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.

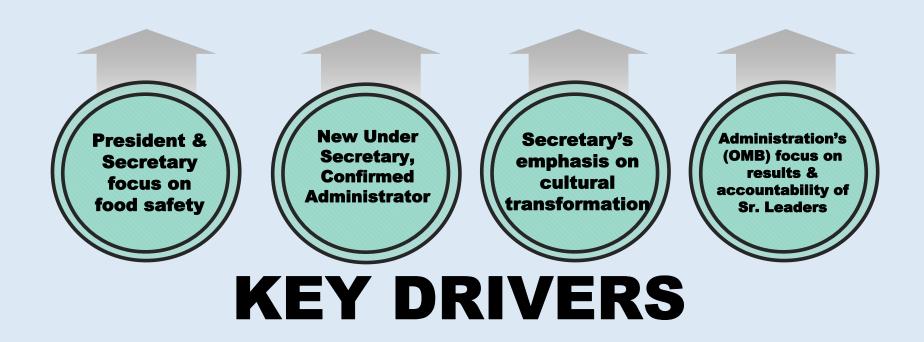
How can the new Strategic Plan help FSIS improve the nation's food safety?

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



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

Validate & Draft Research Consultation **Analysis** Implementation **Finalize Plan** Framework Interview Perform SWOT • In a collaborative • Enterprise Steering • Facilitate the design of • Concentrate on four **Administrator and** process with FSIS **Board validates** data collection methodology broad areas of analysis **Under Secretary** leadership, facilitate and facilitates research: • Perform Performance and techniques the reformation and completion of the Identify key **Framework** 1) Planning, stakeholders Measurement development of the • Help to prioritize key Methodology organization's Ad hoc working Conduct internal 2) Performance & transformation initiatives Assessment using Grant mission, vision, groups may be stakeholder Thornton V&V • Facilitate creation of a Budgeting, strategic themes, created to aid interviews (first)* 3) Internal Initiatives, Methodology goals, strategic **Board** communications plan Conduct external measures, objectives, O Organize groups 4) External groups, stakeholder operational by strategic interviews policies, and measures, and themes (second)* associated targets O Present draft reporting * Interviews should strategic plan help revise mission and gather input and especially O Use feedback to goals finalize the plan N/A N/A Review of the Plan Discussions with FSIS Assistant Interviews with by Enterprise **Administrators** data collection and analysis Administrator and Steering Board - 1 review of Draft FSIS Resources & Time Required **Under Secretary** groups - 1 to 2 days to 2 days Framework - 1 to 2 1 hour per Discussions with FSIS Assistant days interview **Administrators and** leadership - 1 to 2 days Pre-interviews select staff with Assistant participation in **Administrators** working group and select staff sessions - 4 hours 20 minutes per session Interviews with **Assistant Administrators** and select staff -1 hour

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.

FSIS Mission

FSIS Vision





Dr. Elisabeth Hagen's Vision for Food Safety

BASIC VISION

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

KEY PRIORITES

- 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)

PUBLIC TRUST

Reduction in Illnesses

Theme A:

Prevention

Data-Driven Decision Making

Using data to understand the food safety landscape, manage & measure operations, & predict outbreaks

Engaged,

Empowered,

& Aligned

Workforce

Seamless Collaboration

Unification of food safety efforts across agencies

Accountability

& Improvement

Theme C:

Operational Efficacy & Efficiency

> **Effective Internal & External Communications**

Targeted, easy to understand communications delivered to frontline workers & the public

> Streamlined Policy & **System Development**

Collaborative & efficient process for development of policy & science & risk-based systems

Theme B: **Culture of**

Organizational Learning

Well-Trained & Dynamic Workforce

> Workers are continuously redeployed based on risk

Continuous Improvement

Do what we do extremely well

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 foodhandling 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 Farmto-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

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

Goal 8

Empower employees 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

•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.

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

Goal 2: Maximize Domestic and International

Compliance with Food Safety Policies

STRATEGIC THEME

edge science across the

chain to improve public

Farm-to-Table supply

health

Prevent Foodborne Illness

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

Aligns with exis	ding and Emerging Kisks	Compliance with Food Safety Folicies			
_		FY 2016 Target	_	-	FY 2016 Target
Outcome 1.1 Minimize existing and emerging food safety hazards through the most effective means	Corporate Measure: Total number of Salmonella, Lm, and E. coli O157:H7 illnesses from products regulated by FSIS	363,547	Outcome 2.1 Domestic- and foreign- produced products meet food safety performance standards	Corporate Measure: % of broiler plants passing the carcass Salmonella verification testing	95%
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%	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	50%
	Supporting Measure: % of importing countries requiring more immediate inspection or tention more than twice within the previous year	<20%		handling (all four elements of a systematic approach implemented)	
Outcome 1.3 Surveillance, investigation, and enforcement are effectively implemented across the Farm-to-Table Continuum	Supporting Measure: % of priority incommerce facilities (e.g., warehouses, distributors and transporters) covered by surveillance activities	85%	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 follow-up surveillances resulting in compliance	82%		Supporting Measure: % of food defense practices implemented at in-commerce facilities	91%
STRATEGIC THEM	ie.			Supporting Measure: Outreach to eligible countries to encourage implementation of a system that protects product from intentional contamination	90%

Understand and Influence the Farm-to-Table Continuum

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

Continuum

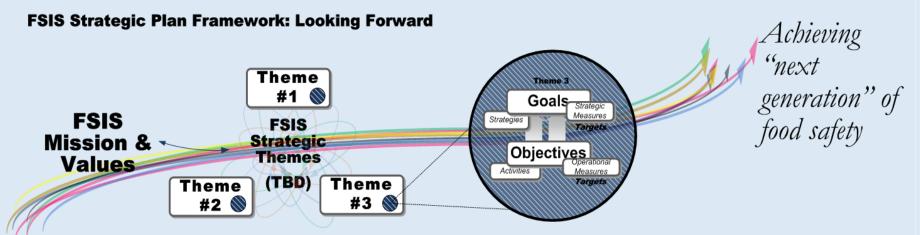
roodboine miness and Emerging fremus				
	8 8	FY 2016 Target		
Outcome 5.1 FSIS continually improves its capacity for	Supporting Measure: % of annual science agenda completed and number of agenda items initiated	95%	Outcon Public he mitigate	
and use of cutting-edge science in policy development to better defend against public health risks	Supporting Measure: % of completed science agenda items that meet quality standards for information rigor, clarity, and defensibility of methods used	95%	effective on the be informat	
Outcome 5.2 FSIS increases the application of cutting-	Supporting Measure: % of identified public health and food safety gaps addressed across the Farm-to-Table	60%		

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

health risks

o Existing and	Emerging Risks	FY 2016 Target
outcome 6.1 ublic health risks are nitigated through ffective strategies based n the best available	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%
nformation	Supporting Measure: % of regulated industry adhering to key public health related policies (establishments receiving zero public health related noncompliance in a year)	78%
	Supporting Measure: Frequency of reviews examining the effectiveness of FSIS policies regarding significant public	Monthly

Benefits of FSIS Strategic Plan



Creating the atmosphere for continuous improvement

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
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