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2000 Annual Program Performance Report

FOOD SAFETY AND INSPECTION SERVICE



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FOOD SAFETY AND INSPECTION SERVICE
FY 2000 ANNUAL PROGRAM PERFORMANCE REPORT

The Food Safety and Inspection Service (FSIS) was established by the Secretary of Agriculture on June 17, 1981, pursuant to legislative authority contained in 5 U.S.C. 301 that permits the Secretary to issue regulations governing the United States Department of Agriculture (USDA).

The mission of the Agency is to ensure that the Nation's commercial supply of meat, poultry, and egg products is safe, wholesome, and correctly labeled and packaged, as required by the Federal Meat Inspection Act (FMIA), the Poultry Products Inspection Act (PPIA), and the Egg Products Inspection Act (EPIA).

FSIS is composed of two major inspection programs:

The Meat and Poultry Inspection Program, authorized by the FMIA and the PPIA, is responsible for uniformly applying inspection procedures and standards for sanitation, humane slaughter, pathogen reduction, food safety, and product labeling at all establishments under Federal inspection as well as assessing the effectiveness of State inspection programs to assure that standards equal to those under the Federal Acts are applied to meat and poultry establishments under State jurisdiction. Further, the program is responsible for reviewing foreign inspection systems that export meat and poultry products to the United States, and inspecting imported products at ports of entry to assure that standards, equivalent to those under FMIA and PPIA, are applied to meat and poultry exported to the United States. The Laboratory Services program supports meat and poultry inspection through the scientific examination of meat and poultry products for disease, contamination, or other forms of adulteration.

The Egg Products Inspection Program, authorized by the EPIA, requires continuous mandatory inspection of egg processing plants producing liquid, frozen, or dried egg products to ensure that products sold are wholesome, unadulterated, and truthfully labeled. This act also requires the control of imported egg products to ensure that U.S. requirements are met.

This is the final year of the 1997-2000 FSIS Government Performance and Results Act (GPRA) Strategic Plan and corresponding Annual Performance Plans and Annual Program Performance Reports. For this reason, it may be important to note the major FSIS accomplishments in the area of food safety during this time frame.

1997 through 2000 Strategic Goal: Enhance the public health by minimizing foodborne illness from meat, poultry, and egg products.

Outcome: The outcome was stated to be a 25 percent reduction in the number of foodborne illnesses associated with meat, poultry, and egg products by the end of Fiscal Year (FY) 2000.

- 1.1 Objective** Reduce pathogens on raw products.
- 1.2 Objective** Establish effective working partnerships with other public health agencies and stakeholders.
- 1.3 Objective** Promote food safety from farm to table.
- 1.4 Objective** Complete the necessary cultural change to support HACCP and food safety.
- 1.5 Objective** Promote international cooperation on food safety.
- 1.6 Objective** Establish management strategies to maximize effectiveness, efficiency, and diversity of FSIS resources to improve food safety.

Baseline: Using 1997 information as the baseline, the Centers for Disease Control and Prevention (CDC) now estimates that diseases caused by food may cause 325,000 serious illnesses resulting in hospitalizations, 76 million cases of gastrointestinal illnesses, and 5,000 deaths each year. And while the data are for all foodborne illnesses attributed to all sources, not just meat, poultry and egg products, it does provide an indication of the extent of the problem. Since that time, FSIS has phased in the Pathogen Reduction/Hazard Analysis and Critical Control Point (HACCP) system requirements for meat and poultry establishments designed to reduce the occurrence and numbers of microorganisms on meat and poultry products.

Changing the manner in which entire industries do business has not been easy, but HACCP was implemented for meat and poultry products, and there are some impressive results. Preliminary foodborne illness surveillance data for 1999 indicate a decline in several major bacterial and parasitic pathogens. From 1996 through 1999 the following changes were noted:

- The incidence of *E. coli O157* declined 22%
- The incidence of *Campylobacter* declined 26%
- The incidence of *Shigella* declined on average by 44%
- The incidence of *Salmonella enteritidis* declined 48%
- The incidence of parasitic diseases caused by *Cyclospora* infections declined by 19% between 1997 and 1999.

The CDC has stated that:

The declines (from 1996 through 1999) in the rate of *Campylobacter* infections continued to decline in 1999, decreasing 19% from 1998. Poultry is the most common source of *Campylobacter* infections. This decline is likely related to changes in poultry processing plants instituted by industry and encouraged by PR/HACCP rule...The rate of *Salmonella enteritidis* infections, an egg-associated serotype, continued to decline...The rate of *E. coli O157* infections decreased in 1999 to a four year FoodNet low. This decline occurs in the setting of improved sanitation and hygiene in slaughter and processing plants and attention to hamburger cooking temperature. Further surveillance is needed to clarify whether this new low is the beginning of a trend.

Decreases in the rates of *Salmonellosis* and *Campylobacteriosis* parallel changes in meat and poultry processing plants in the U.S. mandated by the PR/HACCP rule of the USDA. The largest producers in the industries implemented HACCP in January 1998 followed by small and very small plants during 1999 and 2000, respectively. The decline from 1996 to 1999 in the incidence of *Salmonellosis* parallels the reported decline in the percentage of meat and poultry products testing positive for *Salmonella* at the large and small Federally inspected processing plants.

The purpose of this Annual Program Performance Report is to compare FSIS actual fiscal year (FY) 2000 performance with the projected levels of performance. Only Federal employees were involved in the preparation of this report. Additional information regarding FSIS programs can be found in the FSIS Strategic and Annual Performance Plans.

The following tables provide summary information on the extent to which FSIS achieved its FY 2000 Performance Goals.

FSIS Performance Summary				
Strategic Goal	FY 2000 Performance Goal One	FY 1999	FY 2000	
		Actual	Target	Actual
Enhance the public health by minimizing foodborne illness from meat, poultry, and egg products.	Reduce pathogens on raw products.	Yes	Yes	Yes
	Percentage of the total number of Federally inspected meat and poultry slaughter and/or processing plants having implemented the basic HACCP requirements.	43.6	99.9	99.9
	Compliance rate of establishments operating under HACCP-based daily verification procedures conducted by inspection personnel.	90	90	99
	Percentage of performed ongoing verifications in conformance with the <i>E. coli</i> testing requirement.	99.99	99.99	99.99
	Number of Federally inspected plants in compliance with the <i>Salmonella</i> national baseline standards (estimates).	680	2,288	2,683
	Increase in the number of lab tests performed (in thousands) from the base to support Pathogen Reduction Rule targets.	57	68	60
	Prepare for egg HACCP (both shell egg and egg product).	N/A	N/A	N/A
	Number of Federal-State joint undertakings in: State-Federal Cooperative Inspection Programs ("Equal-To" Programs).	25	25	25
	Federal-State Cooperative Inspection Programs (Talmadge-Aiken Programs).	9	9	9
	Cross-utilization Agreements.	14	14	24
	Cooperative Federal-State investigations.	196	200	198
	Number of reviews conducted of State inspection programs and laboratories.	7	9	9
	Number of countries meeting the HACCP equivalency standards and exporting to the U.S.	36	38	34
	Number of foreign program reviews conducted to assure international equivalency and maintain export eligibility to the U.S.	28	28	31

FSIS Performance Summary				
Strategic Goal	FY 2000 Performance Goal Two	FY 1999	FY 2000	
		Actual	Target	Actual
<p>Enhance the public health by minimizing foodborne illness from meat, poultry, and egg products.</p>	<p>Collaborate with other public health agencies and stakeholders to enhance the use of collective resources to improve food safety.</p>	Yes	Yes	Yes
	<p>Number of foodborne illness causing pathogens monitored in collaboration with the CDC, FDA, and State Public Health Departments through the Foodborne Disease Active Surveillance Network (FoodNet). FY 2000 estimates included two parasites: <i>Cryptosporidium</i> and <i>Cyclospora</i>.</p>	7	9	9
	<p>Number of FoodNet Case Studies.</p>	3	3	3
	<p>Number of pathogen sampling test performed (in thousands) from State plants.</p>	N/A	56	-0-
	<p>Standard operating procedures established for coordinating foodborne illness outbreaks and other food safety emergencies.</p>	Yes	Yes	Yes
	<p>Number of new formal risk assessments initiated annually to identify and quantify food safety risk.</p>	2	1	1
	<p>Implement LIMS (Laboratory Information Management System).</p>	N/A	N/A	N/A
	<p>Number of individuals participating in the Food Safety Fellows Program.</p>	N/A	N/A	N/A
	<p>Conduct pilot projects on the commercial handling of inspected product.</p>	N/A	N/A	N/A
	<p>Provide training, pilot projects and direct assistance for inspection program standards and methods.</p>	N/A	N/A	N/A
<p>Develop and implement Uniform Laboratory Operations pilot projects.</p>	N/A	Yes	Yes	
<p>Strategy with HHS, USDA, and private sector groups to develop and implement a Food Safety Information Center (Network) to expand communications on food safety information to the general public.</p>	Yes	Yes	Yes	

FSIS Performance Summary			
	Number of people reached with food safety information through media stories, circulation reports, Home Page visits, Hotline calls (in millions).	FY 1999	FY 2000
		83	85

FSIS Performance Summary				
Strategic Goal	FY 2000 Performance Goal Three	FY 1999	FY 2000	
		Actual	Target	Actual
Enhance the public health by minimizing foodborne illness from meat, poultry, and egg products.	Develop a comprehensive strategy for promoting food safety from farm to table.	Yes	Yes	Yes
	Number of collaborative initiatives undertaken to address food safety risks in animal production.	14	15	24
	Number of State agencies adopting the meat, poultry, and egg portions of the FDA Food Code for retail and restaurant establishments (cumulative).	10	15	26
	Number of successful civil and criminal proceedings carried out to address food safety and violations regarding the wholesomeness and labeling of food that should serve to enhance industry compliance with HACCP and food law requirements resulting from regulatory efforts with FSIS, FDA, and statutory enforcement personnel.	1,800	1,850	2,252
	Number of successful administrative enforcement cases carried out resulting from a unified regulatory effort of FSIS inspectors, compliance officers, and/or laboratory personnel that should serve to improve FSIS efforts to enhance industry compliance with HACCP food safety requirements and other administrative provisions provided by statutes.	118	130	189

FSIS Performance Summary				
Strategic Goal	FY 2000 Performance Goal Four	FY 1999	FY 2000	
		Actual	Target	Actual
Enhance the public health by minimizing foodborne illness from meat, poultry, and egg products.	Continue the necessary cultural change to support HACCP and HACCP related food safety initiatives by training the workforce to carry out the redefined regulatory tasks and procedures and by ensuring that industry and State programs understand their new roles and responsibilities.	Yes	Yes	Yes
	Number of employees receiving Civil Rights training.	7,685	5,500	7,500

FSIS Performance Summary				
Strategic Goal	FY 2000 Performance Goal Four	FY 1999	FY 2000	
		Actual	Target	Actual
	Number of pages of regulations eliminated due to changing roles, responsibilities, or technology.	55	20	47
	Number of pages of regulations revised/reinvented due to changing roles, responsibilities, or technology.	63	40	59
	Number of employees upgraded and performing new HACCP-based inspection in slaughter plants.	N/A	N/A	N/A
	Percent of poultry (broiler) plants implementing new HACCP-based inspection model procedures.	N/A	N/A	N/A
	Percentage of FSIS meat and poultry employees trained in HACCP tasks and procedures. (Cumulative)	92.3	100	100
	Number of FSIS inspectors trained in FAIM each year.	741	1,100	850
	Number of FSIS computers deployed to field each year.	760	800	725
	Number of State inspection programs fully automated to assist States in meeting mandatory HACCP requirements.	6	14	24
	Number of computers deployed to State inspection programs each year.	565	607	375
	Number of State inspectors trained in FAIM each year.	561	607	415

FSIS Performance Summary				
Strategic Goal	FY 2000 Performance Goal Five	FY 1999	FY 2000	
		Actual	Target	Actual
Enhance the public health by minimizing foodborne illness from meat, poultry, and egg products.	Continue advocacy for HACCP equivalent systems for imported products and promote international cooperation in food safety.	Yes	Yes	Yes
	Conduct international outreach and education in risk analysis for <i>Codex</i> delegates from foreign countries.	N/A	N/A	N/A

FSIS Performance Summary				
Strategic Goal	FY 2000 Performance Goal Five	FY 1999	FY 2000	
		Actual	Target	Actual
	Percentage of imported meat and poultry products produced under HACCP equivalent food safety requirements.	99	99.9	99.9

Strategic Goal	FY 2000 Performance Goal Six	FY 1999	FY 2000	
		Actual	Target	Actual
Enhance the public health by minimizing foodborne illness from meat, poultry, and egg products.	Streamline and improve the effectiveness, efficiency, and diversity of administrative and human resources support functions.	Yes	Yes	Yes
	Number of management reviews conducted to ensure appropriate internal controls.	10	10	10
	Percentage of the workforce at the GS-13 level and above who are women, minorities, or persons with disabilities.	46	47	53
	Percentage of the workforce at the GS-12 level and below who are women, minorities, or persons with disabilities.	47	47	53

Some of these activities have not been scheduled to begin until FY 2001. For that reason they were not included in specific performance goal information within this report and N/A was entered as the target. FSIS is currently in the process of a transition into a public health regulatory agency. Due to the new Strategic Plan developed for 2000-2005, most of above mentioned performance measures are being discontinued. The Agency has met or exceeded all objectives set by the 1997-2000 Strategic Plan. Of the 37 active indicators included in the revised FY 2000/2001 Annual Performance Plan, 81% were met or exceeded with 38% of the actual data illustrating that the Agency exceeded the targets set. Of the remaining targets not met, three were due to decisions made by States or foreign governments, two because no further action was needed by the Agency, one due to logistical difficulties, and one due to pending legislation that did not pass during the fiscal year. The following is a detailed analysis of the FSIS performance goals contained in its Strategic and Annual Performance Plans.

Key Performance Goal One

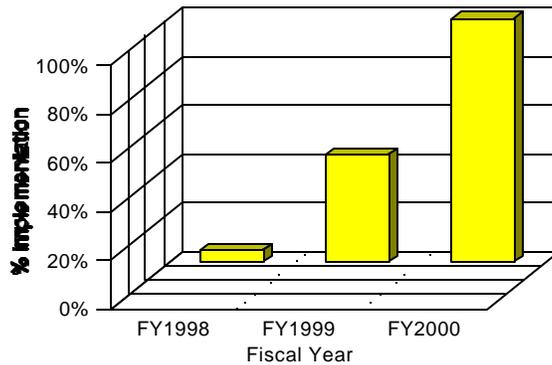
<u>Reduce pathogens on raw products by continuing the implementation of the Pathogen Reduction/HACCP rule.</u>	
1. Percentage of the total number of Federally inspected meat and poultry slaughter and/or processing plants having implemented the basic HACCP requirements.	
Target:	99.9
Actual:	99.9
2. Compliance rate of establishments operating under HACCP-based daily verification procedures conducted by inspection personnel.	
Target:	90
Actual:	99
3. Percentage of performed ongoing verifications in conformance with the <i>E. coli</i> testing requirement.	
Target:	99.99
Actual:	99.99

4. Number of Federally inspected plants in compliance with the <i>Salmonella</i> national baseline standards.	Target:	2,288
	Actual:	2,683
5. Increase in the number of lab tests performed (in thousands) from the base to support Pathogen Reduction Rule targets.	Target:	68
	Actual:	60
6. Number of Federal-State joint undertakings in:		
State-Federal Cooperative Inspection Programs (“Equal-To” Programs)	Target:	25
	Actual:	25
Federal-State Cooperative Inspection Programs (Talmadge-Aiken Programs)	Target:	9
	Actual:	9
Cross-utilization Agreements	Target:	14
	Actual:	24
Cooperative Federal-State investigations	Target:	200
	Actual:	198
7. Number of reviews conducted of State inspection programs and laboratories.	Target:	9
	Actual:	9
8. Number of countries meeting the HACCP equivalency standards and exporting to the U.S.	Target:	38
	Actual:	34
9. Number of foreign program reviews conducted to assure international equivalency and maintain export eligibility to the U.S.	Target:	28
	Actual:	31

Trend Data Charts:

Meat/poultry establishments

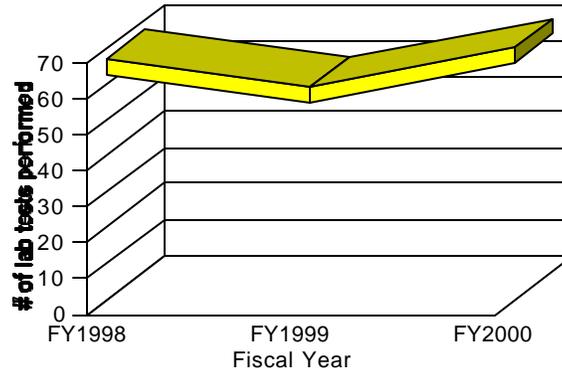
Implementing the basic HACCP requirements



Fiscal Year	Percentage of the total number of Federally inspected meat and poultry slaughter and/or processing plants having implemented the basic HACCP requirements.	Target
1998	4.8	4.8
1999	43.6	43.6
2000	99.9	99.9

Laboratory tests performed

Number of tests from base to support PR rule targets



Fiscal Year	Increase in the number (in thousands) of lab tests performed from the base to support Pathogen Reduction rule targets.	Target
1998	65	67
1999	57	66
2000	60	68

2000 Data: These are considered to be final programmatic data as of January 16, 2001. No data variance is expected. FSIS considers this data to be complete and reliable.

Analysis of Results: FSIS has been extremely successful in meeting its planned activities for reducing pathogens under the Pathogen Reduction/HACCP rule and has met performance goal one. Studies continue to show reductions in *Salmonella* incidence at the slaughter plants. Data from a year of testing in small plants show a significant decline in the prevalence of *Salmonella* from pre-HACCP baseline studies. Of broiler carcasses, 20% tested positive for *Salmonella* before HACCP implementation, compared to 16.3% since implementation, for a decline of 18.5%. In ground beef, 7.5% of the national baseline samples tested positive for *Salmonella* prior to HACCP implementation, versus 4.3% since HACCP implementation, for a 42.6% decline. Of cow and bull carcasses, 2.7% tested positive before HACCP implementation while 2.3% tested positive after HACCP implementation, for a 15% decline.

1., 2., & 3. As a result of a three-year implementation plan, all Federally inspected meat and poultry slaughter and/or processing plants have implemented the basic HACCP requirements. Not only have the plants implemented HACCP, but also the system is working effectively. The compliance rate of establishments operating under HACCP-based daily verification procedures conducted by inspection personnel was 99% in FY 2000, far above the target of 90%. The percentage of performed ongoing verifications in conformance with the *E. coli* testing requirement reached 99.99.

4. The target for Federally inspected plants in compliance with the *Salmonella* national baseline standards was exceeded. The number of plants in compliance is estimated to be 2,683 or 90% of the 2,981 currently listed as sampling eligible.

5. The increase in the number of lab tests performed (in thousands) from the base to support Pathogen Reduction Rule targets was less than expected. That increase was 60, rather than 68. The target was not met due to logistical difficulties such as scheduled samples not being collected or scheduled forms not being received in the plant. In short, it has been very difficult to set accurate targets for this activity while bringing on HACCP implementation. However, the Agency believes that many, if not all, of these difficulties have been alleviated now that the system is more firmly in place.

6. FSIS has met most, and in one case substantially exceeded, its performance targets in its Federal-State joint undertakings. In FY 2000, FSIS met its performance target of 25 State-Federal Cooperative Inspection Programs (“Equal-To” Programs) as of September 30, 2000. It also met its performance target of nine Federal-State Cooperative Inspection Programs (Talmadge-Aiken Programs). FSIS had substantially exceeded the projected target of 14 Cross-Utilization Agreements, actually reaching 20 (including the Mariana Islands). In addition, three States have custom-exempt agreements and six States have egg products agreements, with five of these States having one of the former agreements as well. In summary, the total number of States with agreements is 24. Although FSIS had estimated that it would participate in 200 cooperative Federal-State investigations in FY 2000, only 198 investigations were needed.

7. FSIS also met its FY 2000 target of conducting nine reviews of State inspection programs and laboratories.

8. To be eligible to export meat and poultry to the United States, foreign countries must have an inspection system that is “equivalent to” the U.S. system. This includes meeting the requirements of the Pathogen Reduction/HACCP rule. FSIS projected that in FY 2000, 38 countries would meet the equivalency standards necessary to export products to the U.S. In actuality, 34 countries met those standards. This showed that the system is functioning to protect U.S. consumers, since four countries voluntarily withdrew their establishments from inspection while they continue to develop HACCP programs equivalent to the U.S. standards.

9. Recognizing the importance of the review process, FSIS stepped up its efforts to review foreign programs to assure international equivalency and maintain export eligibility. It is this mechanism that ensures the safety of products imported into this country. Although the target was for only 28 reviews, FSIS conducted 31 such reviews.

Current Fiscal Year Performance: While the Agency continues its efforts to reduce pathogens on raw products, the new Strategic Plan and corresponding Annual Performance Plan have folded this topic into the new performance goal two where the Agency has incorporated specific representational targets for pathogen reduction.

FSIS is proposing to require all shell egg packers and egg products plants to develop and implement HACCP systems and Sanitation Standard Operating Procedures. The same proposal would result in a rule requiring pathogen reduction performance standards that would apply to shell eggs and pasteurized egg products. Shell egg packers and egg products plants would be expected to develop HACCP systems that ensure that shell eggs and egg products meet the lethality requirements required by the respective pathogen reduction performance standards. The proposal is in clearance and will soon be sent to the Department.

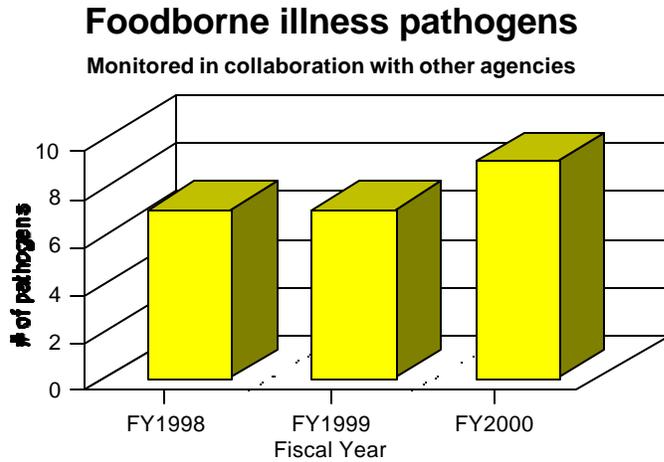
Program Evaluations: In FY 2000, The Office of Inspector General (OIG) completed its audit entitled “*Implementation of the Hazard Analysis and Critical Control Point System.*” The purpose of the audit was to evaluate the FSIS implementation of the HACCP program and to determine whether the program was effective in ensuring the wholesomeness of the meat and poultry sold to consumers. The OIG concluded that FSIS and the industry were making progress in changing from the traditional inspection methodology to the HACCP program. FSIS has developed regulations and guidance that is consistent with the seven HACCP principles, and plants have developed HACCP plans that address these principles.

Key Performance Goal Two

<u>Collaborate with other public health agencies and stakeholders to enhance the use of collective resources to improve food safety.</u>	
1. Number of foodborne illness causing pathogens monitored in collaboration with CDC, the Food and Drug Administration (FDA), and State Public Health Departments through the Foodborne Disease Active Surveillance Network (FoodNet).	
Target:	9
Actual:	9

2. Number of FoodNet Case Studies.	Target: 3
	Actual: 3
3. Number of pathogen sampling test performed (in thousands) from State plants.	Target: 56
	Actual: 0
4. Standard operating procedures established for coordination of foodborne illness outbreaks and other food safety emergencies.	Target: Yes
	Actual: Yes
5. Number of new formal risk assessments initiated annually to identify and quantify food safety risk.	Target: 1
	Actual: 1
6. Develop and implement Uniform Laboratory Operations pilot projects.	Target: Yes
	Actual: Yes
7. Strategy with HHS and USDA, and private sector groups developed and implemented to expand communications on food safety information to the general public.	Target: Yes
	Actual: Yes
8. Number of people reached with food safety information through media stories, circulation reports, Home Page visits, Hotline calls (in millions).	Target: 85
	Actual: 85

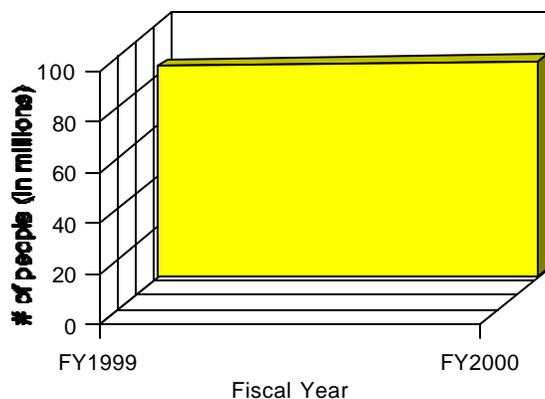
Trend Data Charts:



Fiscal Year	Number of foodborne illness causing pathogens monitored in collaboration with the CDC, FDA and State Public Health Departments through FoodNet.	Target
Target		
1998	7	7
1999	7	7
2000	9	9

Food safety information

Number of people reached via media sources



Fiscal Year	Number of people (in millions) reached with food safety information through media stories, circulation reports, home page visits, Hotline calls.	Target
1999	83	158
2000	85	85

2000 Data: These are considered to be final programmatic data as of November 23, 2000, and no data variance is expected. FSIS considers this data to be complete and reliable.

Analysis of Results: FSIS has met performance goal two. Through its collaboration with other public health agencies, FSIS has significantly contributed to the collective knowledge necessary to improve and respond to food safety issues. FSIS met seven of the eight active targets contained in this performance goal.

1. FSIS completed the fifth year of an agreement with CDC to conduct active population-based surveillance for foodborne diseases, to conduct active population-based surveillance for foodborne diseases for precise information on foodborne illnesses, and to conduct related epidemiological investigations to help public health officials better understand the epidemiology of foodborne disease in the U.S. (FoodNet). These now include: *Campylobacter*, *E. coli* O157:H7, *Listeria*, *Salmonella*, *Shigella*, *Vibrio*, *Yersinia*, *Cryptosporidium*, and *Cyclospora* in Minnesota, Oregon, Connecticut, Georgia and selected counties in California, Maryland, New York, Colorado, and Tennessee. During FY 2000, FoodNet encompassed approximately 29 million Americans, or nearly 11% of the population.

2. The target for three FoodNet case studies being conducted was also accomplished. Currently, a case control study of *E.coli* O157:H7 has been ongoing since 1999. This is a second study that also includes isolates subtyping. A two-year study of *Listeria* infections also began in 1999 to identify food sources and potential risk factors. FoodNet case-control studies of *Salmonella* infections are also being conducted. Eating chicken and undercooked eggs was associated with sporadic *Salmonella enteritidis* and *Salmonella* Heidelberg infections.

3. The target for pathogen testing of State products was not met. Pathogen testing of State products would have been implemented if the once proposed interstate shipment legislation had been enacted. The Agency had anticipated that legislation would be passed during FY 2000, referenced the impact on FSIS within the 2000 Annual Performance Plan, and created the indicator and corresponding target specifically to meet this need.

4. The target for establishing standard operating procedures for coordinating foodborne illness outbreaks and other food safety emergencies was exceeded. In 1998, a Food Emergency Rapid Response and Evaluation Team (FERRET) was established by the Secretary to provide a quick and appropriate USDA response across agencies to food safety emergencies. Participants are FSIS; Food, Nutrition and Consumer Services; Farm and Foreign Agricultural Services; Research, Education and Economics; Marketing and Regulatory Programs; the General Counsel; the Inspector General; and Office of Communications. The Secretary appointed the Under Secretary for Food Safety as Chair, and the emergency response activities are coordinated by FSIS. In 1999 FERRET developed a USDA plan for handling food emergencies, both unintentional and intentional in nature. In 2000, the charter was finalized and planning commenced in the creation of a tabletop exercise to test the ability to respond to bioterrorism threats to the food supply.

In addition, FSIS has begun to assign some of its field epidemiologists to work with State Health Departments to enable FSIS to better coordinate foodborne illness outbreaks and recalls. Their efforts are being directed at increasing the speed and efficiency of responding to outbreaks of foodborne illness and using data on foodborne illness to prevent outbreaks.

5. The target for new formal risk assessments initiated was met. A risk assessment for Bovine Spongiform Encephalopathy (BSE) is ongoing in collaboration with scientists from USDA Animal and Plant Health Inspection Service (APHIS) and the Harvard School of Public Health and Tuskegee University School of Veterinary Medicine. Although BSE is not known to exist in the U.S., risk assessment and risk communication efforts will provide an additional measure of food safety for the American public and assurance that all reasonable measures to protect public health are effectively and efficiently being implemented. During FY 2000 FSIS initiated a new risk assessment for *E.coli* O157:H7 in beef to estimate the risk of foodborne illness under current baseline manufacturing conditions. FSIS anticipates releasing this risk assessment to the public during FY 2001.

6. The target for developing and implementing Uniform Laboratory Operations pilots projects was met. FSIS is continuing its participation in three pilot projects; laboratory infrastructure, data sharing, and program standards with partners from FDA, four State Laboratories, and two local laboratories. The first is designed to obtain ISO 17025 accreditation that is the new international standard and the highest available for testing and calibrating laboratories. During FY 2000, activities included hiring a consultant in ISO accreditation, completing intensified training, drafting standard operating procedures and policies, and conducting two gap analyses of the participating labs to assess progress. At this time, FSIS believes it is well on its way to developing a system that may lead to ISO accreditation during FY 2002. The second pilot is a prototype system to enable diverse laboratories to transmit and share standard data. This would be extremely beneficial during foodborne illness outbreaks and seasonal variances. FY 2000 saw the completion of a working model that indicates the feasibility of the concept in the context of the laboratory pilot. The third pilot program is to standardize what laboratories have to do to validate findings and methodologies. FSIS continues to participate in the development of model program criteria for meat and poultry regulatory programs. Such standardization will be particularly useful in the event Congress acts on FSIS supported legislation to permit distribution of State inspected product in interstate commerce.

7. FSIS has exceeded this indicator. The USDA/FDA Foodborne Illness Education Information Center provides information about foodborne illness prevention to educators, trainers, and organizations developing education and training materials for food workers and consumers. It is housed at the National Agricultural Library, USDA in Beltsville, Maryland, and is maintained through a cooperative agreement with the University of Maryland Department of Nutrition and Food Science.

FSIS continues to partner with other Federal agencies and industry and consumer organizations to conduct a broad-based food safety education campaign through the Partnership for Food Safety Education. As of January 2000, the Partnership had distributed more than 15,000 food safety curriculum kits for grades four through six. The Fight BAC!™ campaign continues to produce educational tools to help consumers fight foodborne illness. In September 2000, a new community workbook was published to assist local food safety educational campaigns. In May 2000, FSIS launched a campaign entitled Thermym™ geared towards encouraging consumers to use thermometers when cooking meat and poultry.

8. FSIS has met its goal of 85 million people reached with food safety information through media stories, circulation reports, Home Page visits, Hotline calls, etc. FSIS has been a leader in conducting a nationwide outreach effort to better inform consumers. In addition to media stories and other activities designed to reach consumers, the Meat and Poultry Hotline added a bilingual (English/Spanish) food safety specialist to the staff to upgrade its service. During FY 2000 FSIS also began issuing a press release for each recall in an updated format to better inform consumers.

Current Fiscal Year Performance: FSIS continues to actively participate in intra- and inter-agency food safety task forces and organizations such as the Partnership for Food Safety Education, to continue to enhance the public health through effective working partnerships with other public health agencies and stakeholders.

The Agency also continues its contributions to FoodNet and PulseNet. PulseNet, created by CDC, is a computerized database that matches the DNA fingerprint of foodborne diseases and accelerates the traceback process to the source of contamination.

Program Evaluations: In FY 2000, OIG completed its audit entitled "*Laboratory Testing of Meat and Poultry Products.*" The audit included a review of the operations of FSIS' laboratories and microbial testing program including work done by the Accredited Laboratory Program. The OIG found that the laboratories generally follow prescribed procedures when conducting tests for pathogens, residues, food chemistry, and species identification on product samples. In addition, the laboratories produce timely and accurate test results. However, the OIG review raised some questions about the thoroughness of FSIS sample testing. Also, the OIG noted two other problems with the FSIS testing program that affected the testing of product. These included late deliveries of test samples to the laboratories that resulted in samples being discarded and the Agency's test for nitrosamines did not ensure that all meat capable of containing the carcinogen was tested. Further, the OIG found that the FSIS quality assurance activities needed to be strengthened. Finally, the OIG determined that the laboratories need to better document their operations. In general, FSIS agreed with the OIG findings and recommendations, except where noted in the OIG audit report. In addition, FSIS noted that the audit did not adequately describe the consistently high quality of the FSIS laboratory proficiency testing programs and that the audit prematurely used the International Organization for Standardization Guide 17025 (ISO Guide 17025) as a standard for FSIS laboratories.

On February 22, 2000, GAO completed its audit entitled " School Meal Programs: Few Outbreaks of Foodborne Illness Reported." The audit included a review of food safety in the National School Lunch and School Breakfast programs. GAO noted that few outbreaks of foodborne illness have been reported in connection with the USDA meal programs. USDA may have prevented or mitigated such outbreaks by collaborating with others to remove, replace, or dispose of USDA-donated foods that posed possible safety concerns. The full extent of these actions is unknown because GAO feels that the USDA has not maintained comprehensive records of the actions it has taken to address possible safety concerns associated with donated food. In general, USDA concurred with the accuracy of the information presented by the GAO in its audit report. However, USDA was concerned that the GAO report did not address its efforts and resources devoted to providing school food service personnel guidance on safe food handling practices. USDA agreed to take action on GAO's recommendation to provide schools with information on safety provisions that could be included in school food procurement contracts.

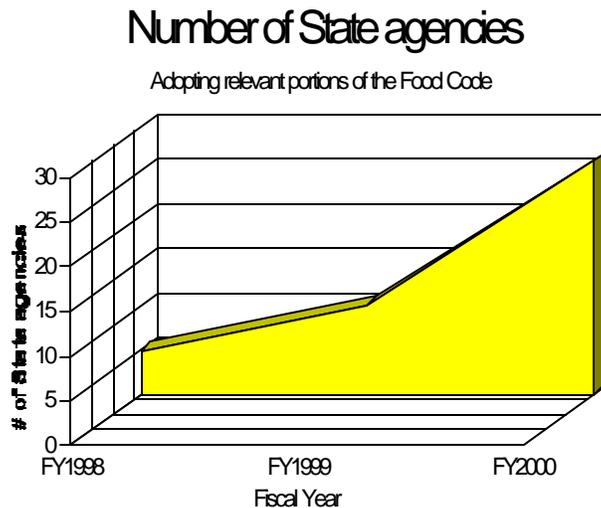
GAO completed its audit entitled "*Food Safety: Agencies Should Further Test Plans for Responding to Deliberate Contamination*" in 1999. GAO conducted the audit to determine what plans and procedures Federal food safety regulatory agencies have to respond to deliberate acts of food contamination from a biological agent. GAO concluded its audit by recommending that the Secretaries of USDA and HHS direct the Under Secretary for Food Safety and the FDA Commissioner, respectively, to test the effectiveness of their response plans and procedures by using simulated exercises and, where appropriate, to modify their plans and procedures on the basis of these tests. To the extent possible, USDA has agreed to develop and execute realistic exercises using available intelligence information concerning methods of introduction, specific biological or chemical agents used and other pertinent information. USDA will also use lessons learned from both the exercises and the intelligence community to help design additional scenarios.

In FY 2000, GAO completed its audit entitled "*Food Safety: Actions Needed by USDA and FDA to Ensure that companies Promptly Carry Out Recalls.*" The audit focused on evaluating the current, voluntary recall programs at the USDA and the FDA and provided recommendations to USDA and FDA to strengthen their guidance to companies on recalls involving serious health risks and to improve their agencies' ability to assess the timeliness of companies' recall actions. During FY 2001, FSIS plans to revise and reissue its current recall guidelines for companies to include more specific timeframes for notifying the Agency of potential recalls, and for initiating and carrying out recalls in the most expeditious manner possible.

Key Performance Goal 3

<u>Promote food safety from farm-to-table.</u>	
1) Number of collaborative initiatives undertaken to address food safety risks in animal production.	
Target:	15
Actual:	24
2) Number of State agencies adopting the meat, poultry, and egg portions of the FDA Food Code for retail and restaurant establishments. (Cumulative)	
Target:	15
Actual:	26
3) Number of successful civil and criminal proceedings carried out to address food safety and violations regarding the wholesomeness and labeling of food that should serve to enhance industry compliance with HACCP and food law requirements resulting from regulatory efforts with FSIS, FDA, and statutory enforcement personnel.	
Target:	1850
Actual:	2252
4) Number of successful administrative enforcement cases carried out resulting from a unified regulatory effort of FSIS inspectors, compliance officers, and /or laboratory personnel that should serve to improve FSIS efforts to enhance industry compliance with HACCP food safety requirements and other administrative provisions provided by statutes.	
Target:	130
Actual:	189

Trend Data Charts:



Fiscal Year	Number of State agencies adopting the meat, poultry, and egg portions of the FDA Food Code for retail and restaurant establishments.	Target
1998	5	5
1999	10	10
2000	26	15

2000 Data: These are considered to be final programmatic data as of November 23, 2000, and no data variance is expected. FSIS considers this data to be complete and reliable.

Analysis of Results: The Agency exceeded the targets contained in performance goal three. FSIS recognizes that ensuring food safety in meat, poultry, and egg products requires taking coordinated steps throughout the chain of production, processing, distribution, sale, and consumption to prevent hazards and reduce the risk of foodborne illness. During the years of this FSIS Strategic Plan, the Agency has improved its working relationships with Federal, State, and local agriculture and public health agencies, strengthened State meat and poultry inspection systems through Agency support of the Food Code, and enhanced industry compliance with food safety regulations through a variety of regulatory and enforcement actions.

1. FSIS far exceeded its performance target of 15 collaborative initiatives undertaken to address food safety risks in animal production in FY 2000, and actually reached 24. FSIS continues to develop State partnerships with State animal health agencies to foster producer education on food safety issues in animal production. During FY 2000, five new States joined, bringing the total number of States in agreements for producer education partnerships to 24 over the past two years. FSIS also entered into contracts with 10 1890 universities, historically black, Native American, and/or Hispanic colleges to develop collaborative networks to educate minority and economically disadvantaged animal producers and very small packers on HACCP and animal production food safety issues. These 10 academic partnerships are in addition to the 24 State collaborative initiatives. The contract for development of animal production food safety instructional materials, a series of educational teaching modules to be used by agriculture education instructors at the high school and community college levels in addition to instructional materials for county extension agents for delivery to adult producers, has been signed and work is under development. These teaching modules and education materials will be made available through the Internet.

FSIS continues to work with producer groups and the States to develop and encourage measures to reduce food safety hazards associated with animals presented for slaughter. Work is ongoing to develop government standards for the food safety during transportation to the retail level of the farm-to-table chain. FSIS remains active with FDA and with State officials in pursuing the adoption of science-based standards, encouraging uniformity among the State laws affecting food safety, and fostering HACCP-type approaches at the retail level. Also, the FSIS Technical Service Center in Omaha, Nebraska, maintains an information line to answer technical and regulatory questions from State officials about food safety regulatory matters on meat, poultry, and egg products.

2. FSIS exceeded its FY 2000 performance target of 15 State agencies adopting the meat, poultry, and egg portions of the Food Code for retail and restaurant establishments. Twenty-five States and Puerto Rico now have at least one State-level agency with jurisdiction over retail food safety under some version of the Code. The Agency fully supports the Food Code process and is an active participant in promoting adoption of the Food Code. Through involvement in the Conference for Food Protection (CFP), FSIS helps to develop the best regulatory code possible for State adoption. The Food Code provides model standards for the regulation of foods at retail and in commercial and institutional food service operations.

Continuing a project initiated in FY 1998, FSIS conducted teleconferences and video training on safe meat poultry processing at retail establishments. The FY 1999 teleconferences, the third and fourth in the series, covered cooking, cooling, and sausage making. Each teleconference reached several thousand people, and several thousand more are expected to use the videotapes made for subsequent training. Feedback from the teleconferences showed a large demand for additional training on meat and poultry processing by State and local food regulators. FSIS joined with the Association of Food and Drug Officials and the University of Florida to develop a training manual and a two day "train the trainer" course of instruction on HACCP and

food safety with regard to processing activities inspectors frequently encounter at retail. The course has been pilot tested at several locations during FY 2000 and has been enthusiastically received. It will be offered at sites around the country starting in FY 2001. The course will be provided at minimal cost to State and local agencies, with a goal of training every State and local retail inspector responsible for meat and poultry food safety at retail.

3. The number of successful civil and criminal proceedings carried out to address food safety exceeded the FSIS estimate by 402 cases. The actual figures for FY 2000 are as follows: 2,234 letters of warning; 13 convictions; and five Federal/State convictions, making a total of 2,252 successful civil and criminal proceedings. When investigations disclose violations of meat, poultry, or egg product inspection laws or regulations, FSIS enforcement officials initiate appropriate administrative or legal action. Control mechanisms and sanctions include detentions, seizures, warning letters for minor violations, injunctions, prosecutions, withdrawal of inspection and voluntary recall of product. FSIS enforcement officials also work with FDA and with State and local food safety and public health offices to investigate sanitation and other violations and control products implicated in foodborne illness outbreaks.

4. FSIS exceeded its target for administrative enforcement cases. For FY 2000, FSIS estimated a target of 130 successful administrative enforcement cases carried out resulting from a unified regulatory effort of FSIS inspectors, compliance officers, and/or laboratory personnel that should serve to improve the Agency efforts to enhance industry compliance with food safety requirements. The actual numbers for FY 2000 are 184 suspensions, and 5 consents/withdrawals, making a total of 189 successful cases.

Current Fiscal Year Performance: FY 2000 performance in developing a comprehensive strategy for promoting food safety from farm to table has been consistently on target. FSIS expects to maintain this high standard in the future.

Program Evaluations: In FY 2000, OIG completed its audit entitled "*District Enforcement Operations Compliance Activities*." The focus of audit was to determine whether FSIS policies, procedures, and controls were adequate in providing an effective compliance review program to detect and prevent food safety violations and to ensure industry compliance with the provisions of meat and poultry inspection laws and regulations. In its findings, OIG noted that FSIS needs to enhance its existing plan to ensure compliance reviews are sufficient for detecting and preventing major food safety violations and ensure industry compliance with the provisions of meat and poultry inspection laws and regulations. FSIS agreed that additional emphasis has required a delay to certain needed improvements in traditional compliance activities. The Agency will use the audit information to strengthen its coverage of distribution channels and to assure timely and appropriate actions in response to violations that put consumers at risk. However, implementation is contingent on available resources.

In September 2000, GAO completed its audit entitled "*Food Safety: Controls Can Be Strengthened to Reduce the Risk of Disease Linked to Unsafe Animal Feed*." The focus of the audit was to examine the extent to which unsafe feed consumed by food-producing animals has been linked to human health problems. Also, the audit examined the actions taken by the FDA and the Department of Transportation (DOT) to ensure the safety of animal feed. GAO noted that few incidents of human illness in the United States have been linked directly to contaminated animal feed because public health investigations of foodborne illness cannot usually determine if the original source of the contamination is the feed, handling of the product, or another factor. To ensure that animal feed in the U.S. remain free of contaminants, GAO recommended that FDA develop and implement an enforcement strategy. GAO also recommended that other food safety agencies, including FSIS, work with the DOT and FDA to develop a strategy to regulate animal feed while it is in transport. FSIS plans on participating in this activity to develop this strategy.

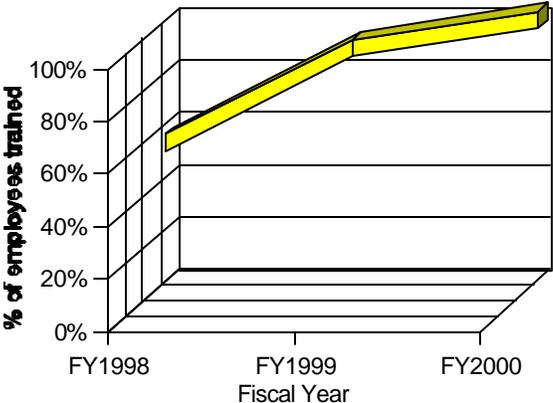
Key Performance Goal 4

<u>Continue the necessary cultural change to support HACCP and food safety.</u>	
1. Number of employees receiving Civil Rights training.	
Target:	5,500
Actual:	7,500

2. Number of pages of regulations eliminated due to changing roles, responsibilities, or technology.	Target: 20
	Actual: 47
3. Number of pages of regulations revised/reinvented due to changing roles, responsibilities, or technology.	Target: 40
	Actual: 59
4. Percentage of FSIS meat and poultry employees trained in HACCP tasks and procedures (cumulative).	Target: 100
	Actual: 100
5. Number of FSIS inspectors trained in FAIM each year.	Target: 1,100
	Actual: 850
6. Number of FSIS computers deployed to the field each year.	Target: 800
	Actual: 725
7. Number of State inspection programs fully automated to assist States in meeting mandatory HACCP requirements.	Target: 14
	Actual: 24
8. Number of computers deployed to State inspection programs each year.	Target: 607
	Actual: 375
9. Number of State inspectors trained in FAIM each year.	Target: 607
	Actual: 415

Trend Data Charts: The trend chart for this performance measure displays the percentage of FSIS employees trained in HACCP tasks and procedures each year for FY 1998 through 2000. These values are derived by dividing the number of employees trained (numerator) by the number of employees who are eligible for that training (denominator).

Percent of FSIS employees Trained in HACCP tasks/procedures



Fiscal Year	Percentage of FSIS meat and poultry employees trained in HACCP tasks and procedures each year.	Target
1998	54.9	54.9
1999	92.3	92.3
2000	100	100

2000 Data: The following programmatic data are considered to be final as of November 23, 2000, and no data variance is expected. FSIS considers this data to be complete and reliable.

Analysis of Results: The Agency met performance goal four. Implementation of the Pathogen Reduction/HACCP rule required a significant cultural change and changes in the roles and attitudes of both inspectors and industry. Before the implementation of HACCP, plants relied on inspectors to identify deficiencies before the company would take action to correct them. Implementation of HACCP revised and clarified the respective roles of industry and FSIS. Businesses are accountable for the safety of their meat and poultry products. Under HACCP, the plant looks at all the things that could possibly go wrong, ensure their systems prevent those problems, and take immediate action if a problem arises. The FSIS role is to set appropriate food safety standards, maintain vigorous and continuous inspection oversight to ensure those standards are met, and take enforcement action when standards are not met due to system failures. By clarifying the respective roles of industry and government, the Pathogen Reduction/HACCP rule set the stage for enabling FSIS to better target inspection and oversight on the most significant food safety hazards.

FSIS recognized early that the major cultural change accompanying the implementation of the Pathogen Reduction/HACCP regulation would require a commitment to train employees and to establish an environment that promotes such change. FSIS carried out specific programs to train inspectors and other employees to carry out the re-defined regulatory tasks and procedures. The agency has taken other steps to establish an environment of change, including regulatory reform, civil rights training, computer training, and deployment of computers as a more efficient method of providing inspectors with the information and documentation they need for their oversight of HACCP performance in the plants. Similar programs have been developed with States since the States experienced a similar cultural change under provisions of the meat and poultry inspection Acts, which require State programs to develop and enforce requirements, including HACCP, equal to those of the Federal program.

The first requirement under the rule, and contained in the 1997-2000 Strategic Plan, was for all meat and poultry plants, regardless of size, to implement Sanitation Standard Operating Procedures (SSOPs) by January 27, 1997. FSIS employees were trained in SSOP tasks and procedures and the Agency met its performance target. FSIS phased in implementation of HACCP by plant size, with inspectors in the largest plants receiving training in HACCP tasks and procedures first. This implementation plan allowed the Agency to schedule training of inspectors and other regulatory personnel, as they were needed, to staff the plants. Computers have been an important resource for HACCP implementation; computers provide field staff with access to the information they need to implement HACCP. Inspectors now have immediate access to, and ability to retrieve information from FSIS technical references, directives, manuals, and notices that are stored on each inspector's computer. Other uses of computers include computer-based training, electronic forms, plus faster access to laboratory results, such as microbiological samples and residue outcomes. For example, the results from residue samples taken from meat and poultry carcasses previously took five to seven days to reach the inspector. Today, results are communicated overnight by e-mail and are accessed by inspectors and plant management the next day.

1. In FY 2000, 7,500 employees received Civil Rights training, exceeding the target of 5,500 employees. As a result of the Civil Rights Action Team report, USDA mandated Civil Rights training for all employees. During FY 2000, FSIS delivered training in two additional Civil Rights components: Program Delivery and Sexual Harassment. The target was exceeded through the increased use of computer-based training and other electronic training media, including web-based training.

2. In FY 2000, FSIS eliminated 47 pages of regulations due to changing roles, responsibilities, or technology, exceeding its performance target of 20 pages. FSIS implemented a plan that included the

regulatory changes required by the Pathogen Reduction/HACCP rule as well as a general overhaul of existing regulations to remove unnecessary regulatory obstacles to innovation.

3. FSIS also exceeded its target for the number of pages of regulations revised or reinvented. In FY 2000, FSIS estimated that it would revise or reinvent 40 pages of regulations due to changing roles, responsibilities, or technology, and achieved 59 pages. This also reflects positively on efforts to streamline the review process necessary to promulgate new regulations.

4. By the end of FY 2000, FSIS completed training of the remaining 1,350 inspection program employees needed to complete the initial implementation of HACCP and met its performance target of having 100 percent of its meat and poultry employees trained in HACCP tasks and procedures.

5. All FSIS inspectors scheduled for Field Automation and Information Management (FAIM) training received it during FY 2000. FAIM is the Agency commitment to deploy computers to the field inspection workforce that delivers hardware, software, training, technical support and telecommunications. Although FSIS had estimated that it would train an estimated 1,100 inspectors, only 850 inspectors required it. Lower than expected district personnel turnover in prior years resulted in fewer inspectors requiring training. Therefore, the FY 2000 target was not applicable.

6. Again, FSIS deployed all computers necessary to its field during FY 2000 as part of FAIM. Although FSIS had estimated that it would deploy a projected 800 computers, only 725 were necessary. Original targets, updated early in the fiscal year based on district office surveys, determined that only 725 were necessary.

7. FSIS exceeded the target for assisting State inspection programs to fully automate. The number of State programs automated to assist States in meeting mandatory HACCP requirements is complete at 24 and exceeded the target by 10. Since it was completed ahead of schedule, this measure will be discontinued in FY 2001. State inspection programs required automation software, computers, and training assistance to support their implementation of HACCP and, thereby, ensure their programs' requirements remain "equal to" Federal inspection requirements. The FAIM program is providing automation support to the States. FSIS was able to exceed the target by replacing State program computers, which were not Y2K compliant, with computers that had the automating software installed prior to delivery.

8. During FY 2000, FSIS deployed 375 computers to State inspection programs. The estimate was 607, but four States did not have funding available in FY 2000 for their 50-percent share of the costs of computer deployment delaying the project until FY 2001.

9. State funding was also the reason that 415 State inspectors were trained in FAIM, 192 less than the target of 607. The States expect to obtain the funding in FY 2001, and the FSIS share comes from no-year funds, so the targets remain unchanged.

Current Fiscal Year Performance: Training and automation will be ongoing during FY 2001, as cultural change will continue within FSIS. While basic HACCP has been implemented, more needs to be done in a variety of areas that will require additional training, process and/or procedural changes, and automation to further the mission of the Agency.

Program Evaluations: In FY 2000, OIG completed its audit entitled "*Implementation of the Hazard Analysis and Critical Control Point System.*" The purpose of the audit was to evaluate FSIS implementation of the HACCP program and to determine whether the program was effective in ensuring the wholesomeness of the meat and poultry sold to consumers. OIG concluded that FSIS and the industry were making progress in changing from the traditional inspection methodology to the HACCP program. FSIS has developed regulations and guidance that is consistent with the seven HACCP principles, and plants have developed HACCP plans that address these principles. OIG concluded that FSIS oversight of the HACCP program would improve if the agency established an internal review of FSIS activities at meat and poultry establishments. Also, the OIG believes that FSIS needs to gain access to plant records and enhance the Grant of Inspection to where it is a contract that stipulates exactly what is required of plants

operating under the HACCP assurances.

In FY 2000, GAO completed its audit entitled "*Meat and Poultry: Improved Oversight and Training will Strengthen New Food Safety System.*" The focus of the audit included a review of the implementation of the HACCP system in meat and poultry establishments, including (1) whether the system adopted by the USDA is consistent with the seven HACCP principles, (2) whether the HACCP training program for inspectors is adequate and science-based, and (3) whether there is an adequate dispute resolution process between plants and USDA. GAO found that Pathogen Reduction/HACCP regulation, along with guidance, are consistent with the seven HACCP principles. Generally, inspectors received the training needed to oversee plant implementation of HACCP, although some inspectors reported that they would benefit from refresher courses. In addition, GAO concluded that USDA dispute resolution process provides industry with an appropriate mechanism to appeal inspectors' enforcement actions. The Agency has completed an in-depth review methodology to assess an establishment's design and execution of its HACCP plan. The Agency has also trained a number of HACCP experts to conduct the reviews of HACCP programs on a scheduled and "for cause" basis.

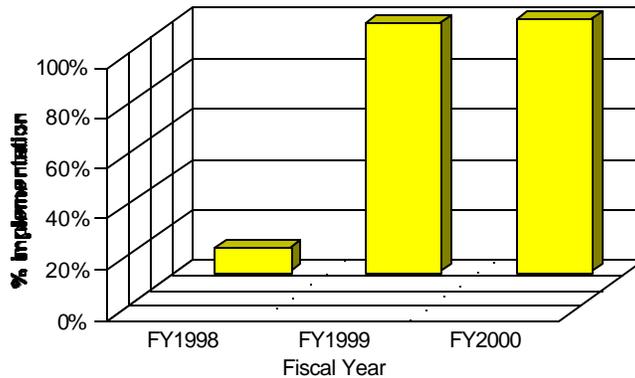
Key Performance Goal 5

<u>Promote international cooperation on food safety.</u>	
Percentage of imported products produced under HACCP-equivalent food safety requirements.	
Target:	99.9%
Actual:	99.9%

Trend Charts: Because of the fairly constant target versus actual percentage levels of imported products produced under HACCP-equivalent food safety systems, there is only one trend chart for performance goal five.

IMPORTED MEAT & POULTRY

Produced under HACCP equivalent food safety requirements



2000 Data: These are considered to be final programmatic data as of November 23, 2000, and no data variance is expected. FSIS considers this data to be complete and reliable.

Analysis of Results: The Agency met performance goal five. Meat and poultry products exported from another nation must meet all safety standards applied to foods produced in the United States. However, under international law, food regulatory systems in exporting countries may employ sanitary measures that differ from those applied domestically by the importing country. The reasons for such differences include the absence or very low prevalence of particular food safety hazards, the selection of alternative controls, and national choices about management of food risks. Thus, while foreign food regulatory systems need

not be identical to the U.S. system, they must employ equivalent sanitary measures that provide the same level of protection against food safety hazards as is achieved domestically. FSIS evaluates foreign food regulatory systems for equivalence through document reviews, on-site audits, and port-of-entry product reinspection at the time of importation. This is done systematically through the FSIS Equivalency Evaluation Process. The primary driver for this has been the Pathogen Reduction/HACCP rule.

Program evaluations, discussed under performance goal one, have proven effective in verifying equivalent foreign implementation of specific sanitary measures such as those in the Pathogen Reduction/HACCP rule. When that determination is made, after a program evaluation, that country is granted eligibility to export to the U.S. or the country can not ship product. The U.S. makes determinations of equivalence by evaluating whether foreign food regulatory systems attain the appropriate level of protection provided by our domestic system. FSIS has successfully used its Equivalence Evaluation Process to ensure that exporting countries establish and maintain a food regulatory system appropriate to achieve the same level of protection provided by domestic inspection. Virtually all meat and poultry products coming into the U.S. are produced under systems equivalent to HACCP.

FSIS also works through the *Codex Alimentarius* Commission to help develop international food safety standards. *Codex* is an international governmental organization with membership from the national governments of 151 countries. The purpose of this program is to promote the coordination of all food standards work undertaken by international governmental and non-governmental organizations. Member countries are encouraged to accept and implement *Codex*-approved standards nationally, but they are not obligated to do so.

In 1998, approximately 20 public meetings were held on *Codex* standard setting activities. The *Codex* Steering Committee was restructured to help assure an appropriate integration of trade and regulatory considerations. In FY 1999, the Administrator of FSIS was elected Chairman of the *Codex Alimentarius*, helping to make Pathogen Reduction/HACCP a consideration. From 1999 through 2000 several other large *Codex* conferences were held. Through such conferences and other types of related information released throughout the year, all countries exporting meat, poultry and egg products to the U.S. were reminded that they must be deemed to have at least equivalent inspection and sanitary systems in place.

Current Fiscal Year Performance: Within the United States, overall executive direction to U.S. *Codex* efforts comes from the U.S. Manager for *Codex*, supported by the U.S. *Codex* Office, located in FSIS. *Codex* meets every two years to adopt draft and final standards, guidelines and codes of practice, and assign new work to subsidiary bodies. These subsidiary bodies perform the work of developing the standards, guidelines, and recommendations. The subsidiary bodies include the Executive Committee, Regional Coordinating Committees, Commodity Committees, General Subject Matter Committees, and intergovernmental ad hoc Task Forces.

The current Chairman of *Codex* is Mr. Tom Billy, FSIS Administrator, and in this role he is leading unprecedented efforts to improve the efficiency of management and processes within *Codex*. In these efforts, he has been strongly supported by the U.S. *Codex* efforts. Regarding acceptance of *Codex* standards, several recent laws and regulatory initiatives require consideration when developing U.S. standards that, in turn, have potential impacts on the FSIS Equivalence Evaluation Process.

The U.S. is recognized as unique among *Codex* member countries for its extensive involvement of non-government organizations in U.S. *Codex* activities. For example, the U.S. *Codex* Office has conducted more than 20 public meetings each year for the past four years. U.S. *Codex* management has been strengthened by the appointment of a permanent U.S. Manager for *Codex*, professional staff officers within the U.S. *Codex* Office, and staff temporarily assigned from other government agencies. It has long been believed that if other countries, especially developing countries, understood the technical reasons for the U.S. positions, the U.S. would be able to count on more allies in the *Codex* sessions.

Program Evaluations: In FY 2000, OIG completed its audit entitled "*Imported Meat and Poultry Inspection Process Phase I.*" The audit included an evaluation of FSIS policies, procedures, and controls for ensuring that the food safety systems of foreign countries, plants, and establishments are equivalent to

the Pathogen Reduction/HACCP rule in the U.S. The audit also included an assessment of how effectively FSIS carried over its import inspection controls when it reorganized its operations in 1997. OIG provided 35 recommendations to FSIS to address specific problems that it reported as part of its audit. FSIS accepted 33 of the 35 recommendations.

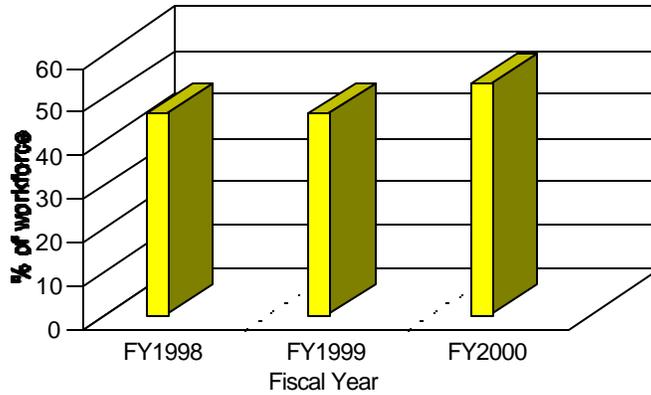
Key Performance Goal 6

<u>Streamline and improve the effectiveness, efficiency, and diversity of administrative and human resources support functions.</u>	
1. Number of management reviews conducted to ensure appropriate internal controls.	
Target:	10
Actual:	10
2. Percentage of workforce at the GS-13 level and above who are women, minorities, or persons with disabilities.	
Target:	48
Actual:	53
3. Percentage of workforce at the GS-12 level and below who are women, minorities, or persons with disabilities.	
Target:	48
Actual:	53

Trend Data Charts: The trend charts for these performance measures display the percentage of the FSIS workforce, at both the GS-13 grade and above and the GS-12 grade and below, who are women, minorities, or disabled. These values are derived by dividing the number of employees who are women, minorities, or persons with disabilities at either grade 13 or 12 (numerator) by the total number of employees at that grade level (denominator).

Percentage of workforce

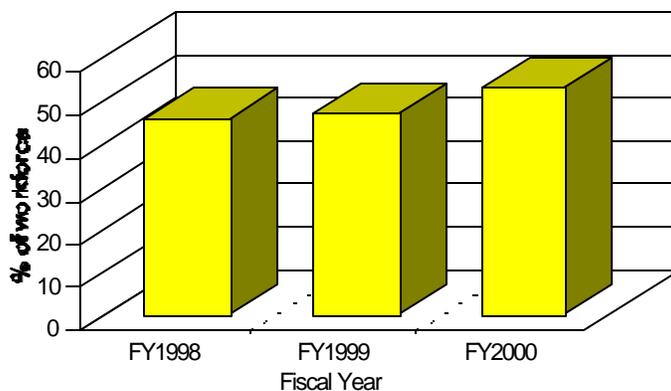
At GS-13/above who are women, minorities, or disabled



Fiscal Year	Percentage of workforce at the GS -13 level and above who are women, minorities, or persons with disabilities.	Target
1998	46	46
1999	46	46
2000	53	47

Percentage of workforce

At GS-12/below who are women, minorities, or disabled



Fiscal Year	Percentage of workforce at the GS -12 level and below who are women, minorities, or persons with disabilities.	Target
1998	46	46
1999	47	47
2000	53	47

2000 Data: These are considered to be final programmatic data as of October 19, 2000, and no data variance is expected. FSIS considers this data to be complete and reliable.

Analysis of Results: The Agency met this goal. FSIS spent considerable time improving its administrative and human resources support function effectiveness during previous fiscal years and met the targets in the areas of automation, technology and contingency planning. Indicators show that FSIS has streamlined and improved the effectiveness, efficiency, and diversity of administrative and human resources support functions. During FY 2000, FSIS dedicated efforts to meet the final three targets associated with this goal.

1. FSIS met its target for conducting management control reviews. During FY 2000, FSIS completed 10 of the projected 10 management reviews. The reviews consisted of both administrative and financial assessments of how FSIS performed in various areas.

2. &3. FSIS exceeded its targets for improving the percentages of the workforce who are women, minorities, and persons with disabilities. During FY 1999, FSIS required a hiring freeze that resulted in vacancies in various positions and at different grade levels. During FY 2000, FSIS implemented intensive recruitment efforts to address severe staffing shortage issues created by this hiring freeze. To address these issues, Agency efforts included developing additional planning tools for use by field offices and increasing emphasis on staffing planning. FSIS established a broadened recruitment and advertising campaign and also held college recruiting and career fairs. As a result, FSIS was able to raise full-time inplant staffing levels from 7,460 at the beginning of the fiscal year to an approximate 7,635 at the end of the fiscal year.

Current Fiscal Year Performance: FY 2000 performance in the area of streamlining and enhancing administrative and human resource support functions has been consistent with its objectives. As a result of previous performance in this area and the meeting of targets for FY2000, this goal has been met and is thus completed. FSIS will continue to review its operations to stress efficiency and economy.

Program Evaluations: As a result of reporting that it violated the Anti-Deficiency Act in FY 1997 and FY

1998, FSIS took a number of corrective action steps. To assess the effectiveness of the correction action implemented and to further strengthen its financial management capabilities, FSIS contracted with the Logistic Management Institute (LMI) to have an independent evaluation of its financial management practices. In September 2000, LMI completed its independent systems and management analysis of the FSIS financial management and accounting systems in a report entitled "*FSIS's Financial Management and Accounting System Recommended Improvements and Implementation Strategy.*" LMI examined and made recommendations on the current financial management operating environment at FSIS in comparison with its stated business needs, mandated requirements, and best-in-class business practices. FSIS has accepted all LMI recommendations and has developed a plan of action to address the recommendations.

In FY 2000, the Agency conducted a review to ensure that its Affirmative Employment Program for minorities, women, and individuals with disabilities is in compliance with Federal laws and regulations and USDA and FSIS policies and practices relating to equal opportunity in employment. The review identified several weaknesses and made recommendations. The Agency is considering the recommendations and its course of action.