Food Safety and Inspection Service

FY 2014 Annual Performance Plan

United States Department of Agriculture

Food Safety and Inspection Service

Message *from the* *Administrator*

I AM PROUD to present the Food Safety and Inspection Service (FSIS) FY 2014 Annual Performance Plan (APP). This is our third 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.
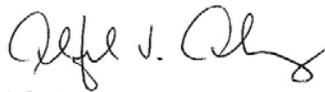
This APP provides the American public and FSIS employees with a clear list of Agency priorities and a detailed roadmap of the steps we intend to take this year to achieve our mission. The document outlines an operational plan that I intend to use to steer the Agency in the coming months, as we work to 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.

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**.**

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 '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 2014 and corresponding actions that they expect to undertake.

This FY 2014 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

Contents

Part One

Key Program Area Results to be Achieved by the End of FY 2014

Presented by FSIS FY 2011-16 Strategic Plan Goal

FOOD SAFETY AND INSPECTION SERVICE

FY 2014 ANNUAL PERFORMANCE PLAN

STRATEGIC THEME **Prevent Foodborne Illness**	
Goal 1: Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks	**Intended 'Key' Results**
Outcome 1.1 *PHIS* Minimize existing and emerging food safety hazards through the most effective means *Pathogens*	• THE FRAMEWORK APPLICATION DESCRIBED IN <u>Data Driven Inspection for Processing and Slaughter Establishments--Public Health Decision Criteria</u>, September 2010, AS WELL AS THE "EQUAL TO" STATE, FOREIGN EQUVIALENCE ITDS CBP INTERFACE, INDUSTRY CORPORATE REPORTING, AND EXPORT CERTIFICATION MODULES WILL BE FULLY-IMPLEMENTED IN THE FSIS' PUBLIC HEALTH INFORMATION SYSTEM (PHIS) BY THE END OF FY2014 **(OIEA Result 1).** • FSIS WILL DEPLOY THE PHIS EXPORT MODULE **(OCIO Result 2).** • TO REDUCE EXPOSURE OF THE PUBLIC TO *SALMONELLA* IN POULTRY, PRIOR TO SEPTEMBER 30, 2014, FSIS WILL COMPLETE BOTH THE HAZARD ANALYSIS VERIFICATION (HAV) AND FOOD SAFETY ASSESMENTS (FSA) PROCEDURES ASSOCIATED WITH RAW COMMINUTED POULTRY IN AT LEAST 75 % OF ALL ELIGIBLE SLAUGHTER/PROCESSING OPERATIONS AND IN AT LEAST 25 % OF ALL ELIGIBLE PROCESSING OPERATIONS **(OFO Result 1).** • FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE HAZARDS AND RISKS ASSOCIATED WITH FSIS REGULATED COMMODITIES, 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 EACH FSIS-REGULATED COMMODITY **(OPHS Result 1).** • FSIS WILL ADDRESS MAJOR QUESTIONS CONCERNING *SALMONELLA,* AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS **(OPPD Result 1).** • FSIS WILL COLLABORATE WITH OTHER AGENCIES ON FOODBORNE ILLNESS ATTRIBUTION AND OUTBREAK PREPAREDNESS AND RESPONSE **(ODIFP Result 2).** • FSIS' OFFICE OF INSPECTION, ENFORCEMENT AND AUDIT (OIEA) WILL CONTRIBUTE TO ACHIEVING THE CORPORATE TARGET OF A MAXIMUM OF 384,362 ILLNESSES ATTRIBUTED TO *Salmonella, Listeria monocytogenes, and E. coli* 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 **(OIEA Result 2).** • FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING REVIEWS OF FSIS TEST RESULTS AND INSTRUCTIONS AND IN NOTICES AND DIRECTIVES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS VERIFICATION INSTRUCTIONS FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS. **(OPPD Result 2).**
Outcome 1.2 *Inspections* Resources are targeted to existing and emerging risks *Data* **Outcome 1.3** Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum	• FSIS WILL FOCUS ITS REGULATION DEVELOPMENT EFFORTS ON (i) MODERNIZING POULTRY AND BEEF SLAUGHTER OPERATIONS, (ii) REDUCING ADULTERANTS IN FSIS PRODUCT, AND (iii) REDUCING *E.COLI* O157:H7 and *LISTERIA MONOCYTOGENES* AND STRENGTHENING VERIFICATION ACTIVITIES RELATED TO IMPORTED PRODUCT **(OPPD Result 3).** • FSIS WILL INCREASE THE AVAILABILITY AND ANALYSIS OF ITS DATA, INCLUDING PHIS DATA, FOR AGENCY DECISION MAKING **(ODIFP Result 3).** • 85% OF FSIS' OIEA 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 **(OIEA Result 3).** • FSIS' OIEA FOLLOW-UP TO SURVEILLANCE ACTIVITY WILL PRODUCE COMPLIANCE WITH ALL FOOD SAFETY REQUIREMENTS SUCH THAT 83% OF FOOD SAFETY VIOLATIONS DOCUMENTED DURING INITIAL SURVEILLANCES ARE CORRECTED BEFORE FOLLOW-UP **(OIEA Result 4).**

Goal 2: Maximize Domestic and International Compliance with Food Safety Policies	Intended 'Key' Results
Outcome 2.1 Domestic and foreign-produced products meet food safety performance standards	• FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING *SALMONELLA,* AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS (OPPD Result 1). • U.S. CODEX OFFICE SUCCESSFULLY SERVES AS SECRETARIAT FOR THREE CODEX COMMITTEES AND ASSOCIATED TECHNICAL WORKING GROUPS HOSTED BY THE UNITED STATES IN ACHIEVEMENT OF THE [SPECIFIED] ACTIONS. THOSE COMMITTEES ARE: FOOD HYGIENE, PROCESSED FRUITS AND VEGETABLES, RESIDUES OF VETERINARY DRUGS IN FOODS (CODEX Result 2). • TO REDUCE EXPOSURE OF THE PUBLIC TO *CAMPYLOBACTER* AND *SALMONELLA* IN POULTRY, PRIOR TO DECEMBER 31, 2013, WORKING WITH THE OFFICE OF DATA INTEGRATION AND FOOD PROTECTION (ODIFP), THE OFFICE OF PUBLIC HEALTH SCIENCE (OPHS), AND THE OFFICE OF POLICY AND PROGRAM DEVELOPMENT (OPPD), THE OFFICE OF FIELD OPERATIONS (OFO) WILL PROVIDE A LETTER TO AT LEAST 90 % OF ALL ELIGIBLE POULTRY SLAUGHTER ESTABLISHMENTS DESIGNATING THEIR CATEGORY STATUS FOR CONTROL OF BOTH *CAMPYLOBACTER* AND *SALMONELLA* IN CARCASSES, ALONG WITH OTHER RELEVANT PUBLIC HEALTH-IMPACTING INFORMATION, AND BY SEPTEMBER 31, 2014, IMPLEMENT STRATEGIES TO INCREASE THE NUMBER OF ESTABLISHMENTS IN CATEGORY 1 (OFO Result 2). • FSIS WILL INCREASE THE AVAILABILITY AND ANALYSIS OF ITS DATA, INCLUDING PHIS DATA, FOR AGENCY DECISION MAKING (ODIFP Result 3). • TO REDUCE EXPOSURE OF THE PUBLIC TO PATHOGENS OF PUBLIC HEALTH CONCERN, WITHIN 5 WORKING DAYS OF IDENTIFICATION OF A NON-COMPLIANCE TREND FOR FOOD SAFETY VIOLATIONS, FSIS WILL INITIATE SPECIAL CONTACT WITH FOOD EXPORTING COUNTRIES IN ORDER TO TIMELY FOCUS ON THE STATUS OF EQUIVALENCE (OFO Result 3).
Outcome 2.2 Humane handling and slaughter practices are a Central focus of Establishment employees as evidenced by the awareness of proper procedures and the implementation of a systematic approach to humane handling	• OFO WILL ENSURE ESTABLISHMENTS INCREASINGLY UTILIZE A SYSTEMATIC APPROACH TO HUMANE HANDLING TO MEET STATUTORY REQUIREMENTS FOR HANDLING AND SLAUGHTER OF LIVESTOCK (OFO Result 5).
Outcome 2.3 Food protection and handling systems ensure protection against intentional contamination	• FSIS WILL INCREASE AWARENESS AND VOLUNTARY ADOPTION OF FOOD DEFENSE PROGRAMS BY INDUSTRY AND GOVERNMENT, DOMESTIC AND INTERNATIONAL (ODIFP Result 1). • FSIS WILL DEPLOY THE PHIS EXPORT MODULE (OCIO Result 2). • FSIS' OIEA THROUGH AUDITING FOREIGN GOVERNMENT MEAT AND POULTRY SAFETY SYSTEMS, EITHER ON-SITE OR BY USE OF SRT, AND STATE MEAT AND POULTRY INSPECTION SYSTEMS WILL VERIFY THE EQUIVALENCE OF THESE SYSTEMS TO THAT OF FSIS (OIEA Result 5). • FSIS'S OIEA WILL TAKE STEPS TO VERIFY AND ENSURE THAT 91% OF TIER 1 & 2 IN-COMMERCE FACILITIES HAVE IMPLEMENTED FOOD DEFENSE PRACTICES (OIEA Result 6).

Goal 3: Enhance Public Education and Outreach to Improve Food-Handling Practices	Intended 'Key' Results
Outcome 3.1 Consumers, including vulnerable and underserved populations, adopt food safety best practices	• 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).
Outcome 3.2 Consumers have effective tools and information to keep "in-home" food safe	• FSIS WILL UTILIZE ITS WEBSITE'S MOBILE ABILITIES AND TECHNOLOGY ENHANCEMENTS TO SUPPORT COMMUNICATIONS TO THE AGENCY'S CUSTOMERS (OPACE Result 2). • FSIS WILL FULLY EXPLORE ENHANCING THE SAFE FOOD HANDLING LABEL ON MEAT AND POULTRY PRODUCTS PACKAGED FOR CONSUMERS (OPACE RESULT 3).

Goal 4: Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness	**Intended 'Key' Results**
Outcome 4.1 FSIS maximizes relationships with public health and food safety partners to enhance the food safety system	• FSIS/U.S. CODEX OFFICE WILL PROMOTE THE ADOPTION BY THE CODEX ALIMENTARIUS COMMISSION OF VOLUNTARY INTERNATIONAL STANDARDS, CODES OF HYGIENIC PRACTICE, AND OTHER GUIDELINES THAT ALIGN WITH U.S. FOOD SAFETY GOALS, PUBLIC HEALTH REGULATIONS, AND INTERNATIONAL TRADE GOALS **(Codex Result 1).** • FSIS WILL COLLABORATE WITH OTHER AGENCIES ON FOODBORNE ILLNESS ATTRIBUTION AND OUTBREAK PREPAREDNESS AND RESPONSE **(ODIFP Result 2).** • FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING REVIEWS OF FSIS TEST RESULTS AND INSTRUCTIONS AND IN NOTICES AND DIRECTIVES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS VERIFICATION INSTRUCTIONS FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS. **(OPPD Result 2).** • FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS FSIS WILL IMPROVE ITS INFORMATION SHARING WITH SMALL AND VERY SMALL ESTABLISHMENTS **(OOEET Result 3).** • FSIS WILL ADVANCE THE COOPERATIVE INTERSTATE SHIPMENT PROGRAM BY SIGNIFICANTLY ENHANCING INFORMATION SHARING WITH STATE MEAT AND POULTRY INSPECTION (MPI) PROGRAMS ABOUT THIS PROGRAM **(OOEET Result 4).** • INFORMATION SHARING WITH STATE MPI PROGRAMS, HAZARD ANALYSIS AND CRITICAL CONTROL POINT (HACCP) CONTACTS AND COORDINATORS, AND OTHER PARTNERS WILL BE SIGNIFICANTLY ENHANCED THROUGH NOVEL INFORMATION TECHNOLOGY, WHILE REDUCING TRAVEL AND OVERHEAD **(OOEET Result 5).**

STRATEGIC THEME **Understand and Influence the Farm-to-Table Continuum**	
Goal 5: **Effectively Use Science to Understand Foodborne Illness and Emerging Trends**	**Intended 'Key' Results**
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	• FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE HAZARDS AND RISKS ASSOCIATED WITH FSIS REGULATED COMMODITIES, 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 EACH FSIS-REGULATED COMMODITY **(OPHS Result 1).** • FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING *SALMONELLA,* AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS **(OPPD Result 1).** • FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING REVIEWS OF FSIS TEST RESULTS AND INSTRUCTIONS AND IN NOTICES AND DIRECTIVES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS VERIFICATION INSTRUCTIONS FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS. **(OPPD Result 2).** • U.S. CODEX OFFICE WILL SUPPORT USDA/FSIS MISSION GOALS BY PROMOTING INTERNATIONAL FOOD SAFETY STANDARDS FOR MAXIMIZING INTERNATIONAL COMPLIANCE WITH FOOD SAFETY POLICIES AND STRENGTHENING COLLABORATION AMONG EXTERNAL STAKEHOLDERS TO PREVENT FOODBORNE ILLNESS **(CODEX Result 3).**
Outcome 5.2 FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health	• FSIS WILL IMPROVE UNDERSTANDING OF EMERGING ISSUES FROM FARM-TO-TABLE, SO THAT THE AGENCY WILL BE ABLE INSTITUTE CHANGES THAT WILL REDUCE, ELIMINATE OR PREVENT CONSUMER EXPOSURE TO NEW FOODBORNE HAZARDS ASSOCIATED WITH MEAT, POULTRY, AND PROCESSED EGG PRODUCTS **(OPHS Result 2).** • FSIS WILL REFINE AND DEVELOP TOOLS TO BETTER ANALYZE THE IMPACT OF AGENCY POLICY ON PUBLIC HEALTH, INCLUDING QUANTITATIVE MODELING AND ANALYSIS TOOLS AND NEW LABORATORY METHODS, TO MEASURE HOW FSIS POLICIES IMPROVE THE SAFETY OF REGULATED COMMODITIES **(OPHS Result 3).**

Goal 6: Implement Effective Policies to Respond to Existing and Emerging Risks	**Intended 'Key' Results**
Outcome 6.1 **Public health risks are mitigated through effective strategies based on the best available information**	• FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING *SALMONELLA,* AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE ILLNESSES FROM THIS PATHOGEN ATTRIBUTABLE TO FSIS REGULATED PRODUCTS **(OPPD Result 1).** • FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING REVIEWS OF FSIS TEST RESULTS AND INSTRUCTIONS AND IN NOTICES AND DIRECTIVES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS VERIFICATION INSTRUCTIONS FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS. **(OPPD Result 2).** FSIS WILL INCREASE THE AVAILABILITY AND ANALYSIS OF ITS DATA, INCLUDING PHIS DATA, FOR AGENCY DECISION MAKING **(ODIFP Result 3).** • FSIS WILL FOCUS ITS REGULATION DEVELOPMENT EFFORTS ON (i) MODERNIZING POULTRY AND BEEF SLAUGHTER OPERATIONS, (ii) REDUCING ADULTERANTS IN FSIS PRODUCT, AND (iii) REDUCING *E.COLI* O157:H7 and *LISTERIA MONOCYTOGENES* AND STRENGTHENING VERIFICATION ACTIVITIES RELATED TO IMPORTED PRODUCT **(OPPD Result 3).** • TO REDUCE EXPOSE OF THE PUBLIC TO CHEMICAL HAZARDS, FSIS WILL IMPLEMENT STRATEGIES TO BRING ABOUT GREATER COMPLIANCE BY ESTABLISHMENTS WITH CONTROLS FOR CHEMICAL FOOD SAFETY HAZARDS, INCLUDING ALLERGENS AND DRUG RESIDUES **(OFO Result 4).**

STRATEGIC THEME **Empower People and Strengthen Infrastructure**	
Goal 7: **Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health**	**Intended 'Key' Results**
Outcome 7.1 **Each employee understands how he/she impacts public health**	• FSIS WILL IMPLEMENT AND SUPPORT THE SECRETARY'S INITIATIVE FOR THE ADMINISTRATIVE SOLUTIONS PROJECT TO IMPROVE EFFICIENCY AND EFFECTIVENESS ACROSS THE DEPARTMENT. THIS WILL BE ACHIEVED THROUGH THE AGENCY'S DESIGNATION AS A NATIONAL SERVICE CENTER FOR HUMAN RESOURCES AND ADMINISTRATIVE SERVICES (OM Result 1). • FSIS WILL CONTINUE TO 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 4).
Outcome 7.2 **All employees have the knowledge, tools, and resources to accomplish the FSIS mission**	• FSIS WILL CONTINUE TO ENHANCE ITS CURRENT EQUAL EMPLOYMENT OPPORTUNITY (EEO), CIVIL RIGHTS, AND DIVERSITY TRAINING PROGRAM TO ENSURE THAT IT PROVIDES TIMELY, EFFECTIVE, AND QUALITY LEARNING EXPERIENCES (CRS Result 1). • SPEARHEAD THE PROMOTION OF EFFICIENT SPENDING ACROSS FSIS THROUGH INCREASED TRANSPARENCY, ACCOUNTABILITY, AND ONGOING COST-CUTTING MEASURES (OCFO Result 1). • FSIS WILL DEVELOP A COMPETENCY MODEL TO SUPPORT MISSION CRITICAL OCCUPATIONS (MCOs) (OOEET Result 1). • BY SEPTEMBER 30, 2014 OCFO WILL DEVELOP WITHIN THE PROGRAM EVALUATION AND IMPROVEMENT STAFF (PEIS) A ROBUST EVALUATION AGENDA, METHODOLOGY, AND SUFFICIENT STAFFING AND EXPERTISE TO DELIVER ONE MAJOR AND TWO MINOR PROGRAM EVALUATIONS (OCFO Result 2). • FSIS WILL STRENGTHEN THE PUBLIC HEALTH, SCIENTIFIC, AND TECHNICAL SKILLS OF THE WORKFORCE (OOEET Result 2). • IMPLEMENT TWO KEY ACTIONS THAT WILL IMPROVE FINANCIAL STEWARDSHIP AND MORE EFFICIENT USE OF RESOURCES ACROSS THE AGENCY: IMPROVE UNDERSTANDING AND APPLICATION OF FINANCIAL MANAGEMENT PRACTICES AND ROLL-OUT EMPLOYEE ENGAGEMENT PROGRAMS DESIGNED TO IMPROVE AGENCY PERFORMANCE (OCFO Result 3). • FSIS WILL DEPLOY NECESSARY FIELD CONNECTIVITY TO RELIEF, PATROL AND HIGH-VOLUME ASSIGNMENTS USING INNOVATIVE METHODOLOGIES, TECHNOLOGIES, AND PARTNERSHIPS. (OCIO Result 3). • FSIS WILL MEET THE GOALS OF THE FEDERAL SPECIAL CYBERSECURITY WORKFORCE PROJECT, ONE OF THE PRESIDENT'S TOP 14 PRIORITY CROSS-AGENCY PERFORMANCE GOALS (OCIO Result 4).
Outcome 7.3 **FSIS has a diverse, engaged, high-performing, and satisfied workforce**	• FSIS WILL PROMOTE THE SIX ESSENTIAL ELEMENTS THAT ESTABLISH AND MAINTAIN A MODEL EEO PROGRAM (CRS Result 2). • FSIS WILL REDUCE INJURIES AND ILLNESSES AS A RESULT OF ESTABLISHING THE FSIS HEALTH AND SAFETY COMMITTEE. THIS GROUP WILL ANALYZE PROBLEMS, RECOMMEND SOLUTIONS, AND IMPLEMENT NEW IDEAS FOR INCREASING EMPLOYEE SAFETY IN THE WORKPLACE (OM Result 2). • FSIS WILL MARKET THE MEDIATION AND CONFLICT RESOLUTION PROGRAM TO THE FSIS WORKFORCE TO FACILITATE EARLY, EFFECTIVE, AND EFFICIENT RESOLUTION OF WORKPLACE DISPUTES AND EEO COMPLAINTS (CRS Result 3). • FSIS WILL ACCOMPLISH MISSION WORK BY EFFECTIVELY IMPLEMENTING PROGRAM REQUIREMENTS WITH HUMAN RESOURCES BUSINESS PROCESS REENGINEERING AND HIRING REFORM (OM Result 3). • FSIS WILL ADVANCE THE CULTURAL TRANSFORMATION INITIATIVE BY 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). • BY SEPTEMBER 30, 2014 FSIS WILL CLOSE-OUT ALL RECOMMENDATIONS MADE IN THE 2013 AUDITS OF HUMAN RESOURCES AND PROCUREMENT BY THE OFFICE OF PERSONNEL MANAGEMENT (OPM) , RURAL DEVELOPMENT (PRE-AUDIT), AND PRICE WATERHOUSE COOPER AUDIT (OM Result 5).

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	**Intended 'Key' Results**
Outcome 8.1 Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies	• FSIS WILL INCREASE BY 10% ABOVE THE FY 2013 BASELINE THE NUMBER OF INNOVATIVE INITIATIVES FOR WHICH: (A) A BASELINE IS ESTABLISHED, (B) THERE IS AN EVALUATION ONCE THE INITIATIVE IS DEPLOYED, AND (C) THERE IS AN ASSESSMENT AS TO WHETHER THEY MEET THEIR INTENDED OUTCOMES TO SUPPORT CONTINUOUS IMPROVEMENT **(OCIO Result 1).** • FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE HAZARDS AND RISKS ASSOCIATED WITH FSIS REGULATED COMMODITIES, 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 EACH FSIS-REGULATED COMMODITY. OPHS WILL ALSO PROVIDE SCIENTIFIC SUPPORT FOR OTHER FSIS STRATEGIC GOALS **(OPHS Result 1).** • FSIS WILL DEPLOY THE PHIS EXPORT MODULE **(OCIO Result 2).**
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	• FSIS WILL DEPLOY NECESSARY FIELD CONNECTIVITY TO RELIEF, PATROL AND HIGH-VOLUME ASSIGNMENTS USING INNOVATIVE METHODOLOGIES, TECHNOLOGIES AND PARTNERSHIPS. **(OCIO Result 3).**

Part Two

Key Program Area Results to be Achieved and Actions Undertaken by the End of FY 2014

Presented by Individual Program Area

Civil Rights Staff

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.2* **All employees have the knowledge, tools, and resources to accomplish the FSIS mission** *Performance Measure 7.2.3* **Percentage of all managers/ supervisors that complete three (3) hours of EEO training—annually (FY 2014 Target 75%)** *Performance Measure 7.2.4* **Percentage of all non-managers/non-supervisors that complete two (2) hours of EEO training—annually (FY 2014 Target 60%)**	*Result 1:* **FSIS WILL CONTINUE TO ENHANCE ITS CURRENT EQUAL EMPLOYMENT OPPORTUNITY (EE0), CIVIL RIGHTS, AND DIVERSITY TRAINING PROGRAM TO ENSURE THAT IT PROVIDES TIMELY, EFFECTIVE, AND QUALITY LEARNING EXPERIENCES.** Continual enhancement of the Agency's EEO, Civil Rights, and Diversity training program will enable the Agency to educate a larger percentage of its workforce. Furthermore, it will provide for a more effective learning experience for FSIS employees, resulting in a greater understanding of EEO and Civil Rights laws and regulations and the benefits of Diversity. Training needs will be identified using a variety of methods that will enable the Agency to train the broadest possible audience in FSIS. Through 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, 75% of managers/supervisors will complete three (3) hours of EEO, Civil Rights, and Diversity training, and 60% of non-managers/non-supervisors will complete two (2) hours of EEO, Civil Rights, and Diversity training. *Actions:* • Continue to collaborate with the Center for Learning (CFL) to utilize the AgLearn system for the purposes of delivering online EEO, Civil Rights, and Diversity training to the FSIS workforce. By July 1, 2014, develop and launch two new EEO, Civil Rights, or Diversity training modules that are tailored for a virtual training environment. • Deliver MD-715 training to 75% of all supervisors/managers by September 30, 2014. • Develop a training schedule by December 1, 2013, that will enable CRS personnel to deliver training at various times throughout FY 2014. • Assist the Department in hosting five (5) Special Emphasis Program (SEP) observances in headquarters by September 30, 2014. 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 one (1) hour of Diversity training, regardless of the number of SEP observances/events/activities a manager, supervisor, or employee attends. • Host two (2) SEP observances/activities/events in field locations by September 30, 2014, to ensure that the diverse workforce in the field is provided the same opportunity to participate in activities similar to those of their headquarters counterparts. • 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. CRS 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" or "Exceed" expectations. *Data Sources:* iComplaints, compliance reports, training needs assessment and analysis, AgLearn, MD-715.

Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.3* **FSIS has a diverse, engaged, high-performing, and satisfied workforce.** *Performance Measure 7.3.4* **Increase the workforce for Persons with Targeted Disabilities (FY 2014 Target 2.0%)**	*Result 2:* **FSIS WILL PROMOTE THE SIX ESSENTIAL ELEMENTS THAT ESTABLISH AND MAINTAIN A MODEL EEO PROGRAM.** The six essential elements provide the foundation upon which the Agency will maintain an effective and efficient Civil Rights and EEO program. These elements are: (1) Demonstrated commitment from Agency leadership; (2) Integration of EEO into the Agency's strategic mission; (3) Management and program accountability; (4) Proactive prevention of unlawful discrimination; (5) Efficiency; and (6) Responsiveness and legal compliance. These elements provide guidance and serve as a self assessment designed to provide an efficient and effective means for determining whether the Agency's overall EEO program is compliant with the Equal Employment Opportunity Commission's Management Directive 715 (MD715). To promote the six essential elements, the Agency will advance its EEO program by establishing a formal Barrier Analysis workgroup that will complete at least four actions that address the findings that were made in the barrier analysis done for the Agency in 2013. *Actions:* Update EEO policy statements by March 31, 2014 to ensure consistency with the six essential elements of a Model EEO Program. • As a follow-up to the comprehensive Barrier Analysis that was conducted in FY2013, the CRS will establish a formal Barrier Analysis ongoing workgroup that will lead the implementation of at least four action items that resulted from the FY 2013 Barrier Analysis. The four action items derived from the Barrier Analysis are: o Address, by September 30, 2014, the data validation and substantiation issues that impede the process of analyzing applicant and workforce data. o Enhance, by September 30, 2014, EEO emphasis across FSIS by improving the information on EEO presented in the new employee orientation, by updating EEO policy statements, and by strengthening partnerships between the Civil Rights Staff and District Offices. o Enhance EEO presence within the Districts by incorporating District Management into the MD-715 reporting process. By December 31, 2013, CRS will provide MD-715 training to the Districts to inform them of the MD-715 reporting requirements and their roles in analyzing workforce data. By September 30, 2014, CRS will implement a quarterly reporting process that will provide quarterly MD-715 data to each District. CRS will also hold two teleconferences with the Districts before the end of FY2014 to review current MD-715 data, assist in addressing barriers, and discuss other EEO and Civil Rights issues. • Improve communication and information sharing throughout FSIS, focusing on career development opportunities for field personnel. By July 31, 2014, CRS will work with OOEET to develop a communication plan that focuses on efficiently and effectively distributing information to employees on career counseling and training, and promotional opportunities. Host a roundtable discussion by June 30, 2014, that will include internal and external stakeholders (i.e., HR representatives, SEP managers, EEOACs, and affinity groups). The goal of the meeting will be to discuss the results of the FY2013 Barrier Analysis and identify plans for addressing the underrepresentation of women, minorities and persons with disabilities. Civil Rights Staff will monitor potential barriers within the Agency; develop action plans to address emerging barriers; and track the progress of all work completed to address those barriers and report to the FSIS Management Council. *Data Sources:* iComplaints, NFC Reporting Center, HR's Monster Database.

Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.3* **FSIS has a diverse, engaged, high-performing, and satisfied workforce** *Performance Measure 7.3.3* **Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government** **(FY 2014 target – 80th of 224)**	*Result 3:* **FSIS WILL MARKET THE MEDIATION AND CONFLICT RESOLUTION PROGRAM TO THE FSIS WORKFORCE TO FACILITATE EARLY, EFFECTIVE, AND EFFICIENT RESOLUTION OF WORKPLACE DISPUTES AND EEO COMPLAINTS.** In order to decrease the number of workplace disputes and EEO complaints within the Agency, FSIS will promote the benefits of mediation, early intervention, team conflict resolution, and facilitation. These programs serve as a means of resolving EEO and non-EEO complaints and disputes at the lowest level possible and will provide fast and cost-effective results. The Mediation and Conflict Resolution programs will also improve communication, relationships, and the overall morale in the workplace. The Agency will increase the mediation offer rate to 100% and participation rate to 45% for all EEO complaints. In addition, 98% of all EEO mediations will be completed within 90 calendar days. *Actions***:** • Develop a communication strategy, by March 1, 2014, that will increase the visibility of MCR programs. The strategy will utilize the Wednesday Newsline, Beacon articles, and training as a means of publicizing MCR programs and their benefits. • Develop Mediation and Conflict Resolution (MCR) training module and deliver, by September 30, 2014, to 75% of supervisors/managers and 60% of non-supervisors/non-managers. The training will educate employees on the availability and benefits of the MCR programs. • Provide resolving official training to new FSIS supervisors and managers. Eighty-five percent (85%) of the training conducted will "Meet" or "Exceed" expectations. • 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. *Data Sources:* iComplaints, Mediation Database.

Office of the Chief Financial Officer

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
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* **Cross-cutting** *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 2014 Target 80%)**	*Result 1:* **SPEARHEAD THE PROMOTION OF EFFICIENT SPENDING ACROSS FSIS THROUGH INCREASED TRANSPARENCY, ACCOUNTABILITY, AND ONGOING COST-CUTTING MEASURES.** Congress, the Department, and the American taxpayers expect performance effectiveness and cost efficiency in achieving our mission as a public health agency. Executive Order 13576 requires that Chief Financial Officers are responsible for achieving Agency cost savings. Maximum cost efficiencies can only be gained through an FSIS-wide team approach. ➢ Develop a formal Agency goal of $4M in documented cost savings in FY14 ($1M per quarter average), independently validated and tracked by the Cost Branch in the Budget Division, and reinvest savings to achieve Agency strategic plan goals and objective. ➢ Reduce the amount of current year relocation obligations by 25 percent by improving relocation estimate practices and developing a historical database to allow for trend analysis. *Actions:* • Establish an ongoing Agency SAVE (Securing Americans Value and Efficiency) program with appropriate portal and guidance. In partnership with OPACE and program offices, solicit, review, and provide cost analysis of at least eight SAVE initiative submissions (by September 2014). • Using cost subject matter expertise, continue to refine and use Return on Investment (ROI) and Risk Evaluation in funding justifications (ongoing). • Review at least two USDA Working Capital Fund (WCF) activities with the objective of analyzing cost drivers to reduce Agency cost allocation in future years. Partnering with OM/OCIO, review non-WCF expenditures such as mail, distribution, and printing costs for more immediate savings (June 2014). • Develop performance metrics for program timeliness and accuracy of quarterly Un-liquidated Obligation reviews (by February 2014). • Partnering with OCIO and OM, and leading the Actual Time Automation Committee (ATAC), make significant progress in the Agency's Signature Process Improvement including e-devices pilot (by September 2014). • Partnering with OM, implement the updated version of WebTA payroll and leave system within timetable established by the Department. • Augment the existing Strategic Plan Dashboard tool by expanding the availability of the Dashboard to more FSIS employees and providing programs with data such as: Status of Funds, hiring cap staffing levels, government travel card delinquency and Un-liquidated Obligation performance metrics, and audit information (by July 2014). • Using data generated by the Position Management tool, increase accuracy of salary and benefits cost projections by 10 percent (by September 2014). • Develop an interface that eliminates the need to manually record cash drawdown's and reduces reporting differences between the Payment Management System and Financial Management Modernization Initiative (FMMI) System (by June 2014). *Data Sources:* Primarily collected from financial databases, PHIS, Audits, Eval Databases, FMMI, FSIS Performance Dashboard, IES management dbase, etc., or in some cases establishing new accounts to track cost savings and cost avoidance.

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 2014 Target 10% 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 2014 Target 80%)**	*Result 2:* **BY 9/30/14, OCFO WILL DEVELOP WITHIN THE PROGRAM EVALUATION AND IMPROVEMENT STAFF (PEIS) A ROBUST EVALUATION AGENDA, METHODOLOGY, AND SUFFICIENT STAFFING AND EXPERTISE TO DELIVER ONE MAJOR AND TWO MINOR PROGRAM EVALUATIONS.** OMB Memorandum, dated July 26, 2013, "Next Steps in the Evidence and Innovation Agenda", challenges agencies to continually improve performance by applying existing evidence about what works, generating new knowledge, and using experimentation and innovation to test new approaches to program delivery. Specifically, FSIS will harness data and use data analysis to improve agency performance and results through the following primary objectives: ➢ By May 2014, establish an evaluation framework that becomes the foundation to produce deliverables to improve program performance. ➢ By September 2014, conduct at least one major evaluation and two minor evaluations to (1) identify the effectiveness of Agency programs or initiatives, and (2) propose new strategies or make specific recommendations to address challenges identified. ➢ Reduce by 25 percent from the previous fiscal year the number of open audit recommendations that are beyond one year past due. *Actions:* • Obtain Agency's leadership support of program evaluation for accountability and improvement using the governance process and internal FSIS focus groups (by Nov 2013). • Conduct ongoing program area outreach and training to increase awareness of and gain greater buy-in and commitment to program evaluation (by Dec 2013). • Seek best practices in program evaluation through outreach with other federal agencies (e.g., CDC) and potential cost effective consultant support (December 2013). • Assess workload and skill set requirements to ensure adequate evaluation staff and sufficient program resources to effectively implement the evaluation recommendations (by Jan 2014). • Develop guidance that documents evaluation objectives, definitions, policy and procedures to ensure a standard and consistent evaluation process (by Feb 2014). • Develop an FY14 Agency evaluation prioritized work plan after engaging FSIS internal stakeholders to better understand issues and program requirements (by April 2014). • Design and deliver relevant evaluations that best meet program needs (by May 2014). • Develop a reporting format that provides evaluation results in a succinct, understandable, and usable format to promote the implementation of evaluation results and recommendations (by June 2014). • Implement an audit open recommendation tracking process to ensure audit recommendations are closed by the agreed date and none over one year (by December 2013). • Develop a Compliance Review (CR) methodology to evaluate the effectiveness of closed audit recommendations (January 2014). *Data Sources:* Primarily collected from financial databases, PHIS, Audits, Eval Databases, FMMI, FSIS Performance Dashboard, IES management dbase, etc., or in some cases establishing new accounts to track cost savings and cost avoidance.

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 2014 Target10% 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 2014 Target 80%)**	*Result 3:* **IMPLEMENT TWO KEY ACTIONS THAT WILL IMPROVE FINANCIAL STEWARDSHIP AND MORE EFFICIENT USE OF RESOURCES ACROSS THE AGENCY: IMPROVE UNDERSTANDING AND APPLICATION OF FINANCIAL MANAGEMENT PRACTICES AND ROLL-OUT FSIS EMPLOYEE ENGAGEMENT PROGRAMS DESIGNED TO IMPROVE AGENCY PERFORMANCE.** OCFO will ensure all resources are managed effectively and optimally, successfully evidenced in the following major objectives: ➢ Achieve 80 percent or above satisfaction level on semi-annual OCFO employee surveys that capture assessment of training, professional development, recognition, communication, and morale measures. ➢ Obtain an average rating of "superior" through surveys that measure timeliness and quality of customer service provided to program users, individuals, and other stakeholders. ➢ Effective systems and automated tools evidenced by project management standards in scope, time, and budget. *Actions:* • Using existing resources, establish a Quality Assurance Manager position to oversee and develop OCFO-wide performance indicators to assess performance and to identify areas needing improvement (by November 2013). • Enhance OCFO staff professional development by partnering with OOEET to develop a comprehensive training program plan and reporting system for areas of leadership and management, in-house training sessions, externally provided training, and self-paced courses (by December 2013). • Collaborating with the Veterans Affairs (VA) Department, successfully hire veterans through the Non-Paid Work Experience program (by March 2014). • Establish a functional Customer Contact Center at the Financial Services Center in Urbandale, Iowa (by May 2014) that (1) provides rapid identification of Agency-wide issues and resolutions, (2) standardizes financial functions across the Agency, and (3) provides one-stop shopping for In-Plant Personnel (IPP) through centralization improves customer service and allows IPP to focus on core duties, not administrative tasks. • Continue quarterly meetings with the Department OCFO staff, District Managers, and the Office of Management to identify and implement customer service best practices (ongoing). • Conduct Cost Analysis training for at least 80 percent of all OCFO employees and members of the Resource Management Advisory Committee (RMAC) by April 2014. • Provide/coordinate internal controls training for the RMAC (by May 2014). • Ensure planning, data scrubbing, testing, coordination, and communication strategy for ETS2 travel system- GovTrip replacement (by September 2014). • Implement electronic work papers for state grant reviews (March 2014). • Design, develop and roll-out, to a limited target pilot audience, at minimum one FSIS District, an FSIS employee engagement program called *i-Improve FSIS*, to promote linkages between employee's work life objectives, program area work and targets, relevant FSIS FY 2014 APP key results, and applicable FSIS Strategic Plan goals and targets; and, encourage individual employee suggestions as to ways the Agency can achieve 'best practices' via a new i-Improve FSIS Web portal & 1-800 telephone number (by Sep 2014). *Data Sources:* Primarily collected from financial databases, PHIS, Audits, Eval Databases, FMMI, FSIS Performance Dashboard, IES management dbase, etc., or in some cases establishing new accounts to track cost savings and cost avoidance.

Office of the Chief Information Officer

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
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 8.1.1* **% of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2014 Target 55%)** *Performance Measure 8.2.1* **% of documented implemented processes, methodologies or technologies, including those adopted in accordance with formally accepted requirements or criteria that meet intended outcomes or otherwise contribute to the Agency's efforts to perform its mission.** **(FY 2014 Target 80%)**	*Result 1:* **FSIS WILL INCREASE BY 10% ABOVE THE FY 2013 BASELINE THE NUMBER OF INNOVATIVE INITIATIVES FOR WHICH: (A) A BASELINE IS ESTABLISHED, (B) THERE IS AN EVALUATION ONCE THE INITIATIVE IS DEPLOYED, AND (C) THERE IS AN ASSESSMENT AS TO WHETHER THEY MEET THEIR INTENDED OUTCOMES TO SUPPORT CONTINUOUS IMPROVEMENT.** *Actions:* • Using the approved definition of "innovation" and the following five criteria: (1) time saved, (2) costs saved/avoided, (3) increased accuracy, (4) increased data availability, and (5) impact on public health, use data collected on potentially innovative projects against baseline data using weighted criteria. • For six initiatives in which a baseline was established in FY13(PHIS report usage, micro-blogging effectiveness, in-commerce verification, automated sample scheduling, managed print services, internal working group blog effectiveness and automation of reimbursable services), begin collecting implementation data for FY14. • Identify FY14 innovations and establish baselines, with goal of establishing seven baselines in FY14. • Identify additional data sources that can be routinely used as metrics to assist future metric identification. *Data Sources:* Current agency data either in the Data Warehouse or agency systems as well as data identified through gap analysis.
Goal 1 **Ensure that food safety inspection aligns with the existing and emerging risks** *Outcome 1.2* **Resources are targeted to existing and emerging risks** *Performance Measure 1.2.2* **% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2014 Target Remains less than 20%)** *AND* **Goal 2** **Maximize domestic and international compliance with food**	*Result 2:* **FSIS WILL DEPLOY THE PHIS EXPORT MODULE.** *Actions:* • Deploy the export release of PHIS by September 30, 2014. • Leverage results of user acceptance testing to identify, prioritize and resolve critical fixes. • Ensure PHIS supports: o Directing inspection and verification of food safety requirements. o Documenting the results of inspection activities. o Analyzing and reporting inspection activity data to assign appropriate resources to emerging risks. *Data Sources:* User acceptance testing results, project management data, PHIS inspection data.

safety policies. *Outcome 2.3* **Food protection and handling systems ensure protection against intentional contamination.** *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 8.1.1* **% of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2014 Target 55%)** *Performance Measure 8.1.2* **% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the Agency** **(FY 2014 Target 73%)**	
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.** 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**	*Result 3:* **FSIS WILL DEPLOY NECESSARY FIELD CONNECTIVITY TO RELIEF, PATROL AND HIGH-VOLUME ASSIGNMENTS USING INNOVATIVE METHODOLOGIES, TECHNOLOGIES AND PARTNERSHIPS.** *Actions:* • Identify connectivity gaps at field locations by October 31, 2013. • Coordinate and partner within and outside of USDA to provide innovative solutions to achieve broadband access to employees by September 30, 2014. • Verify that field employees have necessary connectivity by September 30, 2014. *Data Sources:* • Federal Communications Commission. • National Broadband Project. • Commercial partners. • Location and needs data provided by the Office of Field Operations.

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 2014 Target 80%)**	
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** ***Outcome 7.2*** **All employees have the knowledge, tools, and resources to accomplish the FSIS mission**	***Result 4:*** **FSIS WILL MEET THE GOALS OF THE FEDERAL SPECIAL CYBERSECURITY WORKFORCE PROJECT, ONE OF THE PRESIDENT'S TOP 14 PRIORITY CROSS-AGENCY PERFORMANCE GOALS.** ***Actions:*** • Coordinate with USDA and FSIS's Office of Management and Office of Outreach, Employee Education and Training to document workforce competency requirements by October 31, 2013. • Leveraging the OPM model, the new OPM Cybersecurity Data Element Standard and the NIST National Cybersecurity Workforce Framework, identify gaps and a plan of action and milestones by December 31, 2013. • Incorporate this initiative into the Agency's competency plan for assessments by February 1. • Document employee training information in AgLearn for reporting by September 30, 2014. • Have at least 90% of the 2210 Occupational Series positions coded in the new cybersecurity databank and apply these codes to positions in other occupation series where cybersecurity work is assigned by September 30, 2014. ***Data Sources:*** • Office of Personnel Management. • National Institute of Standards and Technology. • Federal Chief Information Officers' Council. • U.S. Department of Agriculture.

Office of Data Integration and Food Protection

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.3* **Food protection and handling systems ensure protection against intentional contamination** *Performance Measure 2.3.1* **% of all official establishments with a functional Food Defense Plan (FY 2014 Target 85%)** *Performance Measure 2.3.3* **Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination (FY 2014Target 70%)**	**Result 1:** **FSIS WILL INCREASE AWARENESS AND VOLUNTARY ADOPTION OF FOOD DEFENSE PROGRAMS BY INDUSTRY AND GOVERNMENT, DOMESTIC AND INTERNATIONAL.** Utilizing targeted outreach to small and very small plants, FSIS will meet its FY2014 target that 85% 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 70% of them for FY2014. **Actions:** • Mail letters—in collaboration with OOEET—to encourage development of a functional food defense plan to all establishments that lack such a plan, and 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 FY2014, and track responses to evaluate progress. • By January, 2014, evaluate the effectiveness of FY2013 telephone calls, and modify the script developed to communicate with establishments, or develop alternative approaches to contacting establishments if telephone calls were not effective. • By the end of FY14, revise Directive 5420.1, which details FSIS' food defense activities in regulated establishments, in response to focus group results. • Meet quarterly with executives from OPACE and other program offices to highlight recent food defense activities and ensure that the food defense message is included in external speeches, as appropriate. • Identify and convene a focus group to better understand and determine the use of cyber and cyber-based technologies employed in FSIS-regulated establishments, and, by May 2014, develop a report on the basis of the focus-group findings to inform FSIS of any potential cybersecurity issues in FSIS-regulated industry. • By the end of FY2014, revise Directive 5420.1, which details FSIS' food defense activities in regulated establishments, in response to focus group results. • Manage development and implementation of the 2014 food defense plan survey. • By the end of FY2014, in conjunction with OPPD and OIEA, develop a plan to improve adoption of food defense practices by foreign countries that export to the US, potentially tracking improvement by questions in the self-reporting tool used by foreign countries and other data sources, as available. **Data Sources:** Results of annual food defense plan survey of OFO inspection program personnel (IPP). Results of focus groups on cybersecurity and agency food defense activities. Inclusion of food defense messages in FSIS outreach activities.
Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public**	**Result 2:** **FSIS WILL COLLABORATE WITH OTHER AGENCIES ON FOODBORNE ILLNESS ATTRIBUTION AND OUTBREAK PREPAREDNESS AND RESPONSE.** Progress in attributing foodborne illnesses to meat, poultry and processed egg products will be made through approved interagency analytics projects. Building on the three IFSAC projects completed and used in FSIS policies and analyses in FY2013, in FY2014, analysis work will be completed and draft reports and/or manuscripts will be

health and food safety partners to enhance the food safety system	started for the IFSAC project to develop harmonized tri-agency-approved simple food attribution fractions, among other projects.
Performance Measure 4.1.2	
% of results from interagency collaboration on analytics used in FSIS policy (FY 2014 Target 53%)	*Actions:*
	• Initiate two (2) proposals for FSIS projects for consideration by IFSAC to contribute to improved attribution estimates.
AND	• Brief IFSAC on two (2) FSIS activities related to Agency priorities, including efforts to reduce *Salmonella* illnesses, to ensure that FSIS' priorities are considered when setting IFSAC goals.
Goal 1	
Ensure that food safety inspection aligns with existing and emerging risks	• Evaluate how using IFSAC's *Food Commodity Hierarchy* and the IFSAC tri-agency approved attribution fractions would affect FSIS' estimates of illnesses attributable to specific FSIS-regulated products and FSIS' All Illness Estimates, respectively, to plan for any future updated Agency performance measures and activities.
Outcome 1.1	
Minimize existing and emerging food safety hazards through the most effective means	
Performance Measure 1.1.1	• Incorporate CDC's FY2011 data on attribution into FSIS' FY2014 illness measures by January 31, 2014.
Total number of *Salmonella, Listeria monocytogenes*, and *E.coli* O157:H7 illnesses from products regulated by FSIS (FY 2014 Target 384,362)	*Data Sources:*
	Data source: 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 illness, outbreak and serotype data; FSIS and FDA testing data; and, other sources as needed.
Goal 1	*Result 3:*
Ensure that food safety inspection aligns with existing and emerging risks	**FSIS WILL INCREASE THE AVAILABILITY AND ANALYSIS OF ITS DATA, INCLUDING PHIS DATA, FOR AGENCY DECISION MAKING.** FSIS will take steps 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.
Outcome 1.2	
Resources are targeted to existing and emerging risks	
Performance Measure 1.2.1	*Actions:*
% of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2014 Target 1.60%)	• Increase the use of automated PHIS reports by 10% from the use in FY2013.
	• Expand the suite of PHIS reports to include:
	○ appeals information.
	○ non-PHIS sampling data.
	○ PHIS questionnaire data.
	○ data from FIMS.
AND	• To improve data coordination across the agency, working with OPHS, OPPD, and OFO: 1) develop electronic data streams that describe FSIS' data; and 2) better link the provision of data to DCC data analysis projects.
Goal 2	• Utilize the advanced analytics capabilities of PHIS on at least two high priority analysis projects by September 30, 2014. Those projects will be in the general areas of addressing an emerging public health need, implementing the Agency's *Salmonella* Action Plan or incorporating new data collected within PHIS, and will be developed in consultation and coordination with OPHS, OPPD, and other Agency program areas.
Maximize domestic and international compliance with food safety policies	
Outcome 2.1	
Domestic and foreign produced products meet food safety performance standards	
Performance Measure 2.1.1	• In the first quarter of FY2014, collaborating with OPHS and OPPD, identify the Agency's top priorities for data analyses for FY14 utilizing the DCC and agency governance process.
% of broiler plants passing the carcass Salmonella verification testing (FY 2014 Target 92%)	• By September 2014, develop plans for the implementation of two (2) new sampling strategies, including in support of the Agency's *Salmonella* Action Plan.
AND	• In the first quarter of FY2014, in conjunction with OPHS and OPPD, identify the lessons learned from the policy analyses completed in FY2013.
Goal 6	• By the end of FY2014, develop 30 analysis reports to support agency priorities and decision making.
Implement effective policies to respond to existing and emerging risks	• Using information available from FIMS upgrades that improve data sharing between FIMS and PHIS through the data warehouse, develop quarterly reports on the impact of significant incidents on the FSIS-regulated food supply. Track trends in significant incidents in FIMS, and brief the DCC on those trends on a quarterly basis.
Outcome 6.1	
Public health risks are mitigated through effective strategies based on the best available information	
Performance Measure 6.1.2	

% of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year **(FY 2014 Target 77%)** *Performance Measure 6.1.3* **Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks** **(FY 2014 Target Bi-Monthly)**	*Data Sources:* Data in PHIS on number of times reports are accessed and by which offices. Presentations given to DCC or Management Council utilizing PHIS analytics functionality or data from FIMS. The FSIS strategic data analysis plan. Data.gov postings.

Office of Field Operations

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
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 2014 Target 384,362)**	*Result 1:* **TO REDUCE EXPOSURE OF THE PUBLIC TO *SALMONELLA* IN POULTRY, PRIOR TO SEPTEMBER 30, 2014, FSIS WILL COMPLETE BOTH THE HAV AND FSA PROCEDURES ASSOCIATED WITH RAW COMMINUTED POULTRY IN AT LEAST 75 % OF ALL ELIGIBLE SLAUGHTER/PROCESSING OPERATIONS AND IN AT LEAST 25 % OF ALL ELIGIBLE PROCESSING OPERATIONS.** To achieve this result, FSIS will implement multiple items from the 2013 *Salmonella* Action Plan of the Strategic Performance Working Group, along with other mitigation strategies. *Actions:* • Prior to December 31, 2013, work with OPPD to ensure that the HAV procedures are updated based on an analysis of the pilot project of 30 poultry establishments, issued, and implemented by IPP nationwide. • Prior to December 31, 2013, work with OPPD to ensure that the FSA methodology for comminuted poultry is updated and issued to EIAOs, incorporating learning from the completed poultry checklist survey, *Salmonella* Strategic Performance Working Group, and stakeholder comments. • Prior to January 31, 2014, complete a correlation with SEIAOs and EIAOs from each District Office on consistent and uniform application of the new FSA methodology for comminuted poultry. • Prior to September 30, 2014, through execution of the new FSA methodology and lessons learned from the poultry checklist for comminuted poultry, OFO, working with ODIFP, OPHS, and OPPD, will establish criteria for when to issue an NOIE at comminuted poultry establishments because of insufficient process control to prevent an insanitary condition or because of insufficient pathogen reduction. *Data Sources:* PHIS for establishment profiles and indicators of current regulatory compliance and OFO tracking of Pilot Data.
Goal 2 **Implement effective policies to respond to existing and emerging risks** *Outcome 2.1* **Domestic and foreign-produced products meet food safety performance standards** *Measure 2.1.1* **Percentage of broiler plants passing the carcass *Salmonella* verification testing (FY 2014 Target 92%)**	*Result 2:* **TO REDUCE EXPOSURE OF THE PUBLIC TO *CAMPYLOBACTER* AND *SALMONELLA* IN POULTRY, PRIOR TO DECEMBER 31, 2013, WORKING WITH ODIFP, OPHS, AND OPPD, OFO WILL PROVIDE A LETTER TO AT LEAST 90 % OF ALL ELIGIBLE POULTRY SLAUGHTER ESTABLISHMENTS DESIGNATING THEIR CATEGORY STATUS FOR CONTROL OF BOTH *CAMPYLOBACTER* AND *SALMONELLA* IN CARCASSES, ALONG WITH OTHER RELEVANT PUBLIC HEALTH-IMPACTING INFORMATION, AND BY SEPTEMBER 31, 2014, IMPLEMENT STRATEGIES TO INCREASE THE NUMBER OF ESTABLISHMENTS IN CATEGORY 1.** To achieve this result, FSIS will implement multiple items from the 2013 *Salmonella* Action Plan of the Strategic Performance Working Group, along with other mitigation strategies. *Actions:* • Prior to December 31, 2013, provide the IPP (on-line and off-line) associated with each eligible poultry slaughter establishment a copy of the letter sent to the establishment and verify that at least one work unit meeting was held in which the IIC explains to the IPP the context of what the establishment letter means, how the IPP can take steps to identify and stop insanitary conditions from becoming exacerbated,

	and how each IPP impacts public health. Items to be addressed by the IIC include:
	
	   o The *Campylobacter* and *Salmonella* categories for the establishment. Prior to December 31, 2014 FSIS will publish in the Constituent Update the industry breakout for category status for *Campylobacter* and *Salmonella* using the new performance standards for carcasses, and that within 60 days after that we will issue the letter to the establishment specifying the assigned category for each individual establishment.
	
	   o The % positive rate for carcasses, parts (when available), and comminuted poultry (when available), as well as whether the establishment is above, at, or below the national average generated through either a baseline study, on-going FSIS verification testing, or investigative assessment.
	
	   o The non-compliance rate for public health regulations, particularly those regulations associated with reducing exposure of the public to insanitary conditions and pathogens of public health concern, as well as whether the establishment is above, at, or below the national average.
	
	   o The drug resistance profile of all pathogens of public health concern found by FSIS in the establishment for at least the prior two years.
	
	   o By September 30, 2014, working with OPPD, ensure that appropriate issuances (e.g., Federal Register Notice, FSIS Directive) are provided to stakeholders, including the poultry slaughter industry and FSIS IPP, that describe FSIS actions that will be taken by FSIS IPP until the establishment demonstrates Category 1 control by either establishment or FSIS data.
	
	Data Sources:
	
	PHIS and new Poultry Slaughter Modernization SharePoint site to capture implementation data.

Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.1* **Domestic and foreign-produced products meet food safety performance standards** *Performance Measure 1.2.1b* **Percentage of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2014 Target Remains less than 20%)**	*Result 3:* **TO REDUCE EXPOSURE OF THE PUBLIC TO PATHOGENS OF PUBLIC HEALTH CONCERN, WITHIN 5 WORKING DAYS OF IDENTIFICATION OF A NON-COMPLIANCE TREND FOR FOOD SAFETY VIOLATIONS, FSIS WILL INITIATE SPECIAL CONTACT WITH FOOD EXPORTING COUNTRIES IN ORDER TO TIMELY FOCUS ON THE STATUS OF EQUIVALENCE.** Specifically, FSIS will identify and provide technical assistance to repeat violator countries (i.e., those that have had more than two unrelated shipments rejected by FSIS for food safety reasons within a 6 month moving window). 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. *Actions:* • Daily, OFO will monitor Point of Entry (POE) violations related to microbiological, physical, and chemical food safety hazards. • Weekly, OFO will ascertain whether there is a repeat violator country and, if so, initiate an *ad hoc* team that includes members from ODIFP, OIEA, OPHS, and OPPD to evaluate the evidence, including a review of the country's Self Reporting Tool (SRT) for completeness. • Within 5 days after the repeat violator determination is made, issue a response to the country identifying why FSIS believes that the foreign government's oversight is lacking; OFO will then contact the country about FSIS providing technical assistance. • By September 30, 2014, OFO will have led a workgroup that establishes and memorializes in an appropriate document a process that establishes objective criteria for making a determination to suspend a country's equivalence for a process or to suspend the entire country. *Data Sources:* PHIS, and new OFO database on DVMS SharePoint site to capture systematic approach data.
Goal 6 **Implement Effective Policies to Respond to Existing and Emerging Risks** *Outcome 6.1* **Public health risks are mitigated through effective strategies based on the best available information** *Performance Measure 6.1.2* **Percentage of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2014 Target 77%)**	*Result 4:* **TO REDUCE EXPOSURE OF THE PUBLIC TO CHEMICAL HAZARDS, FSIS WILL IMPLEMENT STRATEGIES TO BRING ABOUT GREATER COMPLIANCE BY ESTABLISHMENTS WITH CONTROLS FOR CHEMICAL FOOD SAFETY HAZARDS, INCLUDING ALLERGENS AND DRUG RESIDUES.** *Actions:* • By December 31, 2013, working with OPPD, ensure that an FSIS Notice is issued that instructs IPP to conduct label verification checks against formulation practices on a recurring basis through PHIS in all eligible establishments; ensure that the instruction is informed by lessons learned from the one-time verification activity from FY13. • By September 30, 2014, post a report to the FSIS web page that summarizes how the new FSIS Notice on allergens impacted allergen-related non-compliance (e.g., IPP rather than EIAO or the consumer is now more likely to identify misbranding incidences). • By December 31, 2013, in working with OPPD, ensure that an FSIS Directive on residues is issued that provides greater clarity on decision making associated with professional judgment to be used in consistently and uniformly selecting carcasses and product for chemical residue testing through KIS and laboratory-submittals. • By September 30, 2014, in working with FDA, OPHS, and OPPD, ensure that IPP are more effectively scheduling verification activities that encourage establishments to provide more accurate and complete information about suppliers of live animals to the slaughter establishment to facilitate a more timely traceback investigation. *Data Sources:* PHIS, and new OFO database on DVMS SharePoint site to capture systematic approach data.

Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.2* **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** *Performance Measure 2.2.1* **% 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 2014 Target 60%)**	*Result 5:* **OFO WILL ENSURE ESTABLISHMENTS INCREASINGLY UTILIZE A SYSTEMATIC APPROACH TO HUMANE HANDLING TO MEET STATUTORY REQUIREMENTS FOR HUMANE HANDLING AND SLAUGHTER OF LIVESTOCK.** 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 60% of all livestock slaughter establishments in FY 2014 to have incorporated systematic approaches to humane handling of livestock. Record the reasons an establishment has not adopted a systematic approach to humane handling. *Actions:* - Develop two new Humane Interactive Knowledge Exchange (HIKE) scenarios involving enforcement actions at poultry establishments concerning noncompliance with poultry good commercial practices. - Humane Handling Enforcement Coordinator (HHEC), with the DVMS team, will continue to analyze 100% of all humane handling NRs to identify plants that require special attention due to recurring non-compliance, and inspection personnel that may need refresher training or correlation on humane handling regulations and non-compliance documentation. - Target and encourage small and very small plants to develop a systematic approach to humane handling by utilizing DVMS outreach during humane handling visits. DVMS's will share material about developing a systematic approach at establishments that do not yet have a systematic approach to humane handling and slaughter. DVMS's will conduct follow up communication (telephone call/visit/email exchange) with the plant management by the end of the quarter, after the quarter in which the visit occurred, to see if the establishment was able to develop a systematic approach. - New Situation-Based Humane Handling Training Modules (Refresher for Module 1 and Module 2) will be developed and published by the HHEC and DVMS team. *Data Sources:* PHIS and new OFO database on managed by the HHEC to capture systematic approach data.

Office of Investigation, Enforcement and Audit

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	*Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014*
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 2014 Target 384,362 illnesses)**	*Result 1:* **THE FRAMEWORK APPLICATION DESCRIBED IN <u>Data Driven Inspection for Processing and Slaughter Establishments--Public Health Decision Criteria</u>, September 2010, AS WELL AS THE "EQUAL TO" STATE, FOREIGN EQUVIALENCE ITDS CBP INTERFACE, INDUSTRY CORPORATE REPORTING, AND EXPORT CERTIFICATION MODULES WILL BE FULLY-IMPLEMENTED IN THE FSIS' PUBLIC HEALTH INFORMATION SYSTEM (PHIS) BY THE END OF FY2014.** *Actions:* Develop PHIS so that it provides an infrastructure that will: • Direct Federal, State, export and import inspection and verification of food safety requirements, • Document the results of inspection activities, and • Analyze the data resulting from inspection activities to assign resource to emerging risks through the most effective means. *Data Sources:* Public Health Information System (PHIS).
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 2014 Target 384,362 illnesses)**	*Result 2:* **FSIS' OIEA WILL CONTRIBUTE TO ACHIEVING THE CORPORATE TARGET OF A MAXIMUM OF 384,362 ILLNESSES ATTRIBUTED TO *Salmonella, Listeria monocytogenes*, and *E. coli* 0157H: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.** *Actions:* • Ensure 82% of investigative cases address food safety violations. • Ensure 85% of enforcement actions (administrative, criminal, or civil) address food safety violations and deter future ones. *Data Sources:* In-Commerce System (ICS).
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.3* **Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum**	*Result 3:* **85% OF FSIS' OIEA 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.

Performance Measure 1.3.1 **% of priority in-commerce facilities e.g., warehouses, distributors and transporters) covered by surveillance activities (FY 2014 Target 85%)**	*Actions:* • Ensure OIEA investigators allocate their time to the highest risk facilities. • Ensure field supervisors and managers monitor ICS data and reports on a regular basis; then provide guidance and resources as needed. *Data Sources:* In-Commerce System (ICS).
Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.3* **Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum** *Performance Measure 1.3.2* **% of follow-up surveillances resulting in compliance (FY 2014 Target 83%)**	*Result 4:* **FSIS' OIEA FOLLOW-UP TO SURVEILLANCE ACTIVITY WILL ACHIEVE COMPLIANCE WITH ALL FOOD SAFETY REQUIREMENTS SUCH THAT 83% OF FOOD SAFETY VIOLATIONS DOCUMENTED DURING INITIAL SURVEILLANCES ARE CORRECTED BEFORE FOLLOW-UP.** *Actions:* • Ensure OIEA field supervisors and managers verify at least 83% of food safety violations documented during initial surveillances and are corrected on an annual basis in ICS data base. *Data Sources:* In-Commerce System (ICS).
Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.3* **Food protection and handling systems ensure protection against intentional contamination**	*Result 5:* **FSIS' OIEA THROUGH AUDITING FOREIGN GOVERNMENT MEAT AND POULTRY SAFETY SYSTEMS, EITHER ON-SITE OR BY USE OF SELF REPORTING TOOL, AND STATE MEAT AND POULTRY INSPECTION SYSTEMS WILL VERIFY THE EQUIVALENCE OF THESE SYSTEMS TO THAT OF FSIS.** *Actions:* • Will do an on-site audit or self reporting tool review of 95% of countries exporting to the U.S. and take appropriate action if there is evidence that a country is failing to maintain equivalence with the U.S. system. • Will do an on-site audit or review of 95% of State Meat and Poultry Programs and take appropriate action if there is evidence that a State is failing to meet the "at least equal to" Federal standard. • Working with OPPD, issue a directive on ongoing equivalence verification audits of foreign countries.
Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.3* **Food protection and handling systems ensure protection against intentional contamination** *Performance Measure 2.3.2* **% of food defense practices implemented at priority (tier 1&2) in-commerce (FY 2014 Target 91%)**	*Result 6:* **FSIS'S OIEA WILL TAKE STEPS TO VERIFY AND ENSURE THAT 91% OF TIER 1 & 2 IN-COMMERCE FACILITIES HAVE IMPLEMENTED FOOD DEFENSE PRACTICES.** *Actions:* • Ensure 91% of food defense practices will be implemented at priority (Tier 1 &2) in-commerce facilities by providing firms with food defense educational materials and the FSIS web site which has examples of food defense plans and encouraging firms that do not have a food defense plan to develop a food defense plan.

Office of Management

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
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 2014 Target 92%)**	*Result 1:* **FSIS WILL IMPLEMENT AND SUPPORT THE SECRETARY'S INITIATIVE FOR THE ADMINISTRATIVE SOLUTIONS PROJECT TO IMPROVE EFFICIENCY AND EFFECTIVENESS ACROSS THE DEPARTMENT. THIS WILL BE ACHIEVED THROUGH THE AGENCY'S DESIGNATION AS A NATIONAL SERVICE CENTER FOR HUMAN RESOURCES AND ADMINISTRATIVE SERVICES.** Key targets for FY 2014 include: Improving space utilization and decreasing the FSIS footprint by 5%; increasing effective purchasing through strategic sourcing contracts by 5%; and, reducing high risk contracts so as not to exceed 10%. FSIS will establish a framework to provide world class administrative services, specifically human resources; safety and health; contracting, leasing, and procurement that are customer-focused, results oriented; and promote innovation and efficiency in a national service center/center of excellence delivery model. The 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. 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. *Actions:* • Improve utilization of real property. Implement space efficiencies to meet FY14 targeted space allocation reduction by 5% over FY12 baseline. • FSIS will lead USDA Administrative Solutions Project (ASP) initiatives in Occupational Workers' Compensation Program and Marketplace solutions on behalf of the Administrative Business Initiative Council, by completing and implementing the Center of Excellence proposal for OWCP by 5/30/14, and completing the second phase service menu and populating the website for Marketplace solutions by 6/1/14. • FSIS will further develop relationships between Management and Labor, by continually offering PDI at every opportunity, with regular reporting of this activity to the Departmental LM Forum; providing comprehensive LM training to managers and NJC officials; include NJC members in Agency workgroups including the Green initiative and Safety and Health; and, developing comprehensive safety training for all employees by 9/30/2014. • Increase safety and preparedness at USDA infrastructure, by increasing physical security assessments by 1% over FY13. Conduct 3 security assessments at District Offices (mission critical sites) and install ePacs at three DOs by 8/30/14. • Increase the percentage of employees utilizing HSPD-12 LincPass credential for regular logical access to 60%, from the 2013 baseline of 50%. • Implement a more efficient personal property program decentralizing accountability of day to day transactions, meeting departmental bi-annual

	inventory requirements by 3/15/14.
	• Increase efficient and effective purchasing, by leveraging shared first or strategic sourcing contracts by 5%, and limiting high risk contracts not to exceed 10% over FY13.
	• Conduct mail management assessment to eliminate waste and identify cost savings by 3/30/14.
	• Identify, and submit to the National Archives and Records Administration, 25 % of the initial records schedules for electronic information systems by 9/1/14.
	Data Sources:
	OPM Federal Employee Viewpoint Survey; USDA goals and targets; industry benchmark data.

Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.3* **FSIS has a diverse, engaged, high-performing, and satisfied workforce** *Performance Measure 7.3.1* **% of workplace injury/illness cases (FY 2014 Target 6.00%)**	*Result 2:* **FSIS WILL REDUCE INJURIES AND ILLNESSES AS A RESULT OF ESTABLISHING THE FSIS HEALTH AND SAFETY COMMITTEE. THIS GROUP WILL ANALYZE PROBLEMS, RECOMMEND SOLUTIONS AND IMPLEMENT NEW IDEAS FOR INCREASING EMPLOYEE SAFETY IN THE WORKPLACE**. OM will facilitate reaching the Agency's goal of reducing the percentage of injury/illness cases to a target of 6.00% in FY 2014. Key dates and targets include: ensuring training materials are developed and distributed to District personnel by 9/1/2014; Reducing worker's compensation costs by 4%, and reducing work place violence cases by 5% over FY13. *Actions:* • Work closely with program managers to reduce injury/illness cases to 6.00% by 9/30/14 by improving education, outreach and collaboration with employees, supervisors and program offices; identifying safety training needs and partnering with programs to create a curriculum as appropriate; developing comprehensive guidance and educational material for District use by September 2014; and reviewing 25% of Agency safety and health policy for currency, updating, or elimination. • Work closely with Assistant Administrators to reduce Workplace Violence Prevention (WPV) cases by 5% by 9/30/14 from 2012 baseline by establishing an employee safety educational campaign to increase awareness of WPV. • Work closely with District Managers to reduce Office of Worker's Compensation Program (OWCP) costs by 4% by 9/30/14 from 2009 baseline through a complete assessment of 10% of OWCP cases identifying opportunities for increasing the number of employees returning to work or the termination of benefits; increase the timely filing of wage-loss claims (form CA-7) to meet or exceed 60% in FY14; reduce lost production day rates by 1 % below the FY 2009 baseline or maintain a rate of 15 days or less; measure compliance with the Federal Employees' Compensation Act (FECA) regulations, which require all employers to submit notices of traumatic injury, occupational disease and wage loss compensation electronically (forms CA-1, CA-2 and CA-7). • Maintain FSIS employee satisfaction of 64.3% as measured by the Federal Viewpoint Survey (FVS) responses to the question "How satisfied are you with the following Work/Life programs in your agency… Health and Wellness Programs?" by educational awareness on the benefits of work/life balance opportunities and return on organizational investment. • FSIS will achieve a Return to Work ratio of 90% or better. • FSIS will reduce the number of days it takes to return an injured worker back to alternative duties once medically released, by reviewing and customizing position description for light duty assignments, and assigning workers to light duty positions within 3 days of release from medical provider. *Data Sources:* FEVS results; OSHA/USDA/Agency injury/illness reports; Agency OWCP case management data, case numbers and worker return to work ratios.
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** *Outcome 7.3* **FSIS has a diverse, engaged, high-performing, and satisfied workforce**	*Result 3:* **FSIS WILL ACCOMPLISH MISSION WORK BY EFFECTIVELY IMPLEMENTING PROGRAM REQUIREMENTS WITH HUMAN RESOURCES BUSINESS PROCESS REENGINEERING AND HIRING REFORM.** FSIS will decrease cumulative days to hire time to 80 days; achieve a 25% increase in the use of Delegated Examining/Merit Promotion certificates, and reduce overall vacancy rate at or below 4.5%.

Performance Measure 7.3.2 **Annual rate of staff vacancies** **(FY 2014 Target 6.33%)**	***Actions:*** • Continue implementation of hiring reform requirements: ○ Achieve 80-day hiring goal (from FY13 baseline of 88 days) by continuing to streamline the hiring processes by September 2014. ○ Achieve a 25% increase the use rate in Delegated Examining/Merit Promotion certificate from 32%/11% baseline. ○ Train 80% of all hiring managers to facilitate the partnership with customers to meet HR program efficiency standards by April 2014. ○ Train all HR supervisory and Operations staff on basic staffing and qualification determinations; classification, pay setting and processing functions by May 2014. • Ensure FSIS employees are medically fit to perform inspection activities. Review, and secure approval of proposed changes to medical qualification standards, and complete implementation for all new hires by 2/1/2014. • Develop and implement SOPs district-wide to ensure OFO performance appraisals are complete and submitted within 90 days of the end of the rating cycle, in accord with OHRM Performance Management Policy. At least 90% of BUE appraisals are accounted for by 1/1/14. • Streamline the performance management process to ensure consistency, timeliness, and equality Agency-wide, resulting in receipt of a score of 85 or better on the annual Performance Appraisal Assessment Tool (PAAT) report. • Fully implement to one automated staffing system by 6/30/2014; all vacancies will be filled, and selections processed, through the new system. • Conclude Public Health Human Resources System (PHHRS) by 6/30/2014, with 90% accuracy in initial conversion for affected employees. • Successfully process 100% of personnel actions for all Food Inspectors affected in the implementation of Poultry Slaughter Rule (PSR) by 9/30/14. ***Data Sources:*** OPM, USDA, Agency hiring goals; NFC data, FTE data.
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** ***Outcome 7.3*** **FSIS has a diverse, engaged, high-performing, and satisfied workforce** ***Performance Measure 7.3.3*** **Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government (FY 2014 Target 80th of 224)**	***Result 4:*** **FSIS WILL ADVANCE THE CULTURAL TRANSFORMATION INITIATIVE BY CONTINUOUSLY FACILITATING A COOPERATIVE, RESPECTFUL AND COMMUNICATIVE WORKPLACE IN WHICH EMPLOYEES FEEL VALUED, ARE FULLY DEVELOPED AND UTILIZED, AND KNOWLEDGABLY CONTRIBUTE TO AGENCY SUCCESS.** FSIS will work to reduce conflict and complaints/grievances, increase the timely processing of formal challenges as employees proactively work together to identify holistic solutions, and timely resolve sensitive issues. FSIS will ensure that competency assessments and workforce succession plans are current and are foundational to the individual development planning process. The Agency will ensure supervisors and managers promote organization diversity goals and work life balance programs and initiatives. ***Actions:*** • Ensure that OM programs/staffs have program-level workforce plans in place, skill gaps are identified and succession plans are developed to ensure a more efficient workforce and program delivery. Workforce plans will be published on the FSIS website and distributed to the individual program areas by January 2014; Succession Plans will be developed by 5/24/14, and identified skill gap measures implemented by 8/29/14. • Using assessments piloted by OM in 2013 for selected positions, managers and supervisors will review results to identify competency gaps and

	develop strategies to close them. 100% of OM employees who completed assessments will revise IDPs by 10/30/2013, to include new strategies. FSIS will work to develop competency assessments for all other OM occupational series by 9/30/14. • Ensure that 85% of the workforce has current telework agreements in place to meet work life balance program and COOP requirements and ensure that 50% of eligible employees actively utilize telework to work remotely. • Work closely with hiring managers to implement recruitment plans and activities to increase hiring of persons with targeted disabilities. 100 % of HR specialists (201) will receive training on using Schedule A authority to hire persons with targeted disabilities by 9/30/14; 80% of hiring managers will receive training on using Schedule A authority to hire persons with targeted disabilities by 9/30/14. • Improve access for socially disadvantaged contractors, including veteran owned, women owned, American Indian owned, and small business to USDA programs for 50% of contract awards, measured using FPDS data. • Work closely with OPHS management to achieve Green Status under the FedCenter Environmental Management System Criteria by overseeing the environmental management programs at three FSIS laboratories. • Evaluate the FSIS Student Employment Program (SEP) to ensure FSIS has a comprehensive program, annually converting 80% of eligible graduate program participants to permanent positions at the end of their appointment. • Develop and implement strategy to reduce employee relations case processing time to 90 days or less. ***Data Sources***: USDA/FSIS program management performance metrics including grievance, settlement, and adverse action rates; USDA Cultural Transformation Scorecard; MD-715 reports; CARE review reports; FEVS results.

Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** **Outcome 7.3** **FSIS has a diverse, engaged, high-performing, and satisfied workforce**	**Result 5:** **BY 9/30/2014, FSIS WILL CLOSE-OUT ALL RECOMMENDATIONS MADE IN THE 2013 AUDITS OF HUMAN RESOURCES AND PROCUREMENT.** Specifically, FSIS will address all recommendations and issues arising from the August 2013 OPM audit, July 2013 Rural Development pre-audit, and the 2013 Price Waterhouse Cooper audit, as well as management control process improvements identified under the FY 2013 A-123 certification process. **Actions:** • FSIS will address and resolve findings and recommendations contained within each of the three respective HR and procurement audit reports by 9/30/14. • FSIS will conduct periodic HR and procurement program reviews at least once a month and address any identified systemic issues before the end of every quarter. • FSIS will address common key findings of HR processing by 12/30/13. Areas to be addressed include: Category Rating; Case File Review; Job Analysis; Assessment; Internal Controls; and Training. Implement actions to resolve findings by 6/30/14. • Ensure no material weaknesses are reportable for A-123/financial audit, and no repeat findings exist for FY 2014 in contracting, procurement, or human resource transaction processing. Close out all FY 2013 assessment items by 5/30/14 **Data Sources:** OPM, FSIS, PWC data.

Office of Outreach, Employment Education and Training

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
Goal 7 **Empower employees with the training, resources, and tools to enable success in protecting public health** **Outcome 7.2** **All employees have the knowledge, tools, and resources to accomplish the FSIS mission** **Performance Measure 7.2.1** **% of competency gaps closed for targeted groups (FY 2014 Target 10% decrease in competency gap)**	**Result 1:** FSIS WILL DEVELOP A COMPETENCY MODEL TO SUPPORT MISSION CRITICAL OCCUPATIONS (MCOs). **Actions:** By September 30, 2014, OOEET will: • Collaborate with OM, OIEA, OPPD and OCIO to identify and define general competencies that cut across all MCOs. • Identify how the cross cutting competencies will be assessed. • Identify and develop specific actions that will improve the MCO's standing on the specified cross cutting competencies. • Collaborate with OM, OIEA, OPPD and OCIO to develop a process that will identify and define the technical competencies for all MCOs. **Data Sources:** Specific data sources will be identified or developed to facilitate the development of the competencies. **Result 2:** FSIS WILL STRENGTHEN THE PUBLIC HEALTH, SCIENTIFIC, AND TECHNICAL SKILLS OF THE WORKFORCE. In 100% of target courses, OOEET will measure the competency of students with the goal of 80% meeting the competency standard after training. Outcome results will be measured by taking the series of actions below. **Actions:** For 100% of target courses in FY 2014, OOEET will: • Calculate the demonstrated competency for each class and report the percentage of classes that met or do not meet the competency standard of 80% . • Analyze the level of training effectiveness for each class by comparing the average pretest/posttest score improvements to a benchmark of training effectiveness reported in the scientific training evaluation literature. • Review course evaluation feed back to identify areas of content or delivery that can be improved in order to increase training effectiveness. **Data Sources:** Validation data, Participant post tests results, OOEET Quarterly and Annual Reports; AgLearn Completion Reports; Course Evaluations.

Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system** *Performance Measure 4.1.3* **% of identified opportunities realized to improve information sharing (FY 2014 Target 71%)**	*Result 3:* **FSIS WILL IMPROVE ITS INFORMATION SHARING WITH SMALL AND VERY SMALL ESTABLISHMENTS.** To achieve this result, OOEET will conduct, develop, and produce publications, Webinars, conference calls, exhibits, and other initiatives to reach owners and operators of small and very small meat and poultry establishments. In addition, to serve increasingly diverse populations (using English as a second language) operating small plants, OOEET will translate more food safety resources into another language. *Actions:* • Publish 12 editions of *Small Plant News*, online and in print. • Publish new resources including, at a minimum, one guidebook and three brochures for small and very small meat and poultry establishments on subjects of technical and scientific merit. • Translate at least 6 more food safety resources that FSIS offers to industry into a foreign language, bringing the total up from 19 (as of end of FY 13) to 25 by the end of FY 14. This would represent 50% of the total resources that FSIS offers to small and very small establishments. *Data Sources:* 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, Small Plant News survey data.
Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system** *Performance Measure 4.1.3* **% of identified opportunities realized to improve information sharing (FY 2014 Target 71%)**	*Result 4:* **FSIS WILL ADVANCE THE COOPERATIVE INTERSTATE SHIPMENT PROGRAM BY SIGNIFICANTLY ENHANCING INFORMATION SHARING WITH STATE MPI PROGRAMS ABOUT THIS PROGRAM.** There are 27 States MPI Programs. Currently, three States participate in the Cooperative Interstate Shipment program. OOEET will work with OFO and OPACE to increase State awareness of the Cooperative Interstate Program with a goal of inducing additional States to participate in the program. *Actions:* • By September 30, 2014, OOEET will develop and implement an effective outreach plan to advance the Cooperative Interstate Shipment program by conducting at least 2 Webinars and instituting at least three other information exchanges to inform States of the requirements and advantages of the program for both States and participating plants. *Data Sources:* Small plant help desk monthly data; askFSIS data; Feedback from monthly State MPI Directors webinars; Data from the Office of Field Operations; GAO Report.
Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system**	*Result 5:* **INFORMATION SHARING WITH STATE MPI PROGRAMS, HACCP CONTACTS AND COORDINATORS, AND OTHER PARTNERS WILL BE SIGNIFICANTLY ENHANCED THROUGH NOVEL INFORMATION TECHNOLOGY, WHILE REDUCING TRAVEL AND OVERHEAD.** There are 27 States MPI Programs, a comprehensive network of HACCP Contacts and Coordinators across the country, and numerous other food safety partners that all share the same goal of improving food safety. With reduced budgets, it is becoming more difficult to sponsor, or attend, face-to-face meetings and conferences to conduct business. However, food safety challenges still need to be addressed by federal, state, and

Performance Measure 4.1.3 **% of identified opportunities realized to improve information sharing** **(FY 2014 Target 71%)**	local entities, as well as academia and industry that need to work together. ***Actions:*** By September 30, 2014: 1. Research webcasting as the communication vehicle to conduct virtual meetings. Working with OCIO to implement Webcasting if economically and technologically viable. 2. Conduct 12 monthly Webinars/Webcasts 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. 3. Conduct 12 monthly Webinars/Webcasts 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. ***Data Sources:*** Small plant help desk monthly data; askFSIS data; OPPD's Policy Development Division data; OPPD's Labeling and Program Delivery Division data; Feedback from monthly state MPI Directors webinars; Feedback from monthly HACCP contacts and coordinators Webinars; Data from the Office of Field Operations; GAO Report.

Office of Public Affairs and Consumer Education

Work Contributes to Strategic Plan Goals(s), Outcome(s) & Measures(s):	Key RESULTS to be Achieved and ACTIONS Undertaken by the End of FY 2014
Goal 3 **Enhance public education and outreach to improve food handling practices** *Outcome 3.1* **Consumers, including vulnerable and underserved populations, adopt food safety best practices** *Performance Measure 3.1.1* **Average 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%)**	*Result 1:* **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. *Actions:* • Increase the number of impressions to *Food Safe Families* campaign to 318 million. At the end of FY2013, the campaign has had 265 million impressions since it launched. The FY 2014 number reflects a 20% increase. • By March 31, 2014, OPACE and ODIFP will analyze and interpret data collected in FY13 to assess progress in increasing consumer acceptance of safe food handling practices. OPACE will use the results and analysis to enhance at least one consumer education initiative by September 30, 2014. By June 31, 2014, OPACE will solicit at least one information collection study during the year. • Devise and implement strategy that increases by 15% above FY 13's total of 1,125,000, consumer outreach to at-risk populations to 1,293,750. Establish opportunity with at least two membership organizations that serve vulnerable population groups to promote the food safety for at-risk persons, through social media and other means, to increase message outreach. • Increase use of innovative consumer education tools, including increasing the number of answers viewed within Ask Karen to 2.4 million, (25% above the FY 2013 level), while maintaining a high customer satisfaction level as a measure by a self-serve rate of greater than 95%, indicating that the public can find the information they need. • Increase Spanish-language capacity to proactively reach under-served populations, resulting in at least two consumer or agency message initiatives. Increase number of answers viewed within Spanish Ask Karen to 2.1 million (20% above the FY 2013 level). • Implement at least two tactics for providing *Salmonella*-related food safety messages to the public, including why *Salmonella* is more challenging to control than other pathogens. *Data Sources:* Partnerships with the USDA Food and Nutrition Service for Kansas State University to collect observational study data, and with International Food Information Council's Food and Health survey to include consumer behavior

	questions provided by FSIS. Provide Ad Council media metrics and consumer reach reports using the USDA Meat & Poultry Hotline, Ask Karen databases, and brochure distribution metrics.
Goal 3 **Enhance public education and outreach to improve food handling practices** *Outcome 3.2* **Consumers have effective tools and information to keep in-home food safe.** *Performance Measure 3.2.1* **Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use)** **(FY 2014 Targets include: Website page views (61 million) YouTube views (500,000) Twitter Followers (520,000) Visitors to Food Safety Discovery Zone (478,160))**	*Result 2:* **FSIS WILL UTILIZE ITS WEBSITE'S MOBILE ABILITIES AND TECHNOLOGY ENHANCEMENTS TO SUPPORT COMMUNICATIONS TO THE AGENCY'S CUSTOMERS.** *Actions:* • By September 30, 2014, increase website page views over FY 2013 level by 10% to more than 61 million (cumulative). Increase mobile device usage by 20%, increasing user numbers by 1.7 million, to 2.3 million. • Increase YouTube video views by at least 30% to 500,000. 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. • Sustain growth of the @USDAFoodSafety and increase the number of Twitter followers by at least 10% from FY 2013 to more than 520,000. In addition to adding followers, increase re-tweets (sharing content) by 10% using at least two campaigns or seasonal education pushes as vehicles. • Increase visitors to the Food Safety Discovery Zone (FSDZ) to 478,160, 10% over the FY 2013 APP target. Promote at least 75% of FSDZ events through traditional and social media. • By March 1, 2014, establish social media governance and strategy based on social media analytics and baseline data collected during FY13. • In coordination with OCIO, oversee the requirements and development phases of the *Foodkeeper* App to bring the project to a successful conclusion before December 31, 2014, (design, testing, and deployment) once the contracts have been awarded. *Data Sources:* 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 FSDZ events. Measure use of mobile users via Google analytics against 2013 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.
Goal 3 **Enhance public education and outreach to improve food handling practices** *Outcome 3.2* **Consumers have effective tools and information to keep in-home food safe.** *Performance Measure 3.2.1* **Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use)**	*Result 3:* **FSIS WILL FULLY EXPLORE ENHANCING THE SAFE FOOD HANDLING LABEL ON MEAT AND POULTRY PRODUCTS PACKAGED FOR CONSUMERS.** *Actions:* • OPACE in cooperation with OPPD and OOEET will solicit ideas from stakeholders regarding the safe food handling label. • OPACE in cooperation with OPPD and OOEET will ensure that ideas are presented to stakeholders at the National Advisory Committee on Meat and Poultry Inspection by January 31, 2014.

(FY 2014 Targets include: Website page views (61 million) YouTube views (500,000) Twitter Followers (520,000) Visitors to Food Safety Discovery Zone (478,160))	• Within 90-days of the advisory committee meeting, OPACE in cooperation with OPPD and OOEET, will develop a recommendation on whether and, if so, how to go forward with making changes in the safe handling label. If the recommendation is to go forward, the recommendation will include major milestones and a timeline for completion. *Data Sources:* Input from stakeholders, NACMPI meeting dates.
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 or 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 2014 Target 92%)**	*Result 4:* **FSIS WILL CONTINUE TO 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:* • By November 1, 2013, develop for Agency review a year-long adaptable communications strategy that includes coordinated messages that align with Agency priorities. Coordinate with OCFO and OFO to develop and distribute materials that will be useful to in-plant personnel. • Within 60-days of receiving the analyses of an FY13 internal survey of employees' communications, conducted by OCFO, use the analyses to develop an internal communications strategy with at least one improvement to the FY2013 approach. Create at least four communication opportunities to Districts/field that provide training, resources, and feedback opportunities. • Expand the Food Safety Ambassador Program to engage employee representatives and enable them to carry internal messages to colleagues in the field. Educate, inform, and empower Ambassadors and volunteers to become change agents in support of internal communications campaigns. Ensure 80% of Districts are actively engaged in the Ambassador Program. *Data Sources:* Evaluate information obtained through data sources such as the Federal Employee Viewpoint Survey, DM meetings and feedback. Data collected for the Ambassador reports and approved for strategy.

Office of Public Health Science

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
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 2014 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 2014 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* O167:H7 illnesses from products regulated by FSIS (FY 2014 Target 384, 362 illnesses)** *ALSO* *Performance Measure 4.1.1* **Research: % of time products from three research agencies (ARS,ERS and NIFA) used by FSIS and shared with stakeholders (FY 2016 Target 25% over baseline)** *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 2014**	*Result 1:* **FSIS WILL COMPLETE ACTIONS TO IMPROVE UNDERSTANDING OF THE HAZARDS AND RISKS ASSOCIATED WITH FSIS REGULATED COMMODITIES, 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 EACH FSIS-REGULATED COMMODITY.** FSIS will assess the public health impact of Agency actions using illness reduction targets identified by the *Healthy People 2020* initiative and in the FSIS Quarterly and FSIS Annual Performance Reports. The assessment will focus on chemical hazards and pathogens of most concern to FSIS and for which FSIS has testing programs and regulates: *Salmonella and Campylobacter* (causing a sizeable fraction of the total burden of foodborne illness), *Listeria monocytogenes* (with a case-fatality rate of approximately 16%), and STEC (both O157 and non-O157 STEC that can cause severe illness). FSIS has established pathogen-specific illness reduction targets for FY2014 based on a linear reduction in illnesses over time to achieve the Healthy People 2020 targets. FSIS has set a goal for illnesses attributed to FSIS-regulated products for FY 2014:

Objective	Total Illnesses	Foodborne Illnesses Attributable to FSIS products/100,000 persons
Salmonella	366,923	4.88
Lm	795	0.13
E. coli O157:H7	16,644	0.32
All-Illness Measure	384,362	

Actions:

By September 30, 2014:

1. **USE SCIENCE TO GUIDE DEVELOPMENT OF *SALMONELLA* AND *CAMPYLOBACTER* PERFORMANCE STANDARDS – DEVELOP APPROPRIATE STANDARDS FOR COMMINUTED POULTRY AND CHICKEN PARTS AND CONTINUE WORK ON BASELINE FOR BEEF AND VEAL.**

- **Comminuted poultry exploratory study.**
   - o   Analyze data to provide pathogen prevalence and levels for *Salmonella* and *Campylobacter.*
   - o   Develop options for performance standards or compliance guides.

- **Guide establishment of performance standards for chicken parts.**
   - o   Develop a chicken parts risk assessment to guide the development of public health-based (HP2020) performance standards options for potentially reducing *Salmonella* and *Campylobacter* on chicken parts. This risk assessment will estimate the number of illnesses avoided given different number of allowable positive regulatory samples.

Target 39.67%)
 	
 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 need and goals
 Outcome 8.1
 Continuously evaluate and seek to understand and employ new or innovative mission-supporting processes, methodologies, and technologies
 Performance Measure 8.1.1
 Percentage of innovative processes, methodologies, or technologies for which the Agency has established a baseline (FY 2014 Target 55%)
	• **Complete shakedown and final FSIS Notice for the Beef/ Veal Carcass baseline survey. Initiate baseline in FY14.**
	
	 2. **FSIS WILL TEST FOR HAZARDS IN FOOD AND WORK WITH STATE INSPECTION PROGRAM LABORATORIES TO ASSURE COMPARABILITY.**
	
	 • **FSIS laboratory services will screen for multiple analytes in each FSIS sample.**
	     o Complete exploratory sampling projects - data from 2 multi-hazard identification projects will be analyzed and any documented hazards will be risk-ranked by the end of FY14.
	     o A multi-compound tranquilizer method for FSIS regulated products will be implemented by the end of FY14.
	     o The analytical capability of the multiple hormone method will increase by 40% by the end of FY14.
	
	 3. **REAL-TIME TRACKING AND UPLOAD OF PFGE PATTERN NAME DATA FOR FSIS BACTERIAL ISOLATES.**
	 • By 09/30/2014, build out a prototype application and processes that will:
	     o Compare PulseNet records with records in the FSIS BioNumerics and FSIS LIMS databases.
	     o Generate files compatible with the LabWare LIMS File Importer.
	     o Process existing LIMS records to import new pattern name data identified with the historical reported pattern name.
	
	 Data Sources:
	
	 Data warehouse, scientific literature, other sources, FSIS recall database, CCMS, FSIS AES Investigations Records database.

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 2014 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 2014 Target 95%)
	Result 2:
	 FSIS WILL IMPROVE UNDERSTANDING OF EMERGING ISSUES FROM FARM-TO-TABLE, SO THAT THE AGENCY WILL BE ABLE TO INSTITUTE CHANGES THAT WILL REDUCE, ELIMINATE OR PREVENT CONSUMER EXPOSURE TO NEW FOODBORNE HAZARDS ASSOCIATED WITH MEAT, POULTRY, AND PROCESSED EGG PRODUCTS. Emerging issues includes newly identified hazards (pathogens or chemicals of concern), new information on the characteristics of a hazard (e.g., virulence factors), and newly identified exposure pathways or contributing risk factors. FSIS will conduct systematic reviews of the literature, evaluate laboratory data for signals of new chemical hazards, seek input and exchange information with scientific and technical experts, and evaluate risk factors identified in epidemiological data to identify and address emerging or newly identified food safety hazards and risks to align its efforts to protect public health.
	
	 Actions:
	
	 By September 30, 2014:
	
	 1. **DEVELOP THOROUGH DESCRIPTIONS OF HAZARDS IN FSIS REGULATED COMMODITIES**: READY-TO-EAT, RAW POULTRY PRODUCTS, RAW BEEF, RAW PORK, OR RAW LIQUID EGGS.
	     o Norovirus
	     o Differential virulence of Shigatoxin *E.coli*
	     o *Salmonella* in animals before they come to slaughter (pre-harvest)
	
	 2. **ANALYZE CONSUMER COMPLAINT MONITORING SYSTEM AND FOODBORNE ILLNESS INVESTIGATION DATA TO IDENTIFY ASSOCIATIONS AND TRENDS BETWEEN FSIS PRODUCTS AND HUMAN ILLNESS.**

	o Conduct analysis of FY13 data to establish an approach for finding trends and emerging concerns that might reveal factors amenable to interventions that reduce foodborne illness and hazards.
	
	3. **COMPLETE HAZARD IDENTIFICATION TEAM (HIT) PROJECTS TO CHARACTERIZE AT LEAST 2 NEWLY IDENTIFIED RISKS IN KNOWN OR EMERGING HAZARDS; DELIVER INFORMATION TO FSIS RISK MANAGERS THAT ASSESS THE FOLLOWING 5 CRITERIA.**
	
	    o **Novelty**
	    o **Data quality**
	    o **Imminence**
	    o **Scale**
	    o **Severity**
	
	Data Sources*:*
	
	Data warehouse, scientific literature, other sources, FSIS recall database, FSIS AES Investigations Records database.

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 2014 Target 64%)**	*Result 3:* **FSIS WILL REFINE AND DEVELOP TOOLS TO BETTER ANALYZE THE IMPACT OF AGENCY POLICY ON PUBLIC HEALTH, INCLUDING QUANTITATIVE MODELING AND ANALYSIS TOOLS, AND NEW LABORATORY METHODS, TO MEASURE HOW FSIS POLICIES IMPROVE THE SAFETY OF REGULATED COMMODITIES.** FSIS will develop new or improve upon existing laboratory testing methods, design new analytics models to assess exposure and risk to foodborne hazards enabling FSIS to make better predictions about public health outcomes; develop new mathematical models to evaluate the growth of pathogens in foods (predictive microbiology); develop improved information on the distribution of chemical hazards within food animals (physiology-based pharmacokinetic modeling); and, strengthen the FSIS risk analysis process through improvements in the type of information shared and communication during the initial interaction between risk assessors/scientists and risk managers. *Actions:* 1. **BUILD ON THE CREDIBILITY OF THE SCIENCE THAT SUPPORT FSIS POLICIES AND PROGRAMS THOUGH PUBLISHING IN THE PEER REVIEWED LITERATURE.** • **By March 31, 2014 submit a manuscript to International Association of Food Protection on an evaluation of predictive microbiology models' utility.** The manuscript will describe the performance of these models for *Clostridium perfringens* to guide industry in choosing the best model for assessing processing deficiency events. • **By September 30, 2014 develop and submit for peer-reviewed publication an article that estimates human illness reductions following implementation of the FSIS *Salmonella* and *Campylobacter* performance standards in young chicken slaughter establishments.** This article will analyze data before and after implementation of the performance standards and compares this empiric evidence to model predictions that accompanied the new FSIS standards announced in 2011. It will use a Monte Carlo – Markov chain statistical methods to examine statistical similarities and differences between what is observed and what was predicted. • **By September 30, 2014 and in collaboration with IFSAC, OPHS and ODIFP, develop and submit for peer-reviewed publication an article that examines the appropriateness of outbreak-based food attribution when applied to the larger population of non-outbreak cases for *Salmonella, Campylobacter, E. coli* O157 *and Listeria monocytogenes* human illnesses.** 2. **INTRODUCE CAPABILITY FOR WHOLE GENOME SEQUENCING (WGS) FOR EPIDEMIOLOGY AND FOODBORNE ILLNESS INVESTIGATIONS.** • FSIS Lab system will work with public health partners to identify, and by the fourth quarter in FY14 deploy, an agreed upon genotyping platform that generates genomic information uploaded to a central database. Timely WGS and examination of microbial genomes will result in more rapid detection of mutations that confer phenotypic virulence, antimicrobial resistance, and susceptibility to pathogens of interest to FSIS. *Data Sources:* Data warehouse, LIMS, PHIS, FSIS/Applied Epidemiology Staff Investigations Records database, scientific literature, and other sources.

Office of Policy and Program Development

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
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 2014 Target 384,362 illnesses)** *AND* **Goal 2** **Maximize domestic and international compliance with food safety policies** *Outcome 2.1* **Domestic and foreign produced products meet food safety performance standards** *Performance Measure 2.1.1* **% of broiler plants passing the carcass** *Salmonella* **verification testing (FY 2014 Target 92%)** *AND* **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 5.1.2* **% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2014 Target 95%)** *AND* **Goal 6** **Implement effective policies to respond to existing and emerging**	*Result 1:* **FSIS WILL ADDRESS THREE MAJOR QUESTIONS CONCERNING** *SALMONELLA,* **AND ON THE BASIS OF THE ANSWERS TO THOSE QUESTIONS, THE AGENCY WILL BE BETTER ABLE TO TAKE ACTIONS THAT WILL HELP TO REDUCE 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 *Salmonella* in their HACCP systems, and if so, what those actions are; (2) how verification testing for *Salmonella* can be improved; and (3) whether its existing policies on *Salmonella* are being effectively implemented. *Actions:* By September 30, 2014: • To address the first question, FSIS will test comminuted poultry to generate data for new performance standards for raw comminuted chicken and turkey products for *Salmonella* and *Campylobacter*. OPPD will issue a FRN with proposed new performance standards and include discussion of assessing whether establishments are meeting the performance standard based on a "moving window" approach. FSIS will begin FSAs in establishments producing comminuted poultry products using public health regulations (PHR) criteria. • To implement the *Salmonella* action plan and to address the first question, OPPD will issue a revised Compliance Guideline for Controlling *Salmonella* and *Campylobacter* in Poultry, including information on the lessons learned from previous poultry pre-harvest meetings, and how those lessons were incorporated into or informed FSIS policies, including discussions on how FSIS has worked with the Food and Drug Administration (FDA) and the Animal and Plant Health Inspection Service (APHIS) to overcome regulatory barriers. • To implement the *Salmonella* action plan and to address the second question, OPPD will publish a directive that provides instructions to inspection program personnel on the verification activities related to sanitary dressing procedures in hog slaughter establishments. • To implement the *Salmonella* action plan, in collaboration with OPHS and ODIFP, OPPD will explore whether AMS data, combined with FSIS data, could provide information about effects of lymph nodes on *Salmonella* contamination. • To address the third question, OPPD will on an annual basis, determine whether *Salmonella* related notices and directives are being effectively implemented based on operational measure analyses performed in collaboration with ODIFP and modify and reissue notices and directives as needed. • In collaboration with ODIFP, OPPD will develop and implement a plan for reviewing the relevant notices and directives based on priorities established and shared with DCC and other program areas, and revise the directives and notices as necessary based on the results of the review. • OPPD will issue, and FSIS will implement, procedures to begin analyzing for *Salmonella* in all raw beef samples collected for STEC analysis.

risks *Outcome 6.1* **Public health risks are mitigated through effective strategies based on the best available information** *Performance Measure 6.1.1* **% of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a high-level supervisor) (FY 2014 Target 39.67%)** *Performance Measure 6.1.2* **% of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2014 Target 77%)** *Performance Measure 6.1.3* **Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2014 Target Bi-Monthly)**	*Data Sources:* FSAs, checklist data, PulseNet (CDC), VetNet (ARS), PBIS, LIMS, M2K, PREP, PHIS, SIP, AssuranceNet, DCC matrix, related askFSIS Q&As, public comment and other feedback on current policies or guidance.
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* O167:H7 illnesses from products regulated by FSIS (FY 2014 Target 384,362) illnesses)** *AND* *Goal 4* **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.** *Performance Measure 4.1.2* **Key Federal Partners: Percentage of results from interagency collaboration on analytics (FY 2014 target 53%)** *Performance Measure 4.1.3* **Percentage of identified opportunities resulting in improved information sharing**	*Result 2:* **FSIS WILL WORK TO REDUCE ILLNESSES IN RAW GROUND BEEF AND OTHER PRODUCTS BY UNDERTAKING REVIEWS OF FSIS TEST RESULTS AND INSTRUCTIONS IN NOTICES AND DIRECTIVES. SPECIFICALLY, FSIS WILL ASSESS WHETHER ITS VERIFICATION INSTRUCTIONS FOR NON-O157 STEC AND O157 ARE BEING EFFECTIVELY IMPLEMENTED AND MAKE NECESSARY CHANGES BASED ON THE REVIEWS.** *Actions:* By September 30, 2014, OPPD will: • Complete cost-benefit analysis for expanding FSIS non-O157 testing to include raw ground beef and ground beef components in addition to trim and make it available for public comment. • Analyze comments received in response to *Federal Register* notice on options for targeting testing of trim more effectively and make appropriate changes to better target testing. • In response to OIG audit on boxed beef, make necessary changes to instructions to field so that FSIS begins sampling at the receiving establishment boxed beef and whole muscle cuts used for raw non-intact products; FSIS often does not sample this type of product at the slaughter establishment. • In response to OIG audit on FSIS sampling protocol, make necessary changes to Directive 10,010.1 to ensure random sampling and to clarify instructions on finding non-compliance. • Determine whether STEC related notices and directives are being effectively implemented based on operational measure analyses performed in collaboration with ODIFP and modify and reissue them as needed. • In collaboration with ODIFP, develop and implement an annual action plan for reviewing the relevant notices and directives based on priorities established and shared with DCC and other Offices, and revise the directives and notices as necessary based on the results of the review. • Update the May 2010 *E. coli* O157:H7 pre-harvest cattle guidance to

(FY 2014 target 71%)

AND

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 5.1.2
% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used (FY 2014 Target 95%)

AND

Goal 6
Implement effective policies to respond to existing and emerging risks
Outcome 6.1
Public health risks are mitigated through effective strategies based on the best available information
Performance Measure 6.1.2
% of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year) (FY 2014 Target 77%)
Performance Measure 6.1.3
Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2014 Target Bi-Monthly)

address non-O157:H7 Shiga-toxin producing *E. coli* (STEC) and interventions and strategies that can be used at pre-harvest to reduce STEC based on current scientific literature. Also, incorporate lessons learned from the NACMPI November 2011 public meeting, including discussions on how FSIS has worked with FDA and APHIS to overcome regulatory barriers.

Data Sources:

PBIS, PHIS, LIMS, PREP, STEPS, PHIS, M2K and related askFSIS questions, checklist data, public comment and other feedback on current policies or guidance.

Goal 1 **Ensure that food safety inspection aligns with existing and emerging risks** *Outcome 1.2* **Resources are targeted to existing and emerging risks** *Performance Measure 1.2.1* **% of establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year (FY 2014 Target 1.60%)** *Performance Measure 1.2.2* **% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year (FY 2014 Target less than 20%)** *AND* *Goal 6* **Implement effective policies to respond to existing and emerging risks** *Outcome 6.1* **Public health risks are mitigated through effective strategies based on the best available information** *Performance Measure 6.1.3* **Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks (FY 2014 Target Bi-Monthly)**	*Result 3:* **FSIS WILL FOCUS ITS REGULATION DEVELOPMENT EFFORTS ON: (i) MODERNIZING POULTRY AND BEEF SLAUGHTER OPERATIONS, (ii) REDUCING ADULTERANTS IN FSIS PRODUCT, AND (iii) REDUCING *E.COLI* O157:H7 and *LISTERIA MONOCYTOGENES* AND STRENGTHENING VERIFICATION ACTIVITIES RELATED TO IMPORTED PRODUCT.** *Actions:* By September 30, 2014, OPPD will: • Finalize poultry slaughter regulations and develop and issue necessary instructions to implement the regulations. • Finalize validation guidance and a *Federal Register* 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. • Use FSIS meat industry survey to develop economic analysis for beef slaughter proposed rule consistent with the poultry slaughter modernization regulations, as appropriate. • Issue final regulations, instructions to the field, and guidance to industry to expand generic labeling. • Issue guidance to retail delis to prevent *Listeria monocytogenes*. • Issue necessary instructions to inspection personnel so that they can better identify problems in the establishment that may lead to *Listeria monocytogenes* contamination, in order to prevent this contamination. • Respond in the *Federal Register* to comments received on the *Federal Register* notice, "On-going Equivalence Verification of Foreign Food Regulatory Systems," update and make necessary changes to the methodology for On-going Equivalence Verification of Foreign Food Regulatory Systems. • Issue at least three directives or notices to the field on foreign audits, on FSIS assessments of corrective actions taken by foreign food regulatory systems related to port-of-entry violations or audit findings, and on determinations of initial equivalence of foreign food regulatory systems. • Complete the cost-benefit analysis and update instructions to the field for enforcement of temperature requirements for shell eggs. • Finalize regulation on common or usual name for raw meat and poultry products containing added solutions. • Finalize regulation on descriptive designation for needle- or blade-tenderized (mechanically tenderized) beef products. • Propose regulation on records to be kept by official establishments and retail stores that grind raw beef products. *Data Sources:* PBIS, PHIS, M2K, Recall data; related askFSIS questions, checklist data, public comment and other feedback on inspection procedures and regulations.

U.S. Codex Office

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):	Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2014
Goal 4 **Strengthen collaboration among internal and external stakeholders to prevent foodborne illness** *Outcome 4.1:* **FSIS maximizes relationships with public health and food safety partners to enhance the food safety system** *Performance Measure 4.1.2* **Key Federal Partners FDA and CDC: Percentage of results from interagency collaboration on analytics used in FSIS policy.**	*Result 1:* **FSIS/U.S. CODEX OFFICE WILL PROMOTE THE ADOPTION BY THE CODEX ALIMENTARIUS COMMISSION OF VOLUNTARY INTERNATIONAL STANDARDS, CODES OF HYGIENIC PRACTICE, AND OTHER GUIDELINES THAT ALIGN WITH U.S. FOOD SAFETY GOALS, PUBLIC HEALTH REGULATIONS, AND INTERNATIONAL TRADE GOALS.** *Actions:* • Organize U.S. Delegations to 10 international meetings of Codex committees that prepare draft standards on nutrition, food hygiene, spices, fishery products, fruits and vegetables, methods of analysis, food additives, contaminants, pesticides, and food labeling/organically produced foods; and to the Codex Alimentarius Commission meeting where draft standards are formally adopted and proposals for new work are approved. • 90% participation in meetings of the Codex Alimentarius Commission, Committees, and working groups to promote international standard setting based on scientific assessment of risk from food borne illness. • Solicit comments from technical experts in other U.S. Federal agencies to establish U.S. positions on proposals for new work and on the development of draft standards in Codex committees. • 90% submission of written U.S. technical responses to requests for comment on draft international food safety standards. • 12 public meetings conducted and 13 Federal Register notices published to solicit public comment on U.S. positions. • Prepare draft U.S. positions on the technical issues to be discussed at each committee meeting and meetings of electronic working groups. • Coordinate meetings of the inter-agency Codex Policy Committee and Codex Technical Committee. • Distribute proposed standards and requests for comments from the Codex Secretariat to subject matter experts in appropriate Federal agencies and external stakeholders as appropriate to develop formal responses that convey U.S. interests. • Conduct multi-agency training for U.S. Delegates to Codex committees. • Publish biweekly on-line Codex News update to inform stakeholders and other interested parties on U.S. activities in the development of Codex standards. *Data Sources:* Formal reports of Codex meetings published by the Codex Secretariat; formal circular letters distributed by the Codex Secretariat requesting national comments on draft international standards. Draft U.S. positions, U.S. Delegate Reports, and biweekly Codex News updates published on the U.S. Codex pages of the FSIS website.

Goal 2 **Maximize domestic and international compliance with food safety policies** *Outcome 2.1* **Domestic and foreign produced products meet food safety performance standards**	*Result 2:* **U.S. CODEX OFFICE SUCCESSFULLY SERVES AS SECRETARIAT FOR THREE CODEX COMMITTEES AND ASSOCIATED TECHNICAL WORKING GROUPS HOSTED BY THE UNITED STATES IN ACHIEVEMENT OF THE SPECIFIED ACTIONS. THOSE COMMITTEES ARE: FOOD HYGIENE, PROCESSED FRUITS AND VEGETABLES, AND RESIDUES OF VETERINARY DRUGS IN FOODS.** *Actions:* - Work to gain approval, in November 2013, by the Committee on Food Hygiene, and subsequent approval in July 2014 by the Commission, of a proposal for new work to establish an international standard for the control of *Salmonella spp.* in beef and pork; and for the Committee on Nutrition and Foods for Special Dietary Use to undertake new work to establish a standard international nutrient reference value for potassium. - Prepare timely detailed conference proposals and secure Department approvals. - Enter into agreements with the UN Food and Agriculture Organization. - Where applicable, negotiate responsibilities and cost-sharing with co-hosting developing countries. - Contract for venue and translation, conduct site visits of possible conference venues, coordinate with Codex Secretariat on invitation and agenda, and implement efficient and secure registration procedures. - Prepare, translate and distribute meeting documents in three official languages used in Codex meetings; contract and manage simultaneous interpretation services, audio /visual services. - Conduct briefings for Committee chairs and the Codex Secretariat. - Assist chair in managing meeting agenda and achieving meeting goals. - Design, conduct in conjunction with Codex Secretariat, and analyze evaluation results from survey of committee delegates. 80% favorable post-event survey responses on meeting expectations of Committee Chairpersons, Delegates and senior management of UN Food and Agriculture Organization and World Health Organization. - Manage funds efficiently, seek cost-effective solutions. - Organize inter-sessional electronic and physical working groups as directed by the committees and ensure that working group documents are produced in time for committee meetings. - U.S. hosted Codex Committee meetings comply with USDA and Federal procedures for conferences; 80% procurements at or below budget forecasts and financial allocations. - Publish on-line reports by U.S. Delegates on outcomes of 90% of Codex committee meetings. *Data Sources:* Documents prepared, translated and distributed prior to each committee meeting; formal Reports by Codex Secretariat on decisions at committee meetings; delegate evaluations of committee sessions.

Goal 5 **Effectively use science to understand foodborne illness and emerging trends** **Outcome 5.1** **FSIS continually improves its capacity for use of cutting-edge science policy development to better defend against public health risks.** .	**Result 3:** **U.S. CODEX OFFICE WILL SUPPORT USDA/FSIS MISSION GOALS BY PROMOTING INTERNATIONAL FOOD SAFETY STANDARDS FOR MAXIMIZING INTERNATIONAL COMPLIANCE WITH FOOD SAFETY POLICIES AND STRENGTHENING COLLABORATION AMONG EXTERNAL STAKEHOLDERS TO PREVENT FOODBORNE ILLNESS.** Consensus is the preferred method of adopting Codex standards, so the U.S. depends on the support of most of Codex member countries to advance U.S. interests. The Codex system is predicated on science-based decision making, which is why Codex was recognized as the international food safety standards-setting organization in trade agreements. U.S. Codex Outreach Program is managed and financed in cooperation with the Foreign Agricultural Service. **_Actions:_** - Work to gain approval by the Committee on Food Hygiene in November 2013 for the "Proposed Draft guidelines for Control of Specific Zoonotic Parasites in Meat: *Trichinella spp.* and *Cysticercus bovis,"*, and promote adoption of the proposed guidelines as a new international standard by the Codex Commission in July 2014. - Promote adoption by the Codex Commission in July 2014 of "Proposed Draft Guidelines on Performance Characteristics for Multi-Residues Methods" for residues of veterinary drugs in foods. - Gain approval in May 2014 by the Committee on Pesticide Residues and adoption by the Codex Commission in July 2014 of maximum residue limits for pesticides in food and feed and revisions to the standards for the classification of food and feed for vegetable commodity groups. - Organize, manage, and participate 3 regional outreach events to foster inter-regional collaboration and to promote common approaches between U.S. delegates and (1) African delegates; (2) Asian delegates; and (3) delegates from Latin America and the Caribbean region. - Organize, manage, and participate in a multi-regional partnership program in Washington, DC for leaders of Codex National Committees and Codex Contact Point Offices of select countries in Africa, Asia, Latin America and the Caribbean and their U.S. counterparts. - Collaborate with Brazil and the Inter-American Institute for Cooperation in Agriculture to organize bilateral workshops in individual countries of Latin America to enhance the management capacity of Codex Contact Points in support of that country's more effective participation in Codex standard-setting activities. - Organize and conduct meetings between U.S. Delegations and those from Asia, Africa, Latin America and the Caribbean prior to each Codex committee Codex Alimentarius Commission session. - Organize and conduct teleconferences and on-site meetings with delegations from Australia, Canada and New Zealand prior to 70% of Codex Committee meetings. **_Data Sources_:** Reports prepared in partnership with the Foreign Agricultural Service (FAS), evaluations provided by FAS cooperating institutions, official Codex meeting reports and standards.