media Outreach: Visitors to the Food Discovery Zone.	▲ Up	■	500,000	669,711
GOAL 4: STRENGTHEN COLLABORATION AMONG INTERNAL AND EXTERNAL STAKEHOLDERS				TARGET	ACTUAL
4.1.1	Research: Percentage 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.	▲ Up	■	Baseline (18%)	N/A
4.1.2	Key Federal partners U.S. Food and Drug Administration (FDA) and U.S. Centers for Disease Control and Prevention (CDC): Percentage of results from interagency collaboration on analytics used in FSIS policy.	▲ Up	■	Baseline (11%)	N/A
4.1.3	Small and Very Small Plants: Percentage of identified opportunities realized to improve information sharing.	▲ Up	■	Baseline (66%)	N/A

¹ Measure 3.2.1-a was retired due to more effective measurements in the form of 3.2.-b-e.

A Year-Over-Year Comparison

FY 2013			FY 2014			FY 2015			FY 2016		
TARGET	ACTUAL										
■	394,770	427,171	■	384,362	386,265	■	373,955	382,123	■	363,547	658,405
■	1.65%	N/A	■	1.60%	3.68%	■	1.55%	3.15%	■	1.50%	N/A
■	20%	14%	■	20.00%	24.10%	■	15%	31%	■	20%	10%
■	85.00%	85.60%	■	85.00%	85.60%	■	85.00%	83.90%	■	70.00%	68.90%
■	82.00%	89.90%	■	83.00%	88.80%	■	83.00%	86.60%	■	83.00%	91.10%
TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL	
■	91.00%	90.37%	■	92%	92%	■	94.00%	95.60%	■	95.00%	93.96%
■	45%	56%	■	60%	63%	■	65%	69%	■	75%	78%
■	81%	83%	■	85%	84%	■	90%	85%	■	90%	85%
■	91.00%	94.80%	■	91%	95%	■	91.00%	96.40%	■	91.00%	96.49%
■	60.00%	65.50%	■	70.00%	82.80%	■	85.00%	93.50%	■	90.00%	96.90%
TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL	
■	75%	N/A	■	N/A	N/A	■	N/A	N/A	■	79%	76%
■	43,900,000	70,961,562	■	61,000,000	59,019,170	■	66,000,000	74,689,643	■	84,000,000	91,624,120
■	381,544	401,465	■	500,000	704,525	■	700,000	1,156,567	■	1,400,000	1,486,120
■	451,000	466,000	■	520,000	593,607	■	712,000	772,514	■	780,000	787,401
■	467,240	619,539	■	478,160	1,715,845	■	600,000	1,712,868	■	720,000	1,038,550
TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL	
■	18%	23%	■	25%	27%	■	27%	27%	■	32%	32%
■	32%	56%	■	53%	56%	■	74%	74%	■	95%	100%
■	68%	74%	■	71%	76%	■	73%	84%	■	75%	83%

FY 2011-2016 Overall Performance Scorecard

FSIS Annual Performance Plan		Desired Direction		FY 2012	
GOAL 5: EFFECTIVELY USE SCIENCE TO UNDERSTAND FOODBORNE ILLNESS AND EMERGING TRENDS				TARGET	ACTUAL
5.1.1	Percent of annual science agenda completed and number of agenda items initiated.	▲ Up	■	Baseline (98%)	N/A
5.1.2	Percent of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.	▲ Up	■	Baseline (100%)	N/A
5.2.1	Percent of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.	▲ Up	■	Baseline (70%)	N/A
GOAL 6: IMPLEMENT EFFECTIVE POLICIES TO RESPOND TO EXISTING AND EMERGING RISKS				TARGET	ACTUAL
6.1.1	Percent of food safety appeals granted (categories of appeals that were overturned by a higher level supervisor).	▼ Down	■	40.33%	35.00%
6.1.2	Percent of regulated industry adhering to key public health-related policies (establishments with no public health related non-compliances/year).	▲ Up	■	75.00%	73.80%
6.1.3	Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.	▲ Up	■	3	3
GOAL 7: EMPOWER EMPLOYEES WITH TRAINING, RESOURCES, AND TOOLS				TARGET	ACTUAL
7.1.1	Average score on the Annual Federal Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health.	▲ Up	■	90%	90%
7.2.1	Percent of competency gaps closed for targeted groups.	▲ Up	■	N/A	N/A
7.2.2	Percent of all eligible FSIS employees with an Individual Development Plan (IDP) in place.	▲ Up	■	95%	100%
7.2.3	Percent of all managers/supervisors that complete 3 hours of Equal Employment Opportunity (EEO) training-annually.	▲ Up	■	New Measure	N/A
7.2.4	Percent of all non-managers/non-supervisors who complete 2 hours of EEO training annually.	▲ Up	■	New Measure	N/A
7.3.1	Percent of workplace injury/illness cases.	▼ Down	■	6.20%	9.10%
7.3.2	Annual rate of staff vacancies.	▼ Down	■	6.67%	5.47%
7.3.3	Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government.	▼ Down	■	38.39%	25.00%
7.3.4	Increase the workforce for Persons with Targeted Disabilities.	▲ Up	■	New Measure	N/A
GOAL 8: DEVELOP, MAINTAIN, AND USE INNOVATIVE METHODOLOGIES, PROCESSES, AND TOOLS				TARGET	ACTUAL
8.1.1	Percent of innovative processes, methodologies, or technologies for which the agency has established a baseline.	▲ Up	■	Baseline	N/A
8.1.2	Percent of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.	▲ Up	■	Baseline	N/A
8.2.1	Percent of documented implemented processes, methodologies, or technologies that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the agency's efforts to perform its mission.	▲ Up	■	Baseline	N/A
8.2.2 ²	Percent of innovative processes, methodologies, or technologies for which the agency has established a baseline to be continually monitored for effectiveness or potential value.	▲ Up	■	N/A	N/A

² Measure 8.2.2 was adopted in FY 2016 to evaluate effectiveness of continually-monitored Agency baselines.

A Year-Over-Year Comparison

FY 2013			FY 2014			FY 2015			FY 2016		
TARGET	ACTUAL										
■	95%	95%	■	95%	96%	■	95%	96%	■	95%	90%
■	95%	95%	■	95%	95%	■	95%	88%	■	95%	100%
■	60%	64%	■	60%	68%	■	60%	68%	■	60%	84%
TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL	
■	40%	50%	■	39.70%	10.00%	■	39.00%	29.80%	■	39%	27%
■	19%	20%	■	20.00%	21.49%	■	21.00%	20.53%	■	22%	22%
■	5	5	■	4	4	■	4	4	■	4	4
TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL	
■	91%	90%	■	92%	89%	■	92.00%	92.25%	■	93%	93%
■	N/A	N/A	■	10%	10%	■	15%	15%	■	25%	40%
■	100%	95%	■	100%	95%	■	100%	95%	■	100%	91%
■	60%	96%	■	75%	83%	■	85%	95%	■	95%	100%
■	40%	95%	■	60%	95%	■	75%	91%	■	90%	100%
■	6.10%	8.65%	■	6.00%	5.47%	■	5.90%	5.10%	■	5.80%	5.88%
■	6.50%	3.42%	■	6.00%	10.10%	■	6.00%	4.15%	■	6.00%	6.10%
■	37.05%	25.00%	■	37.50%	32.00%	■	34%	34%	■	33.04%	30.00%
■	2.00%	1.23%	■	2.00%	1.26%	■	2.50%	1.24%	■	3.00%	1.22%
TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL		TARGET	ACTUAL	
■	100%	100%	■	55%	55%	■	55%	55%	■	60%	100%
■	100%	100%	■	71%	71%	■	71%	71%	■	76%	100%
■	100%	100%	■	80%	80%	■	80%	80%	■	80%	84%
■	N/A	N/A	■	N/A	N/A	■	N/A	N/A	■	50%	50%

FSIS CORE VALUES

ACCOUNTABLE

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

COLLABORATIVE

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

EMPOWERED

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

SOLUTIONS-ORIENTED

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

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotape, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at [How to File a Program Discrimination Complaint](#) and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: program.intake@usda.gov.

USDA is an equal opportunity provider, employer, and lender.