



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

Enterprise Investment Board Charter

September 2009

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1. INTRODUCTION

1.1 BACKGROUND

The Food Safety and Inspection Service (FSIS) Administrator establishes the Agency's long-term vision and leads the Management Council in setting annual and long term priorities and a strategy to meet performance measures within those priorities. The MC is the decision making body through which the Agency obtains internal approval and authorization for all investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives that impact FSIS' mission and goals. The MC depends on the efforts of standing and ad hoc subcommittees to ensure the accuracy and completeness of information presented to it for decision. This charter formalizes the terms under which the MC has created the Enterprise Investment Board as a standing subcommittee.

1.2 PURPOSE

This Charter represents the agreement amongst MC Members that the purpose of the Enterprise Investment Board (EIB) is to assess, evaluate, review and make recommendations on Agency and Program Office resource requirements necessary for the Agency to conduct its mission.

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

Much of the detailed work required to accomplish these objectives in regard to investments will be performed by the programs, the Budget Division, the Financial Review Board and the Capital Planning and Investment Control program staff, who have separate reporting requirements to the Department and others. The groups and processes will support the EIB, providing data for decision making concerning investments that exceed specific thresholds. These groups and processes will also be coordinated with the Enterprise Architecture Board and the Enterprise Steering Board as necessary.

2. ENTERPRISE INVESTMENT BOARD MEMBERSHIP

2.1 CHAIRPERSON

The Enterprise Investment Board will be chaired by the Agency's Chief Financial Officer and will be Vice-chaired by the Agency's Deputy Chief Information Officer.

2.2 GENERAL MEMBERS

The Administrator will select five members of the Enterprise Investment Board (in addition to the Chair). Members will be selected from the Agency's senior managers, which typically include the Assistant Administrators, Deputy Assistant Administrators, and other Members of the Senior Executive Service.

In general, substitutes are not permitted to attend Board meetings. In unusual circumstances, (e.g. extended medical/eave) an alternate member may be designated with the approval of the Chairperson and the Administrator. Alternate Members must be authorized to make decisions on matters within the scope of the Enterprise Investment Board responsibilities and are expected to participate fully regarding agenda items on behalf of their respective Management Council Member.

2.3 MEMBERSHIP TERM

With the exception of the start-up year, Members will serve for a term of one fiscal year. In its initial year of operation, the terms will be through the end of FY 2010.

3. ENTERPRISE INVESTMENT BOARD ROLES & RESPONSIBILITIES

3.1 GENERAL

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

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

3.2 CHAIRPERSON

The responsibilities of the Chairperson are as follows:

- Preside at Enterprise Investment Board meetings
- Ensure that Enterprise Investment Board recommendation(s) and prioritization(s) are fact-based and have received the appropriate coordination across the Agency.
- Coordinate with the ESB and EAB Chairs to ensure that their recommendations and activities are fully informed by the Enterprise Investment Board processes.
- Provide executive-level direction to the Enterprise Investment Board.
- Make the final decision on an issue when group consensus cannot be reached.
- Ensure that the Enterprise Investment Board is adequately staffed and supported.

3.3 GENERAL MEMBERSHIP

The responsibilities of each Member are as follows:

- Review and assess proposed FSIS investments to ensure that analyses are complete and fact-based and that alternatives are developed and evaluated.
- Ensure that Agency, Department, OMS and congressional requirements for multi-year investment planning and budgeting are met in a timely, complete, and accurate fashion.
- Ensure that Management Council decisions under their purview are clearly documented, and that concrete action plans with milestones, deliverables, and owners are created and tracked.
- Oversee investments to identify appropriate issues and concerns for discussion and resolution by the Management Council.
- Oversee the development of, and provide on-going oversight for, supporting processes and functions, which may include (among others) the Agency's capital planning and investment control process and the multi-year budget process.
- Review the recommendations provided by supporting programs and processes, taking into account the organizational impact and reaction by external stakeholders.
- Ensure that all recommendations are appropriately coordinated across the Agency and are aligned with Agency priorities and plans.
- Coordination with the Enterprise Architecture Board and the Enterprise Steering Board. The coordination will be provided through the committee chairs.

3.4 ENTERPRISE INVESTMENT BOARD EXECUTIVE SECRETARIAT

The Enterprise Investment Board's effectiveness depends on its being adequately staffed. The Chairperson will provide staff support to the committee through a designated Executive Secretary.

4. ENTERPRISE INVESTMENT BOARD MEETINGS AND VOTES

The EIB will hold scheduled meetings to support planning, management, and oversight of FSIS' investments. The Board will also meet on an *ad hoc* basis for issues under their purview. Any Member can request an ad hoc meeting by contacting the Board Chairperson with a copy to the Executive Secretariat. All Members are voting Members. Votes can be conducted when four Members (including the chairperson) are present in person or electronically. Members may vote by proxy through another Board Member.

4.1 ENTERPRISE INVESTMENT BOARD RESOLUTIONS

The Enterprise Investment Board seeks to reach consensus on all issues before them. If consensus is not reached, a vote will be conducted. If the vote is split, the Chair will make the decision.

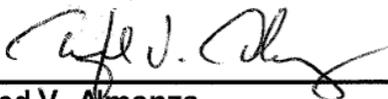
5. OPERATING GUIDANCE

5.1 OPERATING GUIDELINES

The EIB will establish and maintain a set of operating guidelines. These guidelines will support the Charter and the efficient and effective operations of the EIB. Development and approval of the operating guidelines will follow procedures established through experience gained in the beginning months of operation, and may be revised at any time via the request of a member of the Management Council, EIB, or the Chair.

5.2 DOCUMENTATION AND COMMUNICATIONS OF BOARD BUSINESS

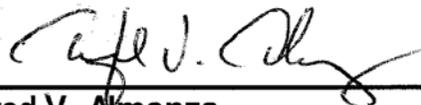
The EIB will use a standard tool for collaborating on and documenting all business that comes before the EIB as well as all decisions and votes made by its members. The Agency will communicate about the EIB with employees through News and Notes, the Beacon, and InsideFSIS.



Alfred V. Amanza
Administrator

2/28/12

Date



Alfred V. Amanza
Administrator

2/28/12

Date



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

Enterprise Architecture Board Charter

September 2009

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1. INTRODUCTION

1.1 BACKGROUND

The Administrator establishes the Agency's long-term vision and leads the Management Council (MC) in setting annual and longer-term priorities and a strategy to meet performance measures within those priorities. The MC is the decision-making body through which the Food Safety and Inspection Service (FSIS) obtains internal approval and authorization for all IT-related investments, projects, proposed policy initiatives, and changes to existing policy decisions and other agency initiatives that impact FSIS's mission and goals.

The MC depends on the efforts of standing and ad hoc subcommittees to ensure the accuracy and completeness of information presented to it for decision. The FSIS Enterprise Architecture Board (EAB) is established to implement and manage the FSIS Enterprise Architecture (EA). The EAB also acts as the executive oversight of the FSIS EA program. The EAB is formed under the authority of the MC which establishes policies, assigns responsibilities, and prescribes procedures for the management of committees.

The EAB was instituted in response to Public Law 104-106, Division E, Clinger-Cohen Act of 1996, which defines the integrated framework of Information Technology (IT) across the Agency. As mandated in the Clinger/Cohen Act of 1996, all executive-level federal agencies must develop and maintain an information technology architecture or enterprise architecture. Additionally, the Clinger-Cohen Act defines the requirement of the Chief Information Office (CIO) to implement periodic reviews of selected IT resources to ascertain the efficiency and effectiveness of information technology in improving the IT performance of the program areas and the accomplishment of the missions of FSIS.

At its essence, EA ensures that *business drives technology* because it defines how information and technology will support and benefit the organization's business. EA is about the entire organization (or enterprise) and identifying all the bits and pieces (or architecture) that make the organization work. EA is an overarching framework that is used to align and manage a business or agency's technology assets, projects, operations and people with its operational goals. It is adapted within the approved framework and methodology to represent the entity's business and organizational culture.

EA illustrates an organization's core mission, each component critical to efficiently and effectively performing its mission, and how each of the components interrelates. Core components include:

- Guiding principles;
- Organizational structure;
- Business processes;
- People and stakeholders;
- Applications, data, information and infrastructure; and
- Technologies upon which networks, applications and systems are securely built.

A well-documented, well-understood EA enables the organization to respond quickly to changes in the environment in which the organization operates. It serves as a ready reference that enables the organization to assess the impact of the changes on each of the EA components. It also ensures the components continue to operate smoothly when changes are made.

EA can be compared to the concept of city planning. In city planning, zones are established for very specific purposes. The buildings that are built in these zones are constructed to specifications that meet those purposes. In the case of EA, the enterprise is analogous to the city. The organization structure represents the zones established to execute the enterprise's core mission. Buildings are analogous to applications and systems. Likewise, technical elements, such as infrastructure hardware, design specifications, and development languages, are analogous to building materials and interface specifications and are used to implement the applications and systems. The following table depicts these analogous relationships:

City Plan is to...	as Enterprise Architecture is to...
1. Zones	1. Organization structure
2. Buildings	2. Applications and systems
3. Building materials and interface specifications	3. Infrastructure hardware, design specifications, and development languages

1.2 PURPOSE

FSIS's EA supports the Agency's priorities and commitments to leveraging reduced support costs and economies of scale by employing common, enterprise hardware and applications. The EAB ensures that the governance process supports enterprise-wide and external initiatives, including the Federal Enterprise Architecture. These initiatives fall under the auspices of "Expanding Electronic Government" as defined by the USDA eGovernment Strategic Plan, the Administration's Government-wide management agenda, and the eGovernment Act of 2002.

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

2. ENTERPRISE ARCHITECTURE BOARD MEMBERSHIP

2.1 CHAIRPERSON

The EAB will be chaired by the Agency's Chief Information Officer and will be Vice-chaired by the Agency's Deputy Chief Financial Officer.

2.2 GENERAL MEMBERS

The Administrator will select the five members of the EAB (in addition to the Chair) Members will be selected from the Agency's senior managers, which typically include Assistant Administrators, Deputy Assistant Administrators, and other members of the Senior Executive Service or Executive Associates.

In general, substitutes are not permitted to attend EAB meetings. In unusual circumstances (e.g., extended medical/leave or travel), an alternate participating member from Agency senior management may be designated with the approval of the Chairperson and the Administrator. Alternate members must be authorized to make decisions on matters within the scope of the EAB responsibilities and are expected to participate fully regarding agenda items on behalf of their respective MC Member.

2.3 MEMBERSHIP TERM

With the exception of the start-up year, members will serve for a term of one fiscal year. In its initial year of operation, the term will be through the end of FY 2010.

3. ENTERPRISE ARCHITECTURE BOARD ROLES & RESPONSIBILITIES

3.1 GENERAL

The primary responsibility of the EAB is to make recommendations on the Agency's plans and priorities on a corporate, Agency-wide basis. The EAB will follow the approved Agency structure whereby the EAB, Enterprise Investment Board (EIB), and Enterprise Steering Board (ESB) are equal entities. The EAB will follow an approved business process flow among the boards with the MC.

- **Organizational Commitment.** The EAB will support the endurance and managed evolution of the Agency's governance process, with senior management sponsorship, including the recommendation, review, and approval of IT-related investments, projects, and policies.
- **Enterprise Governance.** The EAB will take the appropriate actions to ensure the effective integration of governance processes and reviews to improve IT performance in support of FSIS's mission and goals.

Regardless of how good an EA is when first developed, it must be continually updated to reflect all changes made to it through approved Agency groups, culminating in following the Enterprise Governance process. Proposed IT-related investments and changes to existing legacy systems must undergo architecture alignment and assessment, resulting in one of three outcomes:

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

3.2 CHAIRPERSON

The responsibilities of the Chairperson are as follows:

- Preside at EAB meetings;
- Ensure that EAB recommendations and prioritizations are fact-based and have received the appropriate coordination across the Agency;
- Coordinate with other committee, Board and subcommittee Chairpersons to ensure that their recommendations and activities are fully informed by the EAB processes;
- Provide executive-level direction to the EAB;
- Make the final recommendation on how to proceed on an issue when group consensus cannot be reached;
- Ensure that the EAB is adequately staffed and supported; and
- Provide USDA Office of the Chief Information Officer Department-level periodic updates and briefings on the FSIS EA and EAB activities.

3.3 GENERAL MEMBERSHIP

The responsibilities of each Member, individually and collectively, are as follows:

- Review suggestions on individual IT-related investments, and make recommendations for all FSIS IT-related investments based on both a corporate perspective, as well as the perspective of his/her Program Area, but consistent with the architectural criteria and thresholds adopted by the MC.
- Assess proposed FSIS IT-related investments to ensure that analyses are complete and fact-based and that alternatives are developed and appropriately evaluated.

- Ensure that each IT-related investment aligns with the current FSIS EA and the EA transition plan, and is also consistent with both the corporate need as well as the needs of Program Area to extent that the IT-related investment is relevant.
- Provide architectural guidance for inter- and intra-Agency FSIS projects.
- Direct, oversee, and approve the FSIS EA so that the Agency has a comprehensive, consolidated and integrated architecture based on performance improvement.
- Ensure that the FSIS EA demonstrates alignment to the Federal Enterprise Architecture (FEA) Business Reference Model (BRM), Performance Reference Model (PRM), Data Reference Model (DRM), Service Component Reference Model (SRM), and the Technical Reference Model (TRM) and Federal Segment Architecture Methodology (FSAM).
- Ensure that security is an integral part of the FSIS EA.
- Ensure that EA products are periodically updated.
- Ensure that EA guidance documents comply with applicable laws, Government Accountability Office (GAO) audits, Office of Management and Budget (OMB) guidance, FSIS mission and strategic goals and objectives, and Inspector General (IG) findings.
- Approve FSIS standards and the FSIS Technical Reference Model (TRM).
- Approve technical policy documents.
- Order and review compliance audits relative to EA.
- Ensure that MC decisions and final actions based on the EAB's recommendations are clearly documented and that concrete action plans with milestones, deliverables, and owners are created and tracked.
- Identify appropriate IT-related investment issues and concerns for discussion and resolution by the MC.
- Review the recommendations provided by programs and processes, taking into account the organizational impact and reaction by external stakeholders.
- Ensure that all recommendations are appropriately coordinated across the Agency and are aligned with Agency priorities and plans
- Coordination with the EIB and the ESB. The coordination will be provided through the Board Chairs.

3.4 ENTERPRISE ARCHITECTURE BOARD EXECUTIVE SECRETARIAT

The EAB's effectiveness depends on its being adequately staffed. The Chairperson will provide staff support to the committee through a designated Executive Secretariat.

4. ENTERPRISE ARCHITECTURE BOARD MEETINGS AND VOTES

The EAB will hold scheduled and timely meetings to support the efficient and effective planning, management, and oversight of FSIS's EA and EA program and the alignment of IT-related investments to the FSIS EA. The EAB will also meet on an ad hoc basis for issues under their purview. Any member can request an *ad hoc* meeting by contacting the EAB Chairperson and copying the Executive Secretary.

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

All members are voting members. Votes can be conducted when a quorum (four members, including the chairperson) are present either in person or electronically. Members may vote by proxy through another EAB member. Decisions will be made using the following techniques in order of preference: (1) consensus, (2) vote, and (3) tie-breaking vote.

4.1 ENTERPRISE ARCHITECTURE BOARD RESOLUTIONS

The EAB seeks to reach consensus on all issues before them. The Chairperson will make the final decision on a resolution if consensus cannot be reached.

5. OPERATING GUIDANCE

5.1 OPERATING GUIDELINES

The EAB will establish and maintain a corresponding set of operating guidelines. These guidelines will support this charter and the efficient and effective operations of the EAB Development and approval of the operating guidelines will follow procedures established under Section 4 of the charter and may be revised at any time via the request of a member of the MC, EAB or the Chair. Operating guidelines must be reviewed at least annually beginning in FY2011 for overall accuracy and individual items' usefulness.

5.2 DOCUMENTATION AND COMMUNICATIONS OF BOARD BUSINESS

The EAB will use a standard tool for collaborating on and documenting all business that comes before the Board as well as all decisions and votes made by its members. The EAB will establish an area on InsideFSIS to communicate about its purpose and business to Agency employees.

6. DURATION OF THE CHARTER

The EAB will continue to exist until the charter is revoked by the MC. This Charter will be updated as required. The Charter will be reviewed annually beginning in FY2011.

Alfred V. Almanza

2/28/12

Alfred V. Almanza
Administrator

Date

Alfred V. Almanza

2/28/12

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Date

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Date



Enterprise Steering Board Charter

September 2009

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1. INTRODUCTION

1.1 BACKGROUND

The Administrator establishes the Agency's long-term vision and leads the Management Council (MC) in setting annual and long-term priorities and a strategy to meet performance measures within those priorities. The MC is the decision-making body through which the Food Safety and Inspection Service (FSIS) obtains internal approval and authorization for all investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives that impact FSIS' mission and goals. Each member of the MC serves as the decision maker for their defined FSIS program functions, which will remain the same.

1.2 PURPOSE

The Enterprise Steering Board (ESB) is established to take the lead role in implementation of external or internal, new or revised policy and/or business practices that impact or require assets from multiple program areas. To meet this goal, the ESB ensures the alignment of Agency plans and priorities. For example, the ESB will serve as the forum for information sharing, provide oversight of Board recommendations which cross impact all FSIS Program Areas, and present recommendations to the MC. The ESB will also provide oversight to continue modernization efforts and initiatives, and ensure coordination of the Enterprise Investment Board (EIB) and the Enterprise Architecture Board (EAB) activities.

The ESB ensures the integration of mission needs statements, Program Area initiatives, performance management and measurement, investments, projects, policy, and special interest issues. The focus of the ESB is to ensure that the business processes of the Agency align with the FSIS mission and are validated as meeting those objectives on an ongoing basis. The ESB will describe and depict the linkage between internal business components and the achievement of expected business outcomes. The ESB will protect this linkage by developing a process for identifying, managing, and closing gaps between strategic plan goals and current state.

The ESB will provide performance accountability to FSIS business operations. When a vulnerability arises in FSIS, Program Areas may need assistance to determine a resolution. The ESB will assist in defining the business need and in developing of a solution to address the vulnerability.

The ESB will ensure business rules are integrated and illustrated through the ESB Work Process Flow Chart. The Work Process Flow Chart is a common and defined approach for the oversight of Board processes aligned to mission priorities.

2. ENTERPRISE STEERING BOARD MEMBERSHIP

2.1 CHAIRPERSON

The Agency's Chief Operating Officer or his designated appointee will chair the ESB.

2.2 GENERAL MEMBERS

The Administrator will select the five members of the ESB (in addition to the Chair). Members will be selected from the Agency's senior managers, which typically include the Assistant Administrators, Deputy Assistant Administrators, and other members of the Senior Executive Service or Executive Associates.

In general, substitutes are not permitted to attend ESB meetings. In unusual circumstances (e.g., extended medical leave), an alternate member may be designated with the approval of the Chairperson. Alternate members must be authorized to make decisions on matters within the scope of the ESB responsibilities and are expected to participate fully regarding agenda items on behalf of their respective MC Member.

2.3 MEMBERSHIP TERM

With the exception of the start-up year, members will serve for a term of one fiscal year. In the Board's initial year of operation, the term will be through the end of FY 2010.

3. ENTERPRISE STEERING BOARD ROLES & RESPONSIBILITIES

3.1 GENERAL

The primary responsibility of the ESB is to take the lead role in implementation of external or internal, new or revised policy and/or business practices that impact or require assets from multiple program areas. The ESB will follow the approved Agency structure whereby the ESB, Enterprise Investment Board (IRB) and the EAB are equal entities. The ESB will follow an approved business process flow among the Boards with the MC.

- **Organizational Commitment.** The focus of the ESB is to ensure that the business processes of the Agency align with the FSIS mission and are validated as meeting those objectives on an ongoing basis.
- **Enterprise Governance.** The ESB will take the appropriate management actions to ensure the effective integration of governance processes in support of FSIS's mission and goals, and in preparation for presentation to the MC.

3.2 CHAIRPERSON

The responsibilities of the Chairperson are as follows:

- Preside at ESB meetings.
- Ensure that ESB recommendations and prioritizations are fact-based and provide for appropriate coordination across the Agency.
- Provide executive-level direction to the ESB.
- Ensure that the ESB is adequately staffed and supported.

3.3 RESPONSIBILITIES OF THE ENTERPRISE STEERING BOARD

The responsibilities of the ESB are as follows:

- Analyze and make recommendations for strategic planning, performance measurement, investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives consistent with the Agency's plans and priorities.
- Ensure that the business processes of the Agency align with the FSIS mission and are validated as meeting those objectives on an ongoing basis.
- Establish and oversee supporting structures and processes necessary to accomplish the ESB's assigned missions and responsibilities
- Charter and charge work groups to address cross-cutting and overlapping interests/issues.
- Coordinate with the EIB and the EAB.
- Ensure that MC decisions are based on ESB recommendations and are clearly documented, and that concrete action plans, with milestones, deliverables, and owners, are created and tracked.
- Oversee strategic planning, performance measurement, investments, projects, proposed policy initiatives, and changes to existing policy decisions and other Agency initiatives to identify issues and concerns for discussion and resolution by the MC.
- Ensure that all recommendations are coordinated across the Agency.
- Review the regulatory agenda to ensure business processes to support and implement regulations are in place

3.4 ENTERPRISE STEERING BOARD EXECUTIVE SECRETARIAT

The ESB's effectiveness depends on its being adequately staffed. The Chairperson will provide staff support to the Board through a designated Executive Secretariat.

The responsibilities of the Executive Secretariat are as follows:

- Prepare and distribute meeting agendas
- Schedule meetings, record proceedings, and draft and distribute meeting documentation
- Prepare position papers and ESB documents as assigned.

4. ENTERPRISE STEERING BOARD MEETINGS AND VOTES

The ESB will hold scheduled and timely meetings to perform a lead role in the implementation of external or internal, new or revised policy, and/or business practices which impact or require assets from multiple Program Areas. Any member can request an *ad hoc* meeting by contacting the ESB Chairperson and copying the Executive Secretariat.

ESB meetings can address a broad array of activities from information sharing to decision making. The ESB Member sponsoring the topic under discussion must make clear the expected purpose and outcome of the meeting.

All Members are voting Members. Votes can be conducted when four members are present either in person or electronically. Members may vote by proxy through another ESB member. Decisions will be made by using the following techniques in order of preference: (1) consensus, (2) vote, (3) tie-breaking vote.

5. ENTERPRISE STEERING BOARD PROCESS FLOW

The primary responsibility of the ESB is to assess, evaluate, and make recommendations on the Agency's plans or business processes on a corporate, Agency-wide basis. Recommendations and requests regarding Agency plans or business processes should be presented to the ESB by requesting that the Board Chair or the Sub Committee Chair forward recommendations, issues, and ideas to the ESB Executive Secretariat. All recommendations will receive full consideration only after the costing of the recommendation through the EIB and an assessment of the effect on the EAB have been made and documented. The Chair will then set up a meeting of the ESB to present the recommendation or business process. The meeting will be held and the ESB will request additional information, if necessary. When the recommendation is fully vetted by the ESB, the ESB will present the recommendation or business practice to the MC. The ESB will work with the EAB and the EIB for joint recommendations to the MC.

The ESB has developed the ESB Process Flow Chart to be consistent with the Process Flow Charts for the EAB, EIB, and MC.

6. OPERATING GUIDANCE

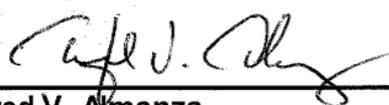
6.1 OPERATING GUIDELINES

The ESB will establish and maintain a set of operating guidelines. These guidelines will support the Charter and the efficient and effective operations of the ESB. Development and approval of the operating guidelines will follow procedures established through experience gained in the beginning months of operation, and may be revised at any time via the request

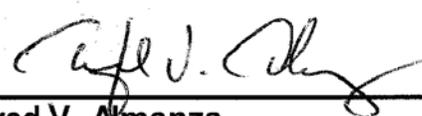
of a Member of the MC, ESB or the Chair.

6.2 DOCUMENTATION AND COMMUNICATIONS OF BOARD BUSINESS

The ESB will use a standard tool for collaborating on and documenting all business that comes before the ESB, as well as all decisions and votes made by its Members. The Agency will communicate the Governance process to the FSIS employees through FSIS News and Notes, the Beacon and InsideFSIS.



Alfred V. Amanza **2/28/12**
Administrator **Date**



Alfred V. Amanza **2/28/12**
Administrator **Date**