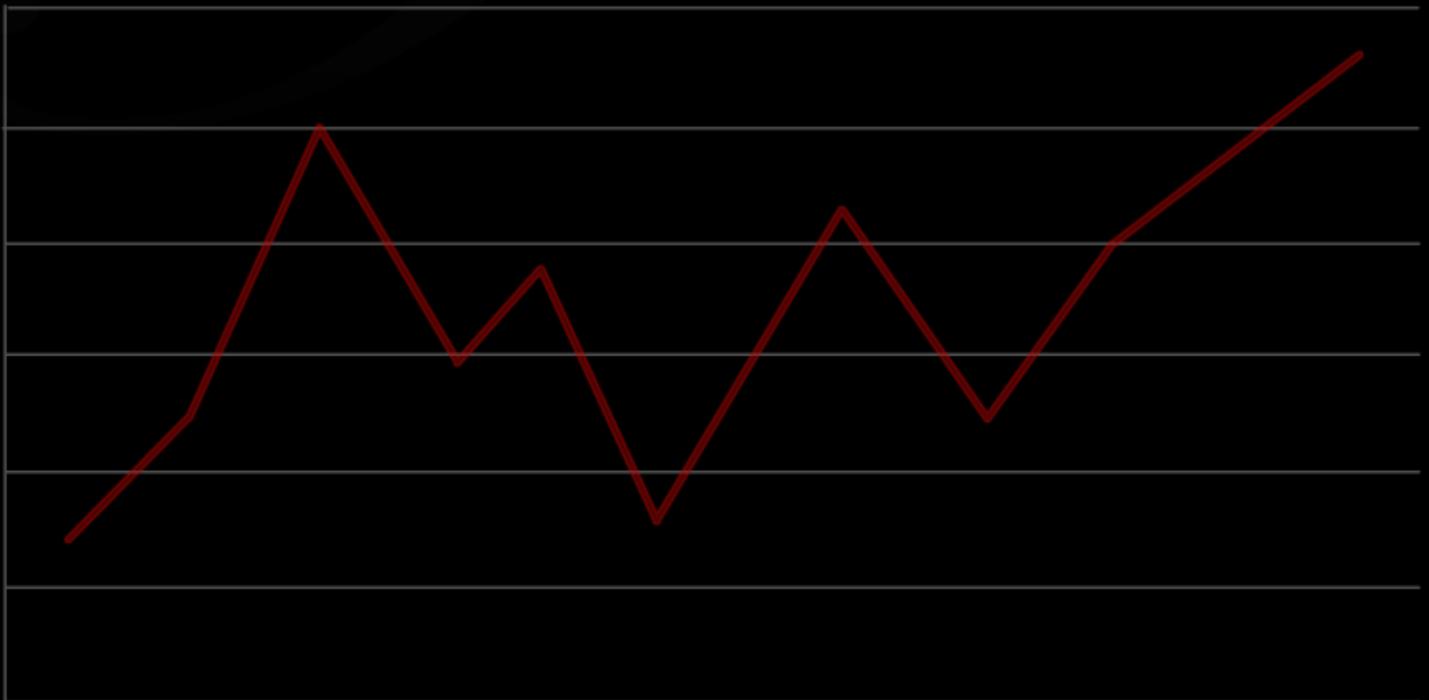


Food Safety and Inspection Service

FY 2015

Annual Performance Plan



One Team, One Purpose

Message from the Administrator

Now a customary element of the Food Safety and Inspection Service's (FSIS) strategic performance planning process, we are releasing our Annual Performance Plan (APP). The APP is the agency's operational guide to the activities and expected results that we are pursuing in fiscal year 2015. The agency has taken a holistic approach to the compilation of this plan by cascading its planned actions and anticipated results from each of its eight long-term strategic goals (as documented in the FSIS 2011-2016 Strategic Plan). The two-part construction of this plan provides a comprehensive view of performance into all of the agency's program-specific entities. By linking the high-level view of our work with the day-to-day actions, we are able to plan in a manner that allows a thorough understanding of the integrated nature of operations, and further enable the collaboration that promotes the achievement of our corporate performance goals. Making the connection from strategic to operational provides managers and strategic goal leaders with a common-sense alignment that guides all FSIS employees

Readers of the APP will see a common theme throughout this document, and that is the modernization of the fight against foodborne illness through a science-based approach. This fiscal year, we have identified several high-priority initiatives that weave this theme of modernization throughout the APP. One of these initiatives is the *Salmonella* Action Plan (SAP), which focuses on FSIS' ambitious goal of reducing the number of foodborne *Salmonella* illnesses associated with FSIS-regulated products. The SAP includes several 2015 actions and timelines, such as enhancing *Salmonella* sampling and testing programs, implementing new strategies for inspection, and focusing the agency's education and outreach tools on *Salmonella*. In addition, the agency is in the midst of implementing the New Poultry Inspection System (NPIS), another part of the modernization of the food safety inspection system that will utilize science-based methods to detect *Salmonella*, *Campylobacter*, and *E. coli* among other foodborne pathogens so we can deter illness. FSIS has also expanded its pathogentesting program to include *Salmonella* every time FSIS laboratories test for pathogenic *E. coli* in raw beef, which will allow the agency to create a new performance standard to encourage raw beef processors to further improve results.

FSIS considers our work towards strategic planning and the APP a critical factor in ensuring the agency's long-term effectiveness and its efficiency of operations. We are committed to accomplishing the work necessary to create both an overarching and relevant Strategic Plan, as well as a yearly APP, which both ensure that we stay focused on our aim to reduce foodborne-related illnesses across the United States.

Alfred V. Almanza
Deputy Under Secretary
Office of Food Safety



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, and appointed Deputy Under Secretary, Office of Food Safety, on September 15, 2014. In this position, he leads FSIS and its employees in their mission of protecting public health through food safety and food defense.

Contents

Part I: Key Program Area Results to be Achieved by the End of FY 2015

Presented by FSIS FY 2011-16 Strategic Plan Goal

- Goal 1:** Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks
 - Goal 2:** Maximize Domestic and International Compliance with Food Safety Policies
 - Goal 3:** Enhance Public Education and Outreach to Improve Food-Handling Practices
 - Goal 4:** Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness
 - Goal 5:** Effectively Use Science to Understand Foodborne Illness and Emerging Trends
 - Goal 6:** Implement Effective Policies to Respond to Existing and Emerging Risks
 - Goal 7:** Empower Employees with the Training, Resources, and Tools to Enable Success in Protecting Public Health
 - 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 to Support Defined Public Health Needs and Goals
-

Part II: Key Program Area Results to be Achieved and Actions Undertaken by the End of FY 2015

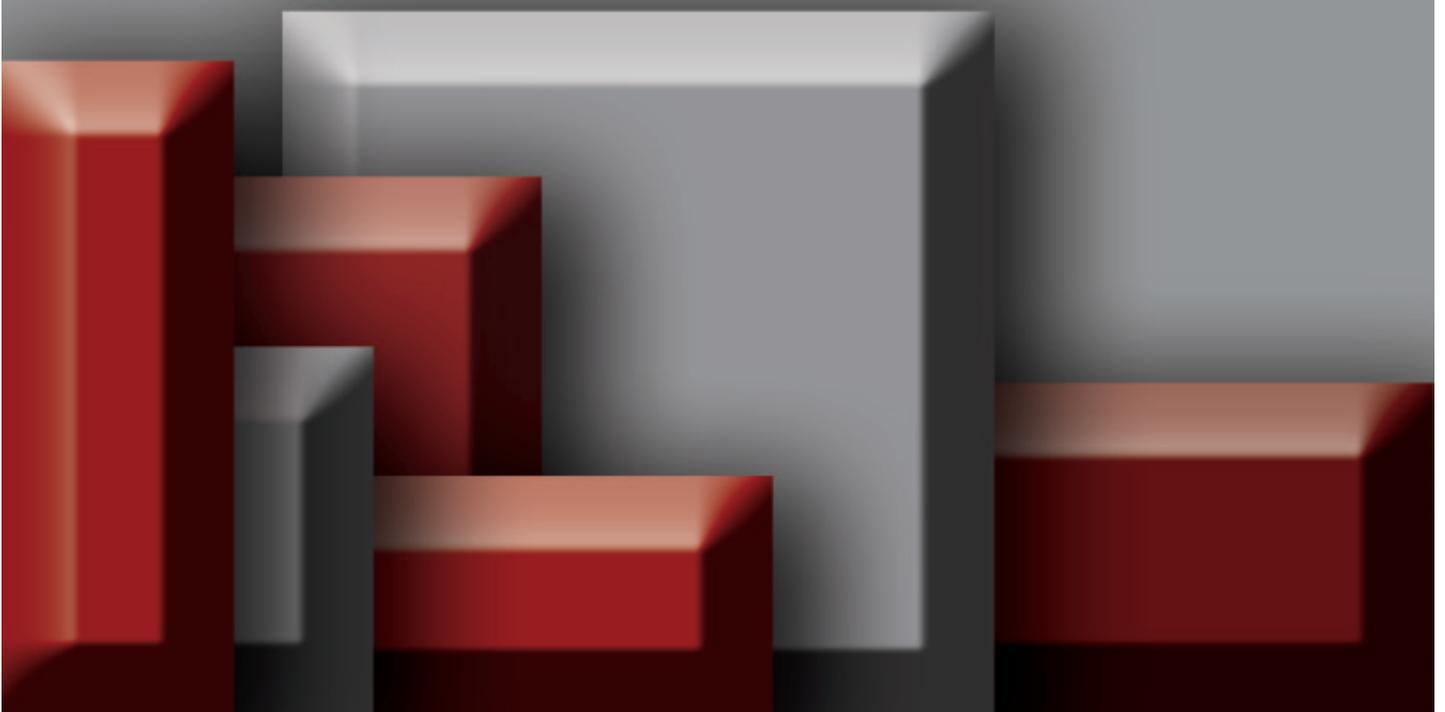
Presented by Individual Program Area

- Civil Rights Staff (CRS)
- Office of the Chief Financial Officer (OCFO)
- Office of the Chief Information Officer (OCIO)
- Office of Data Integration and Food Protection (ODIFP)
- Office of Field Operations (OFO)
- Office of Investigation, Enforcement, and Audit (OIEA)
- Office of Management (OM)
- Office of Outreach, Employee Education, and Training (OOEET)
- Office of Public Affairs and Consumer Education (OPACE)
- Office of Public Health Science (OPHS)
- Office of Policy and Program Development (OPPD)
- U.S. Codex Office (CODEX)

Part One

Key Program Area Results

Presented by FSIS FY 2011-16 Strategic Plan Goal



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

Intended “Key” Results

Performance Measure 1.1.1
Total number of Salmonella, Listeria monocytogenes, and E. coli O157:H7 illnesses from products regulated by FSIS.
(Corporate Measure)

ODIFP will co-lead with OPHS and federal partners (Centers for Disease Control and Prevent (CDC) and Food and Drug Administration (FDA) the development, publication and communication of harmonized foodborne illness attribution fractions by the end of FY2015 and ODIFP will evaluate the impact of completed Interagency Food Safety Analytics Collaboration Center (IFSAC) projects on FSIS’ Corporate Measure 1.1.1 (All Illness Measure) to plan for any future agency performance measures and activities. (ODIFP Result 1)

Support the analysis needs of Agency priorities, including the New Poultry Inspection System (NPIS) and the *Salmonella* Action Plan (SAP) and co-lead 15 analyses with OPHS, OPPD, and OFO. (ODIFP Result 3)

FSIS will work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm-to-table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

FSIS will address three major issues concerning *Salmonella* and take actions that will help to reduce illnesses from this pathogen attributable to FSIS-regulated products, including: (1) establishing new *Salmonella* performance standards for comminuted poultry and chicken parts; (2) determining how verification testing for *Salmonella* can be improved; and (3) determining whether its existing policies on *Salmonella* are being effectively implemented. (OPPD Result 1)

FSIS will address two major issues concerning Shiga toxin-producing *Escherichia coli* (STEC) and will take actions that will help reduce STEC in raw ground beef and other products, including: (1) reviewing of FSIS test results; and (2) reviewing instructions in notices and directives and developing new policies, procedures, and guidance to industry.

Specifically, FSIS will assess whether its verification instructions for non-O157 STEC and O157 are being effectively implemented and make necessary changes to directives, notices, and regulations based on the reviews. (OPPD Result 2)

FSIS' OIEA will contribute to achieving the corporate target of a maximum of 373,955 illnesses attributed to *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 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 deploy approved Public Health Information System (PHIS) enhancements for the Domestic, Import, and Export functionality by September 30, 2015. (OCIO Result 1)

Manage the development and implementation of key components to the PHIS. (OFO Result 1)

Implement finalized inspection system regulations in FY 2015 to ensure that food safety inspection aligns with existing and emerging risks and is in compliance with food safety policies. (OFO Result 2)

Outcome 1. 2

Resources are targeted to existing and emerging risks

Performance Measure (none)

Support the analysis needs of agency priorities, including the NPIS and the SAP and co-lead 15 analyses with OPHS, OPPD, and OFO. (ODIFP Result 3)

Performance Measure 1.2.1

Percent of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.

FSIS will focus its regulation development efforts on four major issues related to *E. coli* O157:H7 and *Listeria monocytogenes* in FSIS product and Hazard Analysis and Critical Control Points (HACCP), including: (1) ensuring that inspection personnel are able to verify establishments' validation requirements; (2) effectively implementing recordkeeping requirements; (3) finalizing the *Listeria monocytogenes* interim rule; and (4) proposing effective HACCP Systems for egg product plants. (OPPD Result 3)

FSIS will take a risk-based approach to reducing contamination and preventing foodborne illness. Ensure that relatively greater risks to food safety will receive proportionately greater levels of FSIS attention. (OFO Result 3)

Performance Measure 1.2.2

% of importing countries requiring more immediate inspection or reinspection +attention more than twice within the previous year.

FSIS will focus its regulation development efforts on four major issues related to *E. coli* O157:H7 and *Listeria monocytogenes* in FSIS product and HACCP, including: (1) ensuring that inspection personnel are able to verify establishments' validation requirements; (2) effectively implementing record keeping requirements; (3) finalizing the *Listeria monocytogenes* interim rule; and (4) proposing effective HACCP Systems for egg product plants. (OPPD Result 3)

FSIS will focus its international policy development efforts on two major issues concerning foreign food regulatory systems and export requirements. Specifically, FSIS will: (1) work on strengthening verification activities related to imported products; and (2) issue necessary instructions and guidance. (OPPD Result 4)

FSIS will take a risk-based approach to reducing contamination and preventing foodborne illness. Ensure that relatively greater risks to food safety will receive proportionately greater levels of FSIS attention. (OFO Result 3)

Outcome 1. 3

Surveillance, investigation, and enforcement are effectively implemented across the farm-to-table continuum

Performance Measure 1.3.1

% of priority in-commerce facilities (e.g., warehouses, distributors and transporters) covered by surveillance activities.

FSIS' OIEA will focus 85% of surveillance resources based on public health risk and public health impact to achieve agency public health priorities to ensure 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)

Performance Measure 1.3.2

% of follow-up surveillances resulting in compliance.

FSIS' OIEA follow-up surveillances will produce compliance with all food safety requirements such that 83% of food safety violations documented during initial surveillances are corrected before follow-up surveillance. (OIEA Result 4)

Goal 2:

Maximize Domestic and International Compliance with Food Safety Policies

Outcome 2.1

Domestic- and foreign-produced products meet food safety performance standards

Intended “Key” Results

Performance Measure 2.1.1
% of broiler plants passing the carcass Salmonella verification testing. (Corporate Measure)

Support the analysis needs of agency priorities, including the NPIS and the SAP, and co-lead 15 analyses with OPHS, OPPD, and OFO. (ODIFP Result 3)

FSIS will address three major issues concerning *Salmonella* and take actions that will help to reduce illnesses from this pathogen attributable to FSIS-regulated products. Specifically, FSIS will: (1) establish new *Salmonella* performance standards for comminuted poultry and chicken parts; (2) determine how verification testing for *Salmonella* can be improved; and (3) determine whether its existing policies on *Salmonella* are being effectively implemented. (OPPD Result 1)

Performance Measure (none)

U.S. Codex Office will successfully serve as secretariat for two U.S.–hosted Codex committees of particular relevance to FSIS and associated technical working groups: the Committee on Food Hygiene and the Committee on Residues of Veterinary Drugs in Foods. (Codex Result 2)

Performance Measure (none)

FSIS, in conjunction with foreign governments and the 27 State Meat and Poultry Inspection systems, will perform On-Going Foreign Equivalence verification audits and State Intrastate Meat and Poultry Programs “at least equal to” standard reviews to ensure adherence to FSIS policies and programs and take appropriate action if there is evidence that a country or State is failing to maintain equivalence or the “at least equal to” standard. (OIEA Result 1)

Performance Measure (none)

Implement finalized inspection system regulations in FY 2015 to ensure that food safety inspection aligns with existing and emerging risks and is in compliance with food safety policies. (OFO Result 2)

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

Performance Measure (none)

Support the analysis needs of agency priorities, including the NPIS and the SAP, and co-lead 15 analyses with OPHS, OPPD, and OFO. (ODIFP Result 3)

Performance Measure 2.2.1

% of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all 4 elements of a systematic approach implemented).
(Corporate Measure)

Take actions to ensure industry is implementing a systematic approach to humane handling. (OFO Result 4)

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. (Corporate Measure)

FSIS will work to increase to 90% voluntary adoption of functional food defense plans by official establishments and develop a plan for future directions on food defense by September 30, 2015. (ODIFP Result 4)

FSIS will deploy approved PHIS enhancements for the domestic, import, and export functionality by September 30, 2015. (OCIO Result 1)

Performance Measure 2.3.2

% of food defense practices implemented at in-commerce facilities.

Performance Measure 2.3.3

Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination.

FSIS will work to increase to a 90% voluntary adoption of functional food defense plans by official establishments and develop a plan for future directions on food defense by September 30, 2015. (ODIFP Result 4)

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

Intended “Key” Results

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; thermometer use.)

(Corporate Measure)

FSIS will educate and promote consumer knowledge and acceptance of the four key food safety messages, with a particular focus on at-risk populations, explaining why they are at a higher risk for foodborne illnesses. (OPACE Result 1)

Outcome 3.2

Consumers have effective tools and information to keep “in-home” food safe

Performance Measure 3.2.1-b

Population that views FSIS’ most important “in-home” food safety messages (i.e., clean, separate, cook, and chill; thermometer use). – FSIS Electronic Media Outreach; Pageviews on FSIS Website.

FSIS will improve customer service by providing accurate and timely information to the public, internal and external stakeholders, and the regulated community to support these audiences’ understanding of FSIS policies and programs in an effort to promote transparency and enhance the agency’s credibility. (OPACE Result 3)

OPACE, in conjunction with OPPD and OOEET, will pursue enhancing the safe food-handling instructions on meat and poultry products packaged for consumers. (OPACE Result 4)

Performance Measure 3.2.1-c

Population that views FSIS’ most important “in-home” food safety messages (i.e., clean, separate, cook, and chill; thermometer use). – FSIS Electronic Media Outreach; YouTube Views.

FSIS will improve customer service by providing accurate and timely information to the public, internal and external stakeholders, and the regulated community to support these audiences’ understanding of FSIS policies and programs in an effort to promote transparency and enhance the agency’s credibility. (OPACE Result 3)

OPACE, in conjunction with OPPD and OOEET, will pursue enhancing the safe foodhandling instructions on meat and poultry products packaged for consumers. (OPACE Result 4)

Performance Measure 3.2.1-d

Population that views FSIS' most important "in-home" food safety messages (i.e., clean, separate, cook, and chill; thermometer use).
 – FSIS Electronic Media Outreach: Twitter Followers.

FSIS will improve customer service by providing accurate and timely information to the public, internal and external stakeholders, and the regulated community to support these audiences' understanding of FSIS policies and programs in an effort to promote transparency and enhance the agency's credibility. (OPACE Result 3)

OPACE, in conjunction with OPPD and OOEET, will pursue enhancing the safe food-handling instructions on meat and poultry products packaged for consumers. (OPACE Result 4)

Performance Measure 3.2.1-e

Population that views FSIS' most important "in-home" food safety messages (i.e., clean, separate, cook, and chill; thermometer use).
 – FSIS Electronic Media Outreach: Visitors to the USDA Food Safety Discovery Zone.

FSIS will improve customer service by providing accurate and timely information to the public, internal and external stakeholders, and the regulated community to support these audiences' understanding of FSIS policies and programs in an effort to promote transparency and enhance the agency's credibility. (OPACE Result 3)

OPACE, in conjunction with OPPD and OOEET, will pursue enhancing the safe food-handling instructions on meat and poultry products packaged for consumers. (OPACE Result 4)



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

Intended “Key” Results

Performance Measure 4.1.1

Research: Percentage of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

FSIS will work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

FSIS will work to improve the understanding of emerging hazards and risks associated with FSIS’ regulated commodities, from farm to table, to inform the development of agency policies – to reduce, eliminate, or prevent consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)

FSIS will examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health. (OPHS Result 3)

Performance Measure 4.1.2

Key Federal partners FDA and CDC: Percentage of results from interagency collaboration on analytics used in FSIS policy.

ODIFP will co-lead with OPHS and Federal partners (FDA and CDC) the development, publication, and communication of harmonized foodborne illness attribution fractions by the end of FY 2015. ODIFP will evaluate the impact of completed IFSAC projects on FSIS’ Corporate Measure 1.1.1 (All Illness Measure) to plan for any future agency performance measures and activities. (ODIFP Result 1)

Performance Measure 4.1.3

*Small and Very Small Plants:
Percentage of identified
opportunities realized to
improve information sharing.*

FSIS will work to increase to 90% voluntary adoption of functional food defense plans by official establishments and develop a plan for future directions on food defense by September 30, 2015. (ODIFP Result 4)

FSIS will work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

FSIS will aim to reach, if not surpass, the 73% target of identified opportunities realized to improve information sharing to further enhance outreach to small and very small establishments. (OOEET Result 3)

FSIS will provide outreach and support to small-scale livestock and poultry producers and small and very small State-inspected establishments to enter into, and remain in, the Cooperative Interstate Shipment (CIS) program with FSIS to support the Department's "Know Your Food, Know Your Farmer" initiative. OOEET will work with these States with meat and poultry inspection programs and any other interested parties to provide the necessary information so that small State-inspected plants know that they have the option of entering into this program provided they meet the "same as" Federal requirements. (OOEET Result 4)

Performance Measure (none)

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)

4

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

Intended “Key” Results

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

FSIS will work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

FSIS will work to improve the understanding of emerging hazards and risks associated with FSIS’ regulated commodities, from farm to table, to inform the development of agency policies – to reduce, eliminate, or prevent consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)

FSIS will examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health. (OPHS Result 3)



Performance Measure 5.1.2
% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

U.S. Codex Office will successfully serve as secretariat for two U.S.-hosted Codex committees of particular relevance to FSIS and associated technical working groups: the Committee on Food Hygiene and the Committee on Residues of Veterinary Drugs in Foods. (Codex 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)

FSIS will work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

FSIS will work to improve the understanding of emerging hazards and risks associated with FSIS' regulated commodities, from farm to table, to inform the development of agency policies – to reduce, eliminate, or prevent consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)

FSIS will examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health. (OPHS Result 3)

FSIS will address three major issues concerning *Salmonella* and take actions that will help to reduce illnesses from this pathogen attributable to FSIS-regulated products, including: (1) establishing new *Salmonella* performance standards for comminuted poultry and chicken parts; (2) determining how verification testing for *Salmonella* can be improved; and (3) determining whether its existing policies on *Salmonella* are being effectively implemented. (OPPD Result 1)

FSIS will address two major issues concerning STEC and will take actions that will help reduce STEC in raw ground beef and other products, including: (1) reviewing of FSIS test results; and (2) reviewing instructions in notices and directives and developing new policies, procedures, and guidance to industry. Specifically, FSIS will assess whether its verification instructions for non-O157 STEC and O157 are being effectively implemented and make necessary changes to directives, notices, and regulations based on the reviews. (OPPD Result 2)

Outcome 5.2

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

Performance Measure 5.2.1¹
% of identified public health and food safety gaps addressed across the Farm-to-Table Continuum.

FSIS will work to improve the understanding of known hazards and risks associated with FSIS' regulated commodities, from farm to table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

FSIS will work to improve the understanding of emerging hazards and risks associated with FSIS' regulated commodities, from farm to table, to inform the development of agency policies – to reduce, eliminate, or prevent consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 2)



¹ FSIS policies or other initiatives in FY 2015 are prospectively identified as needing research initiatives in the pipeline based on the FSIS policy agenda. The FSIS research priorities list details the priority public health and food safety knowledge gaps that need to be filled through targeted research. FSIS revises the list every 6 months and the FSIS Scientific Liaison encourages researchers to address FSIS data needs.

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

Intended “Key” Results

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).

FSIS will address three major issues concerning *Salmonella* and take actions that will help to reduce illnesses from this pathogen attributable to FSIS-regulated products, including: (1) establishing new *Salmonella* performance standards for comminuted poultry and chicken parts; (2) determining how verification testing for *Salmonella* can be improved; and (3) determining whether its existing policies on *Salmonella* are being effectively implemented. (OPPD Result 1)

FSIS will address two major issues concerning STEC and will take actions that will help reduce STEC in raw ground beef and other products, including: (1) reviewing of FSIS test results; and (2) reviewing instructions in notices and directives and developing new policies, procedures, and guidance to industry. Specifically, FSIS will assess whether its verification instructions for non-O157 STEC and O157 are being effectively implemented and make necessary changes to directives, notices, and regulations based on the reviews. (OPPD Result 2)

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).

FSIS will address three major issues concerning *Salmonella* and take actions that will help to reduce illnesses from this pathogen attributable to FSIS-regulated products, including: (1) establishing new *Salmonella* performance standards for comminuted poultry and chicken parts; (2) determining how verification testing for *Salmonella* can be improved; and (3) determining whether its existing policies on *Salmonella* are being effectively implemented. (OPPD Result 1)

FSIS will address two major issues concerning STEC and will take actions that will help reduce STEC in raw ground beef and other products, including: (1) reviewing of FSIS test results; and (2) reviewing instructions in notices and directives and developing new policies, procedures, and guidance to industry. Specifically, FSIS will assess whether its verification instructions for non-O157 STEC and O157 are being effectively implemented and make necessary changes to directives, notices, and regulations based on the reviews. (OPPD Result 2)

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).

FSIS will support the analysis needs of agency priorities, including the NPIS and the SAP, and co-lead 15 analyses with OPHS, OPPD, and OFO. (ODIFP Result 3)

Performance Measure 6.1.3
Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

FSIS will address three major issues concerning *Salmonella* and take actions that will help to reduce illnesses from this pathogen attributable to FSIS-regulated products, including: (1) establishing new *Salmonella* performance standards for comminuted poultry and chicken parts; (2) determining how verification testing for *Salmonella* can be improved; and (3) determining whether its existing policies on *Salmonella* are being effectively implemented. (OPPD Result 1)

FSIS will address two major issues concerning STEC and will take actions that will help reduce STEC in raw ground beef and other products, including: (1) reviewing of FSIS test results; and (2) reviewing instructions in notices and directives and developing new policies, procedures, and guidance to industry. Specifically, FSIS will assess whether its verification instructions for non-O157 STEC and O157 are being effectively implemented and make necessary changes to directives, notices, and regulations based on the reviews. (OPPD Result 2)

FSIS will focus its regulation development efforts on four major issues related to *E. coli* O157:H7 and *Listeria monocytogenes* in FSIS product and HACCP, including: (1) ensuring that inspection personnel are able to verify establishments' validation requirements; (2) effectively implementing recordkeeping requirements; (3) finalizing the *Listeria monocytogenes* interim rule; and (4) proposing effective HACCP Systems for egg product plants. (OPPD Result 3)

FSIS will focus its international policy development efforts on two major issues concerning foreign food regulatory systems and export requirements, including: (1) working on strengthening verification activities related to imported products; and (2) issue necessary instructions and guidance. (OPPD Result 4)

FSIS will work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products. (OPHS Result 1)

FSIS will support the analysis needs of agency priorities, including the NPIS and the SAP, and co-lead 15 analyses with OPHS, OPPD, and OFO. (ODIFP Result 3)

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

Intended “Key” Results

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.

FSIS will implement and support the Secretary’s initiative for the administrative solutions project to improve efficiency and effectiveness across the Department. Key targets for FY 2015 include: reducing space usage, including a 5% reduction in file storage; increase efficient and effective purchasing, and increase use of pre-decisional involvement (PDI). (OM Result 1)

FSIS will enhance its Title VI Program by developing and implementing its Limited English Proficient (LEP) policy for federally assisted and conducted programs; as a result, FSIS and State employees will have a better understanding of their requirements to accommodate LEP persons. (CRS Result 2)

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 2)

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.

In partnership with OOEET, ensure that FSIS staff who have fiscal responsibilities possess the requisite skills and maintain core competencies in the area of financial stewardship. (OCFO Result 4)

FSIS will deploy additional or upgraded field connectivity to 160 OFO-designated assignments using innovative methodologies, technologies, and partnerships by September 30, 2015. (OCIO Result 2)

Performance Measure 7.2.1

% of competency gaps closed for targeted groups.

FSIS will develop and validate specific leadership and technical competency models and guides for the five mission critical occupational series (MCOS) identified by the Office of Personnel Management (OPM) (Economist, Human Resources Specialist, Auditors, Contract Specialist, and Information Technology Specialist). Also included are the three FSIS critical positions (Public Health Veterinarians (PHVs), Consumer Safety Inspectors (CSIs), and Enforcement, Investigations, and Analysis Officers (EIAOs). (OOEET Result 1)

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. (OOEET Result 2)

Performance Measure (none)

Ensure FSIS is prepared to respond to emergencies. (ODIFP Result 2)

Performance Measure 7.2.2

% of all eligible FSIS employees with an Individual Development Plan (IDP) in place.

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 OOEET Result 2 actions. (OOEET Result 2)

Performance Measure 7.2.3

% of all managers/supervisors that complete 3 hours of EEO training annually.

FSIS will continue its proactive efforts with respect to ensuring that the workforce receives EEO, Civil Rights, and Diversity Training and, in doing so, 75% of managers and supervisors will receive 3 hours of training and 85% of non-supervisory employees will receive 2 hours of training. (CRS Result 1)

Pursuant to MD-715, the Civil Rights Staff will continue to promote its EEO emphasis across the agency, which will result in greater employee awareness with respect to a discrimination- and harassment-free workplace. (CRS Result 3)

Performance Measure 7.2.4

% of all non-managers/non-supervisors that complete 2 hours of EEO training annually.

FSIS will continue its proactive efforts with respect to ensuring that the workforce receives EEO, Civil Rights, and Diversity Training and, in doing so, 75% of managers and supervisors will receive 3 hours of training and 85% of non-supervisory employees will receive 2 hours of training. (CRS Result 1)

Pursuant to MD-715, the Civil Rights Staff will continue to promote its EEO emphasis across the agency, which will result in greater employee awareness with respect to a discrimination- and harassment-free workplace. (CRS Result 3)

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce

Performance Measure 7.3.1

% of workplace injury/illness cases.

FSIS will endeavor to reduce injuries and illnesses as a result of establishing the FSIS Health and Safety Committee. OM will facilitate reaching the agency's goal of reducing the percentage of injury/illness cases to a target of 5.9%. Key dates and targets include: Reduction of Office of Workers' Compensation Programs (OWCP) costs by 4%; ensure wage filing claims meet or exceed 90% of occurrences; and develop comprehensive training for all FSIS employees in safety and health by June 1, 2015. (OM Result 2)

Performance Measure 7.3.2

Annual rate of staff vacancies.

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 by 10% of the FY 14 goal to 70 days; achieve a 25% increase in the use of Delegated Examining/Merit Promotion certificates, and reduce the overall vacancy rate at or below 4.5%. (OM Result 3)

Performance Measure 7.3.3

Ranking in the Partnership for Public Service's Annual Report, Best Places to Work in the Federal Government.

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 knowledgeably contribute to agency success. Key dates and targets include: ensuring that 90% of workforce maintains a current telework agreement; publish the Labor Management action plan by November 30, 2014; and convert 90% of students who successfully complete the Student Employment Program to full-time employees. (OM Result 4)

Performance Measure 7.3.4

Increase the workforce for Persons with Targeted Disabilities (FY 2015 Target 4%).

Pursuant to MD-715, the Civil Rights Staff will continue to promote its EEO emphasis across the agency, which will result in greater employee awareness with respect to a discrimination and harassment free workplace. (CRS Result 3)

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

Intended “Key” Results

Performance Measure 8.1.1

% of innovative processes, methodologies, or technologies for which the agency has established a baseline.

FSIS will examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry and egg products and to better analyze the impact of agency policy on public health. (OPHS Result 3)

FSIS will review Goal 8 baseline data and initiatives to identify and employ process refinements, including an additional performance measure for evaluating multi-year performance, to improve support of innovation in its public health mission by September 30, 2015. (OCIO Result 3)

Performance Measure 8.1.2

% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.

FSIS will deploy approved PHIS enhancements for the Domestic, Import, and Export functionality by September 30, 2015. (OCIO Result 1)





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.

Ensure FSIS is prepared to respond to emergencies. (ODIFP Result 2)

FSIS will identify, prioritize, and implement opportunities for streamlining and modifying FSIS business processes to achieve greater efficiency and leverage existing resources to the fullest extent. Prioritize business processes that are subject to analysis by those that are likely to produce the greatest impact. (OCFO Result 1)

FSIS will ensure efficient utilization of agency financial resources through timely planning increased transparency, accountability, and effective monitoring of expenditures. (OCFO Result 2)

OCFO will establish an evaluation process that will produce deliverables to improve FSIS program performance. Additionally, OCFO will meet FSIS Strategic Plan, Annual Performance Plan, Dashboard reporting, and Year End Review requirements in a timely and quality manner by ensuring the FSIS strategic planning processes and its products support agency progress toward supporting its mission and meeting its goals in reducing foodborne illness and promoting public health. (OCFO Result 3)

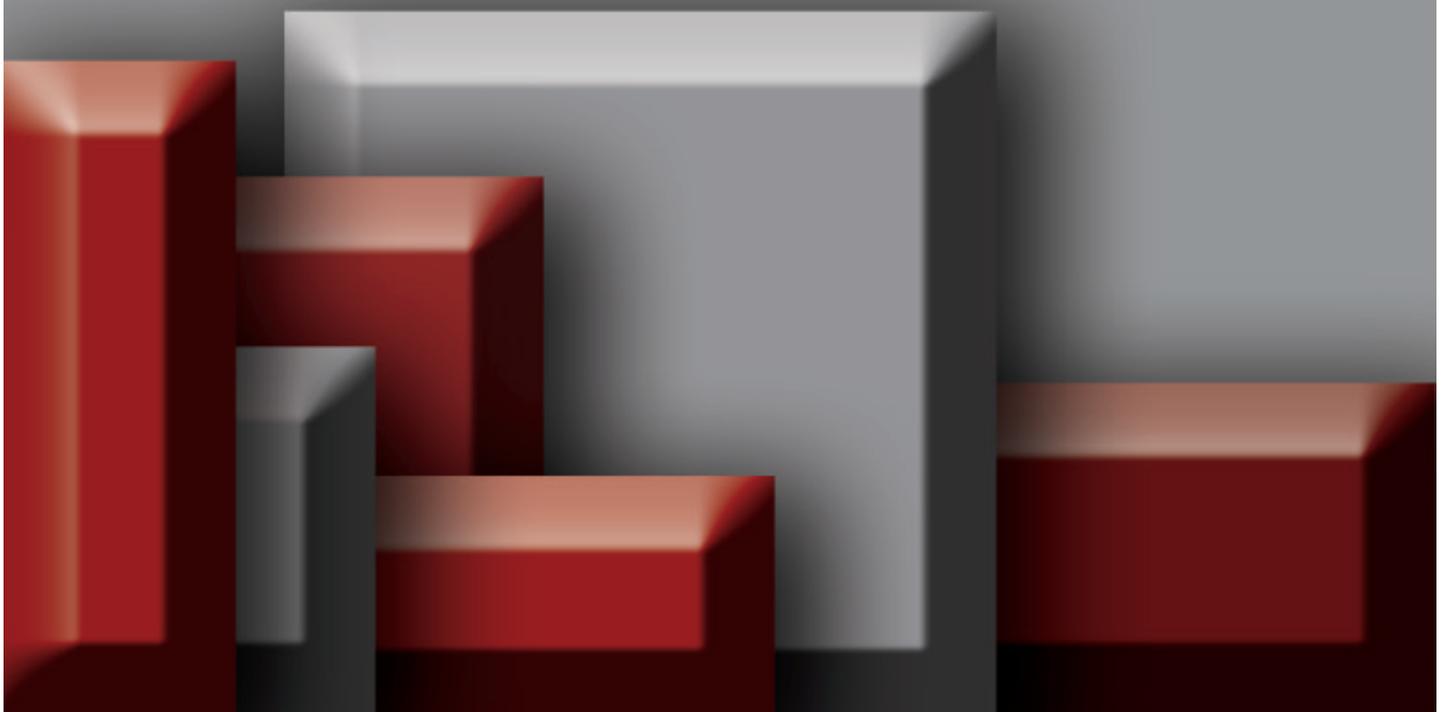
FSIS will deploy approved PHIS enhancements for the Domestic, Import, and Export functionality by September 30, 2015. (OCIO Result 1)

FSIS will deploy additional or upgraded field connectivity to 160 OFO-designated assignments using innovative methodologies, technologies, and partnerships by September 30, 2015. (OCIO Result 2)

Part Two

Key Program Area Results for FY 2015

Presented by Individual Program Areas



Civil Rights Staff

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

Goal 8

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 3 hours of EEO training—annually.

Performance Measure 7.2.4

Percentage of all non-managers/non-supervisors that complete 2 hours of EEO training—annually.

Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

FSIS will continue its proactive efforts with respect to ensuring that the workforce receives EEO, Civil Rights, and Diversity Training and, in doing so, 75% of managers and supervisors will receive 3 hours of training; and 85% of non-supervisory employees will receive 2 hours of training. Continual training has proven to be effective in ensuring that employees, supervisors, and managers understand the EEO laws and regulations, which aids in making the agency a discrimination- and harassment-free workplace.

Actions:

- By November 1, 2014 – Identify all the agency-required training that will be delivered using historical documents, such as prior years' compliance reports and MD-715/No FEAR reports. At least one training will be the mandatory training required by USDA's Office of the Assistant Secretary for Civil Rights (OASCR). Senior Executive Service employees will also be required to take an additional training as required by the Office of Human Resources Management (OHRM).
- By September 30, 2015 – Develop and deliver all required training to the FSIS workforce.
- By September 30, 2015 – Collaborate with OHRM to host five Special Emphasis observances in headquarters.
- By March 31, 2015 – Identify at least two field locations to host Special Emphasis observances and conduct those observances by September 30, 2015.
- By September 30, 2015 – Assess the effectiveness of EEO, Civil Rights, and Diversity Training via the annual MD-715 report and the annual agency Head Assessment.

Goal 7

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

Result 2:

FSIS will enhance its Title VI Program by developing and implementing its Limited English Proficient (LEP) policy for federally assisted and conducted programs; as a result, FSIS and State employees will have a better understanding of their requirements to accommodate LEP persons.

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.

Actions:

- By November 1, 2014 – Develop an executable project plan that will outline on a quarterly basis, the steps the Agency will take to develop and implement its LEP program.
- By September 30, 2015 – Conduct six Title VI reviews of State MPI Programs and issue final reports. The reviews will include recommendations on how each state can establish or improve its own LEP program.
- By September 30, 2015 – Develop and deliver at least 8 LEP training modules to the FSIS workforce and State employees.

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 3 hours of EEO training—annually.

Performance Measure 7.2.4

Percentage of all non-managers/non-supervisors that complete two (2) hours of EEO training—annually.

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 2015 Target 4%).

Result 3:

Pursuant to MD-715, the Civil Rights Staff will continue to promote its EEO emphasis across the agency, which will result in greater employee awareness with respect to a discrimination- and harassment-free workplace.

Actions:

- By April 30, 2015 – Update and issue the Administrator's EEO, Civil Rights, and Diversity policy statements emphasizing his commitment to a discrimination- and harassment-free workplace pursuant to MD-715 requirements.
- By September 30, 2015 – Conduct four Title VII Compliance reviews of program areas and/or districts and provide findings and recommendations to management.
- By September 30, 2015 – Conduct one-on-one meetings with Program Areas and District Offices to discuss their respective EEO and Civil Rights programs, complaint activity, and trends and offer recommendations on achieving a discrimination- and harassment-free workplace and addressing under-representation.

Office of the Chief Financial Officer

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

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.

Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

FSIS will identify, prioritize, and implement opportunities for streamlining and modifying FSIS business processes to achieve greater efficiency and to leverage existing resources to the fullest extent. Prioritize business processes that are subject to analysis by those that are likely to produce the greatest impact.

Actions:

- In partnership with OCIO for each major business process, determine when the last business process analysis (BPA) has been conducted and the extent to which the process is accurately documented by (May 31, 2015).
- From the inventory above, identify two major processes (or significant portions thereof) which should be fully analyzed and potentially re-engineered by (July 31, 2015).
- Develop a project plan and schedule for executing the two business process reviews by September 30, 2015.
- Partnering with OCIO and OM, and leading the Actual Time Automation Committee (ATAC), make significant progress in the agency's Signature Process Improvement initiative, including implementing the updated version of WebTA payroll and leave system within the timetable established by the Department (by May 2015) and launch the e-devices pilot (by June 2015).
- Execute the plan for transitioning from the current "Fee Bill" system to a more robust system (i.e., Reimbursable Inspection Billing System (RIBS) in order to stabilize the platform and integrate with Sales and Distribution (SD) module of FMMI and WebTA 4.2. Test and pilot the interface with RIBS to FMMI SD module by December 31, 2014. Test and pilot the interface from WebTA version 4.2 to RIBS by (May 31, 2015).

- Enhance the existing Strategic Plan Dashboard tool by developing a new Dashboard 2.0 that will provide and display improved performance data and analyses functionality with a more stable database platform (by September 2015).
- Ensure planning, data scrubbing, testing, coordination, training, and communication strategy for ETS2 travel system- GovTrip replacement (by September 2015).

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.

Result 2:

FSIS will ensure efficient utilization of agency financial resources through timely planning increased transparency, accountability, and effective monitoring of expenditures.

Actions:

- Conduct a thorough analysis of prior year budget execution results for each funded component within FSIS by December 31, 2014, and use the results of the analysis in developing the FSIS operating budget and making adjustments to base funding. Finalize the operating budget within 30 days after receiving an enacted full-year appropriation.
- Improve budget execution tracking and reporting capabilities by upgrading our existing "Tools" capabilities with more robust capability. Finalize the project implementation plan and begin executing by October 31, 2014.
- Develop training materials and reference guides for the new solution in time for incorporating those materials for end user training.
- Train Resource Managers and other users on the new solution prior to "go-live."
- Continue to expand cost analysis activities by increasing awareness and use of Return on Investment when evaluating agency initiatives, validating and verifying proposals, and reviewing potential studies and recommendations.
- Monitor program area budget execution monthly and conduct quarterly budget execution reviews with respective fund managers to ensure timely identification of shifting programmatic needs in order to fully utilize funds that are apportioned and available for obligation.

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 3:

FSIS will establish an evaluation process that will produce deliverables improving FSIS program performance. Additionally, FSIS will meet its Strategic Plan, Annual Performance Plan, Dashboard reporting, and Year-End Review requirements in a timely and quality manner by ensuring the FSIS strategic planning processes and its products support agency progress toward supporting its mission and meeting its goals in reducing foodborne illness and promoting public health.

Performance Measure 7.2.1

% of competency gaps closed for targeted group.

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.

Actions:

- Conduct at least one major evaluation and two minor evaluations or surveys to (1) identify the effectiveness of agency programs or initiatives and (2) propose new strategies or make specific recommendations to address challenges identified. (September 2015)
- Document and formalize the process for reviewing and vetting evaluation and survey requests that are forwarded to the Enterprise Steering Board (ESB) for prioritization and approval to ensure adequate analysis planning has been conducted and sufficient staffing and resources are available to effectively implement requests. (June 2015)
- Close 40% or more of the open OIG audit recommendations (24) that were beyond 1 year past due and were reported in the year-end report to USDA-OCFO at the end of 2014. (September 2015)
- Develop a process for communicating evaluation progress and results to increase transparency (May 2015). Assess the open recommendation tracking process to determine whether it has resulted in improvements in recommendations being closed by the agreed date or within 1 year from the management decision date. (September 2015)
- Implement any recommendations and adjustments to current Strategic Plan 2011-2016 as defined by ESB. Start process for creating new Strategic Plan for 2017-2022.
- Publish APP FY 2015 and track progress throughout FY2015. Develop and gain approval for FY 2016 APP in time to support individual personnel standards.
- Respond timely and accurately to Department strategic planning and performance reporting requirements.
- Maintain and enhance the agency performance structure by monitoring the agency's monthly and quarterly reporting requirements and coordinating agency performance presentations.
- Research, analyze, draft, receive clearance, and publish the FSIS Performance Agenda – FY 2014 Year in Review (February 2015).

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.

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.

Result 4:

In partnership with OOEET, OCFO will ensure that FSIS staff who have fiscal responsibilities possess the requisite skills and maintain core competencies in the area of financial stewardship.

Actions:

- Enhance OCFO staff professional development to develop a comprehensive training program plan for areas of leadership and management, in-house training sessions, externally provided training, and self-paced courses (by September 2015).
- Continue quarterly meetings with the Department OCFO staff, District Managers, and the Office of Management to identify and implement customer service best practices (ongoing).
- Provide/coordinate internal controls training for at least one governance body or program area (by July 2015).
- Design, develop, and roll out an expanded FSIS employee engagement i-Impact FSIS program to promote linkages between the employee's work-life objectives, program performance results, and applicable FSIS Strategic Plan goals and targets; and encourage individual employee suggestions as to ways the agency can achieve "best practices" (by September 2015).



Office of the Chief Information Officer

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

Goal 1

Ensure that food safety inspection aligns with the 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. (Corporate Measure)

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.

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.

Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

FSIS will deploy approved PHIS enhancements for the Domestic, Import, and Export functionality by September 30, 2015.

Actions:

- FSIS will leverage its Software Development LifeCycle process, as well as lessons learned from previous version updates, to deploy nine approved major enhancements in PHIS' Domestic, Import, and Export functionality by September 30, 2015.

Outcome 8.1

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

Performance Measure 8.1.2

% of innovative processes, methodologies, or technologies that, once employed, are evaluated by the agency.

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 meet intended outcomes or otherwise contribute to the agency's efforts to perform its mission.



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.

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.

Result 2:

FSIS will deploy additional or upgraded field connectivity to 160 OFO-designated assignments using innovative methodologies, technologies, and partnerships by September 30, 2015.

Actions:

- FSIS will use site information provided by OFO to upgrade bandwidth at 60 hard-wire sites by September 30, 2015.
- FSIS will upgrade field mobile connectivity leveraging current and emerging technologies to 100 sites by September 30, 2015.

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.

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.

Result 3:

FSIS will review Goal 8 baseline data and initiatives to identify and employ process refinements, including an additional performance measure for evaluating multi-year performance, to improve support of innovation in its public health mission by September 30, 2015.

Actions:

- Develop a new 8.2.2 performance measure to evaluate multi-year performance and provide decision-making data to determine if initiatives are continuing to provide documented value by January 1, 2015.
- Evaluate Mission Critical Investments, current innovative initiatives, and baseline data to identify and prioritize Goal 8 process improvements by January 1, 2015.
- Pilot process improvements with an approved Goal 8 initiative by May 31, 2015.
- Integrate approved process improvements by September 30, 2015.

Office of Data Integration and Food Protection

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

Goal 1

Ensure that food safety inspection aligns with the 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.

(Corporate Measure)

Goal 4:

Strengthen collaboration among internal and external stakeholders to prevent foodborne illness.

Performance Measure 4.1.2

Key Federal partners FDA and CDC: % of results from interagency collaboration on analytics used in FSIS policy.

Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

ODIFP will co-lead with OPHS and Federal partners (CDC and FDA) the development, publication and communication of harmonized foodborne illness attribution fractions by the end of FY2015 and ODIFP will evaluate the impact of completed IFSAC projects on FSIS' Corporate Measure 1.1.1 (All Illness Measure) to plan for any future agency performance measures and activities.

Actions:

- Lead the planning, organizing, and holding of any public communication events to share findings from the key IFSAC project on harmonized tri-agency-approved simple food attribution fractions.
- Implement updated FSIS-specific attribution fractions using 2012 CDC outbreak data for Quarter 1 FY2015 reporting and evaluate on a quarterly basis the impact of updated attribution on foodborne illness reduction for FSIS-regulated products (All Illness Measure).
- Pending availability of CDC data, utilize CDC outbreak data from 2013 to develop FSIS-specific attribution fractions by September 30th, 2015.

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 *(none)*

Result 2:

Ensure FSIS is prepared to respond to emergencies.

Actions:

- Establish a baseline of significant incidents from FSIS Incident Management System (FIMS) and track trends in significant incidents in FIMS to inform agency policy or preparedness plans
- Ensure emergency preparedness of agency by developing and conducting three exercises and/or workshops in FY 2015.

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 *(none)*

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 Measures 1.1.1

Total number of Salmonella, Listeria monocytogenes, and E. coli O157:H7 illnesses from products regulated by FSIS.
(Corporate Measure)

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 3:

FSIS will support the analysis needs of agency priorities, including the New Poultry Inspection System (NPIS) and the *Salmonella* Action Plan (SAP), and co-lead 15 analyses with OPHS, OPPD, and OFO.

Actions:

- Based on OFO prioritization of needs, test and deploy at least two alerts to support field inspection personnel to identify and respond to emerging risks.
- Address and resolve at least two data quality issues with the Data Quality Workgroup.
- Conduct evaluations and analyses of FSIS data to make scientific, statistical, and data-driven recommendations for programmatic or policy changes to ensure inspection aligns with existing and emerging risks.
- Develop a baseline summary of data requests from other FSIS program areas by March 31, 2015, and evaluate baseline by September 30, 2015, to determine future planning efforts.
- Review three existing FSIS performance measures and make recommendations for measures for the next FSIS Strategic Plan.

Performance Measure 2.1.1

% of broiler plants passing the carcass Salmonella verification testing. (Corporate Measure)

Goal 6

Implement effective policies to respond to existing and emerging threats.

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).

Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.



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.
(Corporate Measure)*

Performance Measure 2.3.3

Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination.

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

*Small and Very Small Plants:
Percentage of identified opportunities realized to improve information sharing.*

Result 4:

FSIS will work to increase to 90% voluntary adoption of functional food defense plans by official establishments and develop a plan for future directions on food defense by September 30, 2015.

Actions:

- Conduct direct outreach to 50% of establishments that do not have a functional food defense plan based on results from the 2014 Food Defense Plan Survey.
- Analyze vulnerability assessments, PHIS data, and other available historical information to inform priorities for food defense outreach, training, and guidance for 2016.

Office of Field Operations

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

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.

(Corporate Measure)

Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

Manage the development and implementation of key components to the Public Health Information System (PHIS) that include the development and implementation of:

Actions:

- STEPS and Recall Management Application (RMA),
- New Poultry Inspection System Module,
- Catfish Inspection System Module,
- OFO management controls,
- ACE/ITDFS CBP two-way communication/functionality,
- Re-Tooling of RMA module to move employees across District lines,
- Cooperative Interstate Shipment capability,
- Export module, and
- Corporate Reporting and export functionality.

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

(Corporate Measure)

Result 2:

Implement finalized inspection system regulations in FY 2015 to ensure that food safety inspection aligns with existing and emerging risks and is in compliance with food safety policies.

Actions:

- Implement the New Poultry Inspection System in 20% of identified facilities by end of FY 2015.
- Implement Catfish inspection 90 days after publication of final rule.
- Implement Sanitary Dressing Shiga toxin-producing Escherichia coli strains (STEC) policies, including ensuring that training is conducted with all appropriate field personnel.

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 (none)

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 domestic establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.

Performance Measure 1.2.2

% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.

Result 3:

FSIS will take a risk-based approach to reducing contamination and preventing foodborne illness. Ensure that relatively greater risks to food safety will receive proportionately greater levels of FSIS attention.

Actions:

- Meet 2015 target of 1.6% or less of domestic establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.
- Meet 2015 target of 15% - Percentage of importing countries requiring immediate inspection or reinspection attention more than twice within the previous year.

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 the awareness of proper procedures and the implementation of a systematic approach to humane handling.

Performance Measure 2.2.1

% of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all 4 elements of a systematic approach implemented). (Corporate Measure)

Result 4:

Take actions to ensure industry is implementing a systematic approach to humane handling.

Actions:

- Meet goal of 65% of slaughter establishments having an effective systematic approach to humane handling.

Office of Investigation, Enforcement and Audit

Work Contributes to
Strategic Plan Goal(s),
Outcome(s) & Measure(s):

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 (none)



Key RESULTS to be Achieved and ACTIONS
undertaken by End of FY 2015

Result 1

FSIS, in conjunction with foreign governments and the 27 State Meat and Poultry Inspection systems, will perform On-Going Foreign Equivalence verification audits and State Intrastate Meat and Poultry Programs “at least equal to” standard reviews to ensure adherence to FSIS policies and programs and take appropriate action if there is evidence that a country or State is failing to maintain equivalence or “at least equal to” standard.

Actions:

- On-site reviews are performed triennially (once every 3 years).
- Annual self-assessment reviews are performed and reviewed in 95% of the 27 State MPI programs by September 30, 2015.
- Quarterly New Issuance (QNI) reviews are performed each quarter in 95% of the 27 State MPI programs that ensure States are staying abreast and implementing analogous types of program and inspection-related methods and instructions (directives and notices) as the Federal program.
- By December 30, 2014, publish annual individual review and determination reports and the annual comprehensive review summary report of State reviews.
- By June 30, 2015, a determination will be made of which countries to audit in FY 2016.
- Conduct an on-site audit of 80% of the scheduled FY 2015 country audits.

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.

Result 2

FSIS’ OIEA will contribute to achieving the corporate target of a maximum of 373,955 illnesses attributed to *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 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.

Performance Measure 1.1.1

Total number of *Salmonella*, *Listeria monocytogenes*, and *E. coli* O157:H7 illnesses from products regulated by FSIS. (Corporate Measure)

- Ensure 85% of enforcement actions (administrative, criminal, or civil) address food safety violations and deter future ones.
- Ensure field supervisors and managers monitor In-Commerce System (ICS) data and reports on a regular basis; then provide guidance and resources as needed.
- Ensure an investigative plan is developed, published, and activated within 18 hours of a foodborne illness outbreak declaration or for food safety or food defense events that include natural disasters, intentional contamination, or significant economic adulteration.

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 1.3.1

% of priority in-commerce facilities (e.g., warehouses, distributors, and transporters) covered by surveillance activities.

Result 3

FSIS' OIEA will focus 85% of surveillance resources based on public health risk and public health impact to achieve agency public health priorities to ensure that the highest risk facilities operate in a manner that maintains the safety of the products that the facilities receive and protects those products from intentional contamination.

To focus surveillance resources on in-commerce businesses with the highest risk, FSIS established a tier structure based on business type and public health risk. The tier structure ranks in-commerce business types based on five risk considerations: food safety hazard; food defense hazard; product volume; consumer susceptibility; and surveillance by other regulatory authorities.

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 receive minimal surveillance oversight by other regulatory agencies.

Actions:

- Ensure OIEA investigators allocate 85% of agency personnel and resources 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.

A large, 3D-style graphic in red with a dark shadow. The word "Allocate" is on the top line, and "85%" is on the bottom line, both in a bold, sans-serif font.

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 4

FSIS' OIEA follow-up surveillances will produce compliance with all food safety requirements such that 83% of food safety violations documented during initial surveillances are corrected before follow-up surveillance. These surveillance activities are to verify: compliance with FSIS statutory and regulatory requirements; meat, poultry, and egg products prepared, stored, transported, sold, offered for sale or transportation, imported, or exported in commerce are safe, wholesome, and correctly labeled and packaged; and in compliance with applicable criminal, civil, or administrative orders, or other binding case dispositions.

Performance Measure 1. 3.2

% of follow-up surveillances resulting in compliance.

Actions:

- Ensure field supervisors and managers verify ICS data shows at least 83% of food safety violations documented during initial surveillances are corrected on an annual basis.



Office of Management

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

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.



Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

FSIS will implement and support the Secretary's initiative for the administrative solutions project to improve efficiency and effectiveness across the Department. Key targets for FY 2015 include: reducing space usage, including a 5% reduction in file storage; increase efficient and effective purchasing; and increase use of PDI.

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.

Actions:

- Reduce working capital fund by eliminating obsolete forms stored at the Beltsville Service Center by September 1, 2015.
- Reduce by 5% the FY 2014 baseline 9,100 square feet of file space devoted to records storage by September 1, 2015.
- Increase the percentage of employees utilizing HSPD-12 Linc Pass credential for regular logical access to 70% from the baseline of 50%.
- Increase participation in Smart Space by developing comprehensive smart space action plans for three District Office locations by August 1, 2015.
- Increase efficient and effective purchasing by limiting high-risk contracts to no more than 10% of total value of FY15 contract awards.
- Increase the number of PDI sessions with the National Joint Council (NJC) by two (from four to six) by September 1, 2015.
- Ensure no material weaknesses reportable for A-123/ financial audit, and no repeat findings exist for FY 2015 in contracting, procurement, or human resource

transaction processing; and conduct periodic HR and procurement program reviews at least once a month and address any identified systemic issues before the end of every quarter.

- Improve access for socially disadvantaged contractors, including veteran-owned, woman-owned, America Indian-owned, and small businesses to USDA programs to represent 51% of contract awards in FY15, measured using the Federal procurement Data System (FPDS).
- 100% compliance for applicable contracts to have sustainability clause when delivery or specific to the use of USDA-designated items is required.

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.

Result 2:

FSIS will endeavor to reduce injuries and illnesses as a result of establishing the FSIS Health and Safety Committee. OM will facilitate reaching the agency's goal of reducing the percentage of injury/illness cases to a target of **5.9%**. Key dates and targets include: reduction of OWCP costs by 4%; ensure wage filing claims meet or exceed 90% of occurrences; and develop comprehensive training for all FSIS employees in safety and health by June 1, 2015.

Actions:

- Environmental, Safety and Health Group (ESHG) will provide monthly injury and illness reports that will include year-to-year analysis through the FSIS safety Intranet site and hold quarterly meetings with the safety liaisons from both OFO and the NJC to review safety and occupational health issues and seek solutions.
- Develop comprehensive guidance and training material on OSHA recordkeeping for District management and circuit safety committees by June 1, 2015, and rewrite FSIS Directive 4791.1, Basic Occupational Safety and Health Program, by September 1, 2015.
- Implement a comprehension survey by November 1, 2014, to be used for every Workplace Violence Prevent (WVP) training session to determine effectiveness. By September 1, 2015, establish a baseline metric of employee and supervisory understanding of roles and responsibilities in workplace violence.
- Reduce Office of Worker's Compensation Program (OWCP) costs by 4% by August 30, 2015, from 2009 Department of Labor (DOL) baseline through a complete assessment of OWCP cases identifying opportunities for increasing the number of employees returning to work or the termination of benefits.
- Maintain filing of wage-loss claims (form CA-7) to meet or exceed 90% in FY15.

- FSIS will establish monthly and quarterly wellness initiatives and conduct a baseline survey of customer satisfaction by instituting pre- and post-survey questions at all training venues by October 30, 2014.
- FSIS will establish a workplace health and wellness committee consisting of employees across the agency who will partake in efforts to develop and implement a program that is focused on creating a cost-efficient healthy environment, advocating health-specific policy, and planning/executing work/life wellness activities by March 1, 2015.

Goal 7

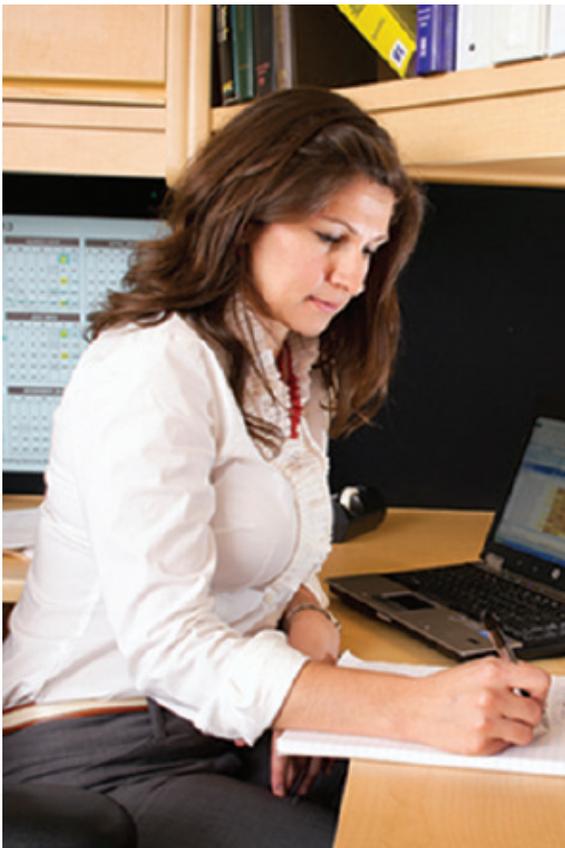
Empower employees with the training, resources, and tools to enable success in protecting public health.

Outcome 7.3

FSIS has a diverse, engaged, high-performing, and satisfied workforce.

Performance Measure 7.3.2

Annual rate of staff vacancies.



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 by 10% of FY 2014 goal to 70 days, achieve a 25% increase in the use of Delegated Examining/Merit Promotion certificates, and reduce overall vacancy rate at or below 4.5%.

Actions:

- Ensure FSIS employees are medically fit to perform inspection activities. Apply revised medical qualification standards to 100% of the current workforce by September 1, 2015.
- Develop a more effective and efficient method of acquiring data from FSIS programs so that 90% of performance standards for eligible employees are in place by November 1, 2014, received on file in the Office of Management/HRO by January 1, 2015, and receive a mid-year progress review by April 15, 2015.
- Collaborate with OOEET to develop and track performance management training for non-supervisory employees in accordance with Departmental Regulation 4040-430, Performance Management, so that 70% or more of employees have such training by July 1, 2015.
- Conduct a comprehensive review of the FSIS Recognition Program and implement any approved recommendations to streamline the program no later than September 1, 2015.
- Reduce the number of unused hiring selection certificates in the Agency by 1%.
- Reduce the Human Resources vacancy rate to no more than 3% annually.

- Upon finalization of Poultry Slaughter Rule and in accordance with approved implementation strategies, successfully process 100% of identified FY 15 personnel documents related to the affected population by September 1, 2015.
- Continue ongoing improvement to hiring reform by achieving overall process time decrease to 70 days to meet or exceed the OPM requirement.
- Fully automate onboarding processes through the successful implementation of Entrance On Duty (EOD)-Online system components by August 30, 2015.

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.

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 knowledgeably 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. Key dates and targets include: ensuring that 90% of eligible workforce maintains a current telework agreement; publish the Labor Management action plan by November 30, 2014; and convert 90% of students who successfully complete the Student Employment Program to full-time employees.

Actions:

- Participate on a committee of technical experts from each program area to examine existing onboarding procedures/training materials and formulate recommendations. Adapt the training for non-field employees to more closely align with training for field employees by September 1, 2015.
- Integrate and update the FSIS Supervisory performance measure to include the AgLearn 360° tool. Require managers to seek and utilize feedback from their staffs and make it a supervisory performance measure. Submit all required Cultural Transformation-related reports monthly.
- Ensure that 90% of the eligible teleworking workforce has current telework agreements in place to meet work/life balance program and COOP requirements. Ensure that 50% of eligible employees actively utilize telework to work remotely.

- Implement webinars for all supervisors on relevant labor and employee relations topics to be conducted monthly (12 in all) to improve the supervisory skill set in these areas beginning October 2014 and ending on September 1, 2015.
- Publish a Labor-Management action plan to establish ownership and track organization's collaborative process with the Union no later than November 30, 2014.
- Work closely with OPHS management to achieve Green Status under the Fed Center Environmental Management System Criteria by overseeing the environmental management programs at three FSIS laboratories.
- Convert 90% of students who successfully complete the Student Employment Program, and increase diversity of participants to 60% of student population.
- Implement an effective labor and employee relations case management system, to include garnishments processes, that is integrated with the National Finance Center (NFC) and the other HR platforms to reduce errors, reduce data entry, and provide consistent measures of case processing times no later than April 30, 2015. Reduce the employee relations average case processing time for all new cases to 75 days or less no later than June 30, 2015.
- Provide a broad and collective targeted recruitment and hiring program designed to reduce the vacancy rate in hard-to-fill locations by September 1, 2015.
- Increase hiring and development of veterans, and identify outreach programs to individuals with disabilities. Establish field level coordinators and establish a Standard Operating Procedure (SOP) for such hiring by September 1, 2015.



Office of Outreach, Employment Education and Training

**Work Contributes to
Strategic Plan Goal(s),
Outcome(s) & Measure(s):**

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.

**Key RESULTS to be Achieved and ACTIONS
undertaken by End of FY 2015**

Result 1:

FSIS will develop and validate specific leadership and technical competency models and guides for the five mission-critical occupations (MCOs) identified by OPM (Economist, Human Resources Specialist, Auditors, Contract Specialist, and Information Technology Specialist). Also included are the three FSIS Critical Positions (PHVs, CSIs, and EIAOs). The following levels will be measured: Level 1 – Awareness; Level 2 – Basic; Level 3 – Intermediate; Level 4 – Advanced; and Level 5 – Expert.

Actions:

- Collaborate with OM, OIEA, OPPD and OCIO to develop a process that will identify and define the technical competencies for the eight MCOs by June 2015.
- Identify how the MCOs competencies will be assessed and provide a guide describing how the competencies are to be used in human and performance management functions, such as recruiting, structured interviewing, onboarding, career development, performance appraisal, succession planning, and training.
- Develop a resource guide to detail specific actions and training opportunities that will improve the MCOs standing on the specified cross-cutting competencies.



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.

Performance Measure 7.2.2

% of all eligible FSIS employees with an opportunity to have an Individual Development Plan (IDP) in place.

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 2015, 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% by September 30, 2015.
- Analyze the level of training effectiveness for each class by comparing the average pre/post-test score improvements to a benchmark of training effectiveness reported in the scientific training evaluation literature.
- Review course evaluation feedback for targeted courses to identify consistent areas of content or delivery that can be improved in order to increase training effectiveness. Recommendations will be monitored and implemented based on the needs of the training and participants.
- Develop correlation program and assessment process, and revised training materials for sanitary dressing; deploy using “train the trainer,” webinars, common scenarios on InsideFSIS, and AgLearn.
- Ensure 100% of agency employees have an opportunity to have IDPs.

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 3:

FSIS will aim to reach, if not surpass, the 73% target of identified opportunities realized to improve information sharing to further enhance outreach to small and very small establishments. The achievement of this result will depend on OOEET’s capability to lead, 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.

Actions:

- Publish 10 editions of Small Plant News, online and in print.
- Publish one guidebook for small and very small meat and poultry establishments on subjects of technical and scientific merit.

Performance Measure 4.1.3

*Small and Very Small Plants:
Percentage of identified
opportunities realized to
improve information sharing.*

Actions:

- Conduct 12 monthly teleconferences/webinars for the State MPI 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.
- Conduct 12 monthly teleconferences/webinars for HACCP Contacts and Coordinators. This constituency is comprised of HACCP Coordinators at universities across the country who provide technical advice to small and very small plant owners and operators.
- Have an FSIS presence, through staffing and exhibits, at 15 high-impact conferences, conventions, and meetings that draw FSIS constituencies in industry, academia, State government, and other food safety partners. Provide technical assistance, agency publications, FSIS-produced CDs, and information and instructions pertaining to the Small Plant Help Desk and AskFSIS.

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

*Small and Very Small Plants:
Percentage of identified
opportunities realized to
improve information sharing.*

Result 4:

FSIS will provide outreach and support to small-scale livestock and poultry producers and small and very small State-inspected establishments to enter into, and remain in, the Cooperative Interstate Shipment (CIS) program with FSIS to support the Department's "Know Your Food, Know Your Farmer" initiative. Currently 4 of the 27 States that have MPI Programs participate in the CIS program. As of this point, this level of engagement in the program represents a much lower participation rate than originally estimated by the agency. There is currently interest percolating from livestock producers in a fifth State to participate in the program. OOEET will work with these States with MPI Programs and any other interested parties to provide the necessary information so that small State-inspected plants know that they have the option of entering into this program provided they meet the "same as" Federal requirements. (OOEET Result 4)

Actions:

- Provide guidance about the CIS program through the monthly State directors' webinars as well as through one-on-one interactions.
- Provide support to, continuously liaison with, and provide outreach to State inspection programs that seek to qualify to participate in the CIS program.
- Partner and work with other USDA agencies to provide outreach to small and very small State-inspected processors and small-scale livestock and poultry producers about the CIS program.

Office of Public Affairs and Consumer Education

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

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).

(Corporate Measure)



Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

FSIS will educate and promote consumer knowledge and acceptance of the four key food safety messages with a particular focus on at-risk populations explaining why they are at a higher risk for foodborne illnesses.

Actions:

- Increase the number of impressions of the Food Safe Families campaign to 2.05 billion (14% above the FY 14 level of 1.8 billion). Campaign messages will feature the four key messages with a particular focus on cross contamination and thermometer use.
- Devise and implement consumer outreach strategy that increases by 15% above FY 14's total of 1.6 million – out reach to at-risk populations to 1.8 million. Utilize technology to better target these populations and ensure that recalls and other public health notifications are properly and consistently disseminated to these groups.
- Increase outreach to at-risk populations by establishing partnerships with at least five national organizations representing at-risk groups. Work with these organizations to create targeted products and events focused on their membership.
- Increase reach of Spanish-language information by establishing at least 5 partnerships with key national Hispanic organizations and actively conducting outreach in the top 10 Hispanic media markets, seeing a 42% increase over FY2014 number in Spanish stories for FSIS.
- By November 30, 2014, partner with foodsafety.gov team to develop an area focused on serving at-risk populations with products targeted to their needs.
- Increase visitors to the Food Safety Discovery Zone (FSDZ) to 600,000, 20% over the FY2014 APP target. Promote at least 75% of FSDZ events through local and social media.

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.

Result 2:

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:

- OPACE will focus on the promotion of the Ambassador program with potential events, actively reaching District Offices staff and organizing monthly conference calls with Ambassadors. Will ensure at least 80% of the districts are actively engaged in the Ambassador program.
- By December 31, 2014, analyze employee feedback collected in FY 2014. Develop an internal communications strategy and implement by September 30, 2015, with at least two improvements to the FY14 approach in consultation with OCFO.
- Coordinate with OCFO-Program Evaluation and Improvement Staff (PEIS) and launch internal survey of employee communication efforts to be conducted by September 30, 2015.
- In consultation with OFO and OCFO, create at least three communication opportunities to districts/field that provide training, resources, and feedback opportunities by September 30, 2015.

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-b

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).
– FSIS Electronic Media Outreach;
Pageviews on FSIS Website
(66 million).

Performance Measure 3.2.1-c

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).
– FSIS Electronic Media Outreach:
YouTube Views (700,000).

Result 3

FSIS will improve customer service by providing accurate and timely information to the public, internal and external stakeholders, and the regulated community to support these audiences' understanding of FSIS policies and programs in an effort to promote transparency and enhance the agency's credibility.

Actions:

- Create new and improved media and public fact sheets and other materials in order to provide to the public a clear picture of the work, mission, and commitment of the agency. Develop plan by January 31, 2015, and implement on website by May 31, 2015.
- By March 1, 2015, implement social media governance and use those safeguards as justification to establish and promote communications strategy based on social media analytics and baseline data collected during FY 14.
- By November 1, 2014, develop for agency review a year-long adaptable communications strategy that includes coordinated messages that align with agency priorities, being mindful of the Department's request for opportunities for amplification of their message priorities.

Performance Measure 3.2.1-d

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).

– FSIS Electronic Media Outreach: Twitter Followers (712,000).

Performance Measure 3.2.1-e

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook; and chill; thermometer use).

– FSIS Electronic Media Outreach: Visitors to the USDA Food Safety Discovery Zone (600,000).

- By September 30, 2015, increase website page views over FY 2014 level by 10% to more than 66 million (cumulative). Increase visits by mobile devices by 10%, increasing total visits to 7.2 million.
- Sustain growth of the @USDAFoodSafety and increase the number of Twitter followers by at least 20% from FY 2014 to more than 712,000. In addition to adding followers, increase re-tweets (sharing content) by 10% using at least two campaigns or seasonal education pushes as vehicles.
- Promote the FOIA Reading Room as a resource to reporters and the public before they submit FOIA requests. By December 31, 2014, analyze FY 13 metrics for those respective web pages and implement measures to increase the number of page views by at least 10%.
- Increase YouTube video views to 700,000. 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.

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-b

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook; and chill; thermometer use). – FSIS Electronic Media Outreach; Pageviews on FSIS Website

(66 million).

Result 4

OPACE, in conjunction with OPPD and OOEET, will pursue enhancing the safe food-handling instructions on meat and poultry products packaged for consumers.

Actions:

- By April 30, 2015, monitor contract to gather requirements necessary to revise and/or redesign Safe Handling Instructions (SHI) labels and receive report from contractor.

Actions:

- By July 30, 2015, develop proposal and work through governance process to secure funding to initiate contract to revise and/or redesign SHI labels, including consumer testing.
- By September 30, 2015, initiate contract to revise and/or redesign SHI labels, including consumer testing, and modify SHI timeline to reflect report and recommendations from requirements gathering contract.

Performance Measure 3.2.1-c

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).

– FSIS Electronic Media Outreach: YouTube Views (700,000).

Performance Measure 3.2.1-d

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook, and chill; thermometer use).

– FSIS Electronic Media Outreach: Twitter Followers (712,000).

Performance Measure 3.2.1-e

Population that views FSIS' most important "in-home" food safety message (i.e., clean, separate, cook and chill; thermometer use). – FSIS Electronic Media Outreach: Visitors to the USDA Food Safety Discovery Zone (600,000) to Food Discover Zone.

Office of Public Health Science

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

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. (Corporate Measure)

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 4.1.1

Research: Percentage of time products from USDA three research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

FSIS will work to improve the understanding of known hazards and risks associated with FSIS-regulated commodities, from farm to table, to inform the development of agency policies to reduce, eliminate, or prevent consumer exposure to known foodborne hazards associated with meat, poultry, and processed egg products.

FSIS will use illness reduction targets aligned with Healthy People 2020 goals to determine if agency actions have been effective in improving public health. FSIS will focus on chemical hazards and pathogens of most concern for which FSIS has testing programs and regulates: *Salmonella* and *Campylobacter* (causing the most cases of foodborne illness), *Listeria monocytogenes* (causing the highest mortality), and STEC (both O157 and non-O157 STEC that can cause severe illness). Food Net data allows FSIS to estimate how many illnesses will result from consuming FSIS-regulated products in FY 2015:

Objective	Total Illnesses	Foodborne Illnesses from FSIS products/ 100,000 persons
<i>Salmonella</i>	357,515	4.75
<i>Lm</i>	775	0.13
<i>E. coli O157:H7</i>	15,665	0.30
<i>All-Illness Measure</i>	373,955	

Performance Measure 4.1.3

Small and Very Small Plants: Percentage of identified opportunities realized to improve information sharing.

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.

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

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.

Actions:

- Beef/Veal Carcass Baseline Study (BVCBS) - Complete sampling for pathogens and begin analysis of results to determine if setting performance standards will make beef and veal safer (by July 30, 2015).
- Pork Exploratory Sampling Study - Identify opportunities to address risks during pig slaughter or processing and complete sampling for pathogens in pork to determine if new policies, such as setting performance standards, will make pork safer (by September 30, 2015).
- Siluriformes Sampling Program (i.e., “Catfish” group of finned fish) – Develop a sampling program for *Salmonella* and other hazards by April 1, 2015; implement and monitor the program and develop an evaluation strategy (by September 30, 2015).
- Evaluation of Ground Beef *Salmonella* data - Evaluate ground beef sampling data to explore options for revising the current performance standard and develop recommendations to inform policy development targeted to make ground beef safer (by May 30, 2015).
- Foodborne Illness Investigation Outreach - Conduct at least five on-site visits with foodborne illness first responders (State and local health departments, departments of agriculture) to strengthen relationships essential to effective foodborne disease investigations (by March 31, 2015).
- Impact of Antimicrobial Interventions on Pathogen Testing - Collaborate with the USDA Agricultural Research Service to determine how antimicrobials used in commercial poultry processing affect FSIS in-plant *Salmonella* monitoring data (by September 30, 2015).
- National Advisory Committee on Microbiological Criteria for Foods (NACMCF) - Facilitate full committee adoption of Norovirus and Department of Defense purchase criteria reports (by December 31, 2014); facilitate work on two new charges (by September 30, 2015).

² FSIS policies or other initiatives in FY 15 are prospectively identified as needing research initiatives in the pipeline based on the FSIS policy agenda. The FSIS research priorities list details the priority public health and food safety knowledge gaps that need to be filled through targeted research. FSIS revises the list every 6 months, and the FSIS Scientific Liaison encourages researchers to address FSIS data needs.

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.

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.



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 2:

FSIS will work to improve the understanding of emerging hazards and risks associated with FSIS' regulated commodities, from farm to table, to inform the development of agency policies – to reduce, eliminate, or prevent consumer exposure to new foodborne hazards associated with meat, poultry, and processed egg products.

Performance Measure 4.1.1

Research: Percentage of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

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.

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

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.

Actions:

- National Residue Program (NRP) Enhancements - Prioritize and focus on chemical hazards of highest concern and manage or eliminate sources of chemical contamination in meat, poultry, and egg products; support development of a Federal Register Notice on chemical hazards; host monthly interagency residue meetings with Federal food safety advisory committees to discuss options; and publish Dioxin Survey results (by September 30, 2015).
- Fish of the Order Siluriformes Laboratory Methods - Validate methods for dyes, environmental contaminants, select veterinary drugs, *Salmonella* and species to support the implementation of the Final Siluriformes Rule (by April 1, 2015).
- Consumer Complaint Monitoring System (CCMS) and Foodborne Illness Investigation – Analyze trends in consumer complaint reports and foodborne illness investigation data to determine where further actions could reduce foodborne illness; collaborate with public health partners on consumer reporting trends and explore options to encourage consumer use of online resources to report complaints (by September 30, 2015).
- Emerging Risks Identification - The Hazard Identification Team (HIT) of agency subject-matter experts will identify and determine, for at least five newly identified emerging issues, if the level of concern requires agency-level decisionmaking (by September 30, 2015).
- FSIS Antimicrobial Resistance and Sensitivity Testing – An agency work group will analyze trends in antimicrobial sensitivity and resistance testing data (by December 31, 2014) and post results on the FSIS website from antimicrobial susceptibility and resistance testing of pathogens isolated from HACCP and cecal samples analyzed in FY 2014 (by September 30, 2015).
- *Toxoplasma gondii* review – Review the current science, develop options, and make recommendations for the control of *Toxoplasma gondii*, a parasite in meat and poultry (by September 30, 2015).

3 Catfish Sampling Plan

# Samples per year	Type of Sample	Tests at Eastern Laboratory	Tests at Western Laboratory
100	Domestic	<i>Salmonella</i> , Speciation, Metals, Dyes, Speciation, and, possibly, Chloramphenicol	
100	Import	<i>Salmonella</i> , Speciation, Metals, Dyes, Speciation, and, possibly, Chloramphenicol	<i>Salmonella</i> , Pesticides, Nitrofurans
100	Domestic		

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 4.1.1

Research: Percentage of time products from three USDA research agencies (i.e., Agricultural Research Service, Economic Research Service, and National Institute of Food and Agriculture) used by FSIS and shared with stakeholders.

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.

Performance Measure 5.1.1

% of annual science agenda completed and number of agenda items initiated.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Result 3:

FSIS will examine existing science and available technology to meet its analytical needs for addressing emerging food safety hazards. Refine and develop tools (quantitative modeling and analysis tools, and new laboratory methods) to measure how FSIS policies improve the safety of meat, poultry, and egg products and to better analyze the impact of agency policy on public health.

Actions:

- Introduction of Whole Genome Sequencing (WGS) – Develop the capacity for introduction and implementation of a WGS program by implementing the capability to perform WGS on outbreak samples with results uploaded to National Center for Biotechnology Information (NCBI) within 30 days of receipt of isolates (by June 1, 2015) and determining the appropriate information technology infrastructure and support needed on a routine basis, including exploring options for procurement of the necessary software and hardware infrastructure (by September 30, 2015).
- Considerations for Commodity-based Risk Determinations – Document options for a commodity-based approach, i.e., to assess risk from multiple hazards in a single food/commodity (by September 30, 2015).
- *Salmonella* Characteristics that Impact Public Health – Document relevant considerations about the impact of *Salmonella* characteristics—including species, serotype, and multi-drug resistance—on public health to inform agency decisionmakers (by September 30, 2015).
- Using data from FSIS baseline surveys and other available information, develop a report that summarizes the utility of microbiological data in assessments of an establishment’s process and sanitary controls, including data on the types and levels of indicator bacteria and pathogens from various points in the slaughter process. Partner with OOEET to develop revised training materials and supplemental tools for sanitary dressing.

Office of Policy and Program Development

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

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.

(Corporate Measure)

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. (Corporate Measure)

Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

FSIS will address three major issues concerning *Salmonella* and will take actions that will help to reduce illnesses from this pathogen attributable to FSIS-regulated products, including: (1) establishing new *Salmonella* performance standards for comminuted poultry and chicken parts; (2) determining how verification testing for *Salmonella* can be improved; and (3) determining whether its existing policies on *Salmonella* are being effectively implemented.

Actions:

- As announced in the *Salmonella* Action Plan, OPPD will collaborate with other offices to develop new performance standards for raw comminuted chicken and turkey products and chicken parts for *Salmonella* and *Campylobacter*. OPPD will issue a Federal Register Notice (FRN) with proposed new performance standards at the beginning of the fiscal year and will include discussion of assessing whether establishments are meeting the performance standard based on a “moving window” approach. By the end of the fiscal year, OPPD will complete an analysis of comments and develop final standards and implementation plans for final standards, which will be announced in a subsequent FRN (possibly in FY 2016).



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.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

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 6.1.1

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

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).

Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

- In collaboration with ODIFP and OPHS, as announced in the *Salmonella* Action Plan, OPPD will develop necessary public notices and instructions to the field to implement a *Salmonella* sampling program for pork products (e.g., ground pork and other comminuted pork) and will develop necessary public notices and take necessary comments into consideration to begin posting on the FSIS website *Salmonella* “category information” (on how effectively establishment is meeting *Salmonella* standards) for all establishments beginning January 1, 2015.

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.

(Corporate Measure)

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.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

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.

Result 2:

FSIS will address two major issues concerning STEC and will take actions that will help reduce STEC in raw ground beef and other products, including: (1) reviewing of FSIS test results; and (2) reviewing instructions in notices and directives and developing new policies, procedures, and guidance to industry. Specifically, FSIS will assess whether its verification instructions for non-O157 STEC and O157 are being effectively implemented and make necessary changes to directives, notices, and regulations based on the reviews.



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).

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).

Performance Measure 6.1.3

Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks.

Actions:

- Analyze comments in response to published cost-benefit analysis for expanding FSIS non-O157 testing to include raw ground beef and ground beef components in addition to trim. Depending on the outcome (comments and available data), develop necessary analysis and options to inform final agency decision whether to expand STEC testing to include additional products. Announce final decision and any changes to testing policy and procedures.
- To facilitate field personnel use of sanitary dressing directives; develop and post with the directives additional photographs and supplemental visual materials. Develop guidance on sanitary dressing for industry. Collaborate with OOEET and OFO on new sanitary dressing training materials and correlation sessions and work with OFO to assess effectiveness of instructions and supplemental materials in all districts.

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 domestic establishments that meet the “for cause” Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year.

Performance Measure 1.2.2

% of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year.

Goal 6

Implement Effective Policies to Respond to Existing and Emerging Risks

Result 3:

FSIS will focus its regulation development efforts on four major issues related to *E.coli* O157:H7 and *Listeria monocytogenes* in FSIS product and HACCP, including: (1) ensuring that inspection personnel are able to verify establishments’ validation requirements; (2) effectively implementing recordkeeping requirements; (3) finalizing the *Listeria monocytogenes* interim rule; and (4) proposing effective HACCP Systems for egg product plants.

Actions:

- Issue necessary instructions and develop training materials to the field so that FSIS can verify that establishments meet regulatory validation requirements.
- Analyze comments and make necessary changes to finalize and implement new regulations on record keeping requirements for establishments and retail stores that produce ground beef product.
- Finalize the *Listeria monocytogenes* interim rule with proposed changes and re-propose the Trichina and canning provisions of the 2001 ready-to-eat proposed rule.
- Publish proposed rule to require egg products plants to develop and implement HACCP Systems and Sanitation Standard Operating Procedures (SOPs).

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.

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 1.2.2

% of priority in-commerce facilities (e.g., warehouses, distributors, and transporters) covered by surveillance activities.

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.

Result 4:

FSIS will focus its international policy development efforts on two major issues concerning foreign food regulatory systems and export requirements, including: (1) working on strengthening verification activities related to imported products; and (2) issuing necessary instructions and guidance.

Actions:

- Provide necessary updates and respond to comments in the Federal Register on the methodology ongoing equivalence verification of foreign food regulatory systems. Lead development and issuances of at least three related directives or notices to the field on foreign audits, FSIS assessments of corrective actions taken by foreign food regulatory systems related to port-of-entry violations or audit findings, determinations of initial equivalence of foreign food regulatory systems.
- In collaboration with OIEA and OCIO, finalize the export rule, issue necessary instructions and guidance to implement it, and implement the PHIS export module.

U.S. Codex Office

Work Contributes to Strategic Plan Goal(s), Outcome(s) & Measure(s):

Goal 4

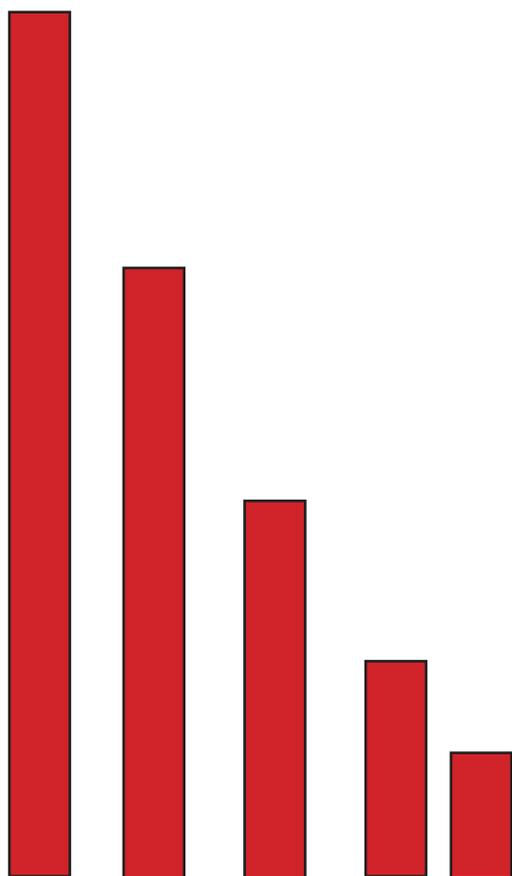
Strengthen Collaboration Among Internal and External Stakeholders to Prevent Foodborne Illness.

Outcome 4.1

FSIS maximizes relationships with public health and food safety partners to enhance the food safety system.

Performance Measure (none)

90%



Key RESULTS to be Achieved and ACTIONS undertaken by End of FY 2015

Result 1:

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 nine international meetings of Codex committees, including those responsible for preparing draft standards on food import and export inspection and certification systems, labeling, food hygiene, methods of analysis, contaminants, veterinary drug residues, and pesticide residues, and to the Codex Alimentarius Commission meeting where draft standards are formally adopted and proposals for new work proposals are approved. **90%** participation in meetings of the Codex Alimentarius Commission, Committees, and working groups.
- Conduct 9 public meetings; publish 10 Federal Register notices to solicit public comment on U.S. positions and to inform the public of U.S. involvement in international standard-setting activities. Technical experts from collaborating agencies participate in meetings and position review and clearance.
- Conduct multi-agency training for U.S. Delegates to Codex committees to promote more effective leadership of Codex work to develop science-based food standards.

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. (Corporate Measure)

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.

Performance Measure 5.1.2

% of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used.

Result 2:

U.S. Codex Office will successfully serve as secretariat for two U.S.-hosted Codex committees of particular relevance to FSIS and associated technical working groups: the Committee on Food Hygiene and the Committee on Residues of Veterinary Drugs in Foods.

Actions:

- Prepare timely detailed conference proposals and secure Department approvals. U.S.-hosted Codex committee meetings comply with USDA and Federal procedures for conferences; 80% of procurements at or below budget forecasts and financial allocations.
- 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 chairpersons and the Codex Secretariat for the meeting of the Codex Committee on Food Hygiene (November 2014) and the Codex Committee on Residues of Veterinary Drugs in Foods (April 2015). Assist chairpersons with managing meeting agenda and achieving meeting objectives.

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.

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.

Actions:

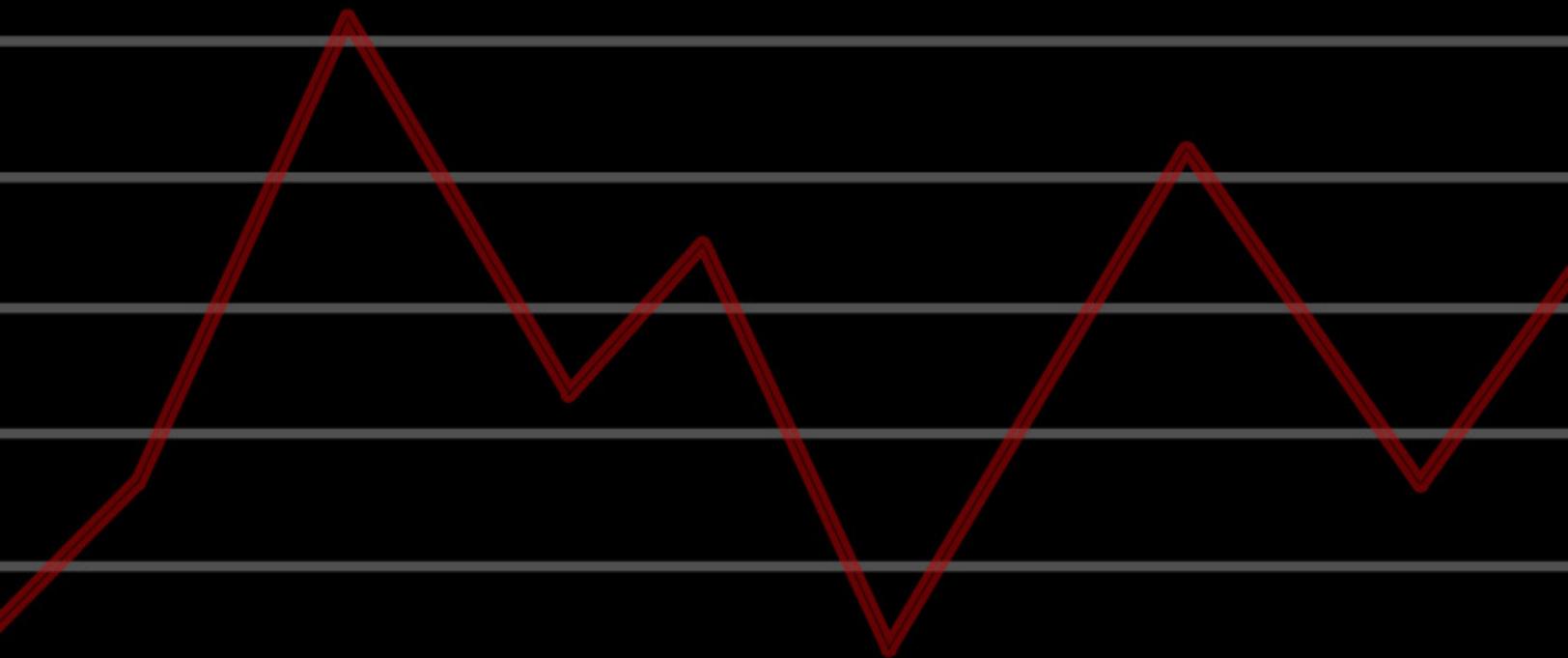
- Work to gain approval by the Committee on Food Hygiene of the Proposed Draft Guidelines for the Control of *Trichinella* in pork, and promote adoption of the proposed guidelines as a new international standard by the Codex Commission in July 2015.
- Organize, manage, and participate in three regional outreach events to foster inter-regional collaboration and promote common approaches between U.S. delegates and (1) African delegates; (2) Asian delegates; and (3) delegates from Latin America and the Caribbean region.
- Collaborate with scientific experts in OPHS in leading and hosting working group to develop new Guidelines for Control of Nontyphoidal *Salmonella* spp. in Beef and Pork; producing and translating draft documents for review by the Committee on Food Hygiene.



The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD).

To file a complaint of discrimination, write to USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

December 2014



One Team, One Purpose