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# *Food Safety and Inspection Service*

## *FY 2013 Annual Performance Plan*





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# Message *from the* Administrator

I AM PROUD to present the Food Safety and Inspection Service (FSIS) FY 2013 Annual Performance Plan (APP). This is our second APP under the FSIS FY 2011-16 Strategic Plan.

FSIS is the public health regulatory agency responsible for the safety of the U.S. meat, poultry, and processed egg products supply. For over a century, the Agency and its employees have helped to ensure that America's food is safe from contamination. The vital services of FSIS have and continue to touch the lives of almost every citizen, every day in America. FSIS is accountable for protecting food for over 300 million American people and millions more around the world.

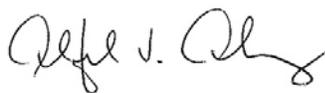
This APP provides the American public and FSIS employees with a clear list of Agency priorities and a detailed roadmap of the steps we intend to take this year to achieve our mission. The document outlines an operational plan that I intend to use to steer the Agency in the coming months, as we work to prevent foodborne illness and protect public health.

Importantly, this Plan also serves as a link between the FSIS FY 2011-16 Strategic Plan and FSIS senior manager's individual performance standards. It provides managers and stakeholders with a wide range of Agency actions and activities designed to achieve the Agency's key results. Doing so will move the Agency closer to realizing the goals set out in its Strategic Plan.

This APP is divided into **two main sections**. The first section showcases the range of FSIS work as it applies to the eight FSIS Strategic Plan goals. FSIS Program Area top three 'results' are presented by each of the Strategic Plan goals. Readers can see how Agency activities contribute to the many functions of food processing and distribution; the inspection of domestic product, imports and exports; conducting risk assessments; and educating the public among other activities. The second section of the APP presents 'key' results that each individual FSIS Program Area is working toward achieving in FY 2013 and corresponding actions that they expect to undertake.

This FY 2013 APP reveals that the Agency is working across a wide range of issues to continuously improve its ability to protect consumers from harm. We are one team, with only one purpose. And that is to protect public health.

Alfred Almanza



Administrator



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

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Part One

*Key Program Area  
Results to be Achieved  
by the End of FY 2013*

*Presented by FSIS FY 2011-16 Strategic Plan Goal*

# FY 2013 ANNUAL PERFORMANCE PLAN

<p>STRATEGIC THEME <b>Prevent Foodborne Illness</b></p>	
<p><b>Goal 1:</b> Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks</p>	<p><b>Intended 'Key' Results</b></p>
<p><b>Outcome 1.1</b> <span style="float: right;"><i>PHIS</i></span> Minimize existing and emerging food safety hazards through the most effective means</p> <p><span style="float: right;"><i>Pathogens</i></span></p> <p><b>Outcome 1.2</b> <span style="float: right;"><i>Inspections</i></span> Resources are targeted to existing and emerging risks</p> <p><span style="float: right;"><i>Imports</i></span></p> <p><span style="float: right;"><i>Data</i></span></p>	<ul style="list-style-type: none"> <li>• THE FRAMEWORK APPLICATION DESCRIBED IN <a href="#">Data Driven Inspection for Processing and Slaughter Establishments--Public Health Decision Criteria</a>, September 2010, AS WELL AS THE "EQUAL TO" STATE AND INDUSTRY REPORTING MODULES WILL BE FULLY-IMPLEMENTED IN THE FSIS' PUBLIC HEALTH INFORMATION SYSTEM (PHIS) BY THE END OF FY2013 (<a href="#">OPEER Result 1</a> and <a href="#">OCIO Result 2</a>).</li> <li>• FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING <i>SALMONELLA</i>, AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS (<a href="#">OPPD Result 1</a>).</li> <li>• FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF PATHOGENS FROM 'FARM-TO-TABLE', SO THAT, AS A RESULT OF THAT IMPROVED UNDERSTANDING, THE AGENCY WILL BE ABLE TO INSTITUTE CHANGES TO REDUCE CONSUMER EXPOSURE TO FOODBORNE HAZARDS ASSOCIATED WITH MEAT, POULTRY, AND PROCESSED EGG PRODUCTS (<a href="#">OPHS Result 1</a>).</li> <li>• FSIS WILL CONTRIBUTE TO ACHIEVING, IN FY2013, CONCEPTUAL AGREEMENT WITH FDA AND CDC ON A ROBUST, HARMONIZED METHOD FOR ATTRIBUTING FOODBORNE ILLNESS, AND A NUMERICAL ATTRIBUTION ESTIMATE, AND WILL COLLABORATE ON OUTBREAK PREPAREDNESS AND RESPONSE (<a href="#">ODIFP Result 2</a>).</li> <li>• FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING THREE KEY REVIEWS OF FSIS TESTS, INSTRUCTIONS AND NOTICES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS PROGRAM FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS. (<a href="#">OPPD Result 2</a>).</li> <li>• FSIS' OPEER WILL CONTRIBUTE TO ACHIEVING THE CORPORATE TARGET OF A MAXIMUM OF 394,770 ILLNESSES ATTRIBUTED TO <i>SALMONELLA</i>, <i>LISTERIA MONOCYTOGENES</i>, AND <i>E. COLI</i> O157H:7 THROUGH ITS SURVEILLANCE, INVESTIGATIVE, AND ENFORCEMENT ACTIVITIES WITH RESPECT TO MEAT, POULTRY AND PROCESSED EGG PRODUCTS DISTRIBUTED, TRANSPORTED, STORED, AND OTHERWISE HANDLED IN COMMERCE (<a href="#">OPEER Result 2</a>).</li> <li>• FSIS WILL DEVELOP NEW <i>SALMONELLA</i> PERFORMANCE STANDARDS/GUIDANCE IN NON-PASTEURIZED EGGS, RAW CHICKEN PARTS, GROUND POULTRY AND COMMINUTED POULTRY PRODUCTS, AND OTHER COMMODITIES (<a href="#">OPHS Result 2</a>).</li> <li>• OFO WILL CONDUCT AN FSA TO ASSESS <i>SALMONELLA</i> CONTROL AT 75% OF ESTABLISHMENTS THAT PRODUCE RAW OR COMMINUTED POULTRY. THIS WORK WILL CONTRIBUTE TO THE AGENCY'S EFFORT TO REDUCE <i>SALMONELLA</i> PREVALENCE IN RAW GROUND POULTRY (<a href="#">OFO Result 1</a>).</li> <li>• FSIS WILL FOCUS ITS REGULATION DEVELOPMENT EFFORTS ON (i) MODERNIZING POULTRY AND BEEF SLAUGHTER OPERATIONS, (ii) REDUCING ADULTERANTS IN FSIS PRODUCT, AND (iii) REDUCING <i>E. COLI</i> O157:H7 and <i>LISTERIA MONOCYTOGENES</i> WITH A GOAL OF COMPLETING AT LEAST NINE HIGH PRIORITY DOCUMENTS (<a href="#">OPPD Result 3</a>).</li> <li>• FSIS WILL WORK WITH FOOD EXPORTING COUNTRIES THAT HAVE REPEATEDLY HAD SHIPMENTS REJECTED BY THE U.S. FOR FOOD SAFETY VIOLATIONS TO HELP THE COUNTRIES MAINTAIN THEIR EQUIVALENT STATUS (<a href="#">OIA Result 1</a>).</li> <li>• FSIS WILL IMPLEMENT A SYSTEM TO FOCUS ITS AUDIT RESOURCES ON COUNTRIES WHOSE PRODUCTS APPEAR TO PRESENT THE GREATEST RISK OF CAUSING A FOOD SAFETY PROBLEM (<a href="#">OIA Result 2</a>).</li> <li>• FSIS WILL COMPLETE ITS ANALYSIS OF ALL PENDING EQUIVALENCE REQUESTS (9 AT THE BEGINNING OF FY 2013) AND AT LEAST TWO ADDITIONAL REQUESTS FROM THOSE RECEIVED SINCE THE START OF THE FISCAL YEAR (BY THE END OF THE SECOND QUARTER FY 2013). (<a href="#">OIA Result 3</a>).</li> <li>• FSIS WILL IMPROVE ITS ABILITY TO USE ITS DATA, INCLUDING PHIS DATA (<a href="#">ODIFP Result 3</a>).</li> <li>• 85% OF FSIS' OPEER SURVEILLANCE ACTIVITIES WILL FOCUS ON ENSURING THAT THE HIGHEST RISK FACILITIES OPERATE IN A MANNER THAT MAINTAINS THE SAFETY OF THE PRODUCTS THAT THE FACILITIES RECEIVE, AND THAT PROTECTS THOSE PRODUCTS FROM</li> </ul>

**Outcome 1.3**  
Surveillance,  
investigation, and  
enforcement are  
effectively implemented  
across the Farm-to-Table  
Continuum

- INTENTIONAL CONTAMINATION (OPEER Result 3).  
FSIS' OPEER FOLLOW-UP SURVEILLANCES WILL PRODUCE COMPLIANCE WITH ALL FOOD SAFETY REQUIREMENTS SUCH THAT 82% OF FOOD SAFETY VIOLATIONS DOCUMENTED DURING INITIAL SURVEILLANCES ARE CORRECTED BEFORE FOLLOW-UP (OPEER Result 4).

<b>Goal 2: Maximize Domestic and International Compliance with Food Safety Policies</b>	<b>Intended 'Key' Results</b>
<p><b>Outcome 2.1</b> Domestic and foreign-produced products meet food safety performance standards</p> <p><b>Outcome 2.2</b> Humane handling and slaughter practices are a Central focus of Establishment employees as evidenced by the awareness of proper procedures and the implementation of a systematic approach to humane handling</p> <p><b>Outcome 2.3</b> Food protection and handling systems ensure protection against intentional contamination</p>	<ul style="list-style-type: none"> <li>• FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING <i>SALMONELLA</i>, AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS (OPPD Result 1).</li> <li>• FSIS WILL IMPROVE ITS ABILITY TO USE ITS DATA, INCLUDING PHIS DATA (ODIFP Result 3).</li>   <li>• OFO WILL ENSURE ESTABLISHMENTS INCREASINGLY UTILIZE A SYSTEMATIC APPROACH TO HUMANE HANDLING TO MEET STATUTORY REQUIREMENTS FOR HANDLING AND SLAUGHTER OF LIVESTOCK (OFO Result 3).</li>   <li>• FSIS WILL INCREASE AWARENESS AND VOLUNTARY ADOPTION OF FOOD DEFENSE PROGRAMS BY INDUSTRY AND GOVERNMENT, DOMESTIC AND INTERNATIONAL (ODIFP Result 1).</li> </ul>

<p><b>Goal 3: Enhance Public Education and Outreach to Improve Food-Handling Practices</b></p>	<p style="text-align: center;"><b>Intended 'Key' Results</b></p>
<p><b>Outcome 3.1</b> Consumers, including vulnerable and underserved populations, adopt food safety best practices</p> <p><b>Outcome 3.2</b> Consumers have effective tools and information to keep "in-home" food safe</p>	<ul style="list-style-type: none"> <li>• FSIS WILL EDUCATE AND PROMOTE CONSUMER KNOWLEDGE AND ACCEPTANCE OF THE FOUR KEY FOOD SAFETY BEST PRACTICES AND THERMOMETER USE TO PROACTIVELY INFLUENCE CONSUMER BEHAVIOR CHANGE (OPACE Result 1).</li>   <li>• FSIS WILL COMPLETE ITS MODERNIZATION OF THE PUBLIC WEBSITE BEFORE THE END OF SEPTEMBER 30, 2013, AND MAKE OTHER ENHANCEMENTS OF ITS COMMUNICATION MECHANISMS TO INCREASE BY 10% THE EXTENT TO WHICH THE AGENCY'S CUSTOMERS, ESPECIALLY VULNERABLE AND UNDERSERVED POPULATIONS, USE THESE TOOLS (OPACE Result 2).</li> </ul>

<p><b>Goal 4: Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness</b></p>	<p>Intended 'Key' Results</p>
<p><b>Outcome 4.1</b>          FSIS maximizes relationships with public health and food safety partners to enhance the food safety system</p>	<ul style="list-style-type: none"> <li>• FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF PATHOGENS FROM 'FARM-TO-TABLE', SO THAT, AS A RESULT OF THAT IMPROVED UNDERSTANDING, THE AGENCY WILL BE ABLE TO INSTITUTE CHANGES TO REDUCE CONSUMER EXPOSURE TO FOODBORNE HAZARDS ASSOCIATED WITH MEAT, POULTRY, AND PROCESSED EGG PRODUCTS (OPHS Result 1).</li> <li>• FSIS WILL CONTRIBUTE TO ACHIEVING, IN FY2013, CONCEPTUAL AGREEMENT WITH FDA AND CDC ON A ROBUST, HARMONIZED METHOD FOR ATTRIBUTING FOODBORNE ILLNESS, AND A NUMERICAL ATTRIBUTION ESTIMATE, AND WILL COLLABORATE ON OUTBREAK PREPAREDNESS AND RESPONSE (ODIFP Result 2).</li> <li>• FSIS WILL PROVIDE OUTREACH AND SUPPORT TO AT LEAST TWO STATE MEAT AND POULTRY INSPECTION PROGRAMS SO THAT THESE STATES CAN SUCCESSFULLY ENTER, AND REMAIN IN, THE VOLUNTARY COOPERATIVE INTERSTATE SHIPMENT PROGRAM (OOEET Result 2).</li> <li>• FSIS WILL INCREASE BY 75% OVER THE 2012 BASELINE OPPORTUNITIES FOR IT TO DELIVER OUTREACH TO SMALL AND VERY SMALL ESTABLISHMENTS (OOEET Result 3).</li> </ul>

<p>STRATEGIC THEME</p> <p>Understand and Influence the Farm-to-Table Continuum</p>	
<p><b>Goal 5: Effectively Use Science to Understand Foodborne Illness and Emerging Trends</b></p>	<p>Intended 'Key' Results</p>
<p><b>Outcome 5.1</b>          FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks</p> <p><b>Outcome 5.2</b>          FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health</p>	<ul style="list-style-type: none"> <li>• FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING <i>SALMONELLA</i>, AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS (OPPD Result 1).</li> <li>• FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF PATHOGENS FROM 'FARM-TO-TABLE', SO THAT, AS A RESULT OF THAT IMPROVED UNDERSTANDING, THE AGENCY WILL BE ABLE TO INSTITUTE CHANGES TO REDUCE CONSUMER EXPOSURE TO FOODBORNE HAZARDS ASSOCIATED WITH MEAT, POULTRY, AND PROCESSED EGG PRODUCTS (OPHS Result 1).</li> <li>• FSIS WILL DEVELOP NEW <i>SALMONELLA</i> PERFORMANCE STANDARDS/GUIDANCE IN NON-PASTEURIZED EGGS, RAW CHICKEN PARTS, GROUND POULTRY AND COMMINUTED POULTRY PRODUCTS, AND OTHER COMMODITIES (OPHS Result 2).</li> <li>• FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING THREE KEY REVIEWS OF FSIS TESTS, INSTRUCTIONS AND NOTICES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS PROGRAM FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS (OPPD Result 2).</li> <li>• FSIS WILL CONTINUE TO MAKE SIGNIFICANT IMPROVEMENTS TO THE NATIONAL RESIDUE PROGRAM THROUGH FULL IMPLEMENTATION OF OPERATIONAL CHANGES TO THE SAMPLING PROGRAM AND BY RESTRUCTURING THE CHEMICAL HAZARD IDENTIFICATION AND RANKING FRAMEWORK (OPHS Result 3).</li> </ul>

<b>Goal 6: Implement Effective Policies to Respond to Existing and Emerging Risks</b>	<b>Intended 'Key' Results</b>
<p><b>Outcome 6.1</b> Public health risks are mitigated through effective strategies based on the best available information</p>	<ul style="list-style-type: none"> <li>• FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING <i>SALMONELLA</i>, AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS (OPPD Result 1).</li> <li>• FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF PATHOGENS FROM 'FARM-TO-TABLE', SO THAT, AS A RESULT OF THAT IMPROVED UNDERSTANDING, THE AGENCY WILL BE ABLE TO INSTITUTE CHANGES TO REDUCE CONSUMER EXPOSURE TO FOODBORNE HAZARDS ASSOCIATED WITH MEAT, POULTRY, AND PROCESSED EGG PRODUCTS (OPHS Result 1).</li> <li>• PUBLIC HEALTH RISKS ARE MITIGATED THROUGH EFFECTIVE STRATEGIES BASED ON THE BEST AVAILABLE INFORMATION (OFO Result 2).</li> <li>• FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING THREE KEY REVIEWS OF FSIS TESTS, INSTRUCTIONS AND NOTICES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS PROGRAM FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS. (OPPD Result 2).</li> <li>• FSIS WILL DEVELOP NEW <i>SALMONELLA</i> PERFORMANCE STANDARDS/GUIDANCE IN NON-PASTEURIZED EGGS, RAW CHICKEN PARTS, GROUND POULTRY AND COMMINUTED POULTRY PRODUCTS, AND OTHER COMMODITIES (OPHS Result 2).</li> <li>• FSIS WILL IMPROVE ITS ABILITY TO USE ITS DATA, INCLUDING PHIS DATA (ODIFP Result 3).</li> <li>• FSIS WILL FOCUS ITS REGULATION DEVELOPMENT EFFORTS ON (i) MODERNIZING POULTRY AND BEEF SLAUGHTER OPERATIONS, (ii) REDUCING ADULTERANTS IN FSIS PRODUCT, AND (iii) REDUCING <i>E.COLI</i> O157:H7 and <i>LISTERIA MONOCYTOGENES</i> WITH A GOAL OF COMPLETING NINE HIGH PRIORITY DOCUMENTS. (OPPD Result 3).</li> </ul>

<p>STRATEGIC THEME</p> <p><b>Empower People and Strengthen Infrastructure</b></p>	
<p><b>Goal 7: Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health</b></p>	<p><b>Intended 'Key' Results</b></p>
<p><b>Outcome 7.1</b> Each employee understands how he/she impacts public health</p> <p><b>Outcome 7.2</b> All employees have the knowledge, tools, and resources to accomplish the FSIS mission</p> <p><b>Outcome 7.3</b> FSIS has a diverse, engaged, high-performing, and satisfied workforce</p>	<ul style="list-style-type: none"> <li>• FSIS WILL IMPLEMENT AND SUPPORT THE SECRETARY'S INITIATIVE FOR THE ADMINISTRATIVE SOLUTIONS PROJECT TO IMPROVE EFFICIENCY AND EFFECTIVENESS ACROSS THE DEPARTMENT THROUGH THE AGENCY'S DESIGNATION AS A NATIONAL SERVICE CENTER FOR HUMAN RESOURCES AND ADMINISTRATIVE SERVICES (OM Result 1).</li> <li>• FSIS WILL STRENGTHEN THE CONNECTION OF FIELD EMPLOYEES WITH THE AGENCY'S MISSION TO PROTECT PUBLIC HEALTH, INCLUDING USE OF THE 'ONE TEAM, ONE PURPOSE' CAMPAIGN (OPACE Result 3).</li> <li>• FSIS WILL ENHANCE ITS CURRENT EEO, CIVIL RIGHTS, AND DIVERSITY TRAINING PROGRAM TO ENSURE THAT IT PROVIDES TIMELY, EFFECTIVE, AND QUALITY LEARNING EXPERIENCES (CRD Result 1).</li> <li>• FSIS WILL CONTINUE TO PROMOTE EFFICIENT SPENDING THROUGH INCREASED TRANSPARENCY, ACCOUNTABILITY, AND ONGOING COST-CUTTING MEASURES (OCFO Result 1).</li> <li>• FSIS WILL STRENGTHEN THE PUBLIC HEALTH, SCIENTIFIC, AND TECHNICAL SKILLS OF THE WORKFORCE (OOEET Result 1).</li> <li>• FSIS WILL MAXIMIZE FOOD SAFETY WITH EACH DOLLAR OF TAXPAYER RESOURCES THROUGH BUSINESS PROCESS REENGINEERING (BPR) AND CONTINUOUS PROCESS IMPROVEMENT (CPI) ACROSS THE FULL RANGE OF FINANCIAL MANAGEMENT ACTIVITIES (OCFO Result 2).</li> <li>• FSIS WILL IMPLEMENT TWO KEY ACTIONS THAT WILL ESTABLISH INTERNAL CONTROLS AS A FUNDAMENTAL COMPONENT OF HOW OCFO PERFORMS ITS WORK FOR FSIS (OCFO Result 3).</li> <li>• FSIS WILL PROMOTE THE BENEFITS OF AND FACILITATE AN INCREASINGLY DIVERSE WORKFORCE THAT IS INCLUSIVE OF PEOPLE FROM ALL BACKGROUNDS (CRD Result 2).</li> <li>• FSIS WILL REDUCE INJURIES AND ILLNESSES AS A RESULT OF ESTABLISHING THE FSIS HEALTH AND SAFETY COMMITTEE, TO ANALYZE PROBLEMS, RECOMMEND SOLUTIONS AND IMPLEMENT NEW IDEAS FOR INCREASING EMPLOYEE SAFETY IN THE WORKPLACE (OM Result 2).</li> <li>• FSIS WILL REVITALIZE ITS ALTERNATIVE DISPUTE RESOLUTION (ADR) PROGRAM TO FACILITATE EARLY, EFFECTIVE, AND EFFICIENT RESOLUTION OF EEO COMPLAINTS (CRD Result 3).</li> <li>• FSIS WILL ACCOMPLISH MISSION WORK BY EFFICIENTLY ALIGNING PROGRAM REQUIREMENTS WITH HUMAN RESOURCES BUSINESS PROCESS REENGINEERING AND HIRING REFORM (OM Result 3).</li> <li>• FSIS WILL ADVANCE THE CULTURAL TRANSFORMATION INITIATIVE BY BUILDING AND CONTINUOUSLY FACILITATING A COOPERATIVE, RESPECTFUL AND COMMUNICATIVE WORKPLACE IN WHICH EMPLOYEES FEEL VALUED, ARE FULLY DEVELOPED AND UTILIZED, AND KNOWLEDGABLY CONTRIBUTE TO AGENCY SUCCESS (OM Result 4).</li> </ul>

<p><b>Goal 8:</b> Based on the Defined Agency Business Needs, Develop, Maintain, and Use Innovative Methodologies, Processes, and Tools, including PHIS, to Protect Public Health Efficiently and Effectively and to Support Defined Public Health Needs and Goals</p>	<p style="text-align: center;">Intended 'Key' Results</p>
<p><b>Outcome 8.1</b> Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies</p> <p><b>Outcome 8.2</b> Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS</p>	<ul style="list-style-type: none"> <li>• FSIS WILL COMPLETE A BASELINE TO ALLOW THE AGENCY TO ASSESS THE IMPACTS OF MAJOR INNOVATIONS ON ITS OPERATIONS AND PERFORMANCE (OCIO Result 1).</li> <li>• FSIS WILL IMPLEMENT A MOBILE STRATEGY THAT PROVIDES CUSTOMERS AND EMPLOYEES WITH THE GREATER ACCESS TO INFORMATION AND IMPROVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS THROUGH MOBILE APPS, SITES, AND DEVICES (OCIO Result 3).</li> <li>• FSIS WILL CONTINUE TO MAKE SIGNIFICANT IMPROVEMENTS TO THE NATIONAL RESIDUE PROGRAM THROUGH FULL IMPLEMENTATION OF OPERATIONAL CHANGES TO THE SAMPLING PROGRAM AND BY RESTRUCTURING THE CHEMICAL HAZARD IDENTIFICATION AND RANKING FRAMEWORK (OPHS Result 3).</li> </ul> <ul style="list-style-type: none"> <li>• FSIS WILL CONTINUE TO PROMOTE EFFICIENT SPENDING THROUGH INCREASED TRANSPARENCY, ACCOUNTABILITY, AND ONGOING COST-CUTTING MEASURES (OCFO Result 1).</li> <li>• FSIS WILL DEPLOY THE PHIS STATE AND INDUSTRY RELEASES (OCIO Result 2).</li> <li>• FSIS WILL MAXIMIZE FOOD SAFETY WITH EACH DOLLAR OF TAXPAYER RESOURCES THROUGH BUSINESS PROCESS REENGINEERING (BPR) AND CONTINUOUS PROCESS IMPROVEMENT (CPI) ACROSS THE FULL RANGE OF FINANCIAL MANAGEMENT ACTIVITIES (OCFO Result 2).</li> <li>• FSIS WILL IMPLEMENT TWO KEY ACTIONS THAT WILL ESTABLISH INTERNAL CONTROLS AS A FUNDAMENTAL COMPONENT OF HOW OCFO PERFORMS ITS WORK FOR FSIS (OCFO Result 3).</li> <li>• FSIS WILL IMPLEMENT A MOBILE STRATEGY THAT PROVIDES CUSTOMERS AND EMPLOYEES WITH THE GREATER ACCESS TO INFORMATION AND IMPROVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS THROUGH MOBILE APPS, SITES AND DEVICES (OCIO Result 3).</li> </ul>

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Part Two

*Key Program Area  
Results to be Achieved  
and Actions Undertaken  
by the End of FY 2013*

*Presented by Individual Program Area*

# Civil Rights Division

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p>
<p><b>Goal 7</b>  <b>Empower employees with the training, resources, and tools to enable success in protecting public health</b></p> <p><b>Outcome 7.2</b>  <b>All employees have the knowledge, tools, and resources to accomplish the FSIS mission</b></p> <p><b>Performance Measure 7.2.3</b>  <b>Percentage of all managers/supervisors that complete three (3) hours of EEO training—annually (FY 2013 Target 60%)</b></p> <p><b>Performance Measure 7.2.4</b>  <b>Percentage of all non-managers/non-supervisors that complete two (2) hours of EEO training—annually (FY 2013 Target 40%)</b></p>	<p><b>Result 1:</b>  <b>FSIS WILL ENHANCE ITS CURRENT EEO, CIVIL RIGHTS, AND DIVERSITY TRAINING PROGRAM TO ENSURE THAT IT PROVIDES TIMELY, EFFECTIVE, AND QUALITY LEARNING EXPERIENCES.</b> Enhancing the current EEO, Civil Rights, and Diversity training program will allow the Agency to educate a larger percentage of its workforce. Employee training needs will be identified using a variety of methods, which will allow for more relevant and effective training to be provided to the broadest possible audience in FSIS. Through thorough planning, consideration of Agency culture, and best practices, the Agency will identify and utilize the most appropriate methods to deliver training. By identifying and utilizing these methods, 60% of managers/supervisors will complete three (3) hours of EEO, Civil Rights, and Diversity training, and 40% of non-managers/non-supervisors will complete two (2) hours of EEO, Civil Rights, and Diversity training.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Determine training needs for the FSIS workforce using a variety of methods such as conducting a training needs assessment and analysis, MD-715 analysis, complaint data analysis, and a compliance review analysis.</li> <li>• Collaborate with the Center for Learning (CFL) by December 1, 2012, to utilize the AgLearn system for the purposes of delivering online EEO, Civil Rights, and Diversity training to the FSIS workforce. Two training modules that are conducive to learning in an online environment will be developed by March 1, 2013.</li> <li>• Develop a training schedule by December 1, 2012, that will enable Division personnel to deliver in-person training at various times throughout FY 2013. Times include, but will not be limited to: work unit meetings, Front Line Supervisor meetings, Basic/New Supervisors Training, and, as requested by customers.</li> <li>• Host five (5) Special Emphasis Program (SEP) observances in headquarters by September 30, 2013. The observances will focus on educating the FSIS workforce through activities and events such as workshops (resume writing, interviewing skills, effective communication, etc.). Observances will be made available to field employees via webcast. Participation in SEP observances/events will be tracked through AgLearn and will be the equivalent of no more than one (1) hour of EEO, Civil Rights, and Diversity training, regardless of the number of SEP observances/events/activities a manager, supervisor, or employee attends.</li> <li>• Host two (2) SEP observances/activities/events in field locations by September 30, 2013, to ensure that the diverse workforce in the field is provided the same opportunities to participate in activities similar to those of their headquarters counterparts.</li> <li>• Conduct two (2) train-the-trainer modules by March 31, 2013, to ensure that CRD personnel are well-versed on all training material and able are to deliver training to the workforce efficiently and effectively.</li> <li>• Track the effectiveness of training delivered to the workforce through post evaluations. Customers will be asked to provide feedback regarding training content, delivery, and method. CRD will use this information to modify/update training modules and provide additional training to staff, as necessary. Eighty-five percent (85%) of the training conducted will "Meet"</li> </ul>

	<p>or “Exceed” expectations.</p> <p><b><u>Data Sources:</u></b></p> <p>iComplaints, compliance reports, training needs assessment and analysis, AgLearn, MD-715.</p>
<p><b><i>Goal 7</i></b>  <b>Empower employees with the training, resources, and tools to enable success in protecting public health</b></p> <p><b><i>Outcome 7.3</i></b>  <b>FSIS has a diverse, engaged, high-performing, and satisfied workforce.</b></p> <p><b><i>Performance Measure 7.3.4</i></b>  <b>Increase the workforce for Persons with Targeted Disabilities</b>  <b>(FY 2013 Target 1.5%)</b></p>	<p><b><i>Result 2:</i></b>  <b>FSIS WILL PROMOTE THE BENEFITS OF AND FACILITATE AN INCREASINGLY DIVERSE WORKFORCE THAT IS INCLUSIVE OF PEOPLE FROM ALL BACKGROUNDS.</b> By promoting the benefits of a diverse workforce to internal and external stakeholders, the Agency will see an increase in the number of talented candidates it attracts, develops, and retains, thereby increasing FSIS’s workforce for Persons with Targeted Disabilities (PWTD) to 1.5%.</p> <p><b><i>Actions:</i></b></p> <ul style="list-style-type: none"> <li>• Collaborate with the Human Resources Division, OM, to identify and attend three (3) recruitment events geared toward PWTD in order to attract candidates from a larger applicant pool. Attendance at recruitment events will occur before June 30, 2013.</li> <li>• Develop and launch a comprehensive training module by December 31, 2012, that focuses on the benefits of Diversity and Inclusion. The training module will be geared toward managers and supervisors and will highlight the benefits of a diverse workforce that includes PWTD. Eighty-five percent (85%) of attendees receiving the training will rate the course as having “Met” or “Exceeded” expectations.</li> <li>• Host one roundtable discussion by June 30, 2013, that will include internal and external stakeholders (i.e., HR representatives, SEPs, EEOACs, and affinity groups). The discussion will develop new strategies to improve the Agency’s ability to hire and retain PWTD.</li> <li>• Update EEO policy statements to ensure consistency with the six essential elements of the Model EEO Program.</li> <li>• Conduct a comprehensive barrier analysis by June 1, 2013, to systematically examine best employment practices and those that serve as barriers to equal employment opportunity. Once identified, by September 30, 2013, the Agency will develop a plan to address these barriers by developing new policies or adjusting existing policies and procedures.</li> </ul> <p><b><u>Data Sources:</u></b></p> <p>iComplaints, NFC Reporting Center, and HR’s Monster Database (Applicant Flow Data).</p>

<p><b>Goal 7</b> Empower employees with the training, resources, and tools to enable success in protecting public health</p> <p><b>Outcome 7.3</b> FSIS has a diverse, engaged, high-performing, and satisfied workforce.</p> <p><b>Performance Measure 7.3.3</b> Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government (FY 2013 target - 83<sup>rd</sup> of 224)</p>	<p><b>Result 3:</b></p> <p><b>FSIS WILL REVITALIZE ITS ALTERNATIVE DISPUTE RESOLUTION (ADR) PROGRAM TO FACILITATE EARLY, EFFECTIVE, AND EFFICIENT RESOLUTION OF EEO COMPLAINTS.</b> As the EEO complaint process has become increasingly more adversarial and lengthy, FSIS will strongly promote and encourage the use of the Agency's ADR program as a means of resolving EEO complaints at the lowest level possible. The ADR process will provide fast and cost-effective results, while improving communication, relationships, and morale in the workplace. The Agency will increase the ADR offer rate to 100% and participation rate to 45%. In addition, 98% of all EEO mediations will be completed within 90 calendar days.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Appoint Civil Rights Director as lead of ADR Program, by January 3, 2013.</li> <li>• Educate 60% of supervisors/managers and 40% of non managers/supervisors on the availability and benefits of the Agency's ADR Program as a means of resolving disputes at the lowest level possible level by September 30, 2013.</li> <li>• Provide resolving official training to all FSIS supervisors and managers by September 30, 2013.</li> <li>• Deliver training using a variety of methods and venues, including but not limited to work unit meetings, new employee orientation, Basic Supervisory Training, New Supervisory Training, and the EEO counseling process. Training will be also delivered in person, through AgLearn, and through other available means. The Civil Rights Division will begin managing this training by January 3, 2013.</li> <li>• Identify and disseminate best workplace practices for conflict resolution through Agency publications and all-user notices, beginning in January 3, 2013.</li> </ul> <p><b>Data Sources:</b> iComplaints, MWSD.</p>
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# Office of the Chief Financial Officer

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p>
<p><b>Goal 7</b> Empower employees with the training, resources, and tools to enable success in protecting public health</p> <p><b>Outcome 7.2</b> All employees have the knowledge, tools, and resources to accomplish the FSIS mission</p> <p><b>AND</b></p> <p><b>Goal 8</b> Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals</p> <p><b>Outcome 8.2</b> Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS</p> <p><b>Performance Measure 8.2.1</b> % of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)</p>	<p><b>Result 1:</b> FSIS WILL CONTINUE TO PROMOTE EFFICIENT SPENDING THROUGH INCREASED TRANSPARENCY, ACCOUNTABILITY, AND ONGOING COST-CUTTING MEASURES. Executive Order 13576 – Delivering an Efficient, Effective, and Accountable Government states that the Chief Financial Officers (CFOs) at all agencies shall be responsible for achieving Agency cost savings. However, a collaborative effort with the Office of Chief Information Officer, the Office of Management, Program Offices, and all Agency employees is required to maximize our limited resources.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Develop dashboards and tools that provide transparency of Agency and Program spending in categories such as staffing, operating costs, contracts, Interagency Agreements, and travel.</li> <li>• Transform Enterprise Investment Board (EIB) focus from expenditure based to more of a Return-on-Investment (ROI) approach.</li> <li>• Establish an Investment Fund to be used for Strategic Plan goal achievement sourced by savings in efficiencies and cross-cutting measures.</li> <li>• Continue to leverage the Resource Management Advisory Committee (RMAC) and working groups for special studies and research on ways to seek cost savings in such areas as laboratory operations, working capital fund charges, and cross-cutting activities, including information technology.</li> <li>• Implement the Relocation Working Group's recommendations to reduce funds allocated for relocations and improve accounting practices.</li> <li>• Promote use of restricted fares to save on commercial airline travel costs with a goal of achieving at least \$50,000 in savings for FY 2013.</li> <li>• Partner with OM to institutionalize annual review of Interagency Agreements and contracts exceeding \$250K (eliminate review of "pass through" IAs with other agencies that are only used for contract acquisition).</li> <li>• Relook how unfunded requirements are initially vetted to allow for greater total cost visibility before reaching Governance reviews.</li> <li>• Partner with the Office of Public Affairs and Consumer Education (OPACE) to seek cost-saving initiatives from individuals across the Agency by establishing the FSIS SAVE incentive award program.</li> </ul> <p><b>Data Sources:</b> Primarily collected from financial databases; in some cases, establishing new accounts to track cost savings and cost avoidance.</p>

**Goal 7**

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

**Outcome 7.2**

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

**Performance Measure 7.2.1**

% of competency gaps closed for targeted group (FY 2016 Target 20% decreased)

**AND**

**Goal 8**

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

**Outcome 8.2**

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

**Performance Measure 8.2.1**

% of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)

**Result 2:**

**MAXIMIZE FOOD SAFETY WITH EACH DOLLAR OF TAXPAYER RESOURCES THROUGH BUSINESS PROCESS REENGINEERING (BPR) AND CONTINUOUS PROCESS IMPROVEMENT (CPI) ACROSS THE FULL RANGE OF FINANCIAL MANAGEMENT ACTIVITIES.** Because of an austere and uncertain budget environment, OCFO will take actions to increase effectiveness and efficiencies by building the capacity to use BPR and CPI in FSIS and OCFO programs. Although similar in concept, there are differences between execution strategies:

- Continuous Process Improvement involves improving business processes in an often gradual, incremental methodology, often leveraging technology to dramatically improve processes (e.g. Improve Travel customer service).
  - ✓ Business Process Reengineering assumes more of a clean slate approach, focusing on new methods to improve customer satisfaction, employee development, or seeking best practices OCFO will complete six process improvements in FY13 through a combination of CPI and BPR methods.
  - ✓ OCFO will build a robust Quality Assurance Program that measures performance across the financial management spectrum by Jan 2013.

**Actions:**

- Partnering with OM, implement the WebTA 4.0 time and attendance system within the timetable established by the Department during FY 2013 and explore use of local travel (SF 1164) processing through WebTA.
- Pilot a funds reservation process in FMMI with at least one Program area in FY 2013 to determine the feasibility of eliminating the manual Tools budget tracking system by the end of FY 2013.
- Develop enhanced communication mechanisms, including, 1) a shared network directory within OCFO with appropriate access to other program areas to provide access to key documents, 2) a group email box for customers to submit travel inquiries, and 3) use of the new OCFO website for customer related information.
- Research validity of a Travel "call center" to streamline and improve phone inquiries and turnaround time for customers among other improvements in service provided by travel staff. Report on improvements on a quarterly basis to Deputy Administrator.
- Use the Strategic Plan Dashboard on the FSIS Intranet for transparency of goals performance to all FSIS employees and seek ways to expand use of the Dashboard to include more business measures (e.g., status of funds, Unliquidated Obligations).
- Develop performance indicators across all OCFO including customer service
- Hold quarterly Quality Assurance meetings with OCFO managers to measure and analyze results and perform Quality Assurance Reviews if negative trends persist.
- Conduct an inventory of current OCFO directives and notices, determine whether they are outdated (need elimination) by March 2013 and develop or re-write 10 financial management policies by the end of FY2013.

**Data Sources:**

Existing documents and requirements will be used as the baseline to use BPR/CPI to increase the efficiency and effectiveness of existing programs.

**Result 3:**

**IMPLEMENT TWO KEY ACTIONS THAT WILL ESTABLISH INTERNAL CONTROLS AS A FUNDAMENTAL COMPONENT OF HOW OCFO PERFORMS ITS WORK FOR FSIS:** Through an ongoing cultural shift, improve awareness and implementation of internal controls in order to provide

<p><b>Goal 7</b> Empower employees with the training, resources, and tools to enable success in protecting public health</p> <p><b>Outcome 7.2</b> All employees have the knowledge, tools, and resources to accomplish the FSIS mission</p> <p><b>Performance Measure 7.2.1</b> % of competency gaps closed for targeted group (FY 2016 Target 20% decreased)</p> <p><b>AND</b></p> <p><b>Goal 8</b> Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals</p> <p><b>Outcome 8.2</b> Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS</p> <p><b>Performance Measure 8.2.1</b> % of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)</p>	<p>improved stewardship and efficiencies in use of the Agency's resources in meeting its mandated mission. Specific objectives include:</p> <ul style="list-style-type: none"> <li>➤ By the end of FY2013, develop an OCFO semi-annual Self-Review Program that uses <i>external</i> sources (e.g., audit findings, GAO reports) as well as <i>internal</i> evaluations that could serve as a model for an Agency-wide Self-Review Program.</li> <li>➤ Develop an FY13 annual Internal Control Plan by October 31, 2012 that provides a roadmap and priorities for efforts to establish reliability of financial reporting and improve the efficiency and effectiveness of Agency operations. Fully implement the Internal Control Plan by September 30, 2013.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Conduct Internal Controls training for at least 80 percent of all OCFO employees by June 30, 2013.</li> <li>• Continue to promote professional certifications in the OCFO workforce such as Certified Government Financial Manager (CGFM), Certified Fraud Examiner (CFE) and other appropriate internal control qualifications</li> <li>• Assess risks, conduct test work, and implement corrective actions to eliminate and recoup improper payments.</li> <li>• In partnership with OM/ASD, comply with a Presidential Memorandum – enhancing payment accuracy through use of the “Do Not Pay List” which encourages a thorough review of databases before release of federal funds.</li> <li>• Strengthen internal controls over government charge cards to reduce the risk of waste, fraud, and abuse through the development of monthly delinquent cardholder reports to AA/Program Managers and implementation of a 45-day courtesy notice to individuals in an effort to prevent the cards entering official delinquent status (&gt;60 days).</li> <li>• Develop and distribute reports to the District Managers when the Financial Processing Center (FPC) is in receipt of a request for overtime but not in receipt of a 5110 (reimbursement request).</li> <li>• Develop updated program standard operating procedures (SOPs) for quarterly review of unliquidated obligations by November 2012.</li> <li>• Conduct two Financial Policy Oversight (FPO) internal control reviews in FY 2013 of OCFO program areas determined to be at risk for potential abuse or accountability issues.</li> <li>• Review existing processes at the FPC and develop specific assessment and plan for internal control reviews at the FPC by December 2012.</li> <li>• Provide training sessions each quarter of FY 2013 to the financial analysts at Urbandale, IA, in order to enhance internal control processes and procedures at the Financial Processing Center.</li> </ul> <p><b>Data Sources:</b></p> <p>Principles and standards prescribed by the Government Accountability Office (GAO), Federal Accounting Standards Advisory Board (FASAB), Office of Management and Budget(OMB), and General Services Administration (GSA). In addition, guidance provided by the USDA internal control staff as part of compliance with the Federal Managers Financial Integrity Act (FMFIA) and OMB Circular A-123 Appendix A.</p> <p>Success of internal controls will be assessed through testing, performance metrics and quarterly quality assurance meetings.</p>
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# Office of the Chief Information Officer

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p> <p><b>Goal 8</b> Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals</p> <p><b>Outcome 8.1</b> Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies</p> <p><b>Performance Measure 8.1.1</b> % of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2016 Target 25% above baseline)</p> <p><b>Performance Measure 8.1.2</b> % of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency (FY 2016 Target 80%)</p>	<p style="text-align: center;"><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p> <p><b>Result 1:</b> FSIS WILL COMPLETE A BASELINE TO ALLOW THE AGENCY TO ASSESS THE IMPACTS OF MAJOR INNOVATIONS ON ITS OPERATIONS AND PERFORMANCE.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Using the approved definition of “innovation” and the following five criteria, collect data on innovative projects: (1) time saved, (2) costs saved/avoided, (3) increased accuracy, (4) increased data availability, and (5) impact on public health, identify potentially innovative projects using weighted criteria.</li> <li>• Collect baseline data for identified projects.</li> <li>• Identify data sources that can be routinely used as metrics to assist future metric identification.</li> <li>• Identify data needed for which there is no current collection process/repository/tool.</li> </ul> <p><b>Data Sources:</b></p> <p>Current agency data either in the Data Warehouse or agency systems as well as data identified through gap analysis.</p>
<p><b>Goal 1</b> Ensure that food safety inspection aligns with the existing and emerging risks</p> <p><b>Outcome 1.1</b> Minimize existing and emerging food safety hazards through the most effective means</p> <p><b>Performance Measure 1.1.1</b> Total number of <i>Salmonella</i>, <i>Listeria monocytogenes</i>, and <i>E.coli</i> O157:H7 illnesses from products regulated by FSIS (FY 2013 Target 394,770 illnesses)</p> <p><b>AND</b></p> <p><b>Goal 8</b> Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS,</p>	<p><b>Result 2:</b> FSIS WILL DEPLOY THE PHIS STATE AND INDUSTRY RELEASES.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Leverage results of user acceptance testing to identify, prioritize and resolve critical fixes.</li> <li>• Deploy initial release of PHIS for “equal to” state meat and poultry inspection programs.</li> <li>• Deploy initial release of PHIS for industry.</li> <li>• Ensure PHIS supports:             <ul style="list-style-type: none"> <li>○ Directing inspection and verification of food safety requirements.</li> <li>○ Documenting the results of inspection activities.</li> <li>○ Analyzing and reporting inspection activity data to assign appropriate resources to emerging risks.</li> </ul> </li> </ul> <p><b>Data Sources:</b></p> <ul style="list-style-type: none"> <li>• User acceptance testing results.</li> <li>• Project management data.</li> <li>• Inspection data from PHIS.</li> </ul>

<p>to protect public health efficiently and effectively and to support defined public health needs and goals</p> <p><b>Outcome 8.2</b> Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS</p> <p><b>Performance Measure 8.2.1</b> % of documented implemented processes, methodologies, or technologies, including those adopted in accordance with formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)</p>	
<p><b>Goal 8</b> Based on the defined Agency business needs, develop, maintain, and use innovative methodologies, processes, and tools, including PHIS, to protect public health efficiently and effectively and to support defined public health needs and goals</p> <p><b>Outcome 8.1</b> Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies</p> <p><b>Performance Measure 8.1.1</b> % of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2016 Target 25% above baseline)</p> <p><b>Performance Measure 8.1.2</b> % of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency (FY 2016 Target 80%)</p> <p><b>Outcome 8.2</b> Implement value-added business processes, methodologies, or technologies that contribute to serving the FSIS mission and are applied in the appropriate areas within FSIS</p> <p><b>Performance Measure 8.2.1</b> % of documented implemented processes, methodologies, or technologies, including those adopted in accordance with</p>	<p><b>Result 3:</b> <b>FSIS WILL IMPLEMENT A MOBILE STRATEGY THAT PROVIDES CUSTOMERS AND EMPLOYEES WITH THE GREATER ACCESS TO INFORMATION AND IMPROVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS THROUGH MOBILE APPS, SITES AND DEVICES.</b> This result will allow FSIS to comply with OMB direction to speed adoption of mobile technology, improve public access to more data and services, and make data available in ways that can be easily shared and combined in new ways. This new mobile strategy will support both our customers and our employees.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Complete FSIS Mobility Strategy that encompasses our customers' and employees' top priorities.</li> <li>• By the end of FY 2013, complete an implementation plan, including a communications strategy, to support the strategy.</li> <li>• Identify high-value data and content to be made available as open data or through Application Programming Interfaces.</li> <li>• Launch the Meat, Poultry and Egg Directory App.</li> <li>• Partner with the Office of Public Affairs and Consumer Education to redevelop the public web site with mobile functionality.</li> <li>• Promote the safe and secure adoption of new mobile technologies for customers and employees that support efficient and effective protection of public health.</li> </ul> <p><b>Data Sources:</b></p> <ul style="list-style-type: none"> <li>• Federal guidance and USDA policy.</li> <li>• Customer feedback from Data.gov and mobile app sites as well as customer satisfaction survey data.</li> <li>• Industry best practices.</li> <li>• Employee feedback and requirements from both new and existing channels.</li> </ul>

**formally accepted requirements or criteria, that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission (FY 2016 Target 80%)**

- Enterprise Governance and Management Council guidance.

# Office of Data Integration and Food Protection

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY2013</b></p>
<p><b>Goal 2</b> Maximize domestic and international compliance with food safety policies</p> <p><b>Outcome 2.3</b> Food protection and handling systems ensure protection against intentional contamination</p> <p><b>Performance Measure 2.3.1</b> % of all official establishments with a functional Food Defense Plan (FY 2013 Target 81%)</p> <p><b>Performance Measure 2.3.3</b> Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination (FY 2013 Target 60%)</p>	<p><b>Result 1:</b> <b>FSIS WILL INCREASE AWARENESS AND VOLUNTARY ADOPTION OF FOOD DEFENSE PROGRAMS BY INDUSTRY AND GOVERNMENT, DOMESTIC AND INTERNATIONAL.</b> Utilizing targeted outreach to small and very small plants, FSIS will meet its FY2013 target that 81% of establishments have a functional food defense plan. Conducting international food defense activities in or for eligible countries will help meet the FSIS target of outreach to 60% of them for FY2013.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Conduct international activities, including outreach or food defense workshops, in or for countries eligible to export to the U.S., in collaboration with FDA and FAS.</li> <li>• Mail letters—in collaboration with OOEET—to encourage development of a functional food defense plan to all plants that lack such a plan, and to emphasize the importance of such plans and encourage their continued updating and testing prior to the next food defense plan survey. Call management of 40% of establishments that lack a written food defense plan by the end of FY2013, and track responses to evaluate progress.</li> <li>• Develop a plan to modify food defense verification activities in response to focus group results.</li> <li>• Conduct additional outreach to small and very small establishments, in collaboration with OOEET, including at least nine (9) food defense workshops or presentations by the end of FY2013, to exchange food defense information and to encourage adoption of functional food defense plans.</li> <li>• Develop a mini-exercise 'kit' to help establishments adopt and test food defense plans.</li> <li>• Manage implementation of the 2013 food defense plan survey.</li> <li>• Evaluate the process for updating vulnerability assessments (VA) to identify best practices for updates in the future.</li> </ul> <p><b>Data Sources:</b> Results of annual food defense plan survey of OFO and OIA inspection program personnel. Completion of international workshops or other activities held in or for eligible countries. Completion of food defense outreach. Results of focus groups and exercise 'kit' activities. Analysis of VA update process.</p>
<p><b>Goal 4</b> Strengthen collaboration among internal and external stakeholders to prevent foodborne illness</p> <p><b>Outcome 4.1</b> FSIS maximizes relationships with public health and food safety partners to enhance the food safety system</p> <p><b>Performance Measure 4.1.2</b> % of results from interagency collaboration on analytics used in</p>	<p><b>Result 2:</b> <b>FSIS WILL CONTRIBUTE TO ACHIEVING, IN FY2013, CONCEPTUAL AGREEMENT WITH FDA AND CDC ON A ROBUST, HARMONIZED METHOD FOR ATTRIBUTING FOODBORNE ILLNESS, AND A NUMERICAL ATTRIBUTION ESTIMATE, AND WILL COLLABORATE ON OUTBREAK PREPAREDNESS AND RESPONSE.</b> Progress in attributing foodborne illnesses to meat, poultry and processed egg products will be made through approved interagency analytics projects. FSIS will also improve its coordination with FDA and CDC to improve joint responses to and prevent the spread of foodborne illness outbreaks.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Participate in all Interagency Food Safety Analytics Collaboration (IFSAC) meetings and teleconferences.</li> </ul>

<p><b>FSIS policy (FY 2013 Target 32%)</b></p> <p><b>AND</b></p> <p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.1</b> Minimize existing and emerging food safety hazards through the most effective means</p> <p><b>Performance Measure 1.1.1</b> Total number of <i>Salmonella</i>, <i>Listeria monocytogenes</i>, and <i>E.coli</i> O157:H7 illnesses from products regulated by FSIS (FY 2013 Target 394,770)</p>	<ul style="list-style-type: none"> <li>• Participate in the development of new IFSAC projects, contribute necessary resources to complete FSIS's aspects of the ongoing projects, and work with partner agencies to publicly share findings from existing IFSAC projects. There are currently eight ongoing projects; five are tentatively planned for completion in FY2013.</li> <li>• Collaborate through shared resources of ODIFP and OPHS to advance the IFSAC work and maintain internal consistency on the use of foodborne illness attribution in FSIS activities.</li> <li>• Evaluate all foodborne outbreaks that involve dual-jurisdiction products to determine whether they are significant incidents.</li> <li>• Plan and conduct one exercise of the Multi-Agency Coordination Group for Foodborne Illness Outbreaks (MAC-FIO) in 2013 to test the working group's standard operating procedures for large-scale foodborne illness outbreaks.</li> </ul> <p><b>Data Sources:</b></p> <p>IFSAC steering committee approved data analytics projects as reported by the committee. The specific analytics projects will rely on data from multiple sources including CDC outbreak data, FSIS and FDA testing data, CDC serotype data, and any other sources as needed. Information on outbreaks as needed. MAC-FIO Standard Operating Procedures.</p>
<p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.2</b> Resources are targeted to existing and emerging risks</p> <p><b>Performance Measure 1.2.1</b> % of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2016 Target 1.50%)</p> <p><b>AND</b></p> <p><b>Goal 2</b> Maximize domestic and international compliance with food safety policies</p> <p><b>Outcome 2.1</b> Domestic and foreign produced products meet food safety performance standards</p> <p><b>Performance Measure 2.1.1</b> % of broiler plants passing the carcass <i>Salmonella</i> verification testing (FY 2013 Target 91%)</p> <p><b>AND</b></p> <p><b>Goal 6</b> Implement effective policies to respond to existing and emerging risks</p> <p><b>Outcome 6.1</b> Public health risks are mitigated through effective strategies based on the best available information</p>	<p><b>Result 3:</b> <b>FSIS WILL IMPROVE ITS ABILITY TO USE ITS DATA, INCLUDING PHIS DATA.</b> FSIS will take steps that will enable it to effectively use the data and other information developed and captured by PHIS and other systems to support Agency activities, and ensure that PHIS functions and reports are being used and fulfilling agency needs.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Track and evaluate the use of reports in PHIS by different offices within the Agency.</li> <li>• Increase data access by: a) automating 25% of the reports currently done manually for the field; b) evaluating Data Footprints requests to identify ways to streamline or automate the provision of data.</li> <li>• Utilize the advanced analytics capabilities of PHIS on at least two high priority analysis projects. These projects will be in the general areas of addressing an emerging public health need or measuring policy effectiveness.</li> <li>• Conduct two major reviews of sampling algorithms and propose improvements that could be made to them.</li> <li>• Identify, in coordination with OPPD, 18 directives or notices to be jointly evaluated and analyzed for effectiveness using data from PHIS or other agency sources.</li> <li>• Improve FSIS' capability to estimate the impacts of significant incidents by linking FIMS and PHIS data.</li> <li>• Manage at least ten significant incidents through FIMS and generate a quarterly report on all incidents.</li> </ul> <p><b>Data Sources:</b></p> <p>Data in PHIS on number of times reports are accessed and by which offices. Presentations given to Data Coordination Committee or Management Council utilizing PHIS analytics functionality. The list of improved sampling algorithms. The FSIS strategic data analysis plan. Data from FIMS. Data from Data Footprints. List of directives and notices and related data.</p>

<p><b><i>Performance Measure 6.1.2</i></b> % of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year <b>(FY 2013 Target 76%)</b></p> <p><b><i>Performance Measure 6.1.3</i></b> Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks <b>(FY 2013 Target Bi-Monthly)</b></p>	
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# Office of Field Operations

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p>
<p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.2</b> Resources are targeted to existing and emerging risks</p> <p><b>Performance Measure 1.2.1</b> % of domestic establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2016 Target 1.50%)</p>	<p><b>Result 1:</b> OFO WILL CONDUCT AN FSA TO ASSESS <i>SALMONELLA</i> CONTROL AT 75% OF ESTABLISHMENTS THAT PRODUCE RAW OR COMMINUTED POULTRY. THIS WORK WILL CONTRIBUTE TO THE AGENCY’S EFFORT TO REDUCE <i>SALMONELLA</i> PREVALENCE IN RAW GROUND POULTRY.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement HAV Pilot Project at 30 raw ground poultry producing plants as an initial pilot, prior to full implementation for FR reassessment, during the 1<sup>st</sup> Quarter of 2013.</li> <li>• From pilot study data, develop an implementation plan to prioritize and conduct FSAs at each of the targeted ground chicken and ground turkey producing establishments for implementation of FR reassessment.</li> <li>• Assuming publication of the FR Notice in the 1<sup>st</sup> Quarter of FY 2013, by the end of FY 2013 an FSA will have been conducted at 75% of targeted establishments.</li> <li>• At mid-year FY 2013, reassess and report progress toward 75% target.</li> <li>• Ensure consistent application of this FSA methodology with refresher pre-FSA correlations with the districts where targeted establishments are located.</li> <li>• Determine outcomes of the FSAs, and where indicated, issue Part 500 enforcement actions. Assess adequacy of plant corrective actions to achieve regulatory compliance. Develop and implement verification plans. Populate enhanced profiles into PHIS for these establishments.</li> <li>• Assist ODIFP and OPPD by enabling their efforts to analyze results and incorporate lessons learned into improved policies and inspection strategies.</li> </ul> <p><b>Data Sources:</b> PHIS for establishment profiles and indicators of current regulatory compliance and OFO tracking of Pilot Data.</p>
<p><b>Goal 6</b> Implement effective policies to respond to existing and emerging risks</p> <p><b>Outcome 6.1</b> Public health risks are mitigated through effective strategies based on the best available information</p> <p><b>Measure 6.1.2</b> Percentage of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year). (FY 2013 Target 76%)</p>	<p><b>Result 2:</b> <b>PUBLIC HEALTH RISKS ARE MITIGATED THROUGH EFFECTIVE STRATEGIES BASED ON THE BEST AVAILABLE INFORMATION.</b> Assuming publication in the FR of the Modernization of Poultry Slaughter Inspection Final Rule by the 2<sup>nd</sup> Quarter of FY 2013, 25% of estimated establishments have implemented the new PSR program. OFO will support the implementation of effective policies to respond to existing and emerging risks, including supporting OPPD and CFL, in the development of the final Poultry Slaughter Rule (PSR) and implementation of related policies.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Develop pre-implementation strategies and methods in anticipation of finalizing and implementing the FSIS Proposed PSR.</li> <li>• OFO will manage the overall Agency’s poultry slaughter modernization effort through FY 2013. This includes coordinating efforts of OM, OOEET, OPPD, OCIO, and ODIFP with those of OFO.</li> </ul>

	<ul style="list-style-type: none"> <li>• At mid-year FY 2013, reassess and report progress toward the 25% target.</li> </ul> <p><b><u>Data Sources:</u></b> PHIS and new Poultry Slaughter Modernization SharePoint site to capture implementation data.</p>
<p><b>Goal 2</b> Maximize domestic and international compliance with food safety policies</p> <p><b>Outcome 2.2</b> Humane handling and slaughter practices are a central focus of establishment employees as evidenced by an awareness of proper procedures and the implementation of a systematic approach to humane handling</p> <p><b>Performance Measure 2.2.1</b> % of slaughter plants identified during DVMS humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented) (FY 2013 Target 45%)</p>	<p><b><u>Result 3:</u></b> <b>OFO WILL ENSURE ESTABLISHMENTS INCREASINGLY UTILIZE A SYSTEMATIC APPROACH TO HUMANE HANDLING TO MEET STATUTORY REQUIREMENTS FOR HANDLING AND SLAUGHTER OF LIVESTOCK.</b> When livestock are handled in connection with slaughter in official establishments that have effectively designed and implemented humane handling programs, they consistently receive better treatment. Target a result of 45% of establishments visited in FY 2013 to have incorporated systematic approaches to humane handling of livestock. Record the reasons an establishment has not adopted a systematic approach to humane handling.</p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Develop 5 new situation based training scenarios involving enforcement actions at establishments that have adopted a systematic approach to humane handling.</li> <li>• Humane Handling Enforcement Coordinator, with ODIFP, will analyze 100% of all humane handling NRs to identify plants that require special attention due to recurring non-compliance. These plants will have targeted visits by the District DVMS or DVMS trained PHV at least once within the following quarter of when it was identified.</li> <li>• Target and encourage small and very small plants into developing a systematic approach to humane handling by utilizing DVMS outreach during humane handling visits. DVMS's will share a PowerPoint presentation with plant management at 100% of the plants they visit during FY 2013, where a systematic approach has not been implemented, with at least one follow-up communication (telephone call/visit/email exchange) with plant management by the end of the quarter, after the quarter in which the visit occurred, to see if any written change occurred. The presentation, developed by the Humane Handling Enforcement Coordinator, will outline how to develop a systematic approach and the benefits of doing so. Partner with meat associations to make presentations on the systematic approach to their membership in at least two of their national/regional meetings.</li> </ul> <p><b><u>Data Sources:</u></b> PHIS, and new OFO database on DVMS SharePoint site to capture systematic approach data.</p>

# Office of International Affairs

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p>
<p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.2</b> Resources are targeted to existing and emerging risks</p> <p><b>Performance Measure 1.2.2</b> % of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year <b>(FY 2013 Target Remains less than 20%)</b></p>	<p><b>Result 1:</b> <b>FSIS WILL WORK WITH FOOD EXPORTING COUNTRIES THAT HAVE REPEATEDLY HAD SHIPMENTS REJECTED BY THE U.S. FOR FOOD SAFETY VIOLATIONS TO HELP THE COUNTRIES MAINTAIN THEIR EQUIVALENT STATUS.</b> Specifically, FSIS will identify and provide technical assistance to at least 3 countries that have had more than two shipments rejected by FSIS for food safety reasons. FSIS will work with these countries to strengthen their performance before there is a food safety crisis, and before FSIS is compelled to delist the country.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• FSIS will monitor Point of Entry (POE) violations related to microbiological, physical, and chemical food safety concerns and government oversight concerns and request corrective actions. For repeat violators, FSIS will conduct a trend analysis to re-evaluate both the country's ability to meet FSIS food safety requirements, and whether FSIS's equivalence criteria continue to be met.</li> <li>• For each repeat violator-country, FSIS will check the country's Self Reporting Tool (SRT), most recent audit report, and import history to determine whether there is any evidence of an underlying cause of the problem.</li> <li>• FSIS will then contact the country about FSIS providing technical assistance.</li> <li>• FSIS will determine whether the countries have improved their food safety systems enough to remain equivalent, or whether a delisting action is warranted.</li> <li>• In order to facilitate continued understanding of the requirements of the six equivalence components by all countries, OIA will coordinate and execute two seminars (i.e., HACCP/SSOP seminar for Spanish speaking foreign officials and HACCP beginner's and/or advanced seminar for residue or microbiology) for foreign officials.</li> <li>• OIA will collaborate with the University of Puerto Rico, CFL and OPHS to update training materials.</li> </ul> <p><b>Data Sources:</b></p> <p>Data from AIIS/PHIS/Audits/SRT/Database of POE Violations.</p>
<p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.2</b> Resources are targeted to existing and emerging risks</p> <p><b>Performance Measure 1.2.2</b> % of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year <b>(FY 2013 Target Remains less than 20%)</b></p>	<p><b>Result 2:</b> <b>FSIS WILL IMPLEMENT A SYSTEM TO FOCUS ITS AUDIT RESOURCES ON COUNTRIES WHOSE PRODUCTS APPEAR TO PRESENT THE GREATEST RISK OF CAUSING A FOOD SAFETY PROBLEM.</b> Specifically, FSIS will implement a system that prioritizes countries for FSIS auditing based on POE violations, SRT information, and other relevant information including previous audits. FSIS will perform in-country audits of the 11 countries identified as having highest priority and perform desk audits that address all 6 equivalence components of the remaining countries eligible to ship to the U.S.</p>

	<p><b><u>Actions:</u></b></p> <p>Risk will be derived by doing the following:</p> <ul style="list-style-type: none"> <li>• Assessing the foreign country’s score based on the Foreign Inspection System Equivalence Component Calculator.</li> <li>• Determining which establishments are producing higher volumes of higher risk product. The higher volume high risk products increase the risk score of the country.</li> <li>• Identifying laboratories conducting pathogen/chemical testing for establishments producing higher volumes of higher risk product. The information will be used during the audit. Higher volume laboratories that process samples of higher risk product can impact future overall risk scores of the country for future audit, if laboratory deficiencies are identified in lab method and process oversight.</li> <li>• Determining the compliance history using prior enforcement activities, consumer complaints, or POE violations.</li> </ul> <p><b><u>Data Sources:</u></b></p> <p>Data from PHIS/Audits/SRT/Foreign Inspection System Equivalence Component Calculator.</p>
<p><b><u>Goal 1</u></b>  <b>Ensure that food safety inspection aligns with existing and emerging risks</b></p> <p><b><u>Outcome 1.2</u></b>  <b>Resources are targeted to existing and emerging risks</b></p> <p><b><u>Performance Measure 1.2.2</u></b>  <b>% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2013 Target Remains less than 20%)</b></p>	<p><b><u>Result 3:</u></b>  <b>FSIS WILL COMPLETE ITS ANALYSIS OF ALL PENDING EQUIVALENCE REQUESTS (9 AT THE BEGINNING OF FY 2013) AND AT LEAST TWO ADDITIONAL REQUESTS FROM THOSE RECEIVED SINCE THE START OF THE FISCAL YEAR (BY THE END OF THE SECOND QUARTER FY 2013).</b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Translate documents submitted in all pending requests.</li> <li>• Work with OPPD, OPHS and other program areas as necessary to determine if the information meets one or more of the 6 equivalence components.</li> <li>• If all the criteria for all 6 equivalence component have been met, OIA will write a decision memo, gain clearance, and move into the final audit phase.</li> <li>• Conduct on-site audit and/or desk audit of corrective action(s).</li> <li>• If the final audit and/or corrective actions demonstrate the system has been implemented as designed, obtain clearance to move into the rule making phase.</li> <li>• If the criteria of the 6 equivalence components have not been met, to move to the rule making phase OIA will communicate its analysis to the foreign country and have one or more technical meetings by conference call or other means to facilitate a decision by FSIS for each of the 6 equivalence components.</li> </ul> <p><b><u>Data Sources:</u></b></p> <p>IES management data bases/share point site/assurance net.</p>

# Office of Management

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p>
<p><b>Goal 7</b> Empower employees with the training, resources, and tools to enable success in protecting public health</p> <p><b>Outcome 7.1</b> Each employee understands how he/she impacts public health</p> <p><b>Performance Measure 7.1.1</b> Average score on the Annual Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health (FY 2013 Target 91%)</p>	<p><b>Result 1:</b> FSIS WILL IMPLEMENT AND SUPPORT THE SECRETARY'S INITIATIVE FOR THE ADMINISTRATIVE SOLUTIONS PROJECT TO IMPROVE EFFICIENCY AND EFFECTIVENESS ACROSS THE DEPARTMENT THROUGH THE AGENCY'S DESIGNATION AS A NATIONAL SERVICE CENTER FOR HUMAN RESOURCES AND ADMINISTRATIVE SERVICES. FSIS is committed to building on existing relationships to streamline processes and improve service delivery benefiting all FSIS employees, enhancing our workforce's connection to the mission and creating an Agency that functions as one team with one purpose. Key targets include: achieving a 2% reduction in organizational acquisition costs through contract streamlining/consolidation/strategic sourcing efforts; maintaining/exceeding contribution to the USDA Small Business acquisition goal of 50%; and ensuring Pre-decisional Involvement (PDI) opportunities are formally integrated into Agency processes, procedures and directives resulting in a 10% increase of union/labor engagement and an indirect decrease in the number of and length of formal negotiations by 2% at the national level.</p> <p>FSIS will establish a strategy and framework to provide world class administrative services, specifically human resources, safety and health, contracting, leasing, and procurement that are customer-focused, results orientated, and promote innovation and efficiency in a national service center/center of excellence delivery model. The strategy/framework will include a service catalog, service level agreements, performance metrics, and customer feedback mechanisms that will integrate USDA efforts to streamline processes and avoid/reduce costs. As a result, Agency efforts to improve service availability and service delivery to FSIS employees will be improved. With a better understanding of the needs and concerns of management, and labor, and a redefined customer base through collaborative processes, FSIS will capitalize on employee/customer input and creativity to transform and change the Agency culture, promote the idea of one team with one purpose, and act as a means of improving effectiveness and efficiency of government operations in a more sustainable way.</p> <p><b>Actions:</b></p> <p>OM will:</p> <ul style="list-style-type: none"> <li>• Establish a framework for National Service Center services in human resources, safety and health, contracting, leasing, and procurement, including proposed service menu, service level agreements, performance metrics, customer feedback mechanisms and costs by September 30, 2013.</li> <li>• Establish FSIS standard operating procedures and service standards for all acquisitions and human resources functions by May 2013. Ensure metric/service data is readily available for managerial/customer information and decision making. Include customer service and service delivery metrics in the performance standards of all positions accountable for those functions.</li> </ul>

	<ul style="list-style-type: none"> <li>• Complete a space usage assessment to determine cost reduction, telework and green initiative recommendations, and space efficiency opportunities by March 30, 2013 to meet the FSIS FY 14 target space allocation reduction by 5%.</li> <li>• Lead one USDA Administrative Solutions Project (ASP) initiative to strengthen labor-management and organizational relationships on the Administrative Business Initiative Council (ABIC) and on the USDA Labor Management Forum.</li> <li>• Facilitate the implementation of all labor management assessment criteria in the cultural transformation strategy, maintaining the current “yellow” status and achieving “green” status by 9/30/13. Take a lead role on the FSIS LM Forum and facilitate a signed agreement, SOP’s and performance metrics by September 2013. This will formalize a platform to find common ground and forge more successful labor management solutions.</li> <li>• Implement a self-review process of appropriate management controls to ensure no A-123/financial audit implications or repeat findings exist for contracting, procurement, or human resource transaction processing by August 2013.</li> <li>• Finalize policy and criteria for issuing an Alternative LINCPass (Alt-LINC) to LINCPass ineligible individuals by June 30, 2013.</li> <li>• Conduct security assessments at Federal Procurement Center (FPC) (critical infrastructure site) by March 30, 2013; and two non-critical sites (Raleigh NC, and Atlanta GA) by July 2013.</li> <li>• Implement AgLearn training module for Fleet Management Use of Government Owned Vehicles (GOV) by April 30, 2013.</li> <li>• Maintain 100% accuracy of lease costs data in CPAIS (Corporate Property Automated Information System) by verifying GSA reported dollar totals are correct on a quarterly basis.</li> </ul> <p><b><u>Data Sources:</u></b></p> <p>OPM Federal Employee Viewpoint Survey; USDA goals and targets, and program monitoring tools and systems; industry benchmark data.</p>
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<p><b>Goal 7</b> Empower employees with the training, resources, and tools to enable success in protecting public health</p> <p><b>Outcome 7.3</b> FSIS has a diverse, engaged, high-performing, and satisfied workforce</p> <p><b>Performance Measure 7.3.1</b> % of workplace injury/illness cases (FY 2013 Target 6.10%)</p>	<p><b>Result 2:</b> FSIS WILL REDUCE INJURIES AND ILLNESSES AS A RESULT OF ESTABLISHING THE FSIS HEALTH AND SAFETY COMMITTEE, TO ANALYZE PROBLEMS, RECOMMEND SOLUTIONS AND IMPLEMENT NEW IDEAS FOR INCREASING EMPLOYEE SAFETY IN THE WORKPLACE. The FSIS, Office of Management (OM), Workers' Safety and Health Division (WSHD), Environmental, Health and Safety Branch (EHSB) serves as the authority and technical subject matter experts (SME) on safety and health issues, but is reliant upon all programs and every level of the organization to identify and commit resources to implementing protective measures (e.g. policy review, training, site reviews). FSIS will create a National Safety and Health Committee (SHC) to ensure protections are in place. The Committee will ensure management and employees are working together to establish a comprehensive safety and health program, by reviewing safety related issues, reports and problems. By leading the SHC and implementing its recommendations, OM will facilitate the Agency's goal of reducing the percentage of injury/illness cases to a target of 6.10% in FY 2013.</p> <p><b>Actions:</b> OM will:</p> <ul style="list-style-type: none"> <li>• Achieve reduction in illness/injury cases by: <ul style="list-style-type: none"> <li>○ Identifying safety training needs and partner with programs to create a curriculum as appropriate.</li> <li>○ Developing comprehensive guidance and educational material for use by District/Circuit Safety Committees by May 2013.</li> </ul> </li> <li>• Serve as FSIS Designated Agency Safety and Health Official (DASHO) and implement an Agency safety and health committee by September 30, 2013.</li> <li>• Ensure Agency safety and health policy is current; and review/update 10% of the policies by August 30, 2013.</li> <li>• Complete an assessment of OWCP cases to identify opportunities for increasing the number of employees returning to work or the termination of benefits by April 2013, resulting in a 3% reduction of OWCP costs in FY 2013.</li> <li>• Formalize/expand partnership within USDA to create additional opportunities to return employees to work. Sign MOU by September 30, 2013.</li> <li>• Establish an employee educational campaign to boost safety and health awareness, helping reduce injury/illness cases to 6.10% by September 30, 2013.</li> </ul> <p><b>Data Sources:</b> OSHA/USDA/Agency injury/illness reports; Agency OWCP case management data, case numbers and worker return to work ratios.</p>
<p><b>Goal 7</b> Empower employees with the training, resources, and tools to enable success in protecting public health</p> <p><b>Outcome 7.3</b> FSIS has a diverse, engaged, high-performing, and satisfied workforce</p> <p><b>Performance Measure 7.3.2</b> Annual rate of staff vacancies (FY 2013 Target 6.5%)</p>	<p><b>Result 3:</b> FSIS WILL ACCOMPLISH MISSION WORK BY EFFICIENTLY ALIGNING PROGRAM REQUIREMENTS WITH HUMAN RESOURCES BUSINESS PROCESS REENGINEERING AND HIRING REFORM. This effort will maximize the use of organizational resources and ensure the right talent is employed in the most effective manner and in the most financially efficient way to achieve the Agency priorities. This result will be achieved by an overall decrease in hiring time to 80 days and a reduced overall vacancy rate of 6.5%.</p>

	<p><b><u>Actions:</u></b></p> <p>OM will:</p> <ul style="list-style-type: none"> <li>• Establish organization management guidance to: promote and ensure Agency strategic goals and objectives; determine optimal organization structure and size, inclusive of appropriate FTE, staffing, and supervisory ratios; promote and ensure investment in training and workforce development, position management methodology, and overall resource commitment ratio of operational support versus mission related activity..</li> <li>• Implement an automated staffing management tool to oversee organizational structure, naming conventions, and position hiring and vacancies.</li> <li>• Continue to implement improvements to streamline the hiring process (e.g., automated 52-tracker and workflow; delegation of hiring authority; decisions on certificates of eligible candidates within 30 days; increased use of standard PDs; open and continuous rosters for high turnover positions; centralized hiring tools; automated pre-employment certifications, medical and security clearances and training; reduced e-authentication timelines, performance metrics) that will result in reduction in time to fill positions. FY 12 baseline is 116 days. Achieve an overall decrease of 25% in hiring time by September 30, 2013.</li> <li>• Increase use of standard position descriptions by 3%. FY12 baseline is 80%</li> <li>• By April 30, 2013, streamline and automate the performance management processes and procedures to ensure greater consistency.</li> <li>• Establish a recognition tracking system to ensure Agency compliance with OMB/OPM/USDA constraints for Quality Step Increase (QSI) awards (Not to Exceed 57 awards).</li> <li>• Complete medical standard review and certification for MCO positions in the organization. Complete assessment of all series with 100 or more employees by June 30, 2013.</li> <li>• Complete examination, streamlining, and automation of the security clearance process to establish appropriate policy, levels of clearance required, timelines for clearances, and reduce cost of clearances.</li> </ul> <p><b><u>Data Sources:</u></b></p> <p>OPM, USDA, Agency hiring goals; NFC data, FTE data.</p>
<p><b><u>Goal 7</u></b>  <b>Empower employees with the training, resources, and tools to enable success in protecting public health</b></p> <p><b><u>Outcome 7.3</u></b>  <b>FSIS has a diverse, engaged, high-performing, and satisfied workforce</b></p> <p><b><u>Performance Measure 7.3.3</u></b>  <b>Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government (FY 2013 Target 83<sup>rd</sup> of 224)</b></p>	<p><b><u>Result 4:</u></b></p> <p><b>FSIS WILL ADVANCE THE CULTURAL TRANSFORMATION INITIATIVE BY BUILDING AND CONTINUOUSLY FACILITATING A COOPERATIVE, RESPECTFUL AND COMMUNICATIVE WORKPLACE IN WHICH EMPLOYEES FEEL VALUED, ARE FULLY DEVELOPED AND UTILIZED, AND KNOWLEDGABLY CONTRIBUTE TO AGENCY SUCCESS.</b> By promoting this atmosphere through strategy and tools, the Agency will benefit by a more creative and productive environment where all can contribute in the most collaborative manner. A result should be the reduction of counter-productive conflict and complaints/grievances; and more efficient and timely processing of formal challenges as employees proactively work together to identify holistic solutions and resolve sensitive issues. Competency assessments and workforce succession plans are current and are foundational to the individual development planning process. Corporate level leadership coaching and mentoring models are available and effective. Supervisors and managers understand the characteristics of a positive work environment and create opportunities where employee input is not only welcomed, but sought, acted upon, and the results</p>

communicated. Supervisors and managers promote organization diversity goals and work life balance programs and initiatives.

**Actions:**

*OM will:*

- Ensure that 80% of the workforce has current telework agreements in place to meet work life balance program and COOP requirements and ensure that 45% of eligible employees actively utilize telework to work remotely.
- Ensure timely assessments of resolutions, settlements, grievances, and adverse actions to ensure EO accountability criteria are met 90% of the time.
- Maintain accurate recording/approval of appropriate documentation, e.g., T&A's, vouchers, recognitions, vendor billing/payment requests, unliquidated obligations, etc., to ensure efficient processing and resource allocation within OM.
- Complete the pay-for-performance implementation strategy and project plan including communication activities and program performance metrics, by April 30, 2013.
- Establish and formalize employee feedback mechanisms by March 30, 2013.
- Serve as the executive sponsor for the Agency's Green Initiative by establishing an interdisciplinary team to identify Agency opportunities and activities, establishing an employee education/awareness campaign, and identify 2-5 focus areas for FY 2013 by February 28, 2013.
- Ensure that 100% of OM employee performance standards and Individual Development Plans (IDPs) are established within 30 days of the start of the performance cycle, or on-boarding, and that 95% of all OM supervisors will complete new supervisor, EEO, diversity, and civil rights training in a timely manner.
- Complete skill gap/competency assessments for positions in series 0018, 0080, 0201, 0203, 0301, 1102, and 1654 by August 30, 2013.
- Establish a leadership transition model for the orientation of new senior leaders in OM by March 30, 2013.
- Lead an effort to establish a common leave donation program for all agencies in USDA.

**Data Sources:**

Employee Viewpoint Survey and supplementary feedback surveys; USDA/FSIS program management performance metrics including grievance, settlement, and adverse action rates; USDA Cultural Transformation Scorecard; MD-715 reports; CARE review reports.

# Office of Outreach, Employment Education and Training

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p>
<p><b>Goal 7</b> Empower employees with the training, resources, and tools to enable success in protecting public health</p> <p><b>Outcome 7.2</b> All employees have the knowledge, tools, and resources to accomplish the FSIS mission</p> <p><b>Performance Measure 7.2.1</b> % of competency gaps closed for targeted groups (FY 2016 Target 20%)</p>	<p><b>Result 1:</b> <b>FSIS WILL STRENGTHEN THE PUBLIC HEALTH, SCIENTIFIC, AND TECHNICAL SKILLS OF THE WORKFORCE.</b> FSIS will implement the Inspection Methods course with a targeted knowledge gain score of 25 percent based on mean pre and post test scores.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Launch the Inspection Methods training by delivering eight sessions by September 30, 2013.</li> <li>• Reinstate the ‘Training as a Condition of Employment’ provisions for Consumer Safety Inspectors.</li> <li>• Schedule and provide other technical training by September 30, 2013, to include: Enforcement Investigations and Analysis Officer (EIAO) two sessions, Basic Supervisory Training (BST) four sessions, Entry Training for the Public Health Veterinarian (PHV) three sessions.</li> <li>• Develop and implement the Poultry Sanitary Dressing training in accordance with FSIS Directive 6410.3 by October 28, 2012.</li> </ul> <p><b>Data Sources:</b></p> <p>Validation data; Learning Gain Scores (based on pre and post tests results); OOEET Quarterly and Annual Reports; AgLearn Completion Reports; Course Evaluations.</p>
<p><b>Goal 4</b> Strengthen collaboration among internal and external stakeholders to prevent foodborne illness</p> <p><b>Outcome 4.1</b> FSIS maximizes relationships with public health and food safety partners to enhance the food safety system</p> <p><b>Performance Measure 4.1.3</b> % of identified opportunities realized to improve information sharing (FY 2013 Target 68%)</p>	<p><b>Result 2:</b> <b>FSIS WILL PROVIDE OUTREACH AND SUPPORT TO AT LEAST TWO STATE MEAT AND POULTRY INSPECTION PROGRAMS SO THAT THESE STATES CAN SUCCESSFULLY ENTER, AND REMAIN IN, THE VOLUNTARY COOPERATIVE INTERSTATE SHIPMENT PROGRAM.</b> In 2011, FSIS published its final rule providing for a new voluntary cooperative interstate shipment program consistent with the 2008 Farm Bill. Currently, one state (Ohio) is participating in the program. Several other states have expressed interest in participating. For states that want to enter into the voluntary cooperative interstate shipment program, success of the outreach will be measured by their ability to fulfill the initial checklist of requirements. This includes demonstrating that they can successfully implement and enforce the Federal Meat Inspection Act or Poultry Products Inspection Act. FSIS’ goal is to increase the number of participating states to three, or an increase of 200%.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Provide guidance about the Cooperative Interstate Shipment program through the monthly state directors’ webinars as well as through one-on-one interactions.</li> <li>• Provide support to, continuously liaison with, and provide outreach to state inspection programs that seek to qualify to participate in the interstate</li> </ul>

	<p>shipment program.</p> <ul style="list-style-type: none"> <li>• Coordinate and deliver training to state inspection personnel on federal statutes, regulations, and methodology. FSIS trainers will deliver this training directly to state inspection personnel and measure the effectiveness of the training through pre- and post tests (with a 95% average pass rate).</li> <li>• Engage state officials through regular teleconference calls and hosting Webinars on the Agency's directive and compliance requirements for the voluntary cooperative interstate shipment program. Ensure that all state officials are clear about what the Agency's expectations are for meeting the federal standard to participate successfully in the program.</li> </ul> <p><b><u>Data Sources:</u></b></p> <p>Validation data; Learning Gain Scores (based on pre and post tests results); OOEET Quarterly and Annual Reports; AgLearn Completion Reports; Course Evaluations.</p>
<p><b>Goal 4</b>  <b>Strengthen collaboration among internal and external stakeholders to prevent foodborne illness</b>  <b>Outcome 4.1</b>  <b>FSIS maximizes relationships with public health and food safety partners to enhance the food safety system</b>  <b>Performance Measure 4.1.3</b>  <b>% of identified opportunities realized to improve information sharing (FY 2013 Target 68%)</b></p>	<p><b><u>Result 3:</u></b>  <b>FSIS WILL INCREASE BY 75% OVER THE 2012 BASELINE OF 62, OPPORTUNITIES FOR IT TO DELIVER OUTREACH TO SMALL AND VERY SMALL ESTABLISHMENTS.</b> This result is defined by helping regulated industry understand what they need to do to comply with FSIS requirements and regulations. Successful outreach is defined as any instance in which a compliance guide, resource guide, or service, such as a Webinar, is provided to a customer in a way that is designed to meet the customer's needs. FSIS will also collaborate with industry, trade associations, and state or local governments in endeavoring to reach this key result.</p> <p><b><u>Actions:</u></b></p> <p>There are five major categories of outreach activities that the Agency intends to employ in reaching small and very small establishments. They are:</p> <ul style="list-style-type: none"> <li>• Publish 10 editions of "Small Plant News," online and in print. Also, a redesign of the publication will debut in FY13 along with the results of a reader survey.</li> <li>• Publish two guidebooks for small and very small meat and poultry establishments on subjects of technical and scientific merit.</li> <li>• Conduct 12 monthly teleconferences/webinars for the state meat and poultry inspection directors. These 27 state MPI programs, which represent an approximate \$54 million outlay in FSIS' budget, represent a critical link in the nation's food safety infrastructure.</li> <li>• Conduct 12 monthly teleconferences/webinars for HACCP Contacts and Coordinators. This constituency is comprised of HACCP Coordinators at universities across the country that provide technical advice to small and very small plant owners and operators.</li> <li>• Have an FSIS presence through staff and exhibits at 15 high-impact conferences, conventions and meetings that draw FSIS constituencies in industry, academia, state government and other food safety partners. Provide technical assistance, Agency publications, FSIS-produced CDs, and information and instructions pertaining to the Small Plant Help Desk and AskFSIS.</li> </ul> <p><b><u>Data Sources:</u></b></p> <p>Small Plant Help Desk Monthly Data; Meat and Poultry Hotline Data; askFSIS data; OPPD's Policy Development Division data; OPPD's Labeling and Program Delivery Division data.</p>

# Office of Policy and Program Development

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p> <p><b>Goal 6</b> Implement effective policies to respond to existing and emerging risks</p> <p><b>Outcome 6.1</b> Public health risks are mitigated through effective strategies based on the best available information</p> <p><b>Performance Measure 6.1.1</b> % of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a high-level supervisor) (FY 2013 Target 40%)</p> <p><b>Performance Measure 6.1.2</b> % of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2013 Target 76%)</p> <p><b>Performance Measure 6.1.3</b> Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2013 Target Bi-Monthly)</p> <p><b>AND</b></p> <p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.1</b> Minimize existing and emerging food safety hazards through the most effective means</p> <p><b>Performance Measure 1.1.1</b> Total number of <i>Salmonella</i>, <i>Listeria monocytogenes</i>, and <i>E. coli</i> O157:H7 illnesses from products regulated by FSIS (FY 2013 Target 394,770 illnesses)</p> <p><b>AND</b></p> <p><b>Goal 2</b> Maximize domestic and international compliance with food safety policies</p> <p><b>Outcome 2.1</b> Domestic and foreign produced products meet food safety</p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p> <p><b>Result 1:</b> FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING <i>SALMONELLA</i>, AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE THE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS. Specifically, FSIS will determine: (1) whether there are actions it can take to ensure that establishments that produce comminuted poultry are effectively addressing <i>Salmonella</i> in their HACCP systems, and if so, what those actions are; (2) how verification testing for <i>Salmonella</i> as well as <i>Campylobacter</i> can be improved; and, (3) whether its existing policies on <i>Salmonella</i> are being effectively implemented.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• To address the first question, FSIS will assess the application of 9 CFR 417.4(a) (3) at establishments producing NRTE comminuted poultry after publication of FR notice requiring reassessment.</li> <li>• To address the second question, FSIS will determine whether its inspection personnel perform verification procedures related to <i>Salmonella</i> and <i>Campylobacter</i> in the manner set out in instructions to field.</li> <li>• To address the second question, FSIS will also review and assess current policies and verification activities on <i>Salmonella</i> and <i>Campylobacter</i> (e.g., in notices, directives, and askFSIS Q&amp;As).</li> <li>• To address the third question, FSIS will determine whether <i>Salmonella</i> related notices and directives are being effectively implemented based on operational measure analyses performed in conjunction with ODIFP.</li> <li>• To address the third question, FSIS will also determine whether industry is following Agency guidance on <i>Salmonella</i> based on verification set analyses performed in conjunction with ODIFP.</li> <li>• To address the third question, FSIS will also review its policies on <i>Salmonella</i> monthly and report on their effectiveness through the APP and Strategic Plan dashboards on a bi-monthly basis.</li> <li>• One relevant revision that FSIS intends to make to its regulatory approach to <i>Salmonella</i> is to begin analyzing all ground beef samples taken for O157 testing for <i>Salmonella</i> as well.</li> </ul> <p><b>Data Sources:</b></p> <p>FSAs, checklist data, PulseNet (CDC), VetNet (ARS), PBIS, LIMS, M2K, PREP, PHIS, SIP, AssuranceNet, DCC matrix, related askFSIS Q&amp;As, public comment and other feedback on current policies or guidance.</p>
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<p>performance standards  <b>Performance Measure 2.1.1</b>          % of broiler plants passing the carcass <i>Salmonella</i> verification testing          (FY 2013 Target 91%)</p> <p><b>AND</b></p> <p><b>Goal 5</b>          Effectively use science to understand foodborne illness and emerging trends</p> <p><b>Outcome 5.1</b>          FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks</p> <p><b>Performance Measure 5.1.2</b>          % of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used          (FY 2013 Target 95%)</p>	
<p><b>Goal 6</b>          Implement effective policies to respond to existing and emerging risks</p> <p><b>Outcome 6.1</b>          Public health risks are mitigated through effective strategies based on the best available information</p> <p><b>Performance Measure 6.1.2</b>          % of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2013 Target 76%)</p> <p><b>Performance Measure 6.1.3</b>          Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2013 Target Bi-Monthly)</p> <p><b>AND</b></p> <p><b>Goal 1</b>          Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.1</b>          Minimize existing and emerging food safety hazards through the most effective means</p> <p><b>Performance Measure 1.1.1</b>          Total number of <i>Salmonella</i>, <i>Listeria monocytogenes</i>, and <i>E. coli</i> O167:H7 illnesses from products regulated by FSIS (FY 2013 Target 394,770 illnesses)</p>	<p><b>Result 2:</b>          FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING THREE KEY REVIEWS OF FSIS TESTS, INSTRUCTIONS AND NOTICES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS PROGRAM FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS TO ENSURE THE FOLLOWING:</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Collect data to support cost-benefit analysis for non-O157 testing in raw ground beef and other products. The analysis will be announced to the public for comments by 2014.</li> <li>• Analyze comments received in response to <i>Federal Register</i> notice on options for targeting testing of trim more effectively and make appropriate changes to better target testing.</li> <li>• Make necessary changes to instructions to field to continue to clarify all STEC sampling and testing procedures.</li> <li>• Determine whether STEC related notices and directives are being effectively implemented based on operational measure analyses performed in conjunction with ODIFP and modify and reissue them if they are not.</li> <li>• Develop and implement an action plan for reviewing the relevant notices and directives based on priorities established with ODIFP and shared with DCC and other Offices, and revise the directives and notices as necessary based on the results of the review.</li> </ul> <p><b>Data Sources:</b></p> <p>PBIS, PHIS, LIMS, PREP, STEPS, PHIS, M2K and related askFSIS questions, checklist data, public comment and other feedback on current policies or guidance.</p>

<p><b>AND</b> <b>Goal 5</b> Effectively use science to understand foodborne illness and emerging trends</p> <p><b>Outcome 5.1</b> FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks</p> <p><b>Performance Measure 5.1.2</b> % of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2013 Target 95%)</p>	
<p><b>Goal 6</b> Implement effective policies to respond to existing and emerging risks</p> <p><b>Outcome 6.1</b> Public health risks are mitigated through effective strategies based on the best available information</p> <p><b>Performance Measure 6.1.3</b> Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2013 Target Bi-Monthly)</p> <p><b>AND</b> <b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.2</b> Resources are targeted to existing and emerging risks</p> <p><b>Performance Measure 1.2.1</b> % of establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2016 Target 1.50%)</p> <p><b>Performance Measure 1.2.2</b> % of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2013 Target less than 20%)</p>	<p><b>Result 3:</b> FSIS WILL FOCUS ITS REGULATION DEVELOPMENT EFFORTS ON (i) MODERNIZING POULTRY AND BEEF SLAUGHTER OPERATIONS, (ii) REDUCING ADULTERANTS IN FSIS PRODUCT, AND (iii) REDUCING <i>E. COLI</i> O157:H7 and <i>LISTERIA MONOCYTOGENES</i> WITH A GOAL OF COMPLETING AT LEAST NINE OF THE HIGH PRIORITY DOCUMENTS LISTED BELOW.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Finalize poultry slaughter regulations and develop and issue necessary instructions to implement the regulations.</li> <li>• Finalize traceback and recall procedures for <i>E. coli</i> O157:H7.</li> <li>• Finalize validation guidance and a <i>Federal Register</i> announcement of the availability of the guidance, and issue necessary instructions to the field so that FSIS can verify that establishments meet regulatory validation requirements.</li> <li>• Publish proposed rule for beef slaughter operations (“HACCP 2.0”)</li> <li>• Issue necessary new instructions to the field so that FSIS can verify that establishments do not release into commerce product that FSIS has tested for adulterants. Issue necessary guidance to help establishments comply with requirements to hold or control product pending test results.</li> <li>• Issue final regulations to expand generic labeling.</li> <li>• Publish <i>Federal Register</i> notice to inform public of FSIS’s current approach to verifying that establishments in foreign countries are eligible to export product to U.S.</li> <li>• Issue guidance to retail delis to prevent <i>Listeria monocytogenes</i>.</li> <li>• Issue necessary instructions to inspection personnel so that they can better identify problems in the establishment that may lead to <i>Listeria monocytogenes</i> contamination, in order to prevent this contamination.</li> </ul> <p><b>Data Sources:</b> PBIS, PHIS, M2K, Recall data; related askFSIS questions, checklist data, public comment and other feedback on inspection procedures and regulations.</p>

# Office of Program Evaluation, Enforcement and Review

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p> <p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.1</b> Minimize existing and emerging food safety hazards through the most effective means</p> <p><b>Performance Measure 1.1.1</b> Total number of <i>Salmonella</i>, <i>Listeria monocytogenes</i>, and <i>E.coli</i> O167:H7 illnesses from products regulated by FSIS (FY 2013 Target 394, 770 illnesses)</p>	<p style="text-align: center;"><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p> <p><b>Result 1:</b> THE FRAMEWORK APPLICATION DESCRIBED IN <u>Data Driven Inspection for Processing and Slaughter Establishments--Public Health Decision Criteria, September 2010</u>, AS WELL AS THE "EQUAL TO" STATE AND INDUSTRY REPORTING MODULES WILL BE FULLY-IMPLEMENTED IN THE FSIS' PUBLIC HEALTH INFORMATION SYSTEM (PHIS) BY THE END OF FY2013.</p> <p><b>Actions:</b> Develop PHIS so that it provides an infrastructure:</p> <ul style="list-style-type: none"> <li>• To direct inspection and verification of food safety requirements,</li> <li>• Document the results of inspection activities, and</li> <li>• Analyze the data resulting from inspection activities to assign resource to emerging risks through the most effective means.</li> </ul> <p><b>Data Sources:</b> PHIS.</p>
<p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.1</b> Minimize existing and emerging food safety hazards through the most effective means</p> <p><b>Performance Measure 1.1.1</b> Total number of <i>Salmonella</i>, <i>Listeria monocytogenes</i>, and <i>E.coli</i> O167:H7 illnesses from products regulated by FSIS (FY 2013 Target 394, 770 illnesses)</p>	<p><b>Result 2:</b> FSIS' OPEER WILL CONTRIBUTE TO ACHIEVING THE CORPORATE TARGET OF A MAXIMUM OF 394,770 ILLNESSES ATTRIBUTED TO <i>SALMONELLA</i>, <i>LISTERIA MONOCYTOGENES</i>, AND <i>E.COLI</i> O157H:7 THROUGH ITS SURVEILLANCE, INVESTIGATIVE, AND ENFORCEMENT ACTIVITIES WITH RESPECT TO MEAT, POULTRY AND PROCESSED EGG PRODUCTS DISTRIBUTED, TRANSPORTED, STORED, AND OTHERWISE HANDLED IN COMMERCE.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Ensure 75% of investigative cases address food safety violations.</li> <li>• Ensure 80% of enforcement actions (administrative, criminal, or civil) address food safety violations and deter future ones.</li> </ul> <p><b>Data Sources:</b> In-Commerce System (ICS).</p>
<p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.3</b> Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum</p>	<p><b>Result 3:</b> 85% OF FSIS' OPEER SURVEILLANCE ACTIVITIES WILL FOCUS ON ENSURING THAT THE HIGHEST RISK FACILITIES OPERATE IN A MANNER THAT MAINTAINS THE SAFETY OF THE PRODUCTS THAT THE FACILITIES RECEIVE, AND THAT PROTECTS THOSE PRODUCTS FROM INTENTIONAL CONTAMINATION. Highest risk facilities are distributors, warehouses, and transporters; all have significant inherent food safety hazards, handle large volumes of meat, poultry and processed egg products, and have minimal oversight by other regulatory agencies.</p>

<p><b>Performance Measure 1.3.1</b>  <b>% of priority in-commerce facilities e.g., warehouses, distributors and transporters covered by surveillance activities (FY 2013 Target 85%)</b></p>	<p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Ensure OPEER investigators allocate their time to the highest risk facilities.</li> <li>• Ensure field supervisors and managers monitor ICS data and reports on a regular basis; then provide guidance and resources as needed.</li> </ul> <p><b><u>Data Sources:</u></b>  In-Commerce System (ICS).</p>
<p><b>Goal 1</b>  <b>Ensure that food safety inspection aligns with existing and emerging risks</b>  <b>Outcome 1.3</b>  <b>Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum</b>  <b>Performance Measure 1.3.2</b>  <b>% of follow-up surveillances resulting in compliance (FY 2013 Target 82%)</b></p>	<p><b><u>Result 4:</u></b>  <b>FSIS' OPEER FOLLOW-UP SURVEILLANCES WILL PRODUCE COMPLIANCE WITH ALL FOOD SAFETY REQUIREMENTS SUCH THAT 82% OF FOOD SAFETY VIOLATIONS DOCUMENTED DURING INITIAL SURVEILLANCES ARE CORRECTED BEFORE FOLLOW-UP.</b></p> <p><b><u>Actions:</u></b></p> <ul style="list-style-type: none"> <li>• Ensure field supervisors and managers verify ICS data documents at least 82% of food safety violations documented during initial surveillances are corrected on an annual basis.</li> </ul> <p><b><u>Data Sources:</u></b>  In-Commerce System (ICS).</p>

# Office of Public Affairs and Consumer Education

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measures(s):</b></p> <p><b>Goal 3</b> Enhance public education and outreach to improve food handling practices</p> <p><b>Outcome 3.1</b> Consumers, including vulnerable and underserved populations, adopt food safety best practices</p> <p><b>Performance Measure 3.1.1</b> Average percentage of consumers who follow the four key food safety “best practices” (i.e., clean, separate, cook, and chill) and thermometer use. (FY 2016 Target 79%)</p>	<p><b>Key RESULTS to be Achieved and ACTIONS Undertaken by the End of FY 2013</b></p> <p><b>Result 1:</b> FSIS WILL EDUCATE AND PROMOTE CONSUMER KNOWLEDGE AND ACCEPTANCE OF THE FOUR KEY FOOD SAFETY BEST PRACTICES AND THERMOMETER USE TO PROACTIVELY INFLUENCE CONSUMER BEHAVIOR CHANGE. FSIS will use output-based measures to track message reach to consumers while working with partners to institutionalize the collection of measurable data on consumer food handling practices.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Expand Ad Council campaign outreach to include one additional retail partner which integrates Food Safe Families campaign content into in-store marketing programs.</li> <li>• Employ a combination of consumer surveys and consumer observational studies to establish, in FY 2013, an alternate baseline of information on reported and observed consumer food handling practices that aligns with the government’s Healthy People 2020 consumer food safety goals and enables measurement of the impact of consumer education messages on consumer food handling practices. FSIS will use this alternate baseline to measure its performance on gaining consumer acceptance of the food safety messages until FDA repeats its study in 2015.</li> <li>• Increase outreach to vulnerable and under-served populations to 1.14million persons, approximately 15% above FY12’s total of 995,000 to (1) motivate consumers to practice proper safe food handling behavior and (2) provide those consumers information they can use to correct unsafe practices.</li> <li>• Increase use of innovative consumer education tools, including increasing the number of answers viewed within Ask Karen by 10% to more than 500,000, while maintaining a high customer satisfaction level as measured by a self-serve rate of greater than 95%, indicating that the public is finding information they need.</li> <li>• Increase consumer action rate by 6,500,000 (approximately 25%) to 32,500,000 (FY 12 baseline was 26,029,837) across communication channels using analytics to measure click-through rates, produce assessment of reach, and integrate results to support effective change.</li> <li>• Continue to include consumer food safety taglines on more than 90% of executive correspondence. Continue, as appropriate, to include safe food handling resources or highlight previous policy announcements in 90% of responses to consumers, press and recall releases and other communications with public.</li> </ul> <p><b>Data Sources:</b> Partnership with the USDA Food and Nutrition Service for Kansas State University to collect observational study data. Partnership with International Food Information Council’s Food and Health survey to include consumer behavior questions that FSIS provides. Ad Council “post-wave” consumer</p>
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	<p>survey. Secondary tracking, such as number of releases and documents distributed, and pageviews to foodsafety.gov. Use analytics to see direct relation between task and action taken. ECM for use of taglines in executive correspondence to consumers. Explore additional or existing methods to measure consumer knowledge and behavior.</p>
<p><b>Goal 3</b> Enhance public education and outreach to improve food handling practices</p> <p><b>Outcome 3.2</b> Consumers have effective tools and information to keep in-home food safe.</p> <p><b>Performance Measure 3.2.1</b> Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use) (FY 2013 Targets include: Website pageviews(29.4 million) YouTube views (188,698) Twitter Followers (382,490) Visitors to Food Safety Discovery Zone (467,240))</p>	<p><b>Result 2:</b> <b>FSIS WILL COMPLETE ITS MODERNIZATION OF THE PUBLIC WEBSITE BEFORE END OF SEPTEMBER 30, 2013, AND MAKE OTHER ENHANCEMENTS OF ITS COMMUNICATION MECHANISMS TO INCREASE BY 10% THE EXTENT TO WHICH THE AGENCY'S CUSTOMERS, ESPECIALLY VULNERABLE AND UNDERSERVED POPULATIONS, USE THESE TOOLS.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Implement technology to allow at least the following in a mobile format before September 30, 2013: Press Releases, Recall Releases, Fact Sheets, and food safety education information (such as safe cooking temperatures). Using mobile web technology as well as writing style and display of content to make items mobile-friendly will make products more accessible to groups who are more likely to have mobile devices than laptops or desktop computers, such as the underserved.</li> <li>• Increase by 10% the website pageviews to more than 29 million, and increase the customer satisfaction rate from the baseline (72% as of the end of FY12) to 80%+.01 for the modernized website, as measured by the ForeSee survey tool.</li> <li>• Develop and implement the Agency's capacity to utilize social media as a way to monitor and identify emerging food safety issues. Establish processes and expertise to develop ways to collect, analyze, and report social media data and trends to key officials in a meaningful, useful way.</li> <li>• Sustain growth of the @USDAFoodSafety and increase the number of Twitter followers by at least 15% from FY12 to more than 382,490, pushing to change agents that have strong underserved population followers.</li> <li>• Continue to expand innovative use of video content for consumer education and other Agency issues. Promote new and leverage existing products through other outreach and dissemination methods, including partnerships. Increase YouTube video views by at least 10% to 188,698.</li> <li>• Reach 467,240 visitors to the Food Safety Discovery Zone during FY13, supporting the FSIS Strategic Plan, Goal 3 target of reaching 500,000 annually by the end of FY16.</li> <li>• Package and share information with government, stakeholders, and individuals using widgets, and application programming interfaces (API) through upgraded website technology. At least 1 API or widget will be ready to share with stakeholders by end of June 2013. Encourage stakeholders to place the API or widget in their web pages and alerting their followers to the information. Measured results will be determined by 1) creating API or widget and 2) placing API or widget on at least two stakeholders' web properties (including Facebook).</li> </ul> <p><b>Data Sources:</b></p> <p>Tools provided with Twitter, YouTube, and Ask Karen. Google Analytics for website visits and ForeSee survey tool for customer satisfaction of the website. Manually track estimated attendees for Food Safety Discovery Zone events. Measure use of mobile users via Google analytics against 2012 as baseline. Determine training needs and establish responsibilities for social media engagement, as well as develop and implement process to issue notifications to senior agency leaders.</p>

**Goal 7**

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

**Outcome 7.1**

Each employee understands how he/she impacts public health.

**Performance Measure 7.1.1**

Average score on the Annual Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health. (FY 2013 Target 91%)

**Result 3:**

**FSIS WILL STRENGTHEN THE CONNECTION OF FIELD EMPLOYEES WITH THE AGENCY'S MISSION TO PROTECT PUBLIC HEALTH, INCLUDING USE OF THE 'ONE TEAM, ONE PURPOSE' CAMPAIGN.**

**Actions:**

- OPACE will create and implement an OA approved 'steady drumbeat' year-long communications strategy to accomplish this result. This plan will outline the full range of communication tactics to be deployed to the field, detailing discrete actions by month.
- OPACE will utilize existing and new communication channels to reinforce Cultural Transformation and "One Team, One Purpose" messages, including 6 town hall meetings (in-person or virtual) and 12 Faces of Food Safety articles. OPACE will carry out a feedback loop and employee communications survey initiated during FY12 to identify the most effective ways to reach field employees and consolidate publications accordingly. OPACE will explore the integration of mobile web and applications in its communications efforts.
- OPACE will collaborate across offices to create a hardcopy and virtual FSIS *One Team, One Purpose* informational piece that describes the FSIS mission and highlights employees' commitment to food safety. The book will be given to new employees, VIPs, Congressional members and key staff and others who would benefit from understanding our mission, our work, and our results.
- Continue to coordinate consumer outreach events in the field through the FSIS Ambassador program. Establish baseline of field outreach activity against which to measure future reports on events, visits, and requests received from field offices, and number of persons reached.
- Make at least 1 employee publication, found on the intranet, mobile ready before end of July 2013. (Survey will be considered in decision on what publication to make mobile ready.)

**Data Sources:**

Manually track town hall meetings and Faces of Food Safety. Evaluate information obtained through employee feedback loop initiated in FY12. Data collected for Ambassador program baseline.

# Office of Public Health Science

<p><b>Work Contributes to Strategic Plan Goal(s), Outcome(s) &amp; Measure(s):</b></p>	<p><b>Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2013</b></p>
<p><b>Goal 5</b> Effectively use science to understand foodborne illness and emerging trends</p> <p><b>Outcome 5.1</b> FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks</p> <p><b>Performance Measure 5.1.1</b> % of annual science agenda completed and number of agenda items initiated (FY 2013 Target 95%)</p> <p><b>Performance Measure 5.1.2</b> % of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2013 Target 95%)</p> <p><b>AND</b></p> <p><b>Goal 1</b> Ensure that food safety inspection aligns with existing and emerging risks</p> <p><b>Outcome 1.1</b> Minimize existing and emerging food safety hazards through the most effective means</p> <p><b>Performance Measure 1.1.1</b> Total number of <i>Salmonella</i>, <i>Listeria monocytogenes</i>, and <i>E.coli</i> O167:H7 illnesses from products regulated by FSIS (FY 2013 Target 394,770 illnesses)</p> <p><b>ALSO</b></p> <p><b>Performance Measure 4.1.1</b> Research: % of time products from three research agencies (ARS,ERS and NIFA) used by FSIS and shared with stakeholders (FY 2013 Target 18%)</p> <p><b>Performance Measure 6.1.1</b> % of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor (FY 2013 Target 40%)</p>	<p><b>Result 1:</b> FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE RISK OF PATHOGENS FROM ‘FARM-TO-TABLE’, SO THAT, AS A RESULT OF THAT IMPROVED UNDERSTANDING, THE AGENCY WILL BE ABLE TO INSTITUTE CHANGES TO REDUCE CONSUMER EXPOSURE TO <b>FOODBORNE HAZARDS ASSOCIATED WITH MEAT, POULTRY, AND PROCESSED EGG PRODUCTS.</b> FSIS will assess the public health impact of these Agency actions using illness reduction targets for <i>Healthy People 2020</i> and the FSIS Quarterly and FSIS Annual Performance Reports. Pathogens of most concern include <i>Salmonella</i> (causing a sizeable fraction of the total illnesses), <i>Listeria monocytogenes</i> (having a case-fatality rate of roughly 20%), and STEC (both O157 and non-O157 STEC that cause severe illness) are tested and regulated. Assuming linearity in reduction and a 100% effectiveness of OPPD and OFO actions, the FSIS “All-Illness” measure attributed to FSIS-regulated products for FY 2013 will be 394,770.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Hold a public meeting to seek stakeholder input on the results of the retail <i>Lm</i> risk assessment.</li> <li>• Continue the scientific collaboration between FSIS and FDA for identifying mitigations and build a plan for implementing public health practices that will result in lower exposures to <i>Lm</i> from retail foods as suggested by the FY12 risk assessment.</li> <li>• Evaluate the impact of the STEC testing program for trim implemented in the second half of FY12 and update as appropriate the science underpinning the FSIS decision to regulate the top 6 STEC. This will be done to support ground beef testing; and determine if, using regulatory data/results, more serotypes and/or genotypes should be included.</li> <li>• Develop a white paper on pathogenic or toxigenic <i>E. coli</i> and relationship to FSIS regulated products.</li> <li>• Analyze FSIS 2006-2012 foodborne outbreak data to identify potential target areas for Agency intervention by characterizing outbreaks by pathogen, source, and other variables as appropriate.</li> <li>• Analyze 2002-2012 FSIS recalls by detection source to identify areas for Agency improvement with respect to response capabilities via existing data systems (i.e. the Consumer Complaint Monitoring System).</li> <li>• Implement an in-house program for serotyping and conducting PFGE in all appropriate Agency testing programs to provide more timely data to establishments to inform possible changes to their HACCP plans.</li> <li>• Publish NACMCF reports that will improve the understanding of Norovirus and indicator organisms.</li> </ul> <p><b>Data Sources:</b></p> <p>Data warehouse, scientific literature, other sources, FSIS recall database, FSIS FDIB database.</p>

**Goal 5**

Effectively use science to understand foodborne illness and emerging trends

**Outcome 5.1**

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

**Performance Measure 5.1.1**

% of annual science agenda completed and number of agenda items initiated (FY 2013 Target 95%)

**Performance Measure 5.1.2**

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2013 Target 95%)

**AND**

**Goal 1**

Ensure that food safety inspection aligns with existing and emerging risks

**Outcome 1.1**

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

**Performance Measure 1.1.1**

Total number of *Salmonella*, *Listeria monocytogenes*, and *E.coli* O157:H7 illnesses from products regulated by FSIS (FY 2013 Target 394,770 illnesses)

**ALSO**

**Performance Measure 6.1.1**

% of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor (FY 2013 Target 40%))

**Result 2:**

**FSIS WILL DEVELOP NEW SALMONELLA PERFORMANCE STANDARDS/GUIDANCE IN NON-PASTEURIZED EGGS, RAW CHICKEN PARTS, GROUND POULTRY AND COMMINUTED POULTRY PRODUCTS, AND OTHER COMMODITIES.** These actions are designed to contribute to the Agency's effort to reduce *Salmonella* in FSIS-regulated product. FSIS will revise its *Salmonella* performance standards and guidance and accurately reflect the levels (of *Salmonella* or reduction in illnesses that are attributable to FSIS) that industry/FSIS is achieving.

**Actions:**

By September 30, 2013,

- Complete the microbiological baseline calculations for the national prevalence estimates for *Salmonella* and provide final data sets to the various program areas in order to finalize the draft risk model for **Salmonella in raw chicken parts** for risk management activities. Publish chicken parts baseline report with national prevalence estimate on the FSIS Website.
- Complete the microbiological baseline calculations for the presence and levels for **Salmonella in raw liquid eggs**, and provide final data sets to the various program areas in order to finalize the draft risk model for *Salmonella* in unpasteurized eggs. Complete the planning /design of and FR Notice for the **Beef Carcass baseline survey. Beef Carcass Baseline shake-down** phase to begin the third quarter of FY2013.
- Complete the planning, management and execution of the **Ground Poultry and Comminuted Poultry Products Special Study** and provide data analysis for the **implementation of performance standards/guidance** for the ground poultry industry. Publish interim report on the Ground Poultry and Comminuted Poultry Products Special Study.
- Propose *Salmonella* ground beef performance standard based on 6-months data after MT43 and HC001 are merged.

**Data Sources:**

Data warehouse (LIMS and PHIS), scientific literature, other sources.

**Goal 5**

Effectively use science to understand foodborne illness and emerging trends

**Outcome 5.2**

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

**Performance Measure 5.2.1**

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

(FY 2013 Target 60%)

**AND**

**Goal 8**

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

**Outcome 8.1**

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

**Performance Measure 8.1.2**

% of innovate processes, methodologies, or technologies that, once employed, are evaluated by the Agency (FY 2016 Target 80%)

**Result 3:**

FSIS WILL CONTINUE TO MAKE SIGNIFICANT IMPROVEMENTS TO THE NATIONAL RESIDUE PROGRAM THROUGH FULL IMPLEMENTATION OF OPERATIONAL CHANGES TO THE SAMPLING PROGRAM AND BY RESTRUCTURING THE CHEMICAL HAZARD IDENTIFICATION AND RANKING FRAMEWORK. FSIS is now screening production classes using several multi-class methods testing each sample for chemical residues; most samples will be analyzed using the new screens which collectively test for more than 100 chemicals with the promise of validating for more. FSIS will revise its approach to identifying and ranking chemical hazards in order to best use Agency resources to monitor and take appropriate action for chemical hazards of greatest concern. FSIS will communicate these changes through website posted quarterly reports and a public meeting. The implementation of the NRP in July of 2012 is expected to generate annualized savings of approximately \$200,000 compared to CY2011. A full year implementation of the new sampling approach will generate an approximate \$985,000 in savings compared to CY2011 while increasing the number of analytical results by 25%. Most of these savings result from an estimated 13,000 fewer samples not requiring 30 minutes of sample collector time, FedEx shipments, sample preparation time, and disposables such as solvents per sample.

**Actions:**

By September 30, 2013, OPHS will:

- Identify analytical gaps and increase by 10-25%. NRP analyses for which it tests.
- Extend the applicability of the Multi Residue (class) and Aminoglycosides methods to all relevant slaughter classes.
- Hold a public meeting to seek stakeholder input on the changes FSIS is proposing regarding the chemical hazard identification and ranking framework within the NRP.
- Peer review the Chemical Hazard Identification and Chemical Hazard Ranking methodology document.
- Publish quarterly reports on chemical residue data results on the website as a means of demonstrating increased transparency and timeliness in data sharing.
- Complete the development of methodology for determining actionable levels for chemical hazards not traditionally registered or having tolerances, using Cadmium as an example.

**Data Sources:**

Residue results (positives – violations and non-violations); Residue Violation Information System (RVIS); Residue Repeat Violator List; recall database.