



New FSIS FY 2011-2016 Strategic Plan

‘Linking Mission, Strategy & Tactics to Protect Public Health’

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FSIS Aim in Developing Strategic Plan

*The goal was to produce an **innovative** and **dynamic** strategic plan to foster an atmosphere of continuous improvement at FSIS.*

*A strategic plan to chart the course to achieve the "**next generation**" of food safety.*

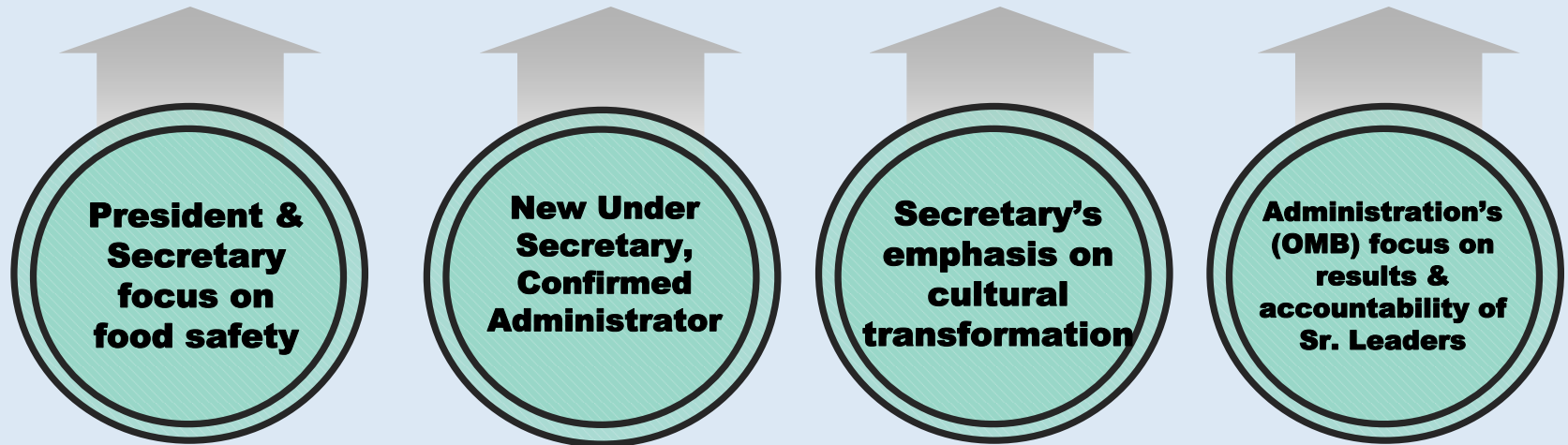
How can the new Strategic Plan help FSIS improve the nation's food safety?

Our Overriding Requirements

The FSIS strategic plan must be **easily accessible** and **understandable** for all FSIS employees, stakeholders, and the general public

- **Incorporates Under Secretary & Administrator's vision and goals; Assistant Administrators experience and expertise**
- **Outcome-oriented / Depicts desired end state**
- **Shows 'line of site' from inputs to outcomes; quantifiable targets**
- **Inclusive with stakeholder input**
- **Clear and concise**
- **Demonstrates how progress will be measured**

Creating a New Strategic Plan



KEY DRIVERS

Creating a New Strategic Plan: 'Then (2008) Versus Now (2011)'

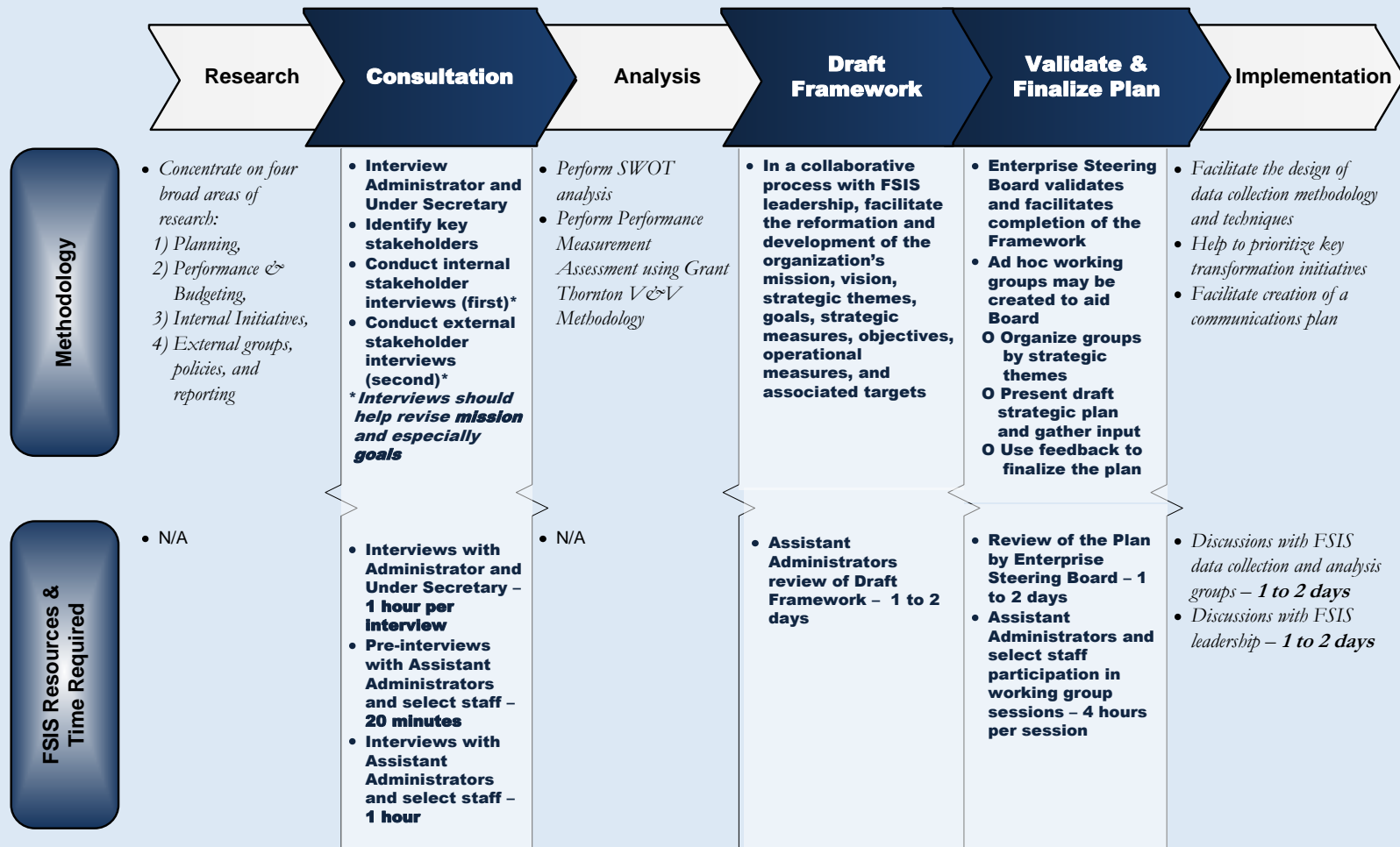
FSIS FY 2008-13 Strategic Plan

- Revised longstanding goals
- Focused on creating new metrics
- Presented risk-based approach
- Included summary of 'lessons learned'

FSIS FY 2011-16 Strategic Plan

- Strong emphasis on prevention
- Greater public health role
- Question the status quo
- 'Farm to fork continuum': Where do we need to be?

Strategic Planning Process



FSIS Strategic Planning Framework

Basic Components of the FSIS Strategic Plan

Mission: A brief, easy-to-understand statement that describes the basic purpose of FSIS and is consistent with its core activities.

Vision: Clear statement that describes leadership's desired future state of the organization.

Strategic Themes: Logical groupings of strategic goals; they serve to better describe the various components and priorities within the organization's mission.

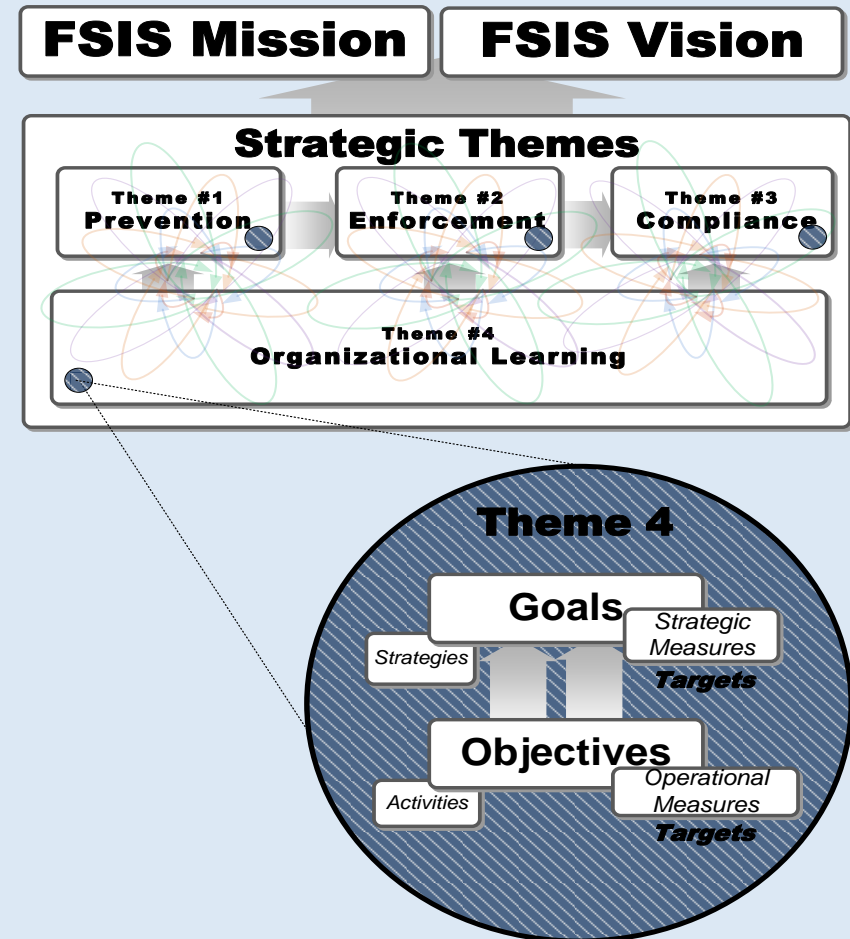
Strategic Goals: A clear description of the result or results FSIS seeks to achieve; strategic goals represent major priorities within strategic themes.

Strategic Performance Measures: Measures of progress toward achievement of strategic goals.

Objectives: Specific results at the program level that are necessary to meet a given strategic goal; objectives are a subdivision of strategic goals.

Operational Measures: Measures of the critical activities employed by FSIS to achieve strategic goals.

Targets: Ambitious and quantifiable or otherwise measurable level of achievement designed to be met or exceeded.



Dr. Elisabeth Hagen's Vision for Food Safety

BASIC VISION

- Focus on prevention with an emphasis on public health
- "One team, one purpose"

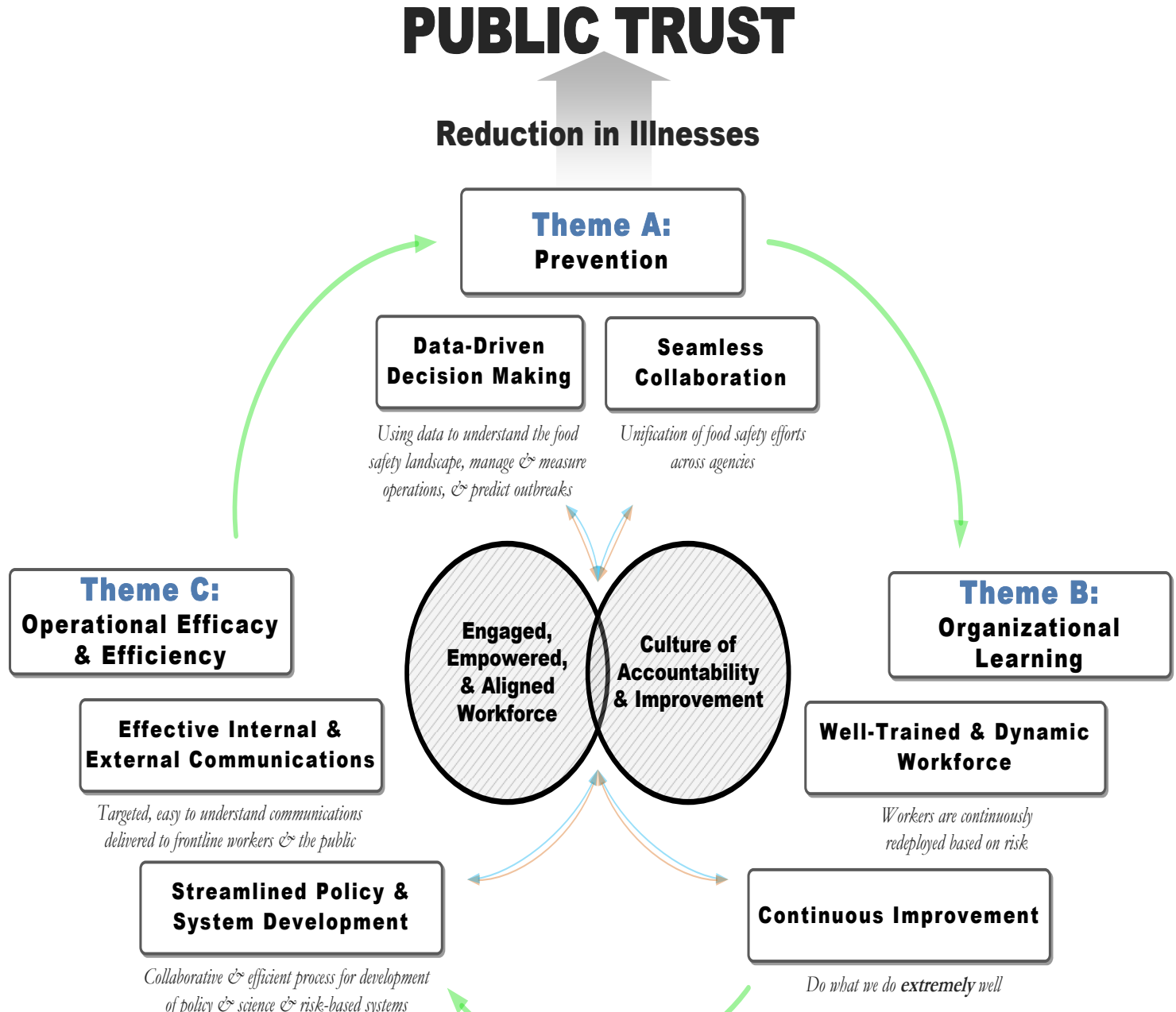
KEY PRIORITIES

- Focus on results
- Prevent contamination
- Put the correct tools in place
- People working collaboratively

MAJOR CHALLENGES

- Globalized food supply chain exhibits new and changing risks
- Continuous adaptation and evolution of pathogens
- Illness threat across Farm-to-Table continuum
- Barriers to reallocation of resources

- Understanding Leadership's Strategic Direction (DRAFT)



FSIS Strategic Framework for FY 2011-2016

FSIS VISION

A trusted public health regulatory agency committed to preventing foodborne illness

FSIS MISSION

Protect consumers by ensuring that meat, poultry, and processed egg products are safe, wholesome, and correctly labeled and packaged

STRATEGIC THEME

Prevent Foodborne Illness

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

Cultural Transformation

FOCUS ON MEASUREMENT & RESULTS

Cultural Transformation

STRATEGIC THEME

Understand and Influence the Farm-to-Table Continuum

Goal 5

Effectively use science to understand foodborne illness and emerging trends

Goal 6

Implement effective policies to respond to existing and emerging risks

STRATEGIC THEME

Empower People and Strengthen Infrastructure

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 and to support defined public health needs and goals

Fig. 2 FSIS STRATEGIC FRAMEWORK

EMPOWER PEOPLE & STRENGTHEN INFRASTRUCTURE (EXAMPLE)

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

FSIS will create an engaged workforce focused on protecting public health, and foster a safe and healthy working environment. The Agency represents a single, unified team, and will use feedback from workers of all areas of the organization to inform management decisions. FSIS will continuously improve recruitment, training, career development, and promote diversity across the organization.

GOAL

Outcome(s)

- ❑ **Outcome 7.1** – Every worker understands how s/he impacts public health
- ❑ **Outcome 7.2** – Workers have the knowledge, tools, and resources to accomplish the FSIS mission
- ❑ **Outcome 7.3** – FSIS possesses a diverse, engaged, high-performing, and satisfied workforce

Strategies

- ❑ **Strategy** – Obtain feedback from workers from all levels of FSIS on how they view their respective roles in protecting public health, and define training, outreach, and other HR policies to bridge any gaps identified from the feedback.
- ❑ **Strategy** – Provide training to improve workers' problem-solving skills (i.e., workers know where to go when they have a specific problem and understand available resources). Communicate findings concerning food safety hazards to relevant FSIS workers, and deliver the "One team, one purpose" message across the whole of FSIS. Develop and maintain an effective recruitment system, and ensure that workers are satisfied and operating within a safe and healthy environment.
- ❑ **Strategy** – Seek to understand and adapt best practices from high-performing organizations that have proven successful in motivating employees and improving job satisfaction.

Performance Measures

- ❑ **Measure 7.1.2** – Average score on the Employee Annual Survey for all questions related to workers' understanding of their impact on public health. [Medium-high importance / Medium-high data availability]
- ❑ **Measure 7.2.1** – Percentage of competency gaps closed for mission-critical occupations. [High importance / Low-medium data availability]
- ❑ **Measure 7.3.1** – Annual percentage reduction in employee workplace incidents and injuries. [Medium-high importance / High data availability]
- ❑ **Measure 7.3.2** – Overall level of employee satisfaction as determined by the Employee Viewpoint Survey. [Medium-high importance / Medium-high data availability]

FOOD SAFETY AND INSPECTION SERVICE
**STRATEGIC PLAN:
 FY 2011-2016**

FSIS VISION

**A trusted public health
 regulatory agency
 committed to preventing
 foodborne illness**

STRATEGIC THEME

Prevent Foodborne Illness

Goal 1: Ensure that Food Safety Inspection Aligns with Existing and Emerging Risks

		FY 2016 Target
Outcome 1.1 Minimize existing and emerging food safety hazards through the most effective means	Corporate Measure: Total number of <i>Salmonella</i> , <i>Lm</i> , and <i>E. coli</i> O157:H7 illnesses from products regulated by FSIS	363,547
Outcome 1.2 Resources are targeted to existing and emerging risks	Supporting Measure: % of domestic establishments that meet the "for cause" Food Safety Assessments and monthly Hazard Analysis Verification decision criteria more than once per year	1.5%
	Supporting Measure: % of importing countries requiring more immediate inspection or reinspection attention more than twice within the previous year	<20%
Outcome 1.3 Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum	Supporting Measure: % of priority in-commerce facilities (e.g., warehouses, distributors and transporters) covered by surveillance activities	85%
	Supporting Measure: % of follow-up surveillances resulting in compliance	82%

Goal 2: Maximize Domestic and International Compliance with Food Safety Policies

		FY 2016 Target
Outcome 2.1 Domestic- and foreign-produced products meet food safety performance standards	Corporate Measure: % of broiler plants passing the carcass <i>Salmonella</i> verification testing	95%
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	Corporate Measure: % of slaughter plants identified during District Veterinary Medical Specialist (DVMS) humane handling verification visits as having an effective systematic approach to humane handling (all four elements of a systematic approach implemented)	50%
Outcome 2.3 Food protection and handling systems ensure protection against intentional contamination	Corporate Measure: % of all official establishments with a functional Food Defense Plan	90%
	Supporting Measure: % of food defense practices implemented at in-commerce facilities	91%
	Supporting Measure: Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination	90%

STRATEGIC THEME

Understand and Influence the Farm-to-Table Continuum

Goal 5: Effectively Use Science to Understand Foodborne Illness and Emerging Trends

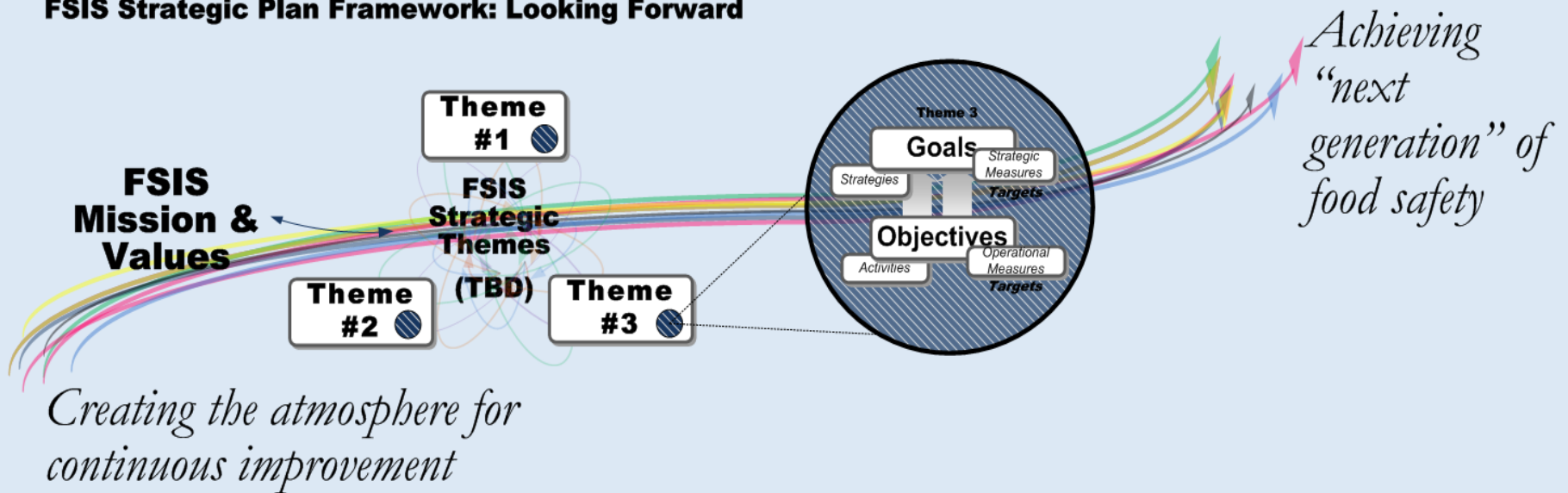
		FY 2016 Target
Outcome 5.1 FSIS continually improves its capacity for and use of cutting-edge science in policy development to better defend against public health risks	Supporting Measure: % of annual science agenda completed and number of agenda items initiated	95%
	Supporting Measure: % of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used	95%
Outcome 5.2 FSIS increases the application of cutting-edge science across the Farm-to-Table supply chain to improve public health	Supporting Measure: % of identified public health and food safety gaps addressed across the Farm-to-Table Continuum	60%

Goal 6: Implement Effective Policies to Respond to Existing and Emerging Risks

		FY 2016 Target
Outcome 6.1 Public health risks are mitigated through effective strategies based on the best available information	Supporting Measure: % of food safety appeals granted (categories of appeals in which FSIS actions were misapplied or poorly supported and overturned by a higher-level supervisor)	39%
	Supporting Measure: % of regulated industry adhering to key public health related policies (establishments receiving zero public health related non-compliance in a year)	78%
	Supporting Measure: Frequency of reviews examining the effectiveness of FSIS policies regarding significant public health risks	Monthly

Benefits of FSIS Strategic Plan

FSIS Strategic Plan Framework: Looking Forward



Ability for leadership to chart a new course

Provides FSIS opportunity to link mission, strategy and tactics

Provides Agency with a strategic direction from which to manage and lead

Provides leadership, management and staff with a roadmap for the future

Gives employees a sense of purpose for their respective roles

Benefits of FSIS Strategic Plan

- ‘Roadmap’ to better accomplish mission of **ensuring food produced under our authority is safe**
- “Direct ‘line of sight’ between what FSIS does every day and objectives”
- **Clarity and flexibility to adapt to changing nature of food safety risks**
- **Detailed strategies and measureable tactics to reduce foodborne illness and chart FSIS progress over next five years**
 - ✓ *30 performance measures*

Strategic Plan is Not ‘End’ but ‘Beginning’

- **Plan is a ‘living document’, found at:**

http://www.fsis.usda.gov/About_Fsis/Strategic_Plan_2011-2016_Summary/index.asp

- **Integrated into the Agency’s decision-making process**
- **Drives re-engineered FY 13 Budget with activity mapping, prioritization and ranking, and costs linked to Plan goals**
- **Informs annual program area planning and individual performance standards**
- **Questions: Allen.Hepner@fsis.usda.gov**