



United States Department of Agriculture



# Food Safety and Inspection Service FY 2017 ANNUAL PLAN





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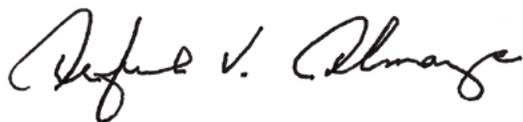
# Message from the Administrator

I am pleased to release the FY 2017 Annual Plan of the United States Department of Agriculture's (USDA) Food Safety and Inspection Service (FSIS). Aligned with our newly released 2017-2021 Strategic Plan, this Annual Plan outlines the ways FSIS will achieve its strategic goals over the next fiscal year. Both Plans focus on FSIS' public health mission and on our continuing ability to adapt to evolving and emerging food safety risks.

In this Annual Plan, we are holding ourselves accountable to both new and continuing results, actions, and measures designed to ensure we accomplish our goals. As an operational guide, the Annual Plan tracks our performance in protecting public health by outlining specific actions and measures that we aim to achieve in FY 2017. The Annual Plan also reflects the values that make us accountable, collaborative, empowered, and solutions-oriented in accomplishing our food safety mission every day.

Over the past year, we have made changes across the agency to accomplish the goals and targets that were outlined in the FSIS FY 2016 Annual Plan as well as the 2011-2016 Strategic Plan, including enhancing outreach, updating regulations and procedures, improving systems and tools, and increasing employee engagement. In the coming year, we will increase our emphasis on modernization through the adoption of scientific techniques, such as whole genome sequencing, and on advancements in data collection and associated analytics. This focus on modernization increasingly helps inform how we plan, implement, monitor, and evaluate the effectiveness of our program activities and operational strategies.

This Annual Plan plays a critical role in ensuring that we stay focused in realizing our strategic goals for improving public health while adopting operational efficiencies and workforce practices that enable us to do our work better every day. Combined with our new Strategic Plan, it demonstrates FSIS' commitment to managing for results.



Alfred V. Almanza  
Administrator, Food Safety and Inspection Service  
Deputy Under Secretary for Food Safety



# FSIS Acronyms and Abbreviations

ACE	Automated Commercial Environment	CCR/DF	Codex Committee on Residues of Veterinary Drugs in Foods
ADR	Alternative Dispute Resolution	CDC	HHS/Centers for Disease Control and Prevention
APG	Agency Priority Goal	CTAC	DHS/CBP Commercial Targeting and Analysis Center
AMR	Anti-Microbial Resistance	FDA	HHS/Food and Drug Administration
BPW	Buffered Peptone Water	FEMA	DHS/Federal Emergency Management Agency
CCMS	Consumer Complaint Monitoring System	FNS	Food and Nutrition Service
COR	Contracting Officer Representative	FSIS	Food Safety and Inspection Service
CY	Calendar Year	GSA	General Services Administration
DVMS	District Veterinary Medical Specialist	IFORC	Interagency Foodborne Outbreak Response Collaboration
<i>E. coli</i>	<i>Escherichia coli</i>	IFSAC	Interagency Food Safety Analytics Collaboration
eCCF	Electronic Consumer Complaint Form	IWGSC	Interagency Working Group on Scientific Collections
EEO	Equal Employment Opportunity	NACMCF	National Advisory Committee on Microbiological Criteria for Foods
EEOAC	Equal Employment Opportunity Advisory Committee	NACMPI	National Advisory Committee on Meat and Poultry Inspection
FDOSO	Foodborne Disease Outbreak Surveillance System	NIFA	National Institute of Food and Agriculture
FEAR	Federal Employee Antidiscrimination and Retaliation	NIH	National Institutes of Health
FERN	Food Emergency Response Network	NTC	DHS/CBP National Targeting Center
FEVS	Federal Employee Viewpoint Survey	NJC	National Joint Council
FIMS	FSIS Incident Management System	OIG	Office of Inspector General
FOIA	Freedom of Information Act	OPM	Office of Personnel Management
FRIO	Financial Reporting Improvements and Optimization	OSHA	Occupational Safety and Health Administration
FSA	Food Safety Assessment		
FSMA	Food Safety and Modernization Act		
FY	Fiscal Year		
GIS	Geographic Information Systems		
HACCP	Hazard Analysis and Critical Control Point		
IDP	Individual Development Plan		
InFORM	Integrated Foodborne Outbreak Response and Management		
IPP	Inspection Program Personnel		
IRD	Investigations Record Database		
ISP	Intensified Surveillance Program		
IT	Information Technology		
ITDS	International Trade Data System		
LEP	Limited English Proficiency		
LIMS	Laboratory Information Management System		
<i>Lm</i>	<i>Listeria monocytogenes</i>		
LMA	Labor/Management Agreement		
MCI	Mission Critical Investment		
MOU	Memorandum of Understanding		
MPI	Meat and Poultry Inspection		
MRL	Maximum Residue Limit		
MMWR	Morbidity and Mortality Weekly Reports		
NARMS	National Antimicrobial Resistance Monitoring System		
NBUE	Non-Bargaining Union Employee		
NPIS	New Poultry Inspection System		
PDI	Pre-Decisional Involvement		
PHIS	Public Health Information System		
PHRE	Public Health Risk Evaluation		
PHV	Public Health Veterinarian		
POE	Point of Entry		
PR/HAACP	Pathogen Reduction/Hazard Analysis and Critical Control Point		
QNI	Quarterly New Issuance		
RRT	Rapid Response Teams		
RTE	Ready-to-Eat		
SEP	Special Emphasis Program		
SRT	Self-Reporting Tool		
STEP	System Tracking <i>E. coli</i> O157:H7 Positive Suppliers		
TOI	Type of Inspection		
TRVL	Travel System		
ULP	Unfair Labor Practice		
WGS	Whole Genome Sequencing		

## Referenced FSIS Offices and Program Areas

CODEX	United States Codex Alimentarius Office		CODEX
CRS	Civil Rights Staff		CRS
OCFO	Office of the Chief Financial Officer		OCFO
OCIO	Office of the Chief Information Officer		OCIO
ODIFP	Office of Data Integration and Food Protection		ODIFP
OFO	Office of Field Operations		OFO
OIC	Office of International Coordination		OIC
OIEA	Office of Investigation, Enforcement, and Audit		OIEA
OM	Office of Management		OM
OOEET	Office of Outreach, Employee Education, and Training		OOEET
OPACE	Office of Public Affairs and Consumer Education		OPACE
OPHS	Office of Public Health Science		OPHS
OPPD	Office of Policy and Program Development		OPPD

## Referenced Organizations

AFDO	Association of Food and Drug Officials
APHIS	Animal and Plant Health Inspection Service
ATSDR	Agency for Toxic Substances and Disease Registry (Department of Health and Human Services, HHS)
CBP	Department of Homeland Security (DHS), US Customs and Border Protection
Codex	Codex Alimentarius
CCFH	Codex Committee on Food Hygiene

# Introduction

The Food Safety and Inspection Service (FSIS) is the public health agency in the U.S. Department of Agriculture (USDA) whose mission is to protect the public's health by ensuring the safety of the Nation's commercial supply of meat, poultry, and processed egg products.<sup>1</sup> FSIS ensures food safety through the authorities of the Federal Meat Inspection Act,<sup>2</sup> the Poultry Products Inspection Act,<sup>3</sup> and the Egg Products Inspection Act,<sup>4</sup> as well as humane animal handling through the Humane Methods of Slaughter Act.<sup>5</sup> FSIS employs approximately 9,600 employees working collectively to conduct a broad range of food safety activities to achieve FSIS' overall vision—that everyone's food is safe. FSIS employees are highly trained, motivated, and skilled professionals working as “one team with one purpose.”

FY 2017 marks the launch of the agency's new FSIS 2017-2021 Strategic Plan. The following 2017 FSIS Annual Plan (AP) represents Actions and Results that directly flow to the Strategic Plan's three goals and six outcomes, which are:

## **Goal 1: Prevent Foodborne Illness and Protect Public Health**

Outcome 1.1: Prevent Contamination

Outcome 1.2: Limit Illness From Regulated Products

## **Goal 2: Modernize Inspection Systems, Policies, and the Use of Scientific Approaches**

Outcome 2.1: Improve Food Safety and Humane Handling Practices Through Adoption of Innovative Approaches

Outcome 2.2: Enhance Access to Complete and Accurate Information To Inform Decisions

## **Goal 3: Achieve Operational Excellence**

Outcome 3.1: Maintain a Well-Trained and Engaged Workforce

Outcome 3.2: Improve Processes and Services

Specifically, 15 of the AP “Results” under these Goals and Outcomes are the same as the 15 Objectives in the Strategic Plan. An additional two cross-cutting Results represent key focus areas that are also highlighted in the Strategic Plan. Under each Result in the AP are 2 to 12 “Key Actions” to advance FSIS' achievement toward its overall Strategic Plan Goals and Objectives. The FY 2017 AP allows for straightforward performance tracking through linkages of AP Actions and Measures to the Strategic Plan's measures. Specifically, AP measures generally represent key milestones, output measures, sub-measures, or annual targets for Strategic Plan measures. The AP also highlights key data related to Public Health Indicators, which assess the agency's progress in reducing contamination of, and illnesses associated with, FSIS-regulated products.

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<sup>1</sup>As of December 2015, fish of the order Siluriformes are included in this definition. See 80 FR 75589, December 2, 2015.

<sup>2</sup>Federal Meat Inspection Act (FMIA, P.L. 90-492).

<sup>3</sup>Poultry Products Inspection Act (PPIA, P.L. 90-492).

<sup>4</sup>Egg Products Inspection Act (EPIA, P.L. 91-597).

<sup>5</sup>Humane Methods of Slaughter Act (HMSA, P.L. 85-765).

# Public Health Indicators

As a public health agency, one of FSIS' primary goals is to reduce foodborne illness in the U.S. population by decreasing exposure to pathogens. As discussed in the agency's 2017-2021 Strategic Plan, on an annual basis, FSIS will assess its progress in reducing contamination of, and illnesses associated with, FSIS-regulated products using the following indicators: (1) results from some of its microbiological sampling programs; (2) illness estimates for *Salmonella*, *Campylobacter*, *Listeria monocytogenes (Lm)*, *Escherichia coli (E. coli) O157:H7*, and non-O157 STEC; and (3) the most current Centers for Disease Control and Prevention (CDC) Foodborne Diseases Active Surveillance Network (FoodNet) case rate data for the pathogens referenced.

## FSIS Contamination Rate Indicators

The contamination rate indicators measure the rate of microbial contamination in some FSIS-regulated products. It is calculated using the results from FSIS sampling programs. The percentage of positive samples for individual establishments are weighted by the establishment's production volume to estimate either the volume-weighted percent positive or, when the sampling is designed to be nationally representative,<sup>6</sup> the prevalence of a specific pathogen in a specific product.

FSIS' current domestic sampling programs provide data that are sufficiently representative to evaluate prevalence in the following product/pathogen combinations: *E. coli* O157:H7 in raw ground beef; *E. coli* and non-O157 STEC for specific beef components; *Salmonella* in specific raw chicken, turkey, and ground beef products; and *Campylobacter* in certain subsets of raw chicken and turkey products. The *Lm* and *Salmonella* in ready-to-eat (RTE) products sampling program also allows tracking of volume-weighted percent positive. Table 1 shows the data from FSIS sampling programs for FY 2015 for the aforementioned product–pathogen pairs. Although there are limitations when interpreting the data—for example, the different sampling procedures do not permit comparisons across different product–pathogen pairs and different consumption patterns affect the public health risks from the different products—FSIS can evaluate changes in the contamination rate over time as one early indicator of whether possible improvements in public health were made. Going forward, FSIS will update Table 1 to track annual progress in reducing the contamination for individual product–pathogen pairs.

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<sup>6</sup>Considerations when using FSIS data to estimate prevalence can be found in [Use of FSIS Regulatory Verification Sampling to Generate Prevalence Estimates](#).

# Public Health Indicators

**Table 1: Estimated National Prevalence<sup>a</sup> or Volume-Weighted Percent Positive for Product–Pathogen Pairs for Fiscal Year 2015 from FSIS Sampling Programs**

Product–Pathogen Pair	2015
Raw Ground Beef– <i>E. coli</i> O157:H7	0.05%
Raw Ground Beef– <i>Salmonella</i>	2.85%
Beef Manufacturing Trimmings– <i>E. coli</i> O157:H7	0.13%
Beef Manufacturing Trimmings–non-O157 STEC	0.47%
Beef Manufacturing Trimmings– <i>Salmonella</i>	1.66%
Chicken Carcasses– <i>Salmonella</i>	1.01%
Turkey Carcasses– <i>Salmonella</i>	0.40%
Chicken Parts– <i>Salmonella</i> <sup>b</sup>	23.65%
Comminuted Chicken– <i>Salmonella</i>	32.49%
Comminuted Turkey– <i>Salmonella</i>	17.18%
Chicken Carcasses– <i>Campylobacter</i>	1.12%
Turkey Carcasses– <i>Campylobacter</i>	0.59%
Chicken Parts– <i>Campylobacter</i> <sup>b</sup>	13.24%
Comminuted Chicken– <i>Campylobacter</i>	4.55%
Comminuted Turkey– <i>Campylobacter</i>	0%
RTE (random selection)– <i>Salmonella</i> <sup>b</sup>	<0.01%
RTE (random selection)– <i>Lm</i> <sup>b</sup>	0.03%
RTE (risk-based selection)– <i>Salmonella</i> <sup>b</sup>	<0.01%
RTE (risk-based selection)– <i>Lm</i> <sup>b</sup>	0.12%
<sup>a</sup> All values are prevalence estimates except where noted. <sup>b</sup> Value presented is volume-weighted percent positive.	

## FSIS Illness Indicators

FSIS tracks its progress in reducing *Salmonella*, *Campylobacter*, *Lm*, *E. coli* O157:H7, and non-O157 STEC illnesses from FSIS-regulated products using individual estimates of food-borne illness attributed to FSIS-regulated products. The Illness Indicators are calculated using a variety of data sources and parameters. FSIS must use multiple data sources, as no one surveillance system captures all the necessary information to estimate the percent of illnesses attributable to FSIS-regulated food products.

# Public Health Indicators

## Illness Estimation

FSIS calculates, for each pathogen, how many illness cases can be attributed to FSIS-regulated products using pathogen-specific CDC FoodNet case rates and harmonized attribution fractions for each pathogen estimated using the Interagency Food Safety Analytics Collaboration (IFSAC) attribution methodology and CDC Foodborne Disease Outbreak Surveillance System (FDOSS) data,<sup>7</sup> with the exception of non-O157 STEC.<sup>8</sup> Once the total number of foodborne illness cases associated with FSIS-regulated products is estimated, it is multiplied by a population estimate from the U.S. Census Bureau and a pathogen-specific FSIS scaling factor<sup>9</sup> to arrive at a nationally representative estimate of foodborne illnesses associated with FSIS-regulated products. Table 2 shows the annual illnesses estimated, using this method for the baseline year, calendar year (CY) 2012. CY 2012 was selected as the baseline year because 2012 data were used in the IFSAC attribution estimates. Data from CY 2012 were also used for the FoodNet case rate and the U.S. Census Population estimate.<sup>10</sup> FSIS will update the illness estimates annually to track progress on reducing illnesses.

**Table 2: Estimates for Foodborne Illnesses Attributed to FSIS-Regulated Products, by Pathogen, for Calendar Year 2012**

Pathogens	Illness Estimates
<i>Salmonella</i>	429,842
<i>Campylobacter</i>	130,654
<i>Listeria monocytogenes</i>	127
<i>E. coli</i> O157:H7	27,716
Non-O157	78,496

<sup>7</sup>IFSAC is a tri-agency collaboration (CDC, U.S. Food and Drug Administration (FDA), and FSIS) formed in 2011 to improve coordination of federal food safety analytic efforts and address cross-cutting priorities for food safety data collection, analysis, and use. For more details see [Interagency Food Safety Analytics Collaboration](#). For a full explanation of the IFSAC attribution methodology, please see [Foodborne Illness Source Attribution Estimates for \*Salmonella\*, \*Escherichia coli\* O157 \(\*E. coli\* O157\), \*Listeria monocytogenes\* \(\*Lm\*\), and \*Campylobacter\* using Outbreak Surveillance Data](#). February 2015.

<sup>8</sup>FSIS uses the following attribution estimate because IFSAC did not estimate an attribution fraction for non-O157 STEC: Painter JA, Hoekstra RM, Ayers T, Tauxe RV, Braden CR, Angulo FJ, et al. [Attribution of foodborne illnesses, hospitalizations, and deaths to food commodities by using outbreak data](#). United States, 1998–2008. Emerging Infectious Diseases [Internet]. 2013 Mar.

<sup>9</sup>A scaling factor is a pathogen-specific value used to adjust for under-diagnosis of illnesses because of variations in medical care seeking behavior, specimen submission, laboratory testing, and test sensitivity. The scaling factors are not updated routinely, so the factors developed in 2011 by Scallan et al are utilized for this estimation effort. For more information, please see Scallan E, Hoekstra RM, Angulo FJ, Tauxe RV, Widdowson M-A, Roy SL, et al. Foodborne illness acquired in the United States—major pathogens. Emerg Infect Dis [serial on the Internet]. 2011 Jan.

<sup>10</sup>Note that, as a result of these improvements, the FSIS Illness Indicator estimates cannot be directly compared to the previous FSIS All Illness Measure estimates.

# Public Health Indicators

## CDC FoodNet Case Rate Data

To further improve transparency and provide a more complete picture of the trends related to U.S. foodborne illnesses, FSIS committed to reviewing and presenting the most current CDC FoodNet case rate data in addition to the FSIS Illness Indicator. Because the case rates are more readily available, the data needed to estimate illnesses from outbreaks should provide a more current view of overall illness trends.<sup>11</sup> Table 3 shows the annual case rates for *Salmonella*, *Campylobacter*, *Listeria Monocytogenes*, *E. coli* O157:H7 and non-O157 STEC from CY 2010-2015.

**Table 3: CDC FoodNet Case Rates (cases/100,000 persons), CY 2010-2015<sup>12</sup>**

Pathogen	2010	2011	2012	2013	2014	2015
<i>Salmonella</i>	17.60	16.45	16.42	15.19	15.45	15.89
<i>Campylobacter</i>	13.60	14.28	14.30	13.82	13.45	12.97
<i>Listeria monocytogenes</i>	0.30	0.31	0.25	0.26	0.24	0.24
<i>E. coli</i> O157:H7	0.90	0.97	1.12	1.15	0.92	0.95
Non-O157	1.00	1.10	1.16	1.17	1.43	1.64

As a food safety public health agency, FSIS is committed to evaluating its progress in decreasing the number of foodborne illnesses associated with regulated product. By monitoring and updating the indicators presented here, FSIS and other interested parties will be better able to identify near-term and longer term public health progress, and better focus efforts to improve public health.

<sup>11</sup>The CDC FoodNet case rate represents all cases captured in the FoodNet system, not just those specific to FSIS.

<sup>12</sup>Case rate data obtained from annual CDC Morbidity and Mortality Weekly Reports (MMWR). The rate of infection per 100,000 persons is calculated using number of cases reported from FoodNet sites for the 12 months ending in the year of report and U.S. Census estimates of population under FoodNet surveillance. FoodNet uses updated census population estimates for the most recent calendar year available when surveillance data for a full year is reported. Due to the timing of the release of Census data, these population estimates are for 1 year earlier than the year of the surveillance data.



# Goal 1 Prevent Foodborne Illness and Protect Public Health

## OUTCOME 1.1: PREVENT CONTAMINATION

### RESULT 1

### Drive Compliance With Food Safety Regulations and Statutes

#### Key Actions

##### 1. Public Health Risk Evaluations (PHREs):

Reduce non-compliance related to public health risk determinants that result in recommendations of “for cause” Food Safety Assessments (FSAs). This will be accomplished by (1) developing operational measures reflecting public health regulations as “triggers,” to ensure that PHREs, FSAs, and sampling for *Salmonella* and *Campylobacter* are being conducted at the appropriate establishments, and (2) scheduling and conducting PHREs and/or FSAs in domestic establishments based on these public health regulations triggers throughout the year.

**2. Recalls:** Implement Public Health Information System (PHIS) functionalities for tracking *E. coli* O157:H7 Positive Suppliers (STEPS), Recall Management, and Industry Notification of Adulteration applications.

**3. Grinding Logs:** Conduct outreach with retail industry organizations, slaughter and processing industry trade associations, and academia on recordkeeping requirements related to grinding logs to increase industry outreach and foster compliance with new requirements.

##### Strategic Plan Measure and 2017 Target

1.24 percent of establishments are scheduled for a Public Health Risk Evaluation (PHRE) due to public health determinants by September 30, 2017.

##### Annual Plan Measures

Develop operational measures reflecting public health regulations as “triggers” by December 31, 2016.



Implement STEPS, PHIS Recall Management, and Industry Notification of Adulteration functionalities by September 30, 2017.



Conduct outreach at 15 conferences, trade association meetings, and other events by September 30, 2017.



Develop baseline for industry compliance with grinding log final rule by September 30, 2017.



#### 4. State Meat and Poultry Inspection (MPI)

**Programs:** Ensure that States with an “at least equal” MPI program maintain compliance with Federal food safety requirements through continuous monitoring. Conduct comprehensive reviews of State MPI Programs for all 27 States that include (1) ensuring States are conducting annual self-assessments, (2) verifying Quarterly New Issuances (QNI), and (3) conducting onsite audits at least triennially for all States with MPI programs.

**5. Collaborative Outreach:** FSIS District Offices are to conduct an annual meeting with respective FDA District Offices, and OSHA and State MPI officials to discuss dual jurisdiction establishments, employee safety and health issues, and State/Federal inspection collaboration programs. In addition, FSIS is to establish a protocol to enhance communication and coordination between FDA and FSIS headquarters staff on substantive enforcement activities in dual jurisdiction establishments.

**6. Outreach to Small and Very Small Establishments:** Continue to provide information and technical assistance to owners and operators of small and very small establishments to help them comply with FSIS laws, regulations, and/or guidance.

**7. Enforcement:** Address food safety violations and achieve positive public health outcomes through enforcement actions.

Complete audits of 9 State MPI laboratory programs by September 30, 2017.



Complete onsite audits for 90 percent of the eligible State MPI Programs by September 30, 2017.

Complete annual Self-Assessments and QNI verification for 90 percent of State MPI Programs.



100 percent of FSIS District Offices conduct at least one meeting with their respective Federal and State partners, including their respective FDA District Office(s), by September 30, 2017.

Complete and implement a new protocol to enhance FDA/FSIS headquarters communication and coordination on enforcement in dual jurisdiction establishments by June 30, 2017.



Exhibit and conduct outreach at 10 high-impact industry conferences, conventions, and meetings by September 30, 2017.

Conduct 12 webinars to Hazard Analysis and Critical Control Point (HACCP) contacts and university extension coordinators that cover guidance for plant owners and operators by September 30, 2017.

Continue to provide technical assistance through publishing 10 print and online versions of “Small Plant News” by September 30, 2017.



Ensure 85 percent of enforcement actions address food safety violations.



**8. Point of Entry (POE) Violations:** Establish a workgroup with cross-office representation to develop strategies for reducing food safety POE violations for imported product.

**9. Sampling Imported Products:** Assess and revise the laboratory sampling methodology for imported product biological or chemical hazards combinations that are subject to sampling and testing.

**10. Foreign Food Safety Systems' Equivalence:** Ensure that eligible foreign countries maintain equivalence and compliance by conducting the following continuous monitoring activities: POE reinspections, sampling/testing, audits, including onsite audits of each eligible foreign country at least triennially, and completing a Self-Reporting Tool (SRT) crosswalk of countries' previously submitted information into the new, improved SRT for equivalent countries exporting FSIS-regulated products to the United States.

**11. Import Safety:** Ensure the safety of imported products through continued collaboration with the Department of Homeland Security's (DHS) Customs and Border Protection (CBP), specifically through the use of CBP's National Targeting Center (NTC) and Commercial Targeting and Analysis Center (CTAC).

Establish baselines and develop two strategies for reducing POE violations by September 30, 2017 for implementation in FY 2018.



**Strategic Plan Measure and 2017 Target**

Test 19 percent of product combinations from equivalent countries for biological and chemical hazards.

**Annual Plan Measures**

Develop import sampling plan to increase the percentage of imported product/hazard combinations sampled/tested by FSIS by June 30, 2017, for implementation in 2018.



Complete crosswalk of new and past SRTs for all eligible countries by April 1, 2017.

Conduct 10 equivalence audits by September 30, 2017.



Decrease the ratio of import Failures to Present (FTP) that require recall from commerce by a 10 percent margin through September 30, 2017.

Increase the number of eligible countries exporting Siluriformes that have been subject to FSIS reinspection by 33 percent by September 1, 2017.

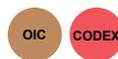


## 12. International Education and Outreach:

Organize, manage, and participate in education and outreach activities aimed at promoting common approaches for adoption of science-based standards at the international level and in individual countries. This will include, in part, bilateral meetings, FSIS' Meat Inspection Seminars in Washington, DC, and overseas, serving as secretariat for two U.S.-hosted Codex committees—the Committee on Residues of Veterinary Drugs in Foods (CCRVDF) and the Committee on Food Hygiene (CCFH), as well as on associated Codex technical working groups. Participation in Codex provides the opportunity for FSIS to engage with 300 government officials from 40 countries in Africa, Asia, and the Latin America-Caribbean region to promote the adoption of science-based standards. This also includes participating in technical assistance exchange programs and meetings with foreign government officials and organizations regarding the management of regulated establishments and the safety of food in the global marketplace.

## Strategic Plan Measure and 2017 Target

Achieve a 3 percent increase in overall participation in FSIS international outreach activities by foreign governments and officials.



## Annual Plan Measures

Provide continued leadership by raising at least one issue to the CCRVDF related to the unintended presence of residues of veterinary drugs in animal feed by September 30, 2017.



Initiate a comprehensive re-evaluation and participate in updating international guidance on Good Hygienic Practice and HACCP process by June 30, 2017.

As Co-Chair of the CCFH working group, participate in the development of at least one new guideline or principle through September 30, 2017.



Sponsor a meat inspection seminar and site visits for approximately 35 meat inspection officials from countries interested in exporting FSIS-regulated products to the United States by September 30, 2017.

Co-sponsor a seminar in Africa for government regulatory authorities from eight countries so that delegates can learn how establishments in Africa are meeting U.S. food safety requirements by September 30, 2017.



Host an international meeting with World Health Organization and FDA to discuss the use of whole genome sequencing (WGS) in foodborne disease surveillance and response by September 30, 2017.



## OUTCOME 1.1: PREVENT CONTAMINATION

### RESULT 2

## Strengthen Sampling Programs

### Key Actions

**1. Sampling Program Expansion:** Plan and execute multiple activities to increase sampling in targeted areas, and close sampling gaps by including the sampling of minor species, pork, additional beef products, and other products:

**Strategic Plan Measure and 2017 Target**  
43 percent of products from FSIS-regulated establishments are subject to sampling.

#### Annual Plan Measures

Initiate sampling for Phase 2 of exploratory pork sampling by March 31, 2017, and of imported pork products by June 30, 2017.

Publish Federal Register Notice with proposed plan to expand non-O157:H7 STEC sampling to other raw ground beef components by March 31, 2017.

Implement the sampling of giblets, necks and ½ and ¼ poultry carcasses for *Salmonella* and *Campylobacter* by December 31, 2016.

Implement sampling in poultry establishments that are under a religious exemption by March 31, 2017.

Implement the sampling of a subset of poultry establishments that process less than 1,000 pounds of product per day by March 31, 2017.

Increase the compounds tested for in the multi-residue testing program by March 31, 2017.

Develop a plan for sampling minor species and extending laboratory methods for microbial testing to one species identified in this plan by September 30, 2017.



**2. Data-Driven Approaches:** Based on results of data analysis, evaluation, and in collaboration with other agencies, modify sampling projects.

**3. National Antimicrobial Resistance Monitoring System for Enteric Bacteria (NARMS):** Continue to play a key role in NARMS by (1) characterizing FSIS sampling results, (2) making NARMS data more accessible, and (3) facilitating additional cross-agency integration.

**4. National Residue Program (NRP):** Continue to identify priority compounds of public health concern in conjunction with partner agencies and utilize this information to develop domestic and import scheduled sampling plans.

Create a prioritized list of FSIS sampling projects in need of assessment by December 30, 2016.

Assess the top two projects on the prioritized list by September 30, 2017.

Update the directed Ready-to-Eat (RTE) sampling algorithms to refocus sample collection, giving greater weight to product alternatives, product type percent positive, and establishment size, by September 30, 2017.

Develop a plan to target sampling of beef components most likely to be contaminated with *Salmonella* (e.g., head meat, cheek meat, lymph nodes) by September 30, 2017.

Evaluate the impact of the neutralized Buffered Peptone Water (BPW) on sampling results, ongoing through September 30, 2017.



Collect cecal samples at slaughter establishments and characterize the antimicrobial resistance of isolates from those samples through September 30, 2017.



Increase the accessibility of NARMS data and its integration with other agencies by September 30, 2017.



Add testing of bulls and all veal classes, in addition to bob veal calves, to Tier 2 sampling by December 31, 2016.

Achieve interagency consensus and implement a chemical prioritization framework used to identify compounds for inclusion in the NRP by June 30, 2017.

Develop, in conjunction with partners, the FY2018 NRP sampling plan by September 30, 2017.



## OUTCOME 1.1: PREVENT CONTAMINATION

### RESULT 3

## Ensure Establishments Are Meeting Pathogen Reduction Performance Standards

### Key Actions

**1. Performance Standards:** Continue to drive improvements in poultry establishments by monitoring establishment performance through regular posting of individual carcass establishment category status and aggregate category results for comminuted poultry and chicken parts.

**2. Inspection Program Personnel (IPP) Sampling:** Schedule and complete IPP sample collections, when product is available, for all assignments.

**3. Monitoring and Responding to Sampling Results:** Schedule PHREs/FSAs for Category 3<sup>13</sup> establishments when they exceed the *Salmonella/Campylobacter* pathogen reduction performance standards.

**4. Beef Microbiological Guidance and Standards:** Evaluate beef sampling data and, as appropriate, develop performance standards and compliance guidance.

**Strategic Plan Measure and 2017 Target**  
Ensure 77 percent of establishments meet pathogen reduction performance standards.



### Annual Plan Measures

Assess whether the *Campylobacter* 30 mL enrichment method is more appropriate than the 1 mL direct plating method for *Campylobacter* by December 31, 2016.



Ensure 95 percent of PHIS-scheduled pathogen sampling projects and residue samples are submitted to the laboratory by September 30, 2017.



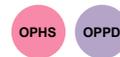
100 percent of PHREs/FSAs are scheduled and conducted for Category 3 establishments that exceed the *Salmonella/Campylobacter* pathogen reduction performance standards by September 30, 2017.



Complete risk assessment for *Salmonella* in ground beef by December 31, 2016.

Analyze beef/veal carcass baseline data by March 31, 2017.

Publish Federal Register Notice with proposed performance standards for beef products by March 31, 2017.



<sup>13</sup>FSIS categorizes establishments on the basis of their sampling results and how those results align with pathogen reduction performance standards. Category 3—which are considered to have highly variable process control—are establishments that have exceeded the *Salmonella* and *Campylobacter* maximum allowable percent positive during any completed 52-week moving window over the last 3 months.

## OUTCOME 1.1: PREVENT CONTAMINATION

### RESULT 4

### Promote Food Defense Practices

#### Key Actions

**1. Monitoring and Verification:** Propose modifications to practices currently monitored through food defense verification tasks and the frequency of tasks at establishments. Regularly monitor, and perform food defense verification tasks, to verify establishment implementation of food defense practices.

**2. Policy Integration and Effectiveness:** Integrate and align food defense oversight into FSIS day-to-day mission activities, measure effectiveness of FSIS food defense policy, and further establish a baseline of FSIS-regulated establishments that voluntarily maintain food defense best practices.

**3. Food Defense Outreach and Partnerships:** Conduct outreach to industry and FSIS personnel to improve understanding of food defense best practices and continue to collaborate with partners within USDA and across the Federal Government. Continue to actively participate in the Food and Agriculture Government and Sector Coordinating Councils, led by USDA and FDA, to leverage public/private partnerships that provide situational awareness of emerging threats, improve information sharing, and develop products, tools, and exercises to improve incident response and recovery.

#### Annual Plan Measures

Propose modifications of food defense verification tasks and frequency of tasks by June 30, 2017.

Perform 75 percent of scheduled food defense verification tasks at establishments by September 30, 2017.



#### Strategic Plan Measure

Establish baseline of FSIS-regulated establishments that maintain food defense practices by September 1, 2017 (percent of establishments that maintain food defense practices).



#### Annual Plan Measures

Update at least two food defense-specific policy directives by September 30, 2017.



Develop and disseminate at least two products, tools, or resources by September 30, 2017.



Collaborate with FDA on revised food defense resources, such as the Food Defense Plan Builder and the Food Defense Mitigation Strategies Database, by September 30, 2017.



Develop food defense quick reference guides to promote situational awareness across public/private partners and disseminate to industry and FSIS personnel, as appropriate, by September 30, 2017.



**4. Preparedness Activities:** Strengthen FSIS capability to respond to and recover from any hazard, for example natural disasters, intentional incidents, or large scale foodborne illness outbreaks. This includes using routine analysis of data from FSIS' Incident Management System (FIMS) to determine if emerging trends exist and, if so, use them to prioritize the agency's preparedness efforts. It also includes conducting exercises across the country to validate response and recovery plans and to minimize negative public health and economic impacts. Further, continue to partner with Federal Emergency Management Agency (FEMA), USDA's Food and Nutrition Service (FNS) and Animal and Plant Health Inspection Service (APHIS), and the U.S. Department of the Interior to collaborate on Emergency Support Function, and continue to build and maintain laboratory capability and capacity to sustain FSIS' emergency preparedness effort. This includes identifying threats through surveillance activities and/or in responding to non-intentional and intentional food contamination events and outbreaks, and through collaborative activities with Federal and State partners, such as the Food Emergency Response Network (FERN) and Integrated Consortium of Laboratory Networks (ICLN).

In collaboration with the Association of Food Drug Officials (AFDO), review and update the *Food Emergency Pocket Guide* for all regulators by September 30, 2017.



Conduct semi-annual (two) FIMS data analyses and include any emerging trends in reporting throughout 2017.



Conduct four exercises in FY2017 to maintain preparedness and validate response and recovery plans by September 30, 2017.



Conduct food defense targeted threat surveillance, including sampling, which supports one National Special Security Event (NSSE) by September 30, 2017.



As a member of the USDA Joint Committee on Biorisk Management Policy and Operational Subcommittee, contribute towards the revision of DR 4400-007, Biological Safety Program Departmental Regulations concerning Laboratory Biosafety by December 31, 2016.

Perform surveillance testing of food at the FERN cooperative agreement laboratories by analyzing 800 samples for various chemical, biological, and radiological agents by September 30, 2017.

In collaboration with FDA, provide training and proficiency tests six times for FERN laboratories by September 30, 2017.

Participate in at least two Rapid Response Team events, trainings, or workshops by September 30, 2017.



## OUTCOME 1.2: LIMIT ILLNESS FROM REGULATED PRODUCTS

### RESULT 5

### Improve Food Safety at In-Commerce Facilities

#### Key Actions

**1. Higher-Risk Facilities:** Focus the majority of not-for-cause surveillance activities on higher-risk (Tier 1) firms and conduct follow-up surveillance in an effective manner to maximize the public health benefits of the agency's in-commerce surveillance program.

**2. Retail Meat and Poultry Processing Safety:** Collaborate with AFDO Retail Food Subcommittee to disseminate information about *Lm* control at retail delis through participation at conferences and meetings, and presenting during targeted webinars. In addition, collaborate with AFDO on FSIS' Retail Meat and Poultry Processing Guidelines.

**3. *Lm* Compliance in Retail:** Determine the extent of industry's adherence to FSIS *Lm* compliance guidelines by verifying that retailers are following the agency's recommended actions to control *Lm* contamination of RTE meat and poultry products. This includes obtaining data by surveying deli operators on whether, and to what extent, they are utilizing the *Lm* control at retail guidance document.

#### Annual Plan Measures

Ensure 70 percent of not-for-cause surveillance activities are at the highest risk (Tier 1) firms during FY 2017.

Ensure 83 percent of food safety violations documented during initial surveillance are corrected before follow-up surveillance during FY 2017.

OIEA

Update guidelines by September 30, 2017.

OIEA

OOEET

OPACE

OPHS

#### Strategic Plan Measure

60 percent of retailers/in-commerce facilities are following all eight of the most important recommended actions identified in FSIS' deli *Lm* guidelines by September 30, 2017.

OIEA

OOEET

OPACE

## OUTCOME 1.2: LIMIT ILLNESS FROM REGULATED PRODUCTS

### RESULT 6

## Improve Response to Foodborne Illness Outbreaks and Adulteration Events

### Key Actions

#### 1. Surveillance and Outbreak Response:

Improve communication with public health partners by participating in key planning, outreach, and engagement activities to improve surveillance and outbreak response. More specifically, develop and share information on response processes and investigation procedures among partners by (1) presenting this information during meetings and webinars, (2) encouraging the use of online resources, and (3) ensuring that partners have appropriate points of contact and contact information.

#### Strategic Plan Measure and 2017 Target

As a result of outreach efforts, 10 State and local partners will provide information that improves identification of contaminated product and removal from the food supply to prevent illness by September 30, 2017.



#### Annual Plan Measures

Develop and implement an enhanced partner outreach and coordination plan for FY 2018 by September 30, 2017.

Update webpages to better share foodborne illness investigation information resources by December 31, 2016, and post at least four outbreak or surveillance reports on the FSIS website by June 30, 2017.

Conduct one survey of State partners to measure progress and identify potential improvements to enhance outbreak response by June 30, 2017; summarize and present results to stakeholders by September 30, 2017.

Participate in six regional/national partners meetings, conduct four State or local site visits, and lead five webinars for OFO District Offices by September 30, 2017.

Collaborate with AFDO to hold one outbreak-response tabletop exercises with States and local Public Health Departments by September 30, 2017.



## 2. Investigative Information and Lessons

**Learned:** Initiate sharing of investigative information consistent with FSIS Notice 45-16,<sup>14</sup> to strengthen relationships and improve public health response by supporting traceback and trace forward activities, providing sampling data to key partners, and sharing information on lessons learned and best practices.

**3. Detection:** Use enhanced detection approaches in foodborne outbreak investigations and foodborne illness outbreak surveillance. More specifically, integrate the use of risk-based indicators into protocols for foodborne outbreak investigations to identify establishments suspected of causing illnesses linked to meat, poultry and processed egg consumption. Further, compare the microbiologic features of pathogens recovered through FSIS surveillance samples collected from Category 3 establishments with isolates from case patients to assess possible linkages between FSIS regulated establishments, products, and human illness.

Develop and provide guidance for partners, such as FDA and the States, on best practices for working with industry on expediting trace back by June 30, 2017.

Develop and share summary report of illness-related requests and results by September 30, 2017.

Share sampling results from establishments that fail to meet *Salmonella* and *Campylobacter* performance standards with CDC, FDA, and other public health partners at least once by September 30, 2017.



Integrate use of risk-based indicators by March 30, 2017.

Continue comparisons of pathogens in FSIS samples to isolates from case patients through September 30, 2017.



<sup>14</sup>[FSIS Notice 45-16](#). Sharing Information with State or Local Agencies, Foreign Government Officials, and International Organizations.

**4. Federal Partnering:** Further enhance collaborations with Federal and State partners to facilitate timely foodborne illness outbreak investigations and response activities with a focus on information sharing.

Provide refresher training to CDC and Agency for Toxic Substances and Disease Registry (ATSDR) scientists trained in FSIS regulations, policies, and procedures as outlined in the FSIS-CDC-ATSDR One Health memorandum of understanding (MOU) on foodborne health hazard assessments by June 1, 2017.

Finalize an updated IFORC charter, in collaboration with FDA and CDC, by June 1, 2017.

Collaborate with the FDA Coordinated Outbreak Response and Evaluation (CORE) Network and with FDA-State Rapid Response Teams (RRT) to prevent illness by participating in at least two CORE best practices meetings and presenting at four RRT national meetings/webinars by September 30, 2017.



Collaborate with APHIS and other food safety partners during outbreak investigations, including using the FSIS-APHIS MOU, throughout FY 2017.



## OUTCOME 1.2: LIMIT ILLNESS FROM REGULATED PRODUCTS

### RESULT 7

## Increase Public Awareness of Recalls, Foodborne Illness, and Safe Food Handling Practices

### Key Actions

**1. Public Outreach:** Focus on adopting more proactive strategies in addition to using traditional media, advertising, events, and social media, to expand media outreach and raise public awareness on recalls, foodborne illness, and safe food handling practices.

**2. Existing and New Tools:** Broaden engagement with key stakeholders to educate the public on recalls, foodborne illness, and safe food handling practices, including through new digital media outreach tools.

**3. Safe Food Handling Practices:** Expand on current outreach initiatives to promote safe food handling practices and behaviors through interviews and proactive outreach to influencers by increasing the number of proactive briefings.

### Annual Plan Measure

Create 175 stories in English and 75 stories in Spanish by September 30, 2017.

OPACE

### Strategic Plan Measure and 2017 Target

Achieve a 5 percent increase in public awareness of safe food handling guidance and recalls through communications channels.

### Annual Plan Measures

Execute three digital communication initiatives that increase FSIS' outreach and public engagement by September 30, 2017.

Increase engagement on Twitter by 2 percent through retweets, clicks, favorites, and replies by September 30, 2017.

Increase engagement on Facebook by 2 percent through likes, clicks, shares, and comments by September 30, 2017.

Increase FSIS video views by 5 percent to 1.5 million (cumulative) by shares and cross-promotion by September 30, 2017.

OPACE

Achieve a 10 percent increase in proactive briefings on FSIS topics by September 30, 2017.

OPACE

**4. Partnerships:** Leverage existing partnerships and develop new ones by analyzing current partnership effectiveness to give others working in public health the tools necessary to promote our safe food handling guidance.

**5. Social Science Research:** Conduct observational research on consumer adoption of safe food handling practices to inform FSIS about meaningful ways to explain food safety risks to consumers.

Analyze partnership effectiveness by July 17, 2017.

Expand partnerships to at least 10 new organizations that are focused on public health communications and food safety issues by September 30, 2017.



**Strategic Plan Measure**

Establish the baselines and targets for percent increase of consumers identified who follow safe food handling behaviors goals by June 30, 2017.





## Goal 2 Modernize Inspection Systems, Policies, and the Use of Scientific Approaches

### OUTCOME 2.1: IMPROVE FOOD SAFETY AND HUMANE HANDLING PRACTICES THROUGH ADOPTION OF INNOVATIVE APPROACHES

#### RESULT 8

#### Modernize Scientific Techniques and Inspection Procedures

##### Key Actions - Tools and Techniques

**1. Rapid In-Field Screening Tool:** Initially develop and implement a process to identify and test the use of methods and/or tools that can be utilized by FSIS for in-field screening. This project, inclusive of at least a 1 year pilot phase, requires a multi-year developmental effort before reaching an in-plant application phase. In addition, FSIS is to develop and implement a process to gather information on sanitary conditions at regulated establishments. In this pilot project, non-bargaining unit employees are to be engaged in sample collection, with a focus on establishments that have a history of FSIS-identified multi-drug resistant pathogen isolates during slaughter—as represented by results from pre-operational sanitation swabs of food contact equipment, and carcass or boneless manufacturing trimming samples. FSIS is to utilize the most current published science on sources of cross contamination from one day to the next (e.g., pickers) for this project.

**2. Whole Genome Sequencing (WGS):** Expand FSIS' capacity to characterize isolates with WGS, and increase the use of WGS in several ways, including for surveillance of foodborne pathogens to support foodborne illness investigations.<sup>15</sup> FSIS will initially focus on the use of WGS on *Lm*, and important steps include finalizing WGS terminology and criteria for *Lm*; keeping stakeholders informed on how FSIS will be using *Lm* WGS analyses in conjunction with other supporting evidence for enforcement; and providing instructions to FSIS employees on *Lm* issues.

<sup>15</sup>See also Result 6 activities.

##### Annual Plan Measures

Identify FSIS requirements and criteria for in-field microbiological screening by September 30, 2017.

Compile available data on slaughter plants and define multi-drug resistance by June 30, 2017.

Develop a plan for the pilot and seek approval through the FSIS Governance process by September 30, 2017.



##### Strategic Plan Measure and 2017 Target

Ensure 100 percent of all adulterant isolates, isolates from Pathogen Reduction/Hazard Analysis and Critical Control Point (PR/HACCP) samples, and outbreaks that FSIS characterizes with WGS are subject to WGS by September 30, 2017.

##### Annual Plan Measures

Increase use of WGS to study the harborage of *Lm* by December 31, 2016.

Expand WGS capability to all three FSIS field laboratories for increased capacity by September 30, 2017.



**3. Inspector Tools:** Engage in developing criteria for tools or devices that can support inspectors' microbiological/food safety decisionmaking.

**4. PHIS Functionalities:** Enhance the import/export functionalities of PHIS to decrease manual input of data and improve efficiency, reduce paper, and promote consistency in operations by implementing a new process to enact import types of inspections frequency and scheduling/functionality, CBP Automated Commercial Environment/International Trade Data System two-way functionality, and the export module functionality.

**5. Data Systems:** Modernize surveillance and investigation data systems to ensure systems are interoperable, and enhance analytic capabilities for detection of associations, trends, and emerging risks.

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<sup>16</sup>FSIS will conduct this activity in collaboration with the USDA Agricultural Research Service.

Identify FSIS conditions, requirements, and potential application for handheld devices such as pH and Water activity  $\{A_w\}$  meters that can assist bargaining unit employees in deciding on acceptability of food safety conditions by March 31, 2017.

Utilizing identified criteria, explore the availability of handheld devices such as pH and Water activity  $\{A_w\}$  meters that can assist bargaining unit employees in deciding on acceptability of food safety conditions by June 30, 2017.

Assess the in-field practical applicability, training needs and impact of selected devices on employee/Inspection Program Personnel grades and occupational safety, and recommend and seek approval for the use of selected device(s) through the FSIS' Governance process by September 30, 2017.

Identify FSIS requirements for in-field microbiological screening by September 30, 2017.



Continue development of the continuous sampling device for sampling of beef manufacturing trimmings by September 30, 2017.<sup>16</sup>



Implement enhancements to PHIS import/export functionalities by September 30, 2017.



Add a Spanish version of the electronic Consumer Complaint Form (eCCF) by August 31, 2017.

Fully migrate all Consumer Compliant Monitoring System (CCMS) functionality into PHIS, thus enabling real-time integration of PHIS data with consumer complaint and foodborne illness investigations, by September 30, 2017.



## Key Actions - Procedures and Processes

### 6. Establishment-Specific Early Warning Alerts:

Generate Early Warning Alerts for inspectors at the individual establishment level that inspectors can use to plan their day-to-day activities with a focus on addressing specific emerging food safety concerns at establishments within their purview.

### 7. Inspection Task Assignment:

Develop and implement an inspection-task pilot designed to modernize the assignment of inspection tasks to FSIS personnel.

### 8. Modernized Inspection Systems:

Implementation of modernized inspection systems and requirements, such as the New Poultry Inspection System (NPIS) for establishments that opted in and indicated readiness for adoption of the new system, as well as other systems or species.

**9. New Approaches to Hazards:** Assess approaches that will improve FSIS capabilities in hazard detection and response.

### Strategic Plan Measure

Establish the baseline and develop targets for the percentage of establishments whose non-compliance rate decreases 120 days after receiving an Early Warning Alert.



### Annual Plan Measures

Agreement on methodology by September 30, 2017.



Implement NPIS in 80 percent of establishments that opted in and were ready to adopt the new system by September 30, 2017.



Issue hog slaughter modernization Proposed Rule by December 31, 2016.



Complete review and analysis of comments on hog slaughter Proposed Rule by September 30, 2017.



Assess alternative platforms for pathogen detection and quantification that may allow FSIS to have more efficient and expeditious screening and identification capabilities by July 31, 2017.

Engage the Environmental Protection Agency and FDA on a plan to address chemical hazards that do not have established tolerances by September 30, 2017.



## OUTCOME 2.1: IMPROVE FOOD SAFETY AND HUMANE HANDLING PRACTICES THROUGH ADOPTION OF INNOVATIVE APPROACHES

### RESULT 9

### Increase Adoption of Humane Handling Best Practices

#### Key Actions

**1. Humane Handling Outreach:** Developing a new educational strategy that will be implemented, in part, by District Medical Veterinary Specialists (DVMS) when they visit livestock plants and perform humane handling assessments. The strategy will focus on preventing multiple stun events that result in FSIS enforcement actions.

**2. Humane Handling Refresher Training:** Develop a plan for delivering refresher training to IPP on recognizing signs of consciousness in livestock and begin its implementation.

#### Strategic Plan Measure and 2017 Target

Ensure 89 percent of slaughter establishments are compliant with all livestock restraint and/or stunning requirements by September 30, 2017.



#### Annual Plan Measure

Deliver refresher training to 40 percent of Public Health Veterinarians (PHVs) in livestock slaughter establishments by September 30, 2017.



## OUTCOME 2.2: ENHANCE ACCESS TO COMPLETE AND ACCURATE INFORMATION TO INFORM DECISIONS

### RESULT 10

### Improve the Reliability, Access, and Timely Collection and Distribution of Information and Data

#### Key Actions

**1. Analysis Tools:** Deploy analysis and/or visualization tools to improve the ability of FSIS analysts to conduct effective, timely, and actionable analyses.

**2. Information Development and Distribution:** Pilot presenting information, such as job aids for IPP, in a variety of forms, including instructional media, videos, sketches, illustrations, graphics, and other visual tools. When appropriate, information delivery is to use scenario-based learning and incorporate observational techniques, data analysis, and records review. These approaches are to leverage communication technologies to distribute information both internally and externally to help improve understanding and application, and to assist in decisionmaking and behavior change central to successful food safety regulatory policy implementation.

**Strategic Plan Measure and 2017 Target**  
20 percent increase in composite score of analysts able to access, analyze, and visualize FSIS data.



#### Annual Plan Measures

Deploy two tools for analysts to be able to access, analyze, and visualize FSIS data by September 30, 2017.



Pilot the use of server-based visualization technology, and create at least one interactive report/tool to visualize PHIS data and enhance OFO's access to analyzable data, by September 30, 2017.



Develop a job aid for IPP on evaluating process control within slaughter and further processing operations by September 30, 2017.

Develop a script, film, and edit video content to FSIS communicate guidance recommendations by September 30, 2017.

Develop educational materials for small and very small establishments to provide guidance on evaluating process control within slaughter and further processing operations by September 30, 2017.



**3. Employee IT Access and Tools:** Increase electronic access to agency information and tools to all agency employees. After testing and piloting emerging technologies, deploy modern tools, such as electronic devices, that provide actionable information in readily usable formats to IPP. These tools are to help expedite regulatory determinations, and to assist IPP with targeting and executing day-to-day activities.

**4. Policy Feedback:** Solicit input from FSIS employees and stakeholders to improve policy development and implementation. This includes improving communication on the agency's new technology review process, and developing a new process to solicit input from the OFO field structure early in the review process, allowing time for field personnel to correlate and adjust workflow and verification accordingly.

**5. External Dataset and Report Publication:** Publish establishment-specific datasets and associated information to allow consumers to make more informed choices, motivate individual establishments to improve performance, and lead to industry-wide improvements in food safety by providing better insights into strengths and weaknesses of different practices.

### Strategic Plan Measure and 2017 Target

Ensure 77 percent of employees have online access to FSIS-approved systems.



### Annual Plan Measures

Expand online access to FSIS-approved information and systems by increasing availability of electronic devices or tools for IPP by 10 percent by September 30, 2017.

Ensure 95 percent of all employees have a working LincPass in order to access required and necessary systems (dependent on position duties) by September 30, 2017.



Deploy notification process for key policy communications by September 30, 2017.



### Strategic Plan Measure and 2017 Target

Make seven establishment-specific and other FSIS datasets publicly available on Data.gov by September 30, 2017.



### Annual Plan Measures

Publish the first edition of the *Salmonella* and *Campylobacter* Prevalence Analysis report on the FSIS website by June 30, 2017.

Implement posting of individual establishment's *Salmonella* and *Campylobacter* categories for chicken parts and comminuted poultry by August 31, 2017.





# Goal 3 Achieve Operational Excellence

## OUTCOME 3.1: MAINTAIN A WELL-TRAINED AND ENGAGED WORKFORCE

### RESULT 11

### Improve Recruitment and Retention for Mission Critical Positions

#### Key Actions

**1. Hire in Mission Critical Occupations:** Implement an expanded set of recruitment, retention, and relocation incentives, and new and innovative initiatives to increase hiring for mission critical occupations.

**2. Hard-to-Fill Recruitment:** Develop, implement, manage and monitor a comprehensive recruitment and retention program for hard-to-fill positions, including by increasing marketing for and providing relocation incentives.

**3. Retention:** Increase the percentage of FSIS employees that remain employed with FSIS for greater than 2 years by developing and implementing a retention program that enables FSIS to determine what is appropriate in terms of incentives, timing, and occupations.

**Strategic Plan Measure and 2017 Target**  
95 percent of all mission critical positions are filled in FY 2017.

**Annual Plan Measures**  
95 percent of food inspector, consumer safety inspector, and veterinarian positions filled.

91 percent of enforcement, investigations, and analysis officer, and non-OFO mission critical positions filled.<sup>17</sup>



Plan and execute four “on site” targeted hiring events for mission critical occupations, such as veterinarian scholarship opportunities for field locations.

Plan and execute two events for the Army Apprenticeship program, in targeting transitioning military service members.

Utilize LinkedIn social media platforms to reach 10,000 impressions with target audiences.



**Strategic Plan Measure**  
91 percent of employees remain with FSIS for 2 years or more.

**Annual Plan Measure**  
Develop and implement a retention program, including targeting positions with a high turnover rate, by December 31, 2016.



<sup>17</sup>These positions include contracting specialists, human resources specialists, information technology specialists, economists, and auditors.

## OUTCOME 3.1: MAINTAIN A WELL-TRAINED AND ENGAGED WORKFORCE

### RESULT 12

## Enhance Training and Development Opportunities Across Competency Areas

### Key Actions

**1. Training:** Support delivery of a range of training and development activities, including formal programs, refresher trainings, developmental assignments and details, annual recertification, and other activities. This includes increasing participation in and the completion of online AgLearn courses for specific occupations or populations, and also includes assessing knowledge gained for specific occupations.

#### Strategic Plan Measure and 2017 Target

Achieve knowledge gained in key occupations within 180 days to 78.9 percent.

OOEET

#### Annual Plan Measures

Conduct six Inspection Methods courses and three PHV courses in FY 2017.

Complete and implement a redesigned PHV training by September 30, 2017.

Increase OFO participation/completion of online AgLearn courses by 3 percent in FY 2017.

OOEET

OFO

Develop and implement a “Further Processing Course” by April 30, 2017.

Evaluate the benefits and effectiveness of a regional versus centralized training delivery model by April 30, 2017.

OOEET

Develop a supervisor survey to assess knowledge gained in specific occupations by January 30, 2017.

OOEET

OCFO

## 2. Competency Models and Gap

**Assessments:** Develop competency models and conduct skill gap assessments for key occupations, and support internal and external offerings to maintain competencies and fill key skill gaps. This includes adding specific information to the PHIS IPP Help button resource tool to look up specific questions or materials, to maintain and enhance skills and knowledge.

## 3. Individual Training and Development

**Needs:** Encourage and support the use of Individual Development Plans (IDPs) and internal learning opportunities, such as communities of practice, work groups, and sharing of training information as appropriate, to foster a continuous learning environment in FSIS.

## Strategic Plan Measure and 2017 Target

Assess 85 percent of workforce skill gaps.



## Annual Plan Measures

Develop Food Inspector competency model by September 30, 2017.

Develop and conduct gap assessment for PHV and Information Technology Specialist series by September 30, 2017.

Add content to the IPP Help button resource tool to assist in maintaining and building skills quarterly through September 30, 2017.



Implement an IDP process step that requires supervisors to indicate that they have discussed completion of an IDP with their Non-Bargaining Union Employees (NBUE) employees.

95 percent of employees who want an IDP who do not opt out have an IDP.



## OUTCOME 3.1: MAINTAIN A WELL-TRAINED AND ENGAGED WORKFORCE

### RESULT 13

## Ensure Equal Opportunity, and a Diverse and Inclusive Environment

### Key Actions

**1. Commitment to Equal Employment Opportunity (EEO):** Issue EEO and civil rights policy statements to affirm the agency's commitment to ensuring a discrimination and harassment-free workplace, and one that promotes diversity and inclusion. Ensure engagement in key agency policy planning and human capital deliberations by reviewing proposed FSIS policies, rules, regulations and reorganizations for civil rights impacts.

**2. EEO Programs, Personnel Policies, and Practices:** Conduct reviews of FSIS program areas and district offices to ensure that FSIS complies with EEO and civil rights laws; identify potential barriers to equal employment; and ensure that services are delivered to customers in a nondiscriminatory manner.

**3. Complaints Processing:** Ensure fair, timely, and efficient processing of all EEO informal and formal complaints by complying with regulatory and Departmental timeframes and ensuring implementation and compliance with all settlement agreements and adjudicators' decisions.

### Annual Plan Measures

Issue seven EEO and civil rights policy statements to increase employee awareness by March 31, 2017, and assess key components through annual compliance reviews by September 30, 2017.

Conduct individual EEO meetings with all program areas and District Offices (24) to provide tailored information on EEO and civil rights programs and initiatives, including diversity recruitment, demographic information, underrepresentation, and complaint activity by September 30, 2017.

CRS

Ensure 80 percent (four out of five) of all Title VII compliance reviews are completed by September 30, 2017.

Ensure 100 percent (nine out of nine) Title VI compliance reviews are completed by September 30, 2017.

Complete annual updates for the Limited English Proficiency (LEP) conducted and assisted-plans by their anniversary dates 100 percent of the time.

CRS

Counsel a minimum of 90 percent of all informal EEO complaints in the required timely manner.

Ensure 90 percent of all EEO counselors' reports meet Departmental requirements with respect to quality.

Ensure 95 percent of all settlement agreements and adjudicators' decisions are implemented within specified timeframes.

CRS

**4. Annual Mandatory Reports:** Collaborate with internal and external stakeholders to complete and submit mandatory USDA and Equal Employment Opportunity Commission (EEOC) reports detailing FSIS accomplishments, deficiencies, and steps being taken to achieve Model Equal Employment Opportunity (EEO) program status.

**5. Workforce EEO Training:** Regularly train the workforce on EEO and civil rights and the benefits of diversity and inclusion, and assess training retention to help determine the effectiveness of EEO and civil rights training and its impact on the workforce.

**6. Alternative Dispute Resolution (ADR) Program:** Encourage continual use of the ADR program.

**7. Engage Employees:** Implement strategies and activities aimed at increasing and enhancing employee engagement at all levels of the organization. This includes launching Phase II of i-Impact, Management Council consideration of internal communications suggestions from the field, managing and supporting effective Special Emphasis Programs (SEP) and Equal Employment Opportunity Advisory Committees (EEOACs), and promoting work life balance and wellness programs.

Ensure 100 percent timeliness with the submission of mandatory reports such as Agency Head Assessment, No FEAR, Annual 462, and Management Directive 715.



**Strategic Plan Measures and 2017 Targets**  
Ensure 90 percent of employees complete mandatory EEO/CR training by the established due date.

Establish baseline for assessing EEO/CR competency improvement by September 30, 2017.



**Strategic Plan Measure and 2017 Target**  
Ensure 97 of aggrieved parties are offered ADR in the informal EEO process and 90 percent of complainants are offered ADR in the formal process.

**Annual Plan Measure**  
Develop one marketing approach to promote the ADR and early intervention programs by September 30, 2017.



**Strategic Plan Measure and 2017 Target**  
Achieve a 0.7-percent increase in FSIS' FEVS employee engagement survey index to 67.95 percent.



**Annual Plan Measures**  
Launch Phase II of i-Impact to reflect the agency's FY 2017-2021 Strategic Plan by March 31, 2017.

Implement two internal communication suggestions from field employees by June 30, 2017.



Support 3 field SEP observances by September 30, 2017.

Conduct four quarterly meetings with the EEOACs.



Realize a 5 percent increase in supervisory understanding of roles and responsibilities in workplace violence prevention.

Analyze FEVS results and develop an action plan through FSIS' Cultural Transformation work group by November 15, 2016.



**Enhance Efficiency and Effectiveness of Key Business Processes and Systems**

**Key Actions - Processes**

**1. Hiring Processes:** Improve the time-to-hire and end-to-end hiring process through increased managerial and staff training. This includes taking steps to improve core hiring process activities that occur before submission of a hiring action, such as strategic recruitment discussions, position descriptions, and job analyses; after a selection is made, such as the approval process; pre-employment screening and personnel security processes; and onboarding processes and activities once an employee starts, in particular for non-frontline positions.

**2. Procurement Processes:** Improve long-term acquisition planning to facilitate efficiencies, timely execution, and quality outcomes by focusing on Mission Critical Investment (MCI) performance and Contracting Officer Representatives (COR) duties and performance standards.

**Strategic Plan Measure and 2017 Target**  
Finalize baseline for timeframe associated with hiring activities prior to submission of a hiring action by November 15, 2016, and improve this timeframe by 5 percent by September 30, 2017.

Meet 95 percent of defined process times for hiring, including 95 percent of all hires completed within 80 calendar days after first submission of the hiring action.<sup>18</sup>

**Annual Plan Measure**  
Conduct three refresher training sessions for hiring managers and human resources staff by April 1, 2017.



**Strategic Plan Measure**  
Establish baseline and target for procurement process time met for the planning stage by June 30, 2017.<sup>19</sup>



**Annual Plan Measures**  
Identify and make three process improvements to enhance front-end planning for MCIs by March 31, 2017.



Establish performance standards for Contracting Officer Representatives (COR), and draft COR responsibilities by December 15, 2016.



<sup>18</sup>This is a component of the Strategic Plan Measure: percent of defined process times met for hiring, procurement, and IT.

<sup>19</sup>Ibid.

**3. IT Investment Processes:** Improve the alternatives analysis and planning processes for IT investments to deliver secure, mission-supporting, and modern systems that leverage shared services and tools, cloud delivery, agile methodology, and open source technology.

**4. Freedom of Information Act (FOIA) Processes:** Conduct training sessions with FSIS staff, focused on highlighting all employees' responsibilities under FOIA, to ensure knowledge of FSIS processes and requirements, while improving the quality and timeliness of FOIA responses.

**5. Human Capital Planning Processes:** Improve human capital planning process through completing office-level plans and through Labor-Management Forum meetings and the renegotiation of the Labor/Management Agreement (LMA).

**Strategic Plan Measure and 2017 Target**

Ensure 80 percent of IT development, modernization, or enhancement projects are within 10 percent variance for Earned Value Management.<sup>20</sup>

**Annual Plan Measures**

Complete a holistic analysis of alternatives for 50 percent of agency systems by September 30, 2017.

Establish agency policy and guidance for IT investment planning and control to ensure Management Council-approved expenditures for major and non-major IT investments are appropriately documented and managed by September 30, 2017.

OCIO

Conduct five FOIA training sessions by September 30, 2017.

OPACE

Complete four program area-level human capital plans by September 30, 2017.

Conduct two labor-management meetings by September 30, 2017 and re-open the LMA for renegotiation by September 30, 2017.

CRS OA OCFO OCIO ODIFP OFO OIC OIEA OM OOEET  
OPACE OPHS OPPD CODEX

<sup>20</sup>Ibid.

## 6. Grievances and Disciplinary Actions

**Processes:** Improve the response times to individual and Union grievances and administer the disciplinary proposals and decisions closer to the actual time of the misconduct.

## Key Actions - Systems

### 7. Finance and Budget Systems

**Development:** Continue development of improved fiscal analysis and tracking capability for the agency, such as successful implementation of Financial Reporting Improvements and Optimization (FRIO).

**8. WebTA:** Develop analytical strategies to ensure billable data from FSIS inspectors that are collected electronically through the new Department-wide Web TA system.

Process grievances and Unfair Labor Practices complaints in accordance with the LMA, and within 30 days 95 percent of the time.



Conduct 10 pre-decisional involvement engagements with the National Joint Council through September 30, 2017.



Prepare and decide on discipline cases within 75 days of request for action 90 percent of the time.



### Annual Plan Measures

Deploy FRIO by September 30, 2017.

Begin supporting FSIS export activities by providing data entry services for hard copy export certificate requests and begin new billings to establishments, for use of the electronic system by September 30, 2017.

Continue to work with the Department to retire the Travel System (TRVL) and implement the MLinQ replacement relocation system by September 30, 2017.



Accurately and properly integrate billing collection information with the submission of time and attendance information by June 30, 2017.



## Evaluation and Audit

**9. Evaluation:** Design and complete FSIS program and process evaluations through using a mix of analytic methods to support managerial decision-making and improvements in program effectiveness, efficiency, and accountability.

**10. External Audits:** Resolve open Inspector General (OIG) audit recommendations that were beyond 1 year past due as of July 31, 2016, and implement corrective actions associated with enhancing processes or programs. This includes launching audit recommendation and resolution tracking within FSIS' updated performance management Scorecard/Dashboard.

## Fleet

**11. Fleet:** Encourage enhanced communications on alternative fuel use, and updates to the FSIS fleet that reflect Government-wide greenhouse gas emissions reduction goals that consider market trends and current Government fleet.

Complete three major analyses, program evaluations, or process evaluations by September 30, 2017.

Complete seven internal surveys by September 30, 2017.

OCFO

Close 40 percent of open OIG audit recommendations that are beyond 1 year past due by September 30, 2017.

OCFO

Enhance communications for fleet drivers on alternative fuel use by June 30, 2017.

Replace allowable percent of the retiring gasoline vehicle fleet with hybrid electric and/or flex-fuel/E85 vehicles.

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## OUTCOME 3.2: IMPROVE PROCESSES AND SERVICES

### RESULT 15

### Improve Service Delivery

#### Key Actions

**1. Service Standard:** Develop a more robust service standard with service and product delivery components and customer-facing roles and responsibilities, including using data-driven approaches to assess status and quality of service, and as appropriate, identify means for improvement. Includes using customer satisfaction data to help identify underperforming areas for quality and timely service improvements, such as timeliness of call back and quality of representatives' responses after issue has been escalated.

**2. Focus on Employees:** Enhance customer service by soliciting suggestions and recommendations from employees, and improving return-to-work support programs, such as the Alternative Duty Program, Work Hardening Program, and making formal job offers to injured employees.

#### Strategic Plan Measure

Determine baseline and FY 2017 target over baseline to improve satisfaction with Training, HR, IT, and Procurement services by November 15, 2016.

#### Annual Plan Measures

Identify two best practices and/or two areas of services on which to focus improvement efforts by November 1, 2016.



Provide sufficient tools that better integrate service satisfaction for managers to update program and position standards, scorecards, accomplishment reports, and program briefings by September 30, 2017.



Improve timeliness of IT support desk customer satisfaction callback subscore by 5 percent.

Improve quality of thoroughness of IT representative after escalation subscore by 5 percent.



Achieve a 5 percent improvement in cost savings by making improvements to return-to-work support programs.



**3. Safety Process Improvements:** Enhance customer service to IPP by developing key guidance on critical safety and health topics that comply with current OSHA regulations, and by updating associated agency policies and recordkeeping.

Complete migration of safety material from Inside FSIS website to public FSIS website by March 30, 2017.

Update agency directive on workplace Hazard Communication by June 30, 2017.



**Key Actions - Cross-Cutting**

**1. Enterprise Governance Process:**

Enhance FSIS’ agency-wide governance approach to deliberation and decisionmaking through assessing the efficiency and effectiveness of sub-groups or sub-boards and other governance-related groups, and make recommendations for structural or process improvements. Includes ensuring that ideas and proposals from across FSIS, including those with neither costs nor means for implementation delineated, are directed to the best path for timely review and feedback.

**2. Information Sharing and Reporting:**

Improve how FSIS shares information about the governance process with all employees to enable greater involvement, collaboration, and engagement in FSIS’ decisionmaking and agency-wide performance management processes. Includes ensuring that agency-wide information on strategic and annual plan reporting is made available to employees through quarterly dashboard reporting and other communications mechanisms.

**3. Evaluation Agenda:** Develop and begin integrating and executing an FSIS-wide evaluation agenda that identifies high-priority areas for use of analytical methods to improve monitoring and evaluation of programs, processes, and/or policies to ensure their efficacy and inform decision-making, including through standing up a working group.

**4. Enterprise Risk Management:** Develop core policies and procedures with respect to enterprise risk management in meeting new Office of Management and Budget (OMB) Circular A-123 requirements, including initial risk identification in achieving agency goals and objectives.

**Annual Plan Measures**

Complete an assessment of all sub-boards by September 30, 2017.

Conduct at least one focus group to generate ideas for improving current governance processes by September 30, 2017.

*Responsible Parties: FSIS Governance Board Chairs.*

Identify and launch one interactive approach for employees to share ideas and proposals for modernization by September 30, 2017.

Utilize quarterly review process and dashboard reporting to ensure key progress information is accessible to all employees by September 30, 2017.

 *and FSIS Management Council.*

Develop evaluation and survey agendas by January 31, 2017.

Provide evaluation directive for clearance by January 31, 2017.



Convene two meetings of subject matter experts to define approaches and greater integration of OMB requirements into current processes by April 30, 2017.

Complete Departmental and OMB requirements, and associated FSIS policy and procedural modifications, by September 30, 2017.

*Responsible Party: FSIS Management Council.*

**Key Actions - Cross-Cutting**

FSIS maintains a multitude of partnerships and collaborations, many of which are referenced throughout this Annual Plan. The below actions represent activities in this area beyond those in Results 1 through 16, especially those related to foodborne illness surveillance and monitoring, interagency research priorities and scientific collections, and advisory committees.

**1. Agency Priority Goal (APG) on *Lm*:** Share responsibility with the CDC, FDA, and the National Institutes of Health (NIH) for HHS APG reporting on activities intended to reduce *Lm* illnesses, including improved preventive controls and improved response leading to enhanced prevention for *Lm*.

**2. Interagency Food Safety Analytics Collaboration (IFSAC):** Continue to actively participate in IFSAC Steering Committee and Technical Work Group through FY 2017.

**3. Interagency Risk Assessment Consortium (IRAC):** Continue to actively participate in the IRAC Steering Committee and Technical Work Group, including holding meetings, sharing information, and annual reporting. This includes co-leading an interagency Work Group on the application of genomics to the advancement of quantitative microbial risk assessment to guide the future of Federal food safety risk assessments.

**4. Collaborative Food Safety Forum (Forum):** Continue to collaborate with the Forum in order to contribute to the work being done, and share lessons FSIS has learned to assist FDA in effectively implementing the Food Safety and Modernization Act (FSMA).

**Annual Plan Measures**

Submit FSIS activities on *Lm* to the CDC, FDA, and NIH joint APG report to OMB through September 30, 2017.



Develop a new IFSAC Strategic Plan by September 30, 2017.



Submit a manuscript on an IFSAC project to develop harmonized attribution fractions to a peer-reviewed journal by September 30, 2017.



Develop a new IRAC Strategic Plan by February 28, 2017.

Hold four quarterly meetings among the 19 signatory agencies.



Participate in a Forum workshop by September 30, 2017.



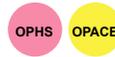
**5. PulseNet:** Continue to engage and participate with PulseNet through data sharing and participation in meetings, trainings (both as trainees and serving as faculty), and network enhancements (software validations and multi-agency pilot projects).

**6. T Cube:** Continue to work collaboratively with the CDC and States to develop the T-Cube Web Interface to support illness outbreak analysis, as it enables the analysis and visualization of large datasets and the needs of public health labs and epidemiologists at State, tribal, and Federal levels.

**7. FoodNet:** Partner with FoodNet to launch a new FoodNet Population Survey to more precisely estimate the burden of acute diarrheal illness, to describe the frequency of important exposures, and to assess diarrheal illness, healthcare-seeking behaviors, and food consumption and handling practices. FSIS will additionally use the data from the survey to assess consumer behavior related to key food safety steps.

**8. USDA Partner Agency Research Priorities:** With USDA's Agricultural Research Service (ARS) and National Institute of Food and Agriculture (NIFA), convey FSIS research priority updates and emerging areas of interest to USDA Food Safety National Program Leaders. Encourage NIFA-funded research opportunities that align with FSIS Research Priorities, arrange for FSIS participation on NIFA grant review panels and on NIFA scientific steering committees on research areas and projects that align with FSIS research priorities. With ARS, coordinate sharing of FSIS regulatory samples and/or data with researchers as appropriate, provide guidance and data interpretation of relevant ARS research to FSIS, and organize ARS-FSIS food safety research meetings.

Initiate quarterly regular in-person meetings between FSIS and CDC laboratorians to foster communications and collaborations by September 30, 2017.



Partner with CDC and States on data analysis and illness outbreak analysis through September 30, 2017.



Share data and participate in the FoodNet Annual Vision meeting, and 100 percent of the bi-monthly Steering Committee meetings and 4 working group meetings through September 30, 2017.



Support completion of five ARS research studies and three NIFA-funded research studies that address FSIS priorities.



**9. Interagency and USDA Collaborations on Collections:** Participate with USDA and other U.S. Government agencies on Interagency Working Group on Scientific Collections (IWGSC) concerning maintaining registries and developing policies for scientific collections, including investigating participation in registry of collections.

**10. National Advisory Committee on Microbiological Criteria for Foods (NACMCF):** Continue to lead NACMCF with FDA, CDC, the U.S. Department of Commerce, and the U.S. Department of Defense and provide administrative staff support to committee and subcommittee meetings.

**11. National Advisory Committee on Meat and Poultry Inspection (NACMPI):** Lead and provide administrative support for NACMPI.

Participate with USDA to develop an FSIS policy document concerning agency handling and usage of a repository of organisms isolated from FSIS-regulated products by December 31, 2016.

Evaluate the feasibility of including FSIS isolates in a department-wide isolate collection registry by July 31, 2017.

OPHS

Provide support for two meetings for each of the two NACMCF subcommittees to enable them to make progress on the issues assigned to them by September 30, 2017.

OPHS

Plan and conduct a NACMPI meeting to gather input on food safety issues of concern to FSIS and provide Agency updates to committee members by September 30, 2017.

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# FSIS CORE VALUES

## **ACCOUNTABLE**

FSIS holds itself accountable in fulfilling its regulatory mission and in serving the public interest.

## **COLLABORATIVE**

FSIS actively promotes and encourages collaboration within our agency and with our partners to prevent illness and protect public health.

## **EMPOWERED**

FSIS employees are empowered with the necessary training, tools, and approaches they need to make and carry out informed decisions that protect public health and promote food safety.

## **SOLUTIONS-ORIENTED**

FSIS is committed to deploying effective, evidence-based solutions to ensure that the Nation's food supply is safe.

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