UNITED STATES DEPARTMENT OF AGRICULTURE
FOOD SAFETY AND INSPECTION SERVICE

Enterprise Governance Board Charters

Enterprise Investment Board Charter

Enterprise Architecture Board Charter

Enterprise Steering Board Charter

**United States Department of Agriculture
Food Safety and Inspection Service**

Enterprise Investment Board Charter

April 2021

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1. INTRODUCTION

1.1 BACKGROUND

The Food Safety and Inspection Service (FSIS) Administrator establishes the Agency's long-term vision through the FSIS Strategic Plan, and, along with the FSIS Deputy Administrator, and the FSIS Chief Operating Officer, leads the Management Council (MC) in setting annual and long-term priorities and a strategy to meet performance measures within those priorities.

The MC is the decision-making body through which the Agency obtains internal approval and authorization for all investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives that impact FSIS' mission and goals. The MC depends on the efforts of standing and ad hoc boards to ensure the accuracy and completeness of information presented to it for decision. This charter formalizes the terms under which the MC has created the Enterprise Investment Board.

1.2 PURPOSE

The purpose of the Enterprise Investment Board (EIB) is to assess, evaluate, review and make recommendations on Agency and Program Office resource requirements necessary for the Agency to conduct its mission.

The Charter establishes roles, responsibilities, processes, and protocols through which the Board will make recommendations in a predictable, transparent and accountable manner. Changes to this Charter require approval of the MC.

The Board will coordinate its activities and recommendations with other Boards and Committees as needed and in accordance with the [FSIS Enterprise Governance Decision Making Process.](#) The Board will follow the USDA/FSIS Enterprise Governance High-Level Initiative Decision Tree.

2. ENTERPRISE INVESTMENT BOARD MEMBERSHIP

2.1 CHAIR

The Enterprise Investment Board will be chaired by the Agency's Chief Financial Officer.

2.2 GENERAL MEMBERS

The Administrator will determine membership for the Board. Members will be selected from the Agency's senior leaders, which typically include the Assistant Administrators, Deputy Assistant Administrators, and other Members of the Senior Executive Service.

Alternate member(s) may be designated in extenuating circumstances. To designate an alternate member, the Board member will notify the Chair by email and cc the designee. Alternate member(s) must be part of the MC and if they are not, Board Chair approval is required. Alternate member(s) must be authorized to make decisions on matters within the scope of the Board responsibilities and are expected to participate fully regarding agenda items on behalf of their respective member.

2.3 MEMBERSHIP TERM

Membership duration will be determined by the Agency Administrator.

3. ENTERPRISE INVESTMENT BOARD ROLES & RESPONSIBILITIES

3.1 GENERAL

The primary responsibility of the Enterprise Investment Board is to make recommendations on the Agency's plans and priorities on a corporate, Agency-wide basis.

- **Organizational Commitment**. Take the appropriate management actions to ensure that the process will endure and evolve, including the recommendation and review of investments, projects, policies, and senior management sponsorship.
- **Portfolio Management.** Determine and recommend decisions regarding investments, based on comparisons and trade-offs between competing investments and projects with an emphasis on meeting mission goals.
- **Enterprise Governance.** Take the appropriate management actions to ensure the effective integration of governance processes and reviews in support of FSIS' mission and goals.

The three Boards (ESB, EIB, EAB) coordinate routinely via weekly Triage meetings between Board Chairs and Executive Secretariats. The ESB, EIB, and EAB are equal entities; however, issues that need substantial consideration related to Information Technology will first be considered by the EAB; issues that constitute substantial investment, or that significantly impact the Agency budget and financial processes, will first be considered by the EIB. Issues may come before neither, one, or both (EAB, ESB) boards (as recommended by the Triage Committee) before coming to EIB. The Triage Committee may elect to send informational or decisional briefs directly to the Joint Board.

3.2 RESPONSIBILITIES OF THE CHAIR

- Preside at board meetings. If the Chair is not available, he/she will designate a voting member to chair the meeting.

- Ensure that Enterprise Investment Board recommendation(s) and prioritization(s) have received appropriate coordination across Enterprise Governance.

- Coordinate with OA, Management Council members and governance subcommittee Chairs to ensure that their recommendations and activities are fully informed by the EIB processes.

- Provide executive-level direction to the Enterprise Investment Board.

- Ensure that the Enterprise Investment Board is adequately staffed and supported.

- The Chair represents the Enterprise Investment Board at Triage meetings.

- Ensure that proposals are processed in a timely manner and obstacles are communicated and addressed expeditiously.

3.3 RESPONSIBILITIES OF THE MEMBERS

- Review and assess proposals to ensure that the submissions meet the Agency mission critical needs.

- Ensure that Agency mission critical investment requirements are met in a timely, complete, and accurate fashion.

- Review the recommendations provided by presenters, taking into account the organizational impact and reaction by Agency stakeholders.

- Ensure that all recommendations are appropriately coordinated across the Agency and are aligned with Agency priorities and plans.

3.4 ENTERPRISE INVESTMENT BOARD EXECUTIVE SECRETARIAT AND SUPPORT STAFF

EIB Executive Secretariat

The Chair is supported by a designated Executive Secretariat. Responsibilities of the Board Executive Secretariat are:

- Act as point of contact for Enterprise Governance Forms for issues submitted for consideration to the Board.

- Ensure that MC decisions are informed by the Board's recommendations and are clearly documented, and that concrete action plans, with milestones, deliverables, and owners, are created and tracked in a central location accessible by the MC.

- Prepare and distribute meeting agendas.

- Schedule meetings, record proceedings, and draft and distribute meeting documentation.

- Record and document decisions.

- Create and track concrete action plans, with milestones, deliverables, and owners.

- Prepare position papers and Board documents, as assigned.

- Liaise regularly with Executive Secretariats from other Boards.

Support Staff

The Chair is also supported by a designated logistical support person. Responsibilities of the logistical support person are:

- Attend Board meetings and record proceedings

- Draft and distribute meeting documentation based on feedback from the Chair and Executive Secretariat

4. ENTERPRISE INVESTMENT BOARD MEETINGS AND VOTES

- The board will hold scheduled and timely meetings for the purposes described above. Any Board member can request an ad hoc meeting by contacting the Board Chair and copying the Executive Secretariat.

- Not all EIB meetings are decisional; informational briefings may be scheduled to keep the Board members apprised on significant ongoing initiatives, and to get input from Board Members. The Board Member who introduced the agenda item under discussion must make clear the expected purpose and outcome of the meeting.

- All Members are voting Members.
  - Quorum will be achieved when 1/2 of the members (plus the Chair) are present.
  - All members may vote in person or by proxy (the vote may be cast during the meeting or via evote).
  - The Board seeks to reach consensus on all issues before them.
    - The Chair will present the consensus recommendation to OA prior to the Management Council Vole.
    - If consensus is not reached, the Chair will present the board perspectives to OA prior to the Management Council vote.

5. DOCUMENTATION AND COMMUNICATIONS OF BOARD BUSINESS

The Board Executive Secretariat will routinely record and document all business that comes before the Board, as well as all decisions and votes made by its members. Board minutes and other documentation are located on the Board SharePoint site. The Board Executive Secretariat will periodically add previously presented initiatives to the agenda for discussion on what to communicate as a follow-up to submitters and presenters. The Board Executive Secretariat will invite submitters and presenters of initiatives back to present updates and outcomes to the Board.

The Agency will communicate the Governance process to the FSIS employees through periodic all-employee communication outlets.

6. DURATION OF THE CHARTER

This charter will be updated as required.

7. APPROVAL

This Charter is approved by the following:

4/21/21
Administrator _____ Date _____

United States Department of Agriculture
Food Safety and Inspection Service

Enterprise Architecture Board Charter

April 2021

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1. INTRODUCTION

1.1 BACKGROUND

The Food Safety and Inspection Service (FSIS) Administrator establishes the Agency's long-term vision through the FSIS Strategic Plan, and, along with the FSIS Deputy Administrator, and the FSIS Chief Operating Officer, leads the Management Council (MC) in setting annual and long-term priorities and a strategy to meet performance measures within those priorities.

The MC is the decision-making body through which the Agency obtains internal approval and authorization for all investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives that impact FSIS' mission and goals. The MC depends on the efforts of standing and ad hoc subcommittees to ensure the accuracy and completeness of information presented to it for decision. This charter formalizes the terms under which the MC has created the Enterprise Architecture Board.

1.2 PURPOSE

The EAB is instituted in compliance with Department Regulation (DR) #3185-001 Enterprise Architecture. This DR establishes the United States Department of Agriculture (USDA) policy and approach to Enterprise Architecture (EA).

The EAB ensures the existence of an effective architectural governance process for the FSIS EA program in accordance with FSIS architecture principles, providing guidance, and ensuring that architecture is integral to and supports the enterprise governance processes. The EAB reviews, concurs, and recommends the prioritization of IT-related investments following the Agency Governance Process. The EAB is also responsible for evaluating and updating the Agency architecture. Much of the detailed work required to accomplish these objectives will be performed by the EA program staff, who are charged to provide the majority of support to the EAB.

FSIS's EA supports the Agency's priorities and commitments to leveraging reduced support costs and economies of scale by employing common enterprise hardware and applications. The EAB ensures that the governance process supports enterprise-wide and external initiatives, including the Federal Enterprise Architecture.

This Charter establishes roles, responsibilities, processes, and protocols through which the EAB will make recommendations in a predictable, transparent and accountable manner. Changes to this Charter require approval of the MC.

The Board will coordinate its activities and recommendations with other Boards and Committees as needed and in accordance with the FSIS Enterprise Governance Decision Making Process. The Board will follow the USDA/FSIS Enterprise Governance High-Level Initiative Decision Tree.

2. ENTERPRISE ARCHITECTURE BOARD MEMBERSHIP

2.1 CHAIR

The Enterprise Architecture Board will be chaired by the Agency's Assistant Chief Information Officer.

2.2 GENERAL MEMBERS

The Administrator will determine membership for the board. Members will be selected from the Agency's senior leaders, which typically include the Assistant Administrators, Deputy Assistant Administrators, and other Members of the Senior Executive Service.

Alternate member(s) may be designated in extenuating circumstances. To designate an alternate member, the Board member will notify the Chair by email and cc the designee. Alternate member(s) must be part of the MC and if they are not, Board Chair approval is required. Alternate member(s) must be authorized to make decisions on matters within the scope of the Board responsibilities and are expected to participate fully regarding agenda items on behalf of their respective member.

2.3 MEMBERSHIP TERM

Membership duration will be determined by the Agency Administrator.

3. ENTERPRISE ARCHITECTURE BOARD ROLES & RESPONSIBILITIES

3.1 GENERAL

The primary responsibility of the EAB is to make recommendations on the Agency's plans and priorities on a corporate, Agency-wide basis.

EA must be continually updated to reflect all changes made to it through approved Agency groups and follow the Agency Enterprise Governance process. Proposed IT-related investments and changes to existing legacy systems must undergo architecture alignment and assessment, resulting in one of three outcomes:

1. IT-related investments are sufficiently aligned with the architecture such that they can be recommended to proceed.
2. Proposed new IT-related investments or enhancements are not recommended to proceed because of poor architectural alignment.
3. IT-related investments are determined to be valid even though not officially aligned to the EA, and the EA is updated to reflect new or missing alignment, functions, and the target application; however, a separate review may result in the need for a new or consolidated IT-related investment to be resubmitted through the Agency Enterprise Governance process.

The three Boards (ESB, EIB, EAB) coordinate routinely via weekly Triage meetings between Board Chairs and Executive Secretariats. The ESB, EIB, and EAB are equal entities; however, issues that need substantial consideration related to Information Technology will first be considered by the EAB; issues that constitute substantial investment, or that significantly impact the Agency budget and financial processes, will first be considered by the EIB. Issues may come before neither, one, or both (EIB, ESB)

boards (as recommended by the Triage Committee) before coming to EAB. The Triage Committee may elect to send informational or decisional briefs directly to the Joint Board.

3.2   RESPONSIBILITIES OF THE CHAIR

- Preside at board meetings. If the Chair is not available, he/she will designate a voting member to chair the meeting.

- Ensure that EAB recommendations and prioritizations are fact-based and have received the appropriate coordination across the Agency.

- Coordinate with OA, Management Council members and governance subcommittee Chairs to ensure that their recommendations and activities are fully informed by the EAB processes.

- Ensure alignment of the FSIS EA with the Departmental EA set forth by the USDA CIO and OMB guidance.

- Provide executive-level direction to the EAB.

- Ensure that the EAB is adequately staffed and supported.

- The Chair represents the Enterprise Architecture Board at Triage meetings.

- Ensure that proposals are processed in a timely manner and obstacles are communicated and addressed expeditiously.

3.3   RESPONSIBILITIES OF THE MEMBERS

- Review suggestions on individual IT-related investments, and make recommendations for all FSIS IT-related investments based on both a corporate perspective, as well as the perspective of his/her Program Area, but consistent with the architectural criteria and thresholds adopted by the MC.

- Provide architectural guidance for inter- and intra-Agency FSIS projects.

- Direct, oversee, and approve the FSIS EA so that the Agency has a comprehensive, consolidated, and integrated architecture based on performance improvement.

- Ensure that FSIS EA demonstrates alignment with approved EA methodology.

- Ensure that EA products are periodically updated.

- Ensure that EA guidance documents comply with applicable laws, Government Accountability Office (GAO) audits, Office of Management and Budget (OMB) guidance, USDA OCIO guidance, FSIS mission and strategic goals and objectives, and Inspector General (IG) findings.

- Ensure that MC decisions and final actions based on the EAB's recommendations are clearly documented.

- Review the recommendations provided by programs and processes, taking into account the organizational impact and impact to external stakeholders.

- Ensure that all recommendations are appropriately coordinated across the Agency and are aligned with Agency priorities and plans

- Coordination with the EIB and the ESB. The coordination will be provided through the Board Chairs.

3.4 ENTERPRISE ARCHITECTURE BOARD EXECUTIVE SECRETARIAT AND SUPPORT STAFF

EAB Executive Secretariat

The Chair is supported by a designated Executive Secretariat. Responsibilities of the Board Executive Secretariat are:

- Act as point of contact for Enterprise Governance Forms for issues submitted for consideration to the Board.

- Ensure that MC decisions are informed by the Board's recommendations and are clearly documented, and tracked in a central location accessible by the MC.

- Prepare and distribute meeting agendas.

- Schedule meetings, record proceedings, and draft and distribute meeting documentation.

- Record and document decisions.

- Create and track concrete action plans, with milestones, deliverables, and owners.

- Prepare position papers and Board documents, as assigned.

- Liaise regularly with Executive Secretariats from other Boards.

Support Staff

The Chair is also supported by a designated logistical support person. Responsibilities of the logistical support person are:

- Attend Board meetings and record proceedings

- Draft and distribute meeting documentation based on feedback from the Chair and Executive Secretary

4. ENTERPRISE ARCHITECTURE BOARD MEETINGS AND VOTES

- The board will hold scheduled and timely meetings for the purposes described above. Any Board member can request an ad hoc meeting by contacting the Board Chair and copying the Executive Secretariat.

- The EAB will hold scheduled and timely meetings to support the efficient and effective planning, management, and oversight of FSIS' EA and EA program and the alignment of IT-related investments to the FSIS EA.

- All EAB members must attend the EAB meetings. EAB meetings can address a broad array of activities from information sharing to decision-making. The EAB member presenting on the topic under discussion must make clear the expected purpose and

outcome of the meeting. If board member is unable to attend a scheduled meeting, the member should notify the executive secretariat as soon as possible.

- Not all EAB meetings are decisional; informational briefings may be scheduled to keep the Board members apprised on significant ongoing initiatives, and to get input from Board Members. The Board Member who introduced the agenda item under discussion must make clear the expected purpose and outcome of the meeting.

- All Members are voting Members.

  - Quorum will be achieved when 1/2 of the members (plus the Chair) are present.

  - All members may vote in person or by proxy (the vote may be cast during the meeting or via evote).

  - The Board seeks to reach consensus on all issues before them.
    - The Chair will present the consensus recommendation to OA prior to the Management Council Vole.
    - If consensus is not reached, the Chair will present the board perspectives to OA prior to the Management Council vote.

5. DOCUMENTATION AND COMMUNICATION OF BOARD BUSINESS

The Board Executive Secretariat will routinely record and document all business that comes before the Board, as well as all decisions and votes made by its members. Board minutes and other documentation are located on the Board SharePoint site. The Board Secretariat will periodically add previously presented initiatives to the agenda for discussion on what to communicate as a follow-up to submitters and presenters. The Board Executive Secretariat will invite submitters and presenters of initiatives back to present updates and outcomes to the Board.

The Agency will communicate the Governance process periodically to the FSIS employees through all-employee communication outlets.

6. DURATION OF THE CHARTER

This charter will be updated as required.

7. Approval

This Charter is approved by the following:

_____   4/21/21
Administrator   Date

UNITED STATES DEPARTMENT OF AGRICULTURE
FOOD SAFETY AND INSPECTION SERVICE

Enterprise Steering Board Charter

April 2021

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1. INTRODUCTION

1.1 BACKGROUND

The Food Safety and Inspection Service (FSIS) Administrator establishes the Agency's long-term vision through the FSIS Strategic Plan, and, along with the FSIS Deputy Administrator, and the FSIS Chief Operating Officer, leads the Management Council (MC) in setting annual and long-term priorities and a strategy to meet performance measures within those priorities.

The MC is the decision-making body through which the Agency obtains internal approval and authorization for all investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives that impact FSIS' mission and goals. The MC depends on the efforts of standing and ad hoc subcommittees to ensure the accuracy and completeness of information presented to it for decision. This charter formalizes the terms under which the MC has created the Enterprise Steering Board as a standing Subcommittee.

1.2 PURPOSE

The Enterprise Steering Board (ESB) is the Governance board that ensures alignment of Agency plans and priorities. The ESB makes recommendations on and coordinates the implementation of policy and/or business practices with consideration of the functions of multiple program areas. The ESB is a forum for information sharing and debate, where members provide input and oversight on issues that impact multiple FSIS Program Areas. ESB recommendations are presented to MC for final decision.

The Charter establishes roles, responsibilities, processes, and protocols through which the Board will make recommendations in a predictable, transparent and accountable manner. Changes to this Charter require approval of the MC.

The Board will coordinate its activities and recommendations with other Boards and Committees as needed and in accordance with the [FSIS Enterprise Governance Decision Making Process.](#) The Board will follow the USDA/FSIS Enterprise Governance High-Level Initiative Decision Tree.

2. ENTERPRISE STEERING BOARD MEMBERSHIP

2.1 CHAIR

One of the program area AAs, as appointed by the FSIS Administrator will chair the ESB.

2.2 GENERAL MEMBERS

The Administrator will determine membership for the Board. Members will be selected from the Agency's senior managers, which typically include the Assistant Administrators, Deputy Assistant Administrators, and other Members of the Senior Executive Service.

Alternate member(s) may be designated in extenuating circumstances. To designate an alternate member, the Board member will notify the Chair by email and cc the designee. Alternate member(s) must be part of the Management Council and if they are not, Board

Chair approval is required. Alternate Member(s) must be authorized to make decisions on matters within the scope of the Board responsibilities and are expected to participate fully regarding agenda items on behalf of their respective member.

2.3   MEMBERSHIP TERM

Membership duration will be determined by the Agency Administrator.

3.   ENTERPRISE STEERING BOARD ROLES & RESPONSIBILITIES

3.1   GENERAL

The primary responsibility of the ESB is to make recommendations on and coordinate implementation of external or internal, new, or revised policy and/or business practices that impact multiple program areas. The ESB ensures performance accountability of Agency operational processes and strategic plan initiatives, i.e., alignment with the FSIS mission. When a issue arises in FSIS, the ESB will assist in defining operational and strategic needs to determine a solution. Issues presented to the ESB should describe and depict the linkage between internal operational processes and the achievement of strategic outcomes. The ESB will ensure this linkage is sustained by identifying, managing, and closing gaps between the status and Strategic Plan goals. In making recommendations the ESB ensures the integration of all relevant considerations of Program Area initiatives, Agency performance management and measurement, mission critical investments, and related projects and policies.

The three Boards (ESB, EIB, EAB) coordinate routinely via weekly Triage meetings between Board Chairs and Executive Secretariats. The ESB, EIB, and EAB are equal entities; however, issues that need substantial consideration related to Information Technology will first be considered by the EAB; issues that constitute substantial investment, or that significantly impact the Agency budget and financial processes, will first be considered by the EIB. Issues may come before neither, one, or both (EAB, EIB) boards (as recommended by the Triage Committee) before coming to ESB. The Triage Committee may elect to send informational or decisional briefs directly to the Joint Board.

3.2   RESPONSIBILITIES OF THE CHAIR

- Preside at board meetings. If the Chair is not available, he/she will designate a voting member to chair the meeting.

- Coordinate with OA, Management Council members and governance subcommittee Chairs to ensure that their recommendations and activities are fully informed by the ESB processes.

- Ensure that ESB recommendations and prioritizations are fact-based and have received appropriate coordination across the Agency.

- Provide executive-level direction to the ESB.

- Ensure that the ESB is adequately staffed and supported.

- The Chair represents the Enterprise Steering Board at Triage meetings.

- Ensure that proposals are processed in a timely manner and obstacles are

communicated and addressed expeditiously.

3.3 RESPONSIBILITIES OF THE MEMBERS

- Ensure that the operational processes of the Agency align with the FSIS mission.

- Analyze and make recommendations on performance measurement, mission critical investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives consistent with the Agency's strategic plan and priorities.

- Establish and oversee supporting structures (Sub-committees, work groups, etc.) and processes necessary to address cross-cutting and overlapping interests/issues in support of accomplishing the ESB's assigned purpose and responsibilities.

- Coordinate and communicate regularly with EAB and EIB.

3.4 ENTERPRISE STEERING BOARD EXECUTIVE SECRETARIAT AND SUPPORT STAFF

ESB Executive Secretariat

The Chair is supported by a designated Executive Secretariat. Responsibilities of the Board Executive Secretariat are:

- Act as point of contact for Enterprise Governance Forms for issues submitted for consideration to the Board.
- Ensure that MC decisions are informed by the Board's recommendations and are clearly documented, and that concrete action plans, with milestones, deliverables, and owners, are created and tracked in a central location accessible by the MC.
- Prepare and distribute meeting agendas.
- Schedule meetings, record proceedings, and draft and distribute meeting documentation.
- Record and document decisions.
- Create and track concrete action plans, with milestones, deliverables, and owners.
- Prepare position papers and Board documents, as assigned.
- Liaise regularly with Executive Secretariats from other Boards.

Support Staff

The Chair is also supported by a designated logistical support person. Responsibilities of the logistical support person are:
- Attend Board meetings and record proceedings
- Draft and distribute meeting documentation based on feedback from the Chair and Executive Secretary

4. ENTERPRISE STEERING BOARD MEETINGS AND VOTES

- The board will hold scheduled and timely meetings for the purposes described above. Any Board member can request an ad hoc meeting by contacting the Board Chair and copying the Executive Secretariat.

- Decisional issues pertinent to Agency Strategic Plan or operational processes as described above should be presented to the ESB, via the ESB Executive Secretariat, by the Chair of the Sub Committee presenting the issue, or their designee.

- Not all ESB meetings are decisional; informational briefings may be scheduled to keep the Board members apprised on significant ongoing initiatives, and to get input from Board Members. The Board Member who introduced the agenda item under discussion must make clear the expected purpose and outcome of the meeting.

- All Members are voting Members.

  o Quorum will be achieved when 1/2 of the members (plus the Chair) are present.

  o All members may vote in person or by proxy (the vote may be cast during the meeting or via evote).

  o The Board seeks to reach consensus on all issues before them.
    - The Chair will present the consensus recommendation to OA prior to the Management Council Vote.
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5. DOCUMENTATION AND COMMUNICATION OF BOARD BUSINESS

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The Agency will communicate the Governance process to the FSIS employees through periodic all-employee communication outlets.

6. DURATION OF THE CHARTER

The charter will be updated as required.

7. APPROVAL

This Charter is approved by the following:

_____   4/21/21
Administrator   Date