



United States Department of Agriculture

FY 2013

A YEAR IN **REVIEW**

FSIS Planning and Performance Agenda



Food Safety and Inspection Service
One Team, One Purpose

One Team, One Purpose

We are one team, with one purpose,
and that is to **protect public health.**
FSIS employees take pride in the fact
that their work helps to **prevent
foodborne illness.**

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SECTION ONE



INTRODUCTION

EXECUTIVE SUMMARY



The U.S. Department of Agriculture, Food Safety and Inspection Service made good progress in fiscal year 2013 in its continued effort to track and reduce the risk of foodborne illness and protect public health. Set on a course described in the Agency's Strategic Plan 2011-2016, the FSIS leadership team and the staff systematically pursued the Agency's strategic goals, following its new planning and performance improvement process that aligns actions and initiatives to specific goals and measurements.

To better focus the Agency's resources on priorities that promote food safety, the Agency's Strategic Plan 2011-2016 and the coordinated Annual Performance Plan for FY 2013 outlined 8 goals to which it linked and tracked 36 annual performance measures, 69 key results, and 414 discrete actions:

- Goal 1:** Ensure food safety inspection aligns with existing and emerging risks;
- Goal 2:** Maximize domestic and international compliance with food safety policies;
- Goal 3:** Enhance public education and outreach to improve food-handling practices;
- Goal 4:** Strengthen collaboration with internal and external stakeholders to prevent foodborne illness;
- Goal 5:** Effectively using science to understand foodborne illness and emerging trends;
- Goal 6:** Implement effective policies to respond to existing and emerging risks;
- Goal 7:** Empower employees with training, resources, and tools to enable success in protecting public health;
- Goal 8:** Innovative methodologies, processes, and tools including PHIS to protect public health efficiently and effectively and to support defined public health needs and goals.

Following a comprehensive strategic planning and performance process enables the Agency to anticipate and influence the future, provide direction and continuity for leadership and staff, and inform and promote risk-based decision-making in the areas of investment and resource allocation.

EXECUTIVE SUMMARY

HIGHLIGHTS:

Senior leaders increased their attention on the Agency's strategic and annual planning process and promoted focus on the Agency's key goals and measures:

- The USDA Under Secretary for Food Safety held monthly goal briefings to maintain ongoing status updates on the progression of the 8 goals and 36 measures year round. This resulted in 4 of the 8 strategic plan goals being rated as green ("met" or "exceeded" Management Council targets).
- Baseline metrics were established for an additional 13 measures in FY 2013, resulting in a total of 32 measures being tracked each quarter.
- 81% of the Agency's measurable performance targets for the year were "met" or "exceeded."
- 4 of the 8 strategic plan goal targets were 100% met in FY 2013.

Program managers across the Agency increased their tactical Annual Performance Plans (APP) actions and completed more goal-supporting activities than in the previous year.

- FSIS programs completed 76% of all FY 2013 APP Key Results – a 5% improvement over FY 2012.
- Programs developed a total of 414 supporting APP actions in FY 2013 - 48 more actions than last year.
- Additionally, the Agency programs completed 76% of these FY 2013 actions (up from 58% in FY 2012).

In terms of results, the Agency performed well. The Agency's policies and activities are starting to close the gap on the All-Illness measure, which tracks the number of outbreaks attributable to some of the toughest foodborne pathogens, *Salmonella*, *Listeria*, and *E.coli*. This is primarily the result of the fact that we are seeing decreases in the number of *Salmonella*-related illnesses.

EXECUTIVE SUMMARY

The Agency's corporate, All-Illness measure began to improve due to improvements in *Salmonella* illness metrics.

- The Agency's Strategic Performance Working Group (SPWG), which was established in 2012 to take on some of the most intransigent Agency challenges by tapping into FSIS' collective experience and knowledge, concentrated on *Salmonella* in 2013, producing a comprehensive "*Salmonella* Action Plan." The Action Plan goes into effect in FY 2014 (<http://www.fsis.usda.gov/wps/portal/fsis/topics/food-safety-education/get-answers/food-safety-fact-sheets/foodborne-illness-and-disease/salmonella/sap>).
- The overall number of illnesses in the U.S. population caused by *Salmonella* declined by 7.6% over the course of FY 2013, which positively affected the Agency's All-Illness measure (a corporately reported measure).
- Of the number of *Salmonella* outbreaks associated with FSIS-regulated products—or FSIS' attribution fraction for *Salmonella*—there was a decrease from 33.1% in the 2008-2010 period to 31.7% in the 2009-2011 period.
- The Agency closed the gap on the All-Illness measure from FY 2012 to FY 2013. (In FY 2012, the Agency missed the All-Illness measure by 18%. In FY 2013, the Agency only missed the All-Illness measure by 8%.)

While FSIS' planning and performance improvement work highlighted how the Agency directs its work on food safety priorities, this awareness has increased Agency efforts on ensuring that other segments of the food safety continuum are being addressed through Agency activities.

- The majority of FSIS Program area APP key results continued to be devoted to Goal 1: ensure that food safety inspection aligns with existing and emerging risks.
- The Agency devoted significant resources into consumer education efforts (Goal 3) resulting in several successes, such as:
 - Doubling the FY 2012 public education targets to at-risk and vulnerable audiences, the Spanish-speaking population, and the deaf community by generating over 465,000 Twitter followers, 25 million Website visits, 400,000 YouTube views, and 619,500 visitors to the Food Safety Discovery Zone for FY 2013.
 - Airing "Cook It Safe!" public service announcements in 58 cities across 32 States and on stadium jumbotrons during 7 college bowl games, registering more than 38 million impressions with nearly \$5 million in airtime value.

EXECUTIVE SUMMARY



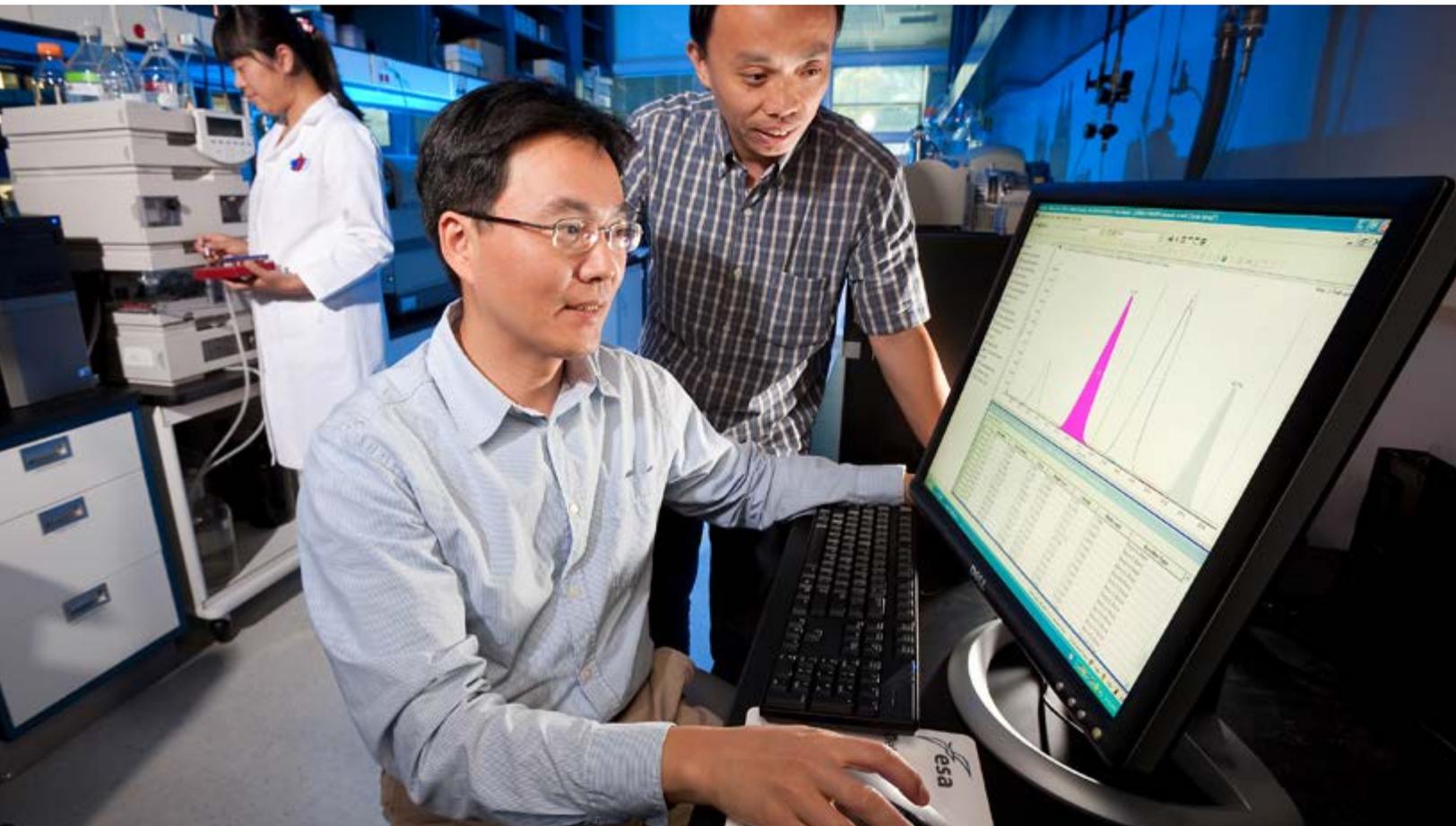
In the categories where there has not been expected progress, the Agency is increasing its focus.

- Four measures still need to establish baselines in order to evaluate progress. Those should be completed in FY 2014.
- The Agency is allocating additional resources to address the percent of broiler plants passing the carcass *Salmonella* Verification Testing Standard, a goal the Agency missed by only two plants (171 establishments need to pass to achieve 91%; only 169 passed).
- FSIS reduced the overall discard rate in Q4 FY 2013 to below Q1 FY 2013 levels, continuing the downward trend.
- While *Salmonella* appears to be trending in the right direction, *E.coli* rates are not. With illnesses on the rise, the Agency is applying the same approach it pursued to address *Salmonella* in 2013—the SPWG. By bringing the Agency's collective experience to bear on the challenge, FSIS hopes to develop innovative solutions and approaches to combat the pathogen.

The SPWG is an example of how the Agency is introducing innovative problem-solving, institutionalizing change, and establishing a continuous improvement process. In FY 2013, FSIS remained committed to its most important asset - its people - by providing tools, training, and timely information to help employees achieve FSIS' goals. The Agency is striving to promote a culture of continuous improvement that is employee-owned and driven and leadership-endorsed and championed.

In the coming year, the Agency will further develop a clear line-of-sight connection from the Agency's mission to leadership's vision, the Strategic Plan, Annual Performance Plan, and the individual worker's own performance standards. In this way, the whole of the Agency can be galvanized and aligned in pursuit of the Agency's goals.

SECTION TWO



ANNUAL PERFORMANCE RESULTS:
A VISUAL REPRESENTATION

FSIS PERFORMANCE PROGRAM LINKS EMPLOYEES' WORK TO AGENCY GOALS PROVIDING EMPLOYEES WITH CLEARER LINE OF SIGHT TO MISSION

THE FSIS FY 2011-2016 STRATEGIC PLAN HAS

3 themes
 └─ **8** goals
 └─ **17** outcomes
 └─ **36** measures
 (32 currently measured & 4 establishing baselines)

THE FSIS FY 2013 APP HAD

69 results
 └─ **414** actions
 An increase of 48 more actions over FY 2012

[Example of Link Between Plans & Employees]



STRATEGIC PLAN

FSIS VISION
 (Trusted Public Health Agency...)

MISSION
 (Protect Consumers...)

STRATEGIC THEME
 (Prevent Foodborne Illness)

GOAL 2
 (Maximize Domestic & International Compliance...)

OUTCOME 2.1
 (Domestic & Foreign Produced Products...)

MEASURE 2.1.1
 (Percent of Broiler Plants...)

ANNUAL PERFORMANCE PLAN (APP)

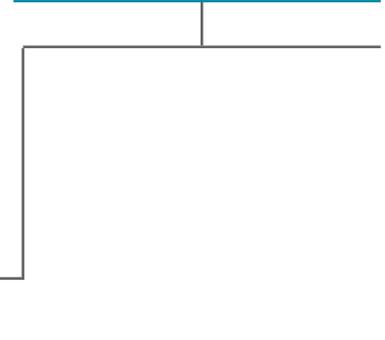
KEY RESULTS
 (Implement New Policies Regarding *Salmonella*...
 Office of Policy and Program Development (OPPD))

(Improve Ability to Use Public Health Information System (PHIS) Data...
 Office of Data Integration and Food Protection (ODIFP))

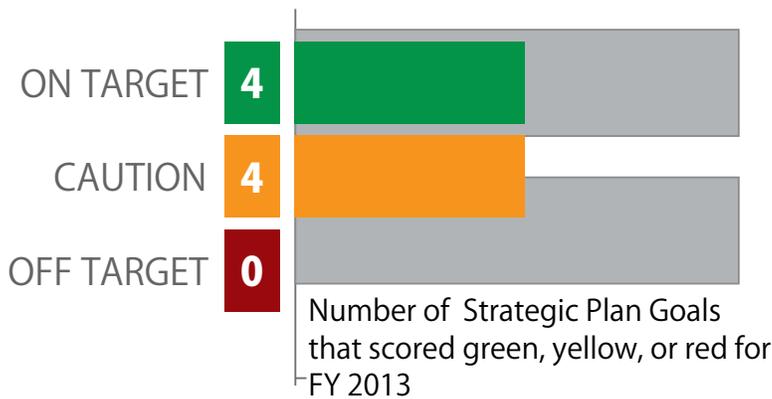
RELATED ACTION
 (...Update PHIS reporting functionality (ODIFP))

INDIVIDUAL PERFORMANCE STANDARD

PERFORMANCE ELEMENTS



FSIS WAS SUCCESSFUL IN ATTAINING ITS STRATEGIC PLAN GOALS



For FY 2013, 4 of the FSIS Strategic Plan's 8 Goals ended the year rated green, and 4 yellow.

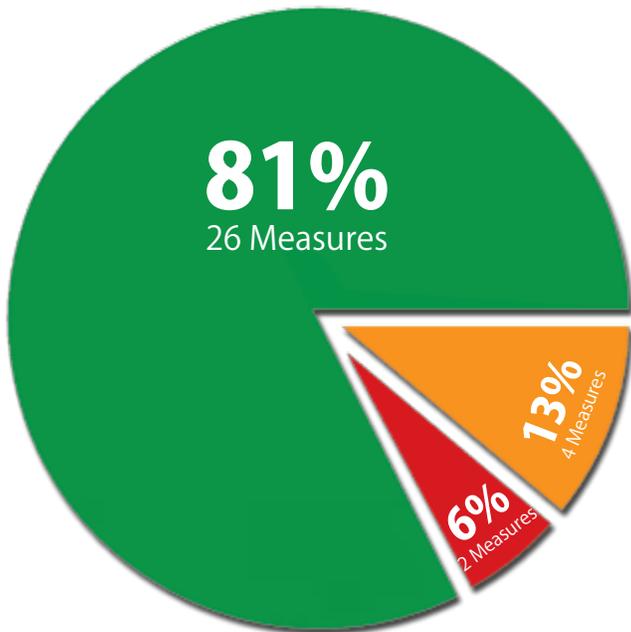
(Note: Color ranges for green, yellow, and red were recommended by Goal Leaders for all of their measures and set by the FSIS Management Council through the Agency Governance process.)

DISTRIBUTION OF FSIS PROGRAM AREA ACTIVITIES ACROSS STRATEGIC PLAN GOALS

(Measured by the number of FY 2013 APP key results supporting each goal)*

*Note: Each FSIS Assistant Administrator developed 3 to 4 key results for their Program Area to be achieved by the end of FY 2013, some of which contributed to multiple Agency Strategic Plan goals. This diagram shows the distribution of the total – 69 key results.





FY 2013

FSIS "MET" OR "EXCEEDED" 81% OF ITS ANNUAL PERFORMANCE MEASURES

Of the 32 performance measures that had quantifiable targets in the APP:

26 measures were "on target" ("MET" or "EXCEEDED" year-end targets), 81%*

4 measures were rated "caution" (within an acceptable range), 13%

2 measures were "off target," 6%

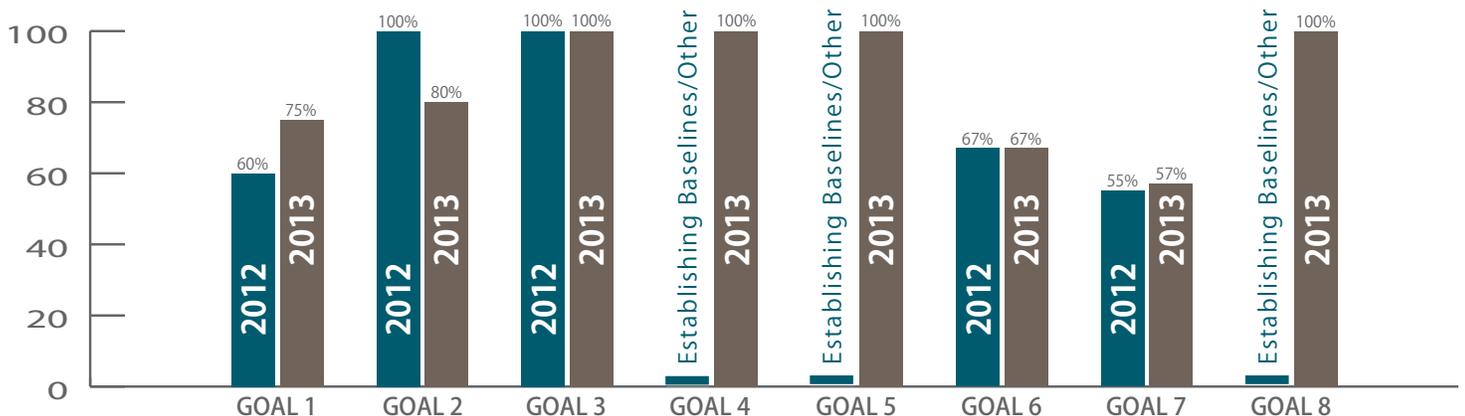
(In FY 2013, 32 of the 36 measures had numeric targets. For the remaining 4 measures, baselines are being established or data is being gathered.)

** Based on Agency performance measure 'actuals' as measured against the FSIS Strategic Plan Dashboard's measure color ratings and range targets (i.e., green, yellow, red) as set by each Goal Leader and approved.*

This is an improvement over FY 2012 – FSIS successfully tracked and measured an additional 13 measures in FY 2013.

Of the 3 goals that established performance measure baselines, all "MET" their measures.

Percentage of Performance Measures that "MET"/"EXCEEDED" FY 2013 Targets by Goal



Note: The percentages shown in this bottom diagram depict performance against end-of-year targets (see next page), and NOT performance against the color rating ranges included in the FSIS Strategic Plan Dashboard.

FSIS ANNUAL PERFORMANCE PLAN

FY 2013

FY 2012

			Target	Actual	Score	Target	Actual
GOAL 1	PERFORMANCE MEASURES	ENSURE THAT FOOD SAFETY INSPECTION ALIGNS WITH EXISTING AND EMERGING RISKS					
1.1.1	Total number of <i>Salmonella</i> , <i>Listeria monocytogenes</i> , and <i>E.coli O167:H7</i> illnesses from products regulated by FSIS.		394,770	427,171		405,178	479,621
1.2.1	% of domestic establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.		1.65%	n/a		1.7%	Establishing Baseline
1.2.2	% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.		20%	14%		20%	14%
1.3.1	% of priority in-commerce facilities e.g., warehouses, distributors and transporters) covered by surveillance activities.		85%	85.6%		85%	85.8%
1.3.2	% of follow-up surveillances resulting in compliance.		82%	89.9%		79%	87.06%
GOAL 2	PERFORMANCE MEASURES	MAXIMIZE DOMESTIC AND INTERNATIONAL COMPLIANCE WITH FOOD SAFETY POLICIES					
2.1.1	% of broiler plants passing the carcass <i>Salmonella</i> verification testing.		91%	90%		90%	90%
2.2.1	% of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented).		45%	56%		32%	42%
2.3.1	% of all official establishments with a functional Food Defense Plan.		81%	83%		76%	77%
2.3.2	% of food defense practices implemented at in-commerce facilities.		91%	95%		91%	94%
2.3.3	Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination.		60%	66%		30%	31%
GOAL 3	PERFORMANCE MEASURES	ENHANCE PUBLIC EDUCATION AND OUTREACH TO IMPROVE FOOD-HANDLING PRACTICES					
3.1.1	Average percentage of consumers who follow the four key food safety “best practices” (i.e., clean, separate, cook and chill) and thermometer use.		75%	n/a		75%	unknown
3.2.1-b/	FSIS Electronic Media Outreach: Page views on the FSIS Website.		43,900,000	70,961,562		n/a	n/a
3.2.1-c/	FSIS Electronic Media Outreach: YouTube Views.		381,544	401,465		39,025	171,544
3.2.1-d/	FSIS Electronic Media Outreach: Twitter Followers.		451,000	466,000		118,600	332,600
3.2.1-e/	FSIS Electronic Media Outreach: Visitors to the Food Discovery Zone.		467,240	619,539		500,000	669,711
GOAL 4	PERFORMANCE MEASURES	STRENGTHEN COLLABORATION AMONG INTERNAL AND EXTERNAL STAKEHOLDERS					
4.1.1	Research: Percentage of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.		18%	23%		Establishing Baseline (18%)	n/a
4.1.2	Key Federal partners U.S. Food and Drug Administration (FDA) and U.S. Centers for Disease Control and Prevention (CDC): Percentage of results from interagency collaboration on analytics used in FSIS policy.		32%	56%		Establishing Baseline (11%)	n/a
4.1.3	Small and Very Small Plants: Percentage of identified opportunities realized to improve information sharing.		68%	74%		Establishing Baseline (66%)	n/a
GOAL 5	PERFORMANCE MEASURES	EFFECTIVELY USE SCIENCE TO UNDERSTAND FOODBORNE ILLNESS AND EMERGING TRENDS					
5.1.1	% of annual science agenda completed and number of agenda items initiated.		95%	95%		Establishing Baseline (98%)	n/a
5.1.2	% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.		95%	95%		Establishing Baseline (100%)	n/a
5.2.1	% of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.		60%	64%		Establishing Baseline (70%)	n/a
GOAL 6	PERFORMANCE MEASURES	IMPLEMENT EFFECTIVE POLICIES TO RESPOND TO EXISTING AND EMERGING RISKS					
6.1.1	% of food safety appeals granted (categories of appeals that were overturned by a higher level supervisor).		40%	50%		40%	35%
6.1.2	% of regulated industry adhering to key public health-related policies (establishments with no public health related non-compliances/year).		19%	20%		75%	74%
6.1.3	Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.		5	5		3	3
GOAL 7	PERFORMANCE MEASURES	EMPOWER EMPLOYEES WITH TRAINING, RESOURCES, AND TOOLS					
7.1.1	Average score on the Annual Federal Employee Viewpoint Survey for questions related to workers' understanding of their impact on public health.		91%	TBD		90%	90%
7.2.1	% of competency gaps closed for targeted groups.		n/a	n/a	n/a	Establishing Baseline	n/a
7.2.2	% of all eligible FSIS employees with an Individual Development Plan (IDP) in place.		100%	95%		95%	100%
7.2.3	% of all managers/supervisors that complete 3 hours of Equal Employment Opportunity (EEO) training-annually.		60%	96%		New Measure	New Measure
7.2.4	% of all non-managers/non-supervisors who complete 2 hours of EEO training annually.		40%	95%		New Measure	New Measure
7.3.1	% of workplace injury/illness cases.		6.1%	8.65%		6.2%	9.1%
7.3.2	Annual rate of staff vacancies.		6.5%	3.42%		6.67%	5.47%
7.3.3	Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government.		37.05%	25%		38.39%	25%
7.3.4	Increase the workforce for Persons with Targeted Disabilities.		2%	1.23%		New Measure	New Measure
GOAL 8	PERFORMANCE MEASURES	DEVELOP, MAINTAIN, AND USE INNOVATIVE METHODOLOGIES, PROCESSES, AND TOOLS					
8.1.1	% of innovative processes, methodologies, or technologies for which the Agency has established a baseline.		100%	100%		Establishing Baseline	n/a
8.1.2	% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency.		100%	100%		Establishing Baseline	n/a
8.2.1	% of documented implemented processes, methodologies, or technologies that are evaluated to assess whether they meet the intended outcomes or otherwise contribute to the Agency's efforts to perform its mission.		100%	100%		Establishing Baseline	n/a

	Exceeded Target
	Hit Target
	Missed Target
	n/a
	No Data to Rate
	Off Target
	Caution
	On Target

THE U.S. DEPARTMENT OF AGRICULTURE REQUIRES FSIS TO REPORT ON 3 KEY CORPORATE FOOD SAFETY MEASURES. FSIS "MET" OR "EXCEEDED" 1 OF 3 AGENCY MEASURES FOR THE YEAR

(as reported in the FSIS Budget and USDA performance reports)

"MISSED" 90.37%

Percentage of broiler plants that passed *Salmonella* verification testing (target 91%)

"EXCEEDED" 83%

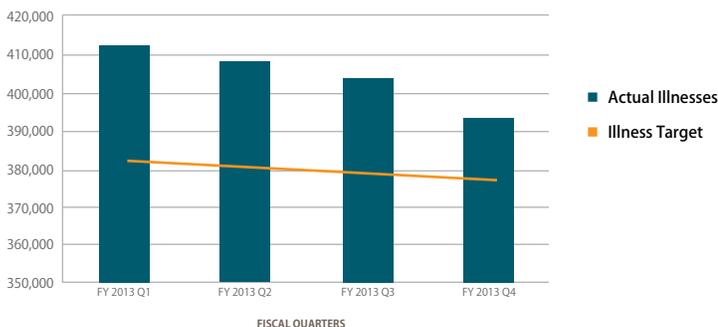
Percentage of all official establishments that possess a functional Food Defense Plan (target 81%)

"MISSED" 427,171

Total illnesses from FSIS product (i.e., *Salmonella*, *Listeria monocytogenes* (*Lm*), and *E.coli* O157:H7) (target 394,770)

In FY 2012, the Agency missed its All-Illness goal by 18%, but in FY 2013, the Agency only missed the goal by 8% indicating that the Agency has started to close the gap since last year.

TOTAL ESTIMATED SALMONELLA ILLNESSES ATTRIBUTED TO FSIS-REGULATED PRODUCTS



While these downward trends are positive and indicate reductions in foodborne illness from FSIS-regulated products, the Agency continues to focus on reducing illnesses from *Salmonella* as a top priority.

There were significant improvements in FY 2013 in the total estimated number of *Salmonella* illnesses. Improvements were seen in two categories—a reduction in the overall number of *Salmonella* illnesses in the population, and a reduction in the total number of *Salmonella* outbreaks associated with FSIS-regulated products. Specifically, the total number of *Salmonella* illnesses in the population declined in 2013, with 16.42 cases/100,000 persons recorded in Q1, FY2013 and 15.17 cases/100,000 persons recorded in Q4, FY2013—a 7.6% decline over the fiscal year.^[1] Further, the historic number of *Salmonella* outbreaks associated with FSIS-regulated products—or FSIS’ attribution fraction for *Salmonella*— decreased from 33.1% in the 2008-2010 period to 31.7% in the 2009-2011 period.^[2]

[1] Centers for Disease Control and Prevention (CDC), FoodNet-Foodborne Diseases Active Surveillance Network. Accessed 12/31/13 at <http://cdc.gov/foodnet/>.
 [2] Centers for Disease Control and Prevention. Foodborne Outbreak Surveillance System (FDOSS). Accessed 12/31/13 at http://www.cdc.gov/outbreaknet/surveillance_data.html.

AS MEASURED IN THE AGENCY'S ANNUAL PERFORMANCE PLAN (APP), FSIS COMPLETED 76% OF ALL FY 2013 APP KEY RESULTS

(5% improvement from FY 2012)



Program Area KEY RESULTS

76% FSIS Program Area Key Results were rated as 100% Complete

16% FSIS Program Area Key Results were rated as 75% Complete

Program Area SUPPORTING ACTIONS

76% FSIS Program Area Actions were rated as 100% Complete

(18% improvement from FY 2012)

13% FSIS Program Area Key Actions were rated as 75% Complete

FSIS APP Key Results Arranged by Strategic Plan Goal

GOAL 1 KEY RESULTS

71% were rated as 100% Complete

18% were rated as 75% Complete

GOAL 5 KEY RESULTS

43% were rated as 100% Complete

29% were rated as 75% Complete

Goal 2 KEY RESULTS

80% were rated as 100% Complete

20% were rated as 75% Complete

GOAL 6 KEY RESULTS

64% were rated as 100% Complete

27% were rated as 75% Complete

Goal 3 KEY RESULTS

100% were rated as 100% Complete

0% were rated as 75% Complete

Goal 7 KEY RESULTS

92% were rated as 100% Complete

8% were rated as 75% Complete

Goal 4 KEY RESULTS

50% were rated as 100% Complete

50% were rated as 75% Complete

Goal 8 KEY RESULTS

100% were rated as 100% Complete

0% were rated as 75% Complete

SECTION THREE



ANNUAL PERFORMANCE RESULTS BY
STRATEGIC PLAN GOAL

GOAL

1

FY 2013 ACCOMPLISHMENTS

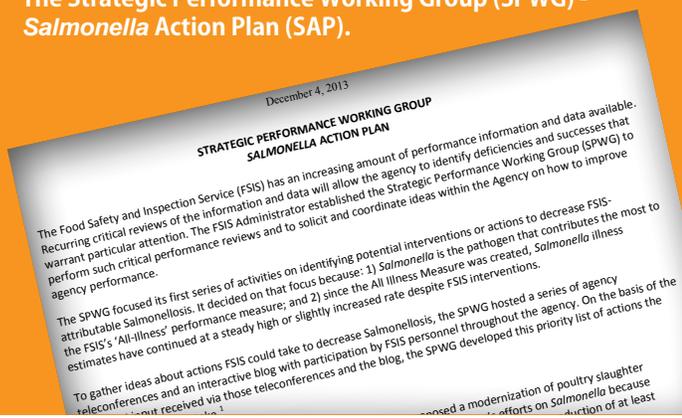


Ensure Food Safety Inspection Aligns with Existing and Emerging Risks

- The Strategic Performance Working Group focused on the reduction of *Salmonella* which resulted in the publishing of the *Salmonella* Action Plan.
- FSIS has seen consistent declines in FY 2013 in both the total number of *Salmonella*, illnesses attributed to FSIS-regulated products, and the overall All-Illness measure estimates. The total number of estimated *Salmonella* illnesses attributed to FSIS-regulated products declined from Q1, FY 2013 to Q4, FY 2013, but the Agency saw increases in *E. coli* O157:H7 over the same period, resulting in a 3.6% overall decline in the total estimated illnesses attributed to regulated products--equivalent to a total of 15,900 illnesses reduced from Q1 to Q4, FY 2013.
- FSIS expanded on work using Centers for Disease Control and Prevention (CDC) outbreak data to estimate foodborne illness attribution for FSIS-regulated products, such as pork and *Salmonella* illnesses.
- Implemented the Public Health Information System (PHIS) in 23 State Meat and Poultry Inspection Programs and released 3 major functionalities in the PHIS, including: questionnaire capability for establishment profile, tasks, and laboratory sampling; improvements to dashboard functionality; enhanced sampling; and a 56 message set interface with the U.S. Custom and Border Patrol International Data System.
- Ensured 82% of investigative cases and 85% of enforcement actions addressed food safety violations.

SINGLE GREATEST ASSET

The Strategic Performance Working Group (SPWG) - *Salmonella* Action Plan (SAP).



SINGLE MAJOR OBSTACLE

Difficulties associated with successfully reducing illnesses from *Salmonella*.



GOAL 2

FY 2013 ACCOMPLISHMENTS



Maximize Domestic and International Compliance with Food Safety Policies

- The percentage of verification sets that passed the *Salmonella* performance standard experienced a slow, steady increase over the last 6 months of FY 2013. The Agency ended the fiscal year on track to meet the goal of having 90% of industry with two sets completed so that further analysis can be conducted.
- Out of 776 active slaughter plants, 428 plants employed a Humane Handling Systematic Approach (56%). Out of the 428 plants with a Systematic Approach, 202 have a robust Systematic Approach (47%). FSIS exceeded the FY 2013 target by 11%.
- In FY 2013, FSIS reached out directly to establishments that were lacking a food defense plan. That appears to have had a positive impact. Out of the 475 establishments that were both called and surveyed, 187 (39%) that did not have a written food defense plan at the time of the call had one at the time of the survey.
- In FY 2013, the Agency used Compliance and Investigations Division (CID) investigators to perform food defense surveillance activities and review the identified food defense measures at in-commerce facilities. As a result, industry voluntarily implemented more food defense practices at in-commerce facilities.
- FSIS used its auditors during foreign country audits as a platform for food defense outreach efforts. This practice caused outreach efforts to increase significantly from FY 2012 (41%) to FY 2013 (65.5%)—a year-over-year increase of 24.5%.

SINGLE GREATEST ASSET

FSIS has developed a wide range of operational measures to assess the effective implementation of various *Salmonella/Campylobacter* policies on a quarterly basis. These measures include eligible establishments scheduled for verification testing, samples collected and analyzed, FSAs conducted, among others. An analysis of these measures provides a first-level glance of policy implementation. Several of these measures are based on the work of the SPWG in conjunction with the Agency's Data Coordination Committee.

SINGLE MAJOR OBSTACLE

Ensuring continued leadership attention and focus on the SAP and committing the necessary resources to pursue and fully realize the activities set out in the SAP in order to achieve the goals FSIS set for itself.

S *almonella* P
A *ction* lan

GOAL 3

FY 2013 ACCOMPLISHMENTS



Enhance Public Education and Outreach to Improve Food-Handling Practices

- More than 1.9 million questions were viewed in the English version of "Ask Karen," with a success rate of 99.6%. In Spanish, more than 431,500 questions were viewed with a success rate of 99.9%.
- Placed food safety educational videos at check-out monitors at several nationwide retailers, reaching nearly 72.4 million customers and more than doubling the 29 million performance target set for Goal 3.
- More than doubled FY 2012 public education targets to at-risk and vulnerable audiences, the Spanish-speaking population, and deaf community in FY 2013 generated over 465,000 Twitter followers, over 25 million Website visits, over 400,000 YouTube views, and over 619,500 visitors to the Food Safety Discovery Zone.
- Aired "Cook It Safe!" public service announcements in 58 cities across 32 States and on stadium jumbotrons during 7 college bowl games, registering more than 38 million impressions with nearly \$5 million in airtime value.
- Conducted 23 outreach events and distributed approximately 56,700 food safety education publications and 25,700 promotional items. Conducted more than 139 Ambassador outreach events and distributed approximately 141,000 food safety education publications and 38,500 educational promotional items.
- Partnered with a external organization to conduct meaningful research on current consumer food safety attitudes and behaviors. Data is to be used to measure consumer food safety awareness levels as well as direct future FSIS consumer education efforts.

SINGLE GREATEST ASSET

FSIS continues to exceed its outreach and public education targets through multiple activities including: managing the Food Safety Discovery Zone; targeting vulnerable and underserved populations (i.e., Spanish-speaking audiences); and leading the Ad Council's Food Safe Families campaign.



SINGLE MAJOR OBSTACLE

Lack of reliable and repeatable source of data that can be compared to the data used to set the Goal 3 target, which is typically collected by a non-USDA agency every 5 years. This has left the Agency struggling to measure progress. Therefore, in FY 2013, FSIS obtained consumer behavior data through non-governmental organizations. In FY 2014, FSIS will continue to receive data from these sources to review its progress.



GOAL

FY 2013 ACCOMPLISHMENTS

4



Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness

- Organized and hosted annual food safety research meeting with Agricultural Research Service (ARS). Included additional Federal agencies with interests in food safety (FDA, NIFA, CDC, AMS, ERS, and FNS) to discuss FSIS research priorities and to identify possible areas for collaboration.
- Approved a new research priority as well as new studies for publication on its Research Priorities Website. The new research priority, with 6 approved studies, focuses on microbial and chemical hazards in veal. FSIS also approved 2 studies addressing retail-to-table handling of fresh turkeys and safe cooking practices for thin cuts of meat.
- Initiated discussions with Agricultural Research Service, Agricultural Marketing Service, and Economic Research Service on potential research projects that would support one of the FSIS Research Priorities.
- Of the nine Interagency Food Safety Analytics Collaboration (IFSAC) projects included in the Goal 4 measure, five were completed, allowing FSIS to achieve its FY 2013 target. Projects completed included aligning CDC food categories with FSIS and FDA regulated products and estimating the baseline proportion of foodborne *Salmonella* Enteritidis illnesses that can be attributed to eggs. Additionally, IFSAC collaborated for the first time with the Interagency Risk Assessment Consortium in FY 2013, with an internal white paper being developed as a final product.
- Participated in a 3-day IFSAC face-to-face meeting in September 2013 to approve finalized projects and discuss new efforts for FY 2014.
- Published a Small Plant News Guidebook on "How to Develop a Recall Plan" in May 2013 and Korean translations of eight Food Defense documents in September 2013.
- Received special recognition for mailings sent to establishments; Enforcement, Investigations, and Analysis Officers (EIAOs), and Inspector-In-Charge (IICs) about outreach role of EIAOs, which allowed FSIS to further strengthen the Agency's outreach to and relationship with small and very small establishments.
- FSIS held 12 State Meat and Poultry Inspection (MPI) Directors conference calls. The 27 State MPI programs represent an approximate \$54 million outlay in FSIS' budget and provide a critical link in this Nation's food safety infrastructure. These monthly calls provide an invaluable opportunity to improve information sharing.

SINGLE GREATEST ASSET

Continued strong working relationships with research and public health partners that allow for rapid progress on work to address FSIS research priorities, improved estimates of FSIS' effects on public health and increased understanding of FSIS activities by our food safety partners.

PARTNERSHIPS

SINGLE MAJOR OBSTACLE

Difficulties in maintaining strong working relationships with partner agencies through FSIS' work with IFSAC and applying findings from IFSAC work to FSIS policies in a timely manner.

Partner Agencies



GOAL 5

FY 2013 ACCOMPLISHMENTS



Effectively Use Science to Understand Foodborne Illness and Emerging Trends

- Utilizing science, the Agency was able to improve traceback timelines to the point that, in all cases, it took no more than 7 days from detection to enforcement action, when appropriate. Consumer complaints were investigated within 2 days from detection and 56% resulted in recalls within 11 days.
- Calculated Raw Chicken Parts Baseline National Prevalence for *Salmonella* and completed sample collection and analysis for Raw Liquid Egg Baseline.
- Journal of Food Protection article on National Advisory Committee on Microbiological Criteria for Foods (NACMCF) recommendations for School Lunch Program ground beef food safety.
- FSIS published a proposed rule based on the FSIS mechanically tenderized beef risk assessment. Held public meeting on Interagency Retail *Listeria monocytogenes* Risk Assessment report.
- Updated FSIS Research Priorities, adding six proposed veal studies on microbial and chemical hazards and two proposed studies on consumer education for safely handling turkeys from retail to table and safely cooking thin cuts of meat (Supported Goals 4 and 5).
- Encouraged researchers to study migration of chemicals, such as endocrine disruptors, from packaging into FSIS regulated products and engaged other USDA agencies to collaborate in ensuring food safety of school packed lunches (Supported Goals 4 and 5.)
- Produced a National Residue Program quarterly report on residue data from samples collected and analyzed in FY2013 to complement the annual reporting.

SINGLE GREATEST ASSET

Aligned components of the scientific agenda to focus on the Agency's most significant needs, responded to emerging concerns, and provided the science to support policy decisions. Laid the foundation in FY 2013 to move toward multiple hazard analysis for samples of FSIS-regulated products.

SINGLE MAJOR OBSTACLE

Baseline values for Goal 5 were established in FY 2012. FSIS met two and exceeded one Goal 5 measure in FY 2013. To fully assess impact and effectiveness of the scientific agenda, FSIS must evaluate trends over time and determine if Strategic Plan 2016 targets ensure the appropriate level of food safety.

TRENDS
OVER
TIME



GOAL

FY 2013 ACCOMPLISHMENTS

6



Implement Effective Policies to Respond to Existing and Emerging Risks

- Exceeded the target percentage of establishments that adopted a systematic approach to humane handling.
- Set up a system to routinely assess regulatory standards and guidance materials for clarity and completeness.
- Published industry guidelines on Hazard Analysis and Critical Control Point (HACCP) systems, systematic approach to the humane handling of livestock, labeling that does/doesn't need prior approval, controlling products pending FSIS test results, and residue prevention.
- Published instructions for FSIS inspectors to verify that establishments are accurately formulating and labeling product for food allergens, and increased verification activities at veal slaughter establishments.
- Implemented a new baseline and targets for percent of regulated industry adhering to key public health-related policies using PHIS data.
- Issued an FSIS Notice informing FSIS personnel about new classification of public health regulations, and used these criteria for assigning food safety assessments.
- Upgraded FSIS' data tracking system AssuranceNet across several offices.
- Updated the PHIS Industry guide and the associated internal users guide.
- Created a clear framework for the evaluation of policies and strategies.
- Developed operational measures to assess the effective implementation of *Salmonella* and *Campylobacter* policies.
- Issued multiple policy documents after assessing effectiveness of existing policies.
- The goal of reducing the number of public health-related Noncompliance Records (NRs) granted by a higher level supervisor with a target not to exceed 40% in FY 2013 was exceeded by an actual performance of 7.41%. Of the 11,551 public health-related NRs written, 30 were appealed. Two of the 27 closed appeals were granted as a result of the establishment providing additional information in one instance and the NR modified after policy was misapplied in the other instance.

SINGLE GREATEST ASSET

Have refined policy development process so that the Agency is able to produce documents that convey policy in an efficient and timely manner.

SINGLE MAJOR OBSTACLE

Imprecise evaluation tools directly linking policy to public health outcomes.

EVALUATION TOOLS



GOAL 7

FY 2013 ACCOMPLISHMENTS



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

- Achieved Time-To-Hire Goal of 80 Days – Reduction from 263 days in July 2012 to 80 days in September 2013; reduced employee relations case backlog by 11 months and successfully conducted predecisional involvement (PDI) on 79 issues; achieved 66% diversity for the 2013 Student Program; and achieved 60% participation in OPM's FEVS, up from 56% in 2012.
- Provided over \$90 million in goods and services to enable the protection of public health; saved \$2.1m by timely closing 101 contracts; saved \$50 thousand on supplies usage and storage; saved \$577k in leased space costs; and established an alternative work center at the George Washington Carver Center (GWCC) in Beltsville, MD.
- Reduced traumatic injury rate on average 2% this year and overall injury/illness rate is trending downward; achieved 93% return-to-work rate from Office of Workers' Compensation Program (OWCP) roles; achieved a 76% closure rate to aid in the prevention of workplace violence cases; and 99% of eligible employees have telework agreements, and 48.9% teleworking on a regular basis.
- Invested \$150k in leadership development for the managerial/supervisory cadre; established an employee suggestion Website; and implemented an employee advisory committee.
- Led USDA OWCP initiative, resulting in a \$1.5m savings and \$122k savings in prescription and medical costs; USDA policy for returning injured workers to employment status and standard operating procedures across USDA; and implementation of an E-solution for OWCP case management.
- Led USDA Marketplace for Shared Service initiative, resulting in an electronic service menu for administrative services in USDA. Goal is to reduce service providers and costs, while increasing service quality, timeliness, and standardization, as measured against best practice criteria.
- Conducted a comprehensive barrier analysis of the Agency's workforce in order to identify areas of under-representation in regards to the hiring, awarding, and promoting of women, minorities, and persons with disabilities; developed and implemented an action plan to address and remove the identified barriers.
- Led a vigorous EEO, Civil Rights, and Diversity training program that enabled the Agency to significantly surpass the training goals established in the FSIS Strategic Plan; approximately 95% of managers and supervisors completed at least 3 hours of training (exceeded training measure by 35%) and 96% of nonsupervisory employees completed at least 2 hours of training (exceeded training measure by 56%).

SINGLE GREATEST ASSET

Agency ability to provide quality customer service in an efficient and effective manner is our standard operating practice.



SINGLE MAJOR OBSTACLE

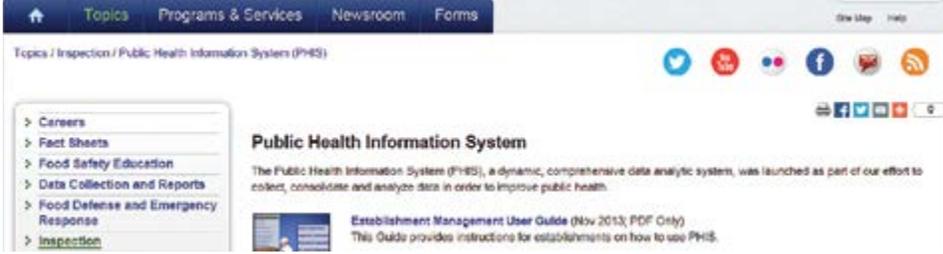
Lack of investment in business processes and procedures threatens our effectiveness and efficiency under expanding workload and limited resources.

EXPANDING
Workload
Limited Resources

GOAL

8

FY 2013 ACCOMPLISHMENTS



Innovative Methodologies, Processes, and Tools, including PHIS, to Protect Public Health Efficiently and Effectively and to Support Defined Public Health Needs and Goals

- Released the FSIS Meat, Poultry, and Egg Product Inspection (MPI) Directory as a mobile app, achieving a 4.2/5 star rating with over 700 downloads. The mobile version of the MPI Directory supports OMB's Digital Government Strategy to improve public access to more data and services and make data available in ways that can be easily shared and combined.
- Tracked 14 innovative initiatives, establishing baselines for 7 and deferring 7 for FY 2014.
- Implemented a mobility pilot to determine the productivity effects of tablets in segments of the enterprise.

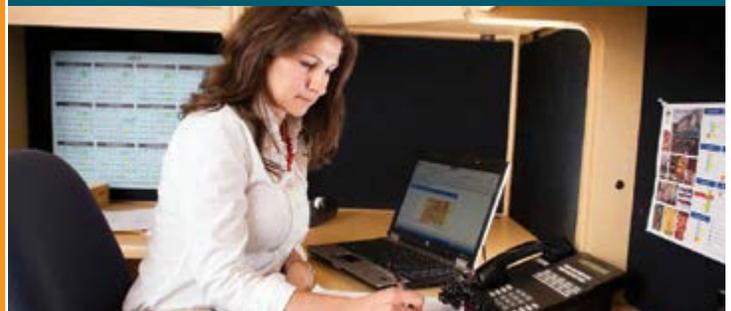
SINGLE GREATEST ASSET

For the first time in Agency history, established criteria and baselines for innovative initiatives. These actions allowed the Agency to monitor the effectiveness of current and future initiatives over time, creating exciting opportunities to better protect public health.

Innovative Initiatives!

SINGLE MAJOR OBSTACLE

Ensuring reliable data sources are available to support effectiveness criteria for innovative initiatives, especially data collected external to the Agency.





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