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Food Safety and Inspection Service

Program Plan Fiscal Year 1983

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**United States Department of Agriculture
Food Safety and Inspection Service
Washington, D.C. 20250
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ABSTRACT

This report provides information on the Food Safety and Inspection Service programs for Fiscal Year 1983. It presents significant accomplishments for the past year, an overview of plans for FY 1983, and a feature article: "Futures Planning for Food Safety and Inspection." It also presents the goals, objectives and planned accomplishments for each program area and the resources (person-years and dollars) planned to achieve them.

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Section I Administrator's Message

ADMINISTRATOR'S MESSAGE

This is the fourth edition of our annual Plan. The Food Safety and Inspection Service (FSIS) employs about 10,000 people, and it has an annual budget of about \$350 million. The Agency has a diverse array of programs and objectives. The meat and poultry inspection laws administered by FSIS protect consumers by ensuring that unwholesome or adulterated products do not move into commercial marketing channels. These laws also protect producers by not permitting one to gain an unfair economic advantage over others through marketing of products that are less than wholesome or are improperly labeled. Thus, there is a need for a comprehensive, annual Plan.

The FSIS Program Plan for Fiscal Year 1983 is a useful compendium that can serve as a reference for all our employees. Information about field activities is rolled up into single entities for the program areas. This facilitates consideration of aggregates of activities within limited space constraints. Subsets of these materials are contained in more detailed program plans that are maintained by the various program areas, but do not appear as integral parts of this Agency-wide report. The Plan enables one to determine the principal objectives and planned accomplishments of all program activities in the Agency. Our Plan also can serve as an important reference work for all who are affected by the Agency's actions.

A general theme of cost consciousness emerges from this Plan concerning our activities. The overriding goal of the Agency is to minimize the cost of carrying out effective programs that have been demonstrated as important to the well-being of Americans. In keeping with the goal of reducing the burden of Government, FSIS is engaged in an Agency-wide effort to control costs, increase productivity, and develop new and more efficient approaches to regulations.

Results and recommendations implemented from last year's survey of the FY 1982 Program Plan are shown in Appendix D. A comment form appears as the last page of this year's book, to be completed by Federal employees only--it is on a perforated tear-out sheet, and it is preaddressed and prestamped. Your comments on the contents of this book and suggestions for inputs to future such books are welcome. Thank you!



Donald L. Houston
Administrator
Food Safety and Inspection Service

October 1982
Washington, D.C.

Section II

FSIS Overview

FSIS OVERVIEW

Introduction

The Food Safety and Inspection Service (FSIS) inspects and analyzes domestic and imported meat, poultry, and meat and poultry food products. The Agency also monitors the meat and poultry industries for violations of inspection laws, establishes standards, and approves recipes and labels for processed meat and poultry products.

The FSIS Plan for 1983 describes what each component of the Agency plans to accomplish during the fiscal year, and it specifies the money and people planned. Each FSIS program has described its particular responsibilities and has set goals for itself. The responsibilities are derived from the laws administered by FSIS. The goals generally originate from the programs themselves, but they are designed to meet the overall responsibilities of the Agency and to carry out the policies of this Administration. The goals and objectives that appear in the Plan are the consensus of the program staffs and the senior managers. Agency resources planned for 1983 are presented in Table 1. Several new dimensions have been added to this year's Plan, namely: a feature article on the Agency's activities in futures planning; an organizational chart for FSIS for each of the major program areas; and an Appendix on inter-program area impacts of some program activity goals, objectives, and plans. These inter-program area impacts are grouped and summarized in Appendix A.

This document presents FSIS operational program plans and administrative and staff plans by program areas and their respective major program activities. Each major section of the Plan contains an abstract of the program area and its goals for 1983. The sections are further divided into program activities, which include activity leader, abstract, objectives, and plans for the year. The plans are further expressed in tabular form in terms of: completion schedule (quarter) and activity resources (both person-years and dollars). Materials in this document represent the best estimates of the program and activity leaders as of October 1, 1982, and are subject to revision, as conditions arise that warrant the changes.

Appendix B, "Organization Structure," lists the program areas and program activities presented in the Plan. It also gives the names of organizational subdivisions within each program activity. Appendix C, "Glossary," includes acronyms and definitions of terms used in this publication. Appendix D, "Survey Results and Questionnaire," depict results of the feedback survey conducted for the FY 1982 Program Plan. Also, a questionnaire form is enclosed for your comments and recommendations pertaining to the FY 1983 Program Plan for consideration in the development of the FY 1984 Plan.

TABLE 1 - FSIS RESOURCES PLANNED: FY 1983

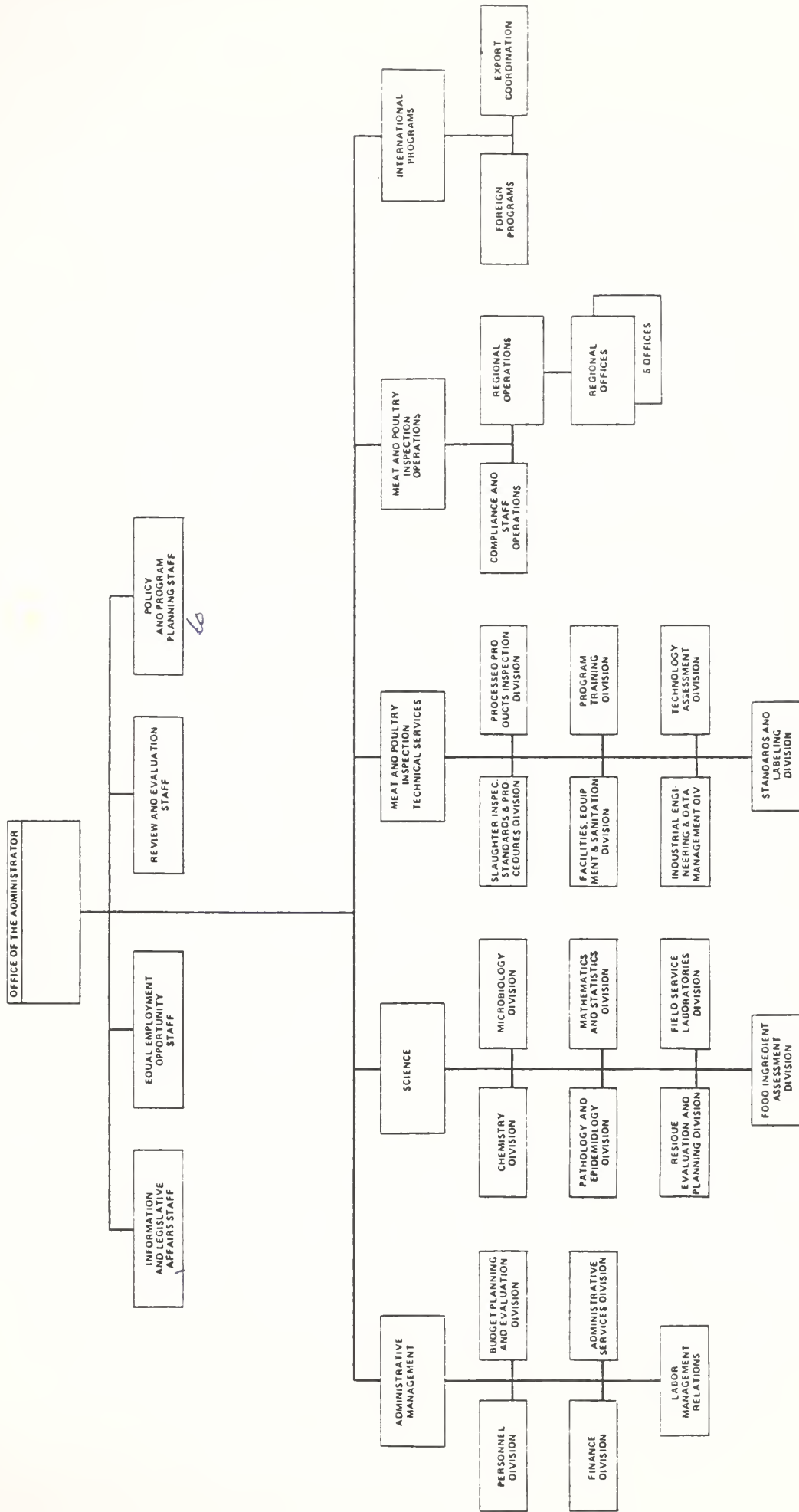
Program Area	FY 1983 Resources			
	Person-Years		Dollars (Millions)	
	Plan	Percent	Plan	Percent
1. International Programs	49	<u>2/</u>	2.7	<u>2/</u>
2. Meat and Poultry Inspection Operations	8,745	89	293.1	83
3. Meat and Poultry Inspection Technical Services	192	2	7.5	2
4. Science	374	4	18.3	5
5. Administrative Management <u>1/</u>	285	3	23.6	7
6. Equal Employment Opportunity/Civil Rights Staff	5	2	.2	<u>2/</u>
7. Information and Legislative Affairs Staff	47	<u>2/</u>	1.8	<u>2/</u>
8. Policy and Program Planning Staff	68	<u>2/</u>	2.6	<u>2/</u>
9. Review and Evaluation Staff	47	<u>2/</u>	1.8	<u>2/</u>
Total	9,812	100	351.7 <u>3/</u>	100

1/ Includes \$15.1 million for central and miscellaneous charges. These funds are for Agency-wide use, and are not prorated among program areas and activities. Includes Office of the Administrator.

2/ Less than one percent.

3/ Total funds include: \$315.6 million appropriation; \$35.4 million reimbursable; and \$.7 million trust funds. Individual program area amounts total \$351.6 million due to rounding.

U.S. DEPARTMENT OF AGRICULTURE
 FOOD SAFETY AND INSPECTION SERVICE



The mission of the Food Safety and Inspection Service is to provide assurance to the consumer that foods are safe, wholesome, and nutritious, and that they are informatively and honestly labeled.

Significant Accomplishments for FY 1982 and An Overview of
Plans for FY 1983

Some highlights of FSIS accomplishments for last year and plans for next year include:

Livestock and
Poultry Inspected

In FY 1982, an estimated 125 million livestock and 4.5 billion poultry were individually inspected at slaughter for the purpose of detecting and removing diseased, adulterated, or otherwise unwholesome animals from food channels. Federal inspection was carried out in approximately 7,200 meat and poultry slaughtering and processing plants. As a result of the inspection process, an estimated 500 million pounds of unwholesome and/or mislabeled meat and poultry were removed from food distribution channels. The total number of pounds inspected included: Slaughter - 50 billion, Processing - 100 billion, and Imported - 2 billion.

Mislabeled and
Adulterated Meat

In August 1981, an incident involving the import of mislabeled and adulterated meat from Australia resulted in FSIS detaining and sampling nearly 66 million pounds of boneless beef from that country. Shipments labeled as beef were found to contain horsemeat and kangaroo meat. With the aid of the Australian Government, FSIS traced the problem to a meat substitution scandal in the State of Victoria, operating outside the controls of Australia's Federal inspection system. All shipments from Victoria were stopped, while other Australian product was subjected to intensified inspection. FSIS then began sampling the Victoria product on a lot-by-lot basis, and as tests confirmed the species as beef, the meat was allowed to enter U.S. commercial channels. By November 1981, the Australian Government had fully implemented a U.S.-approved program to strengthen controls over the movement, inventory, and storage of export product, including a pre-export species testing program. In November, FSIS notified all other countries that export meat to the United States to submit information on controls in their system to prevent the substitution of illegal meat. Countries were also required to submit plans for pre-export species testing programs to supplement and verify the effectiveness of their controls. FSIS is using this information to conduct extensive reviews of the systems.

Establishment of
International
Programs

The Administrator, FSIS, announced the realignment of Meat and Poultry Inspection Operations on March 29, 1982. This realignment established International Programs as a new and separate program area within FSIS. The Wholesome Meat Act of 1967 requires the Agency to assure American consumers that imported products meet the same standards of wholesomeness and safety as products produced in this country. The role of FSIS has grown substantially in the international arena during the 15 year existence of the Wholesome Meat Act, and events over

the last year have shown a critical need to maintain a vigilant and strong import inspection program. The primary function of International Programs is to plan, formulate, and implement policies, programs, and activities of FSIS to assure the wholesomeness of imported meat and poultry products and to enhance U.S. access to foreign markets.

In the past year, major steps were taken to improve import inspection to prevent adulterated imported product from entering the United States. Specifically these steps include:

- Issuing guidelines and collecting data for a systems approach to measuring an exporting country's ability to control biological residues, disease, misuse of food additives, gross contamination, microscopic contamination, and economic fraud.
- Upgrading requirements for countries exporting to the U.S. to prevent the introduction of illegally prepared or unauthorized meat into export channels. Countries that export boneless beef to the U.S. have been notified that they will be required to have controls that will prevent species adulteration. In addition, all countries that export to this country have been notified that controls on product beyond the point of production will be necessary. Comprehensive review procedures for evaluating these compliance programs are being developed.
- Revising port-of-entry inspection procedures: Species verification testing was incorporated into the import testing program; an "early warning" system to flag existing or potential problems is being developed; and all other import inspection procedures--including the concept of "skip lot" inspection--are being reviewed to determine if they meet today's needs. In addition, import inspectors are being given intensified training in identifying illegally prepared meat. Further, the Agency is working to enhance laboratory capabilities through the development of rapid on-site tests for species identification.
- Strengthening controls over product that has been refused entry into the United States. Procedures used in marking, controlling, and reexporting refused-entry product have been tightened, with USDA assuming full control over the product until it is either destroyed, converted to nonhuman food use, or exported from the country.

New Swine Post-Mortem Inspection Procedures

New Swine Post-Mortem Inspection Procedures and revised staffing standards were implemented in swine slaughter plants needing three or more inspectors. By streamlining the procedures and incorporating aids, such as mirrors to enable inspectors to look at the back of carcasses without having to manually turn them, a significant reduction in the amount of time needed to inspect each carcass was realized. Implementation of these procedures was conducted on a voluntary basis until October 30, 1982, at which time it became mandatory. By allowing plants to operate at increased production line speeds, it is predicted that the new procedures will result in a 15 percent productivity gain for swine slaughter plants. There are also significant inspection staff year savings--52 plants operating under the new procedures were able to do so with 65 fewer inspection positions. The freed inspectors were reassigned to vacant positions and none were released from the inspection service.

Revised Cattle Staffing Standards

Cattle staffing standards were revised in FY 1982. As a result of both the new cattle staffing standards and the new swine staffing standards in plants with three or more inspectors, the Agency saved an estimated \$1.2 million for the first year alone.

New Turkey Inspection Procedures

After conducting tests in several turkey plants, throughout FY 1982, a new turkey inspection procedure (NTIP) is set for implementation in early FY 1983. The procedure is designed for the normal two-inspector plant. It features one inspector stationed at a point just after the birds are eviscerated and one at the end of the slaughter line. The first inspector examines the carcasses to the extent necessary to determine if the whole carcass should be condemned, and the last inspector verifies that each carcass is properly trimmed and cleaned by the plant employees. The new procedure was designed both to provide more efficient use of inspectors and to enable the plants to increase their productivity while continuing to assure the consumer of wholesome products.

Modified Traditional Inspection Procedure

The Modified Traditional Inspection (MTI) procedure for poultry, first applied in 1979 to young chickens, was adapted to mature chickens in FY 1982. The older birds have certain diseases not regularly seen in the younger birds and also are generally more difficult to inspect. Nonetheless, MTI, as adapted to mature chickens, will permit plants slaughtering older birds to operate at increased production rates. In addition, inspector efficiency is expected to increase an estimated 16 to 20 percent since, by using MTI, inspectors will be able to inspect a larger number of additional mature chickens over the course of a day.

Quality Control

Voluntary total quality control (TQC) was approved in 94 plants and implemented in 83 plants, as of the end of September 1982. FSIS field personnel initiated an aggressive program intended to promote industry acceptance of TQC systems. That effort is expected to result in positive responses from more than 1100 plants.

Late in the fiscal year, steps were initiated to allow poultry processing plants to control their carcass chilling operations using their own partial quality control (PQC) programs instead of following specific procedures mandated by the inspection service. The PQC programs are designed so as to reduce certain regulatory burdens while continuing to assure that all regulatory requirements are met.

New Line Speed Inspection Procedure for Young Chickens

In early FY 1983, FSIS plans to complete tests and, if warranted, implement a New Line Speed inspection procedure for young chickens. The key to this procedure is the industry's ability to raise very healthy birds and the processing plant's ability to properly trim and clean each carcass without being specifically directed by an inspector. The procedure involves four inspectors: three are stationed at a point just after the birds are eviscerated and observe every carcass to determine if any should be condemned; a fourth inspector is located at the end of the operation and verifies that the carcasses have been properly processed by the plant workers. This procedure, if tests prove successful, will probably only modestly increase the efficiency of inspectors. It is, however, expected to provide poultry plants an opportunity to increase, by up to 35 percent, the efficiency with which they utilize their facilities.

Salmonella Control

Several outbreaks of food poisoning caused by salmonellosis from roast beef occurred in the Northeastern United States during FY 1982. Investigation of the outbreaks indicated the problem was probably caused by improper handling of the product after it was cooked and improper refrigeration after it left the plant. In response, FSIS took several actions:

- An educational campaign was developed for plant operators, stressing the importance of plant sanitation, and special training materials on sanitation and handling practices were developed for FSIS inspectors.
- Preparation of informational materials for food handlers working in establishments such as restaurants was initiated.
- A special nationwide review of roast beef production and handling practices was begun.
- Regulations and guidelines were reviewed for improvement and clarification, and published.
- A national monitoring program for roast beef was begun to assure that standards are being met on a continuing basis.

Contamination
Response System

Contamination Response System (CRS) activities during FY 1982 included the handling of 47 incidents involving known or potential adulteration of livestock and poultry tissues with environmental contaminants. A significant item was the decrease in turkey sulfa cases--from 40 in FY 1981 to nine in FY 1982. The reduction was in part the result of CRS efforts to introduce problem-solving approaches to the issue. Additionally, 26 salmonella, botulinal, and foreign body contamination incidents involving processed products were successfully investigated and concluded. Only seven of these resulted in product recalls. Work on these cases evolved into formal action plans covering product distribution, inspection procedures, and plant practices.

Animal Disease
Reporting System

In April 1982, FSIS implemented a new Animal Disease Reporting System. During FY 1983, the data base for this system will increase and enable the Agency to begin tracking changing patterns in the types and amounts of diseases occurring in the Nation's supply of food animals. This information will be valuable to State and Federal animal health officials. It may also hopefully provide a basis for designing more effective and labor efficient inspection procedures.

Total Residue
Avoidance Program

National Residue Program - An important part of the inspection program is the testing of meat and poultry for drug and chemical residues that could pose a danger to consumers. If residues are found at levels above legal limits established by the Food and Drug Administration or the Environmental Protection Agency, the product is adulterated and cannot be marketed. FSIS does routine monitoring of the food supply for residues and also conducts surveillance testing in specific cases when violations are suspected. In 1982, FSIS and USDA's Extension Service worked with producer organizations to develop a new approach to

the problem of residues in meat and poultry. The goal of the Total Residue Avoidance Program (TRAP) is to build residue prevention into all stages of production. An essential part of the program involves cooperative educational campaigns by Federal, State, and local organizations to provide producers with information to help them control residues before their animals reach slaughter plants. This is expected to result in a reduction of losses for the producers and packers due to condemned animals or recall of products.

In 1983, the Agency will continue working with the Extension Service and producer groups to develop cooperative arrangements for controlling residues. Education and on-farm assistance will also be primary areas of emphasis. The goal is to help farmers and others involved in animal production reduce the potential for residue contaminations. FSIS will focus on preventing residue problems, rather than reacting after they occur.

Campylobacter Jejuni Contamination

Campylobacter jejuni contamination in meat and poultry is suspected of causing human intestinal illness. In 1982, FSIS surveyed fresh and frozen meat samples to determine whether the microorganism survives freezing. Experimental data based on the survey indicate that the incidence of contamination can be expected to be significantly lower in frozen meat. A procedure was developed for monitoring meat and poultry Campylobacter jejuni.

Swab Test On Premises

Several new tests or procedures for detection of residue and microbiological contamination were developed to control contamination in meat and poultry related products. One of these tests detects the antibiotic chloramphenicol, which has not been approved for use in food animals. The new method was evaluated and is now in use in FSIS Field Service Laboratories. The Swab Test on Premises (STOP) Program provides a method for rapid screening at the point of slaughter to detect violative levels of antibiotics. Implemented approximately 4 years ago to help control antibiotics in cull dairy cows, the STOP Program was expanded in 1982 to include antibiotics in all animal species. In addition, a new rapid screening swab test for sulfa drugs has been developed and is undergoing field trials. If the field testing is successful, the Agency also has plans to adapt the sulfa and antibiotics swab tests for use with feeds, and to develop new methods for detecting residues of chemical compounds.

MARCIS

The Microbiological and Residue Computer Information System (MARCIS) was implemented in FY 1981 as a computerized management tool to integrate and combine various FSIS scientific data bases. The MARCIS network makes scientific information and

history accessible on demand at a number of locations with terminals. This capability is essential in the control and reporting of potentially serious contaminations of the nations' meat and poultry supply. The tedious processing of data, such as scientific laboratory analyses, is now handled smoothly by MARCIS. In 1982, a number of Science data bases were integrated into the system, and others will be incorporated in FY 1983.

Sodium

FSIS is entering its second year of a major education campaign with the Food and Drug Administration to educate consumers so they can make informed decisions about the use of sodium in their diets. A brochure, "Sodium... Think About It," was issued in June 1982 to trade associations, industry groups, consumers, and consumer groups. Other audiences to be reached in FY 1983 include: national conventions concerned with food and health issues, home economists, nutritionists, dieticians, minority organizations, senior citizen groups, and other government agencies at the Federal, State, and local levels.

Emergency Planning
and Defense
Mobilization

FSIS will support the expanded Federal Radiological Emergency Preparedness Response program. This program covers: commercial nuclear power plants, incidents and accidents involving other Nuclear Regulatory Commission licensed facilities, Department of Energy reactors/facilities, nuclear weapons, DOD nuclear reactors (including Navy propulsion reactors), transportation, sabotage/terrorism, and others, including radioisotope thermo-electric generators, and similar equipment. This support will include reviewing and commenting on State, County, and local plans; participating as Federal evaluators at exercises of State plans; continuing development and updating of the USDA Radiological Emergency Preparedness Coordinating Committee and related subcommittees; and directing the USDA response in the event of a National radiological emergency.

Information
Resources
Management

The FSIS Applications Review Board (ARB) was established in 1979 to make decisions with respect to the management and coordination of Agency ADP systems. However, the recent growth of automated systems in FSIS has pointed up the need for inter-program area coordination of related information resources management systems within FSIS.

In September 1982, a modification was recommended to the Administrator to broaden the scope of the ARB to also include related information resources management activities and renaming the Board the: "Information Resources Management Review Board" (IRMRB). In addition, an Agency-wide coordinating committee was recommended to provide staff support to the Board. The committee was named the "Information Resources Management Coordinating Committee."

Secretary's
Discretion in Pro-
cessing Plants

The U.S. Department of Agriculture (USDA) developed a legislative proposal that would amend the Federal Meat Inspection Act and the Poultry Products Inspection Act in order to give the Secretary broader discretionary authority in carrying out an inspection system for processed meat and poultry products.

The proposed statutory language would further allow the Meat and Poultry Inspection (MPI) Program to modify its inspection methods to better fit the industry's current and future technological and production processes. At the same time, modifying continuous inspection is in concert with the Administration's goal of reviewing regulations and programs that may create unnecessary burdens on the private sector or hinder productivity. A modified inspection concept whose methods are tied to current or potential production methods would reduce overtime and holiday inspection now paid for by the firm's procedures for meeting regulatory requirements. Providing the Secretary broader discretion in conducting processing inspection would also allow the Department to more efficiently carry out its legislative goals.

Cross Utilization
of Poultry Graders
and Food Inspection

The Department has a goal to provide inspection and grading services in the most efficient and effective way possible. Cross utilization of employees to avoid dual staffing is one method of achieving this goal. Therefore, FSIS policy is to cross utilize employees to the fullest extent possible, consistent with good management practices and the efficient and effective use of personnel. This policy was formalized in June 1982 in a Memorandum of Understanding, between the Agricultural Marketing Service and FSIS, for the cross utilization of poultry graders and food inspectors.

Flock Testing

The Agency is seeking to develop a method to predict the post-mortem condemnation rate of broiler chickens. A contract was awarded to Tuskegee Institute, Tuskegee, Alabama in FY 1980 to study the feasibility of predicting the health of an entire flock of broilers based on certain characteristics of the flock and its environment. The study, completed in June, 1982, indicates that there are a number of environmental, genetic, and managerial variables which correlate with the health of a flock and, in turn, the condemnation rate of that flock due to disease. A model equation, based on these variables, was developed to predict the post-mortem condemnation rate prior to slaughter. The study indicated that the model equation might predict the condemnation rate of a particular flock at about a 90 percent accuracy. This is, in fact, a high rate of predictability for a biological system. However, since the incidence of disease in most flocks nowadays is less than 1.0 percent, the practical application of this prototype predictive model appears limited. Because there is a good indication that more precise data would increase the predictability of the model, additional research studies may be conducted in the future.

Section III
Feature Article

FUTURES PLANNING FOR FOOD SAFETY AND INSPECTION

INTRODUCTION

Although mankind has long taken an interest in the future and what it holds, "futures" work and long-range planning didn't get formal priority until more recent times--particularly in the Federal Government. Beginning in the 1970's, the U.S. Congress has been at the forefront of long-range planning by surveying and developing sound forecasting systems and processes. The agencies of the Executive Branch will be responding to this initiative more and more as long-range planning techniques are implemented by the Legislative Branch--particularly in forecasting the consequences of current legislative decisions and policy. Generally, however, there is a void in the kind of long-range planning exercised by Federal agencies. Relatively little attention is focused on identifying today the potential challenges for tomorrow.

To bridge the time gap, the Food Safety and Inspection Service (FSIS) is striving to enhance the effectiveness of its planning and management efforts through a realistic, future-oriented look at the direction of Agency policies. This approach transcends the time frames of the annual program plan and multi-year budget projections. By building an understanding of potential trends and issues into Agency planning, FSIS managers can handle events in a proactive, rather than a reactive fashion.

THE FUTURES FORUM

FSIS has a mission to protect the health and welfare of consumers by assuring that meat and poultry products are wholesome, unadulterated, and properly marked, labeled, and packaged. However, the Agency's procedures, methods, objectives, and even programs can and should change to keep pace with the changing societal trends and issues that frame that mission. The Agency, furthermore, should continuously monitor and analyze those changes for clues to requirements for future operations. Such monitoring will enable FSIS to better prepare for and manage the future.

The Futures Forum on Food Safety and Inspection (the Forum) was established in December 1981 to assist in the development of an Agency-wide long-range planning process. The Forum's charter was to construct a conceptual planning framework for new initiatives by the Agency, focusing on the foresight and forecasting essential to an emerging management tool called "futures planning." Forum members were selected to represent the broad spectrum of Agency activities--management, science,

slaughter inspection, processing inspection, food regulatory policy, emerging technologies, and public information and education.

Three premises common to futures research formed the basis for the Forum's work: 1) the future is not predictable, 2) the future is not predetermined, and 3) future outcomes can be influenced by individual choices. The Forum began by identifying significant trends and issues likely to have some impact on the Agency's mission. To facilitate these analyses, the Forum members were assigned to four working groups: Science and Technology; Economics; Physical Environment; and Human Resources, and Consumer Values and Attitudes.

The Forum recognized that in order to perform its task, certain assumptions needed to be made:

- No natural disasters or significant technology breakthroughs will occur. These events cannot be forecasted and, therefore, must remain unplanned.
- The business we are about will not likely change significantly.
- There will be a general decrease in the role of Federal regulations and regulatory agencies.
- The Agency will reduce the intensity of slaughter inspection and processing inspection, where appropriate.
- Economic conditions will remain uneasy throughout the 1980's.

To facilitate further analysis, a matrix was designed to illustrate how the trends and issues might affect the Agency, the businesses it regulates, and the public it protects. Common themes or concepts emerged from this exercise.

The Forum brought several of these areas to the attention of FSIS managers: 1) the need for intensified training, recruiting, and retraining to ensure that workforce capabilities meet future demands; and 2) the need to develop a process for assessing and coping with scientific and technological change.

TRENDS AND ISSUES IDENTIFIED BY THE FORUM

The following summary represents some of the major trends and issues identified by the Forum regarding what the future might hold and the potential effects on FSIS.

Science and Technology

Advanced laboratory technology will enable FSIS scientists to perform faster and simpler microanalyses of sample materials. At the same time, it will permit quantitative and confirmatory analysis of trace level residues at much lower incidence levels.

Using such products of high technology as computers and robotics, industry will increase automation of its slaughter and processing operations. This will be accomplished by increased sophistication of inplant quality control systems, by which firms can monitor their own processes. FSIS will continue to alter its methods of inspection to take advantage of the objective data these systems provide, as it does now under the voluntary total quality control inspection program for processing plants.

Farm management of animal production will also see increased technical sophistication. There will be more mechanization and more controlled growth and health, yielding a more homogeneous meat and poultry supply. This is especially true for poultry operations, which are better suited than red meat operations to commercially controlled mass production.

Other advances in farm management will result from genetic engineering, which offers great potential for improved meat and dairy animals. Through gene-splicing techniques, beef cattle can conceivably produce more meat per pound of input (water and feed). Cloning "super" cows may be far off in the future, but scientists can already implant eggs fertilized in vitro into several cows and produce animals with milk production capabilities nearly identical to those of the genetic mother. Scientists also have taken the first steps toward controlling the sex of the offspring.

Advancement in science and technology, as well as concerns about energy and other production costs, will accelerate the application of irradiation for food preservation. The Forum believes that the greatest obstacle is public concern about the safety of irradiated materials, but that this will eventually diminish along with an expected change in public attitudes about food safety.

Economics

There will continue to be general economic uncertainty in the 1980's, including: low growth rates, inflation, moderate to high unemployment, and reduction in real disposable income. To survive these conditions, industry will move toward fewer, larger, and more efficient establishments. The Government, challenged by similar constraints, will need to be more efficient with fewer resources.

Consumer demand for meat and poultry products will not expand as rapidly as in the past, complicating the situation for the industry of the future.

Furthermore, it is expected that the demand for poultry will increase relative to the demand for meat. This is due in part to the higher production and marketing costs for meat. As the relative growth of the domestic demand for meat and poultry products wanes, foreign markets will receive greater attention from the industry and the Government.

Physical Environment

Some elements of the physical environment, such as climate, will have indirect effects on FSIS. For example, severe heat or cold periods in production areas could drastically change the number of animals coming to slaughter. However, because these changes generally defy forecasting, the Forum primarily focused on environmental changes that can be modified or affected by human activity.

One important area of change is the reduced supply of natural resources--particularly water. Indicative of this trend is the depletion of the Ogallala aquifer, which originates in the Sand Hills area of Nebraska. The aquifer supplies most of the water used by many of the country's largest feedlots in the Southern Great Plains. The aquifer, furthermore, is essentially nonrechargeable. It has been estimated that by 1995, the Texas panhandle will return to dryland farming due to the expected loss of irrigation water. Because water is so essential to production and processing of food animals, plants may shift their physical locations to ensure an adequate supply.

This could present new problems for FSIS in terms of relocating personnel near plants, and in generating desalinization regulations for plants relocating nearer the coast or in areas plagued by saline seepage into irrigation water.

Other changes will occur because of pollution. Here again, the effects on the water supply will be of significant concern to FSIS. In fact, recycling the water used in meat and poultry production is becoming critical to maintaining an adequate water supply, and in meeting sanitation criteria for markets here and abroad.

Human Resources, Consumer Values and Attitudes

FSIS is affected by the attitudes, behavior, training, and education of its employees. In turn, Agency employees are affected by the social and economic policies of Government and industry. For example, many employees will be able to work beyond their initial retirement eligibility--and will want to. Major contributing factors to those longer careers include longer life expectancies, economic pressures, and the increasing importance some people attach to job satisfaction.

There will also be more concern for leisure and less for work, and more concern with continuing education and training that will be funded by the Agency.

The public too will reflect some changes. The Forum predicts there will be an increase in consumer distrust of the food industry accompanied by a demand for continued Government regulation. This view of the future runs counter to the general emphasis in regulatory reforms toward a "reduced Federal presence." There will be continued concern about the safety of the food supply, at least in the short run. In the long run, however, economic pressures could lead the public to accept an informed risk where they cannot afford an increased level of safety.

IMPACTS ON FSIS

Forum members discovered two themes underlying the impacts of the trends they analyzed. First, the Agency workforce will have to meet the demands of an increasingly technological work setting. And second, technological innovation and change will have a strong bearing on the way FSIS accomplishes its mission. The Forum interpreted these themes as suitable objectives for the Agency: to develop training, retraining, recruiting, and other activities to meet future skill and knowledge requirements; and to develop a process to assess and manage technological and scientific change.

The matrix also pointed up the broad, direct impact of science and technology on Agency program operations. Management of Agency programs could come to rely more on the assessment and management of scientific and technological change than ever before. FSIS has already taken some steps to meet this objective. The Technology Assessment Division continually monitors the technological information environment for emerging trends that signal change. The Division will be focusing increasing attention on the management of those changes.

Planning

Futures activity will require improved cooperation among FSIS and other government agencies--especially the Food and Drug Administration and the Environmental Protection Agency. At the same time, the Agency will need to improve communications with its constituencies.

In addition, there will be a need for more and better scientific analyses. The FSIS laboratories will be expected to play a greater role in backing up inspection through compliance analyses of industry products. In a parallel development, FSIS will change inspection procedures to place more of the responsibility for producing safe, wholesome, and

properly labeled product on the industry. Along with this will be an increasing emphasis on "less-than continuous" inspection.

FSIS Personnel

To meet future needs, FSIS needs an educated, well trained workforce. There will be a need for strengthened employee training programs to meet future knowledge and skill requirements. Also, recruiting criteria will need to be modified. In addition, FSIS will need to improve communications with the workforce and implement better mechanisms to include employee input in the decisionmaking process.

There may be little change in the total numbers of personnel, but the allocation of personnel resources will be quite different. This reflects increased automation of current inspection procedures. For example, there will be a shift toward a higher percentage of the total workforce being composed of more highly trained personnel. This will include more of those employed as laboratory analysts or as disease specialists assigned to receive and analyze information to assist in the prediction of the health status of livestock and poultry before slaughter.

Costs

Impacts on Agency costs are difficult to determine. If there is to be an increase in the general skill level of FSIS employees, there will likely be an increase in costs associated with retraining the current workforce. This could involve the retraining of up to 6,000 slaughter inspectors and 2,000 processing inspectors. Relative costs per employee may increase as a result of increased skill-level demands and increased use of technology. However, overall personnel costs could actually decrease relative to total costs because of increased automated systems costs.

Technical Methods

Automated data processing and other information resource systems will need to be better integrated and coordinated with developments in industry to accommodate changing methods of inspection and chemical analysis. Both inspection methods and methods of chemical analysis will be more automated. There will also be a need for increased cooperation between industry and the Agency so that inplant operations will yield data to measure compliance with the inspection regulations.

Political and socioeconomic factors will control much of the rate of technical application. In other words, the fact that a technology is available does not necessarily mean FSIS can use it. It may be too costly, too controversial, or simply impractical.

Productivity/
Efficiency

Productivity will continue to improve. Improving inspection efficiency will contribute to that improved productivity. To ensure that the resulting efficiencies are not perceived as expedients, FSIS will likely need to educate the public that these efforts will not compromise the safety and quality of meat and poultry products. Continued public confidence in the food supply is essential if the Agency is to successfully revise inspection methods and procedures.

CONCLUSION

Changes in the forces that determine the business of FSIS make futures planning inevitable. While we may not be able to accurately predict the future, we must try to make some informed forecasts. Furthermore, a comprehensive long-range planning process is essential if we are to more effectively cope with the future--to exercise our choices rather than sit back and let the future happen to us.

To reinforce and expand futures thinking, the Agency is developing a series of seminars on forecasting techniques and applications. Following completion of the seminars in FY 1983, participants should be better able to include forecasting in their work. The seminars will provide participants with a greater sensitivity to emerging trends and issues in their profession, as well as the associated impacts. Ideally, a forecasting network could evolve as an important aid to decisionmaking.

The two objectives that were presented to Agency managers--a more highly skilled workforce and a process for managing scientific and technological change--will require a substantial commitment of resources. Agency managers are considering appropriate assignments of responsibility for accomplishing these objectives. As this takes place, a mechanism or process should evolve to systematically respond to the trends and issues surfaced by the Forum so that FSIS may move forward in the process of futures planning.

**Section IV
International
Programs**

FY 1983 PROGRAM AREA PLAN FOR
INTERNATIONAL PROGRAMS

PROGRAM LEADER: V. H. Berry

PROGRAM ABSTRACT: International Programs (IP) carries out the requirements of Section 20 of the Federal Meat Inspection Act, Section 17 of the Poultry Products Inspection Act, and the Wholesome Meat Act of 1967 to assure the wholesomeness of imported meat and poultry products. This unit is also responsible for carrying out and coordinating activities to reduce regulatory barriers to the export of U.S. meat and poultry products and maintain a favorable trade picture for these products in foreign markets. IP handles liaison activities with other Federal agencies involved in international policy development and with industry representatives involved in international trade in meat and poultry products. The Deputy Administrator for IP manages program activities carried out by the Veterinary Attache to the European Economic Community, the Export Coordination Division, and the Foreign Programs Division.

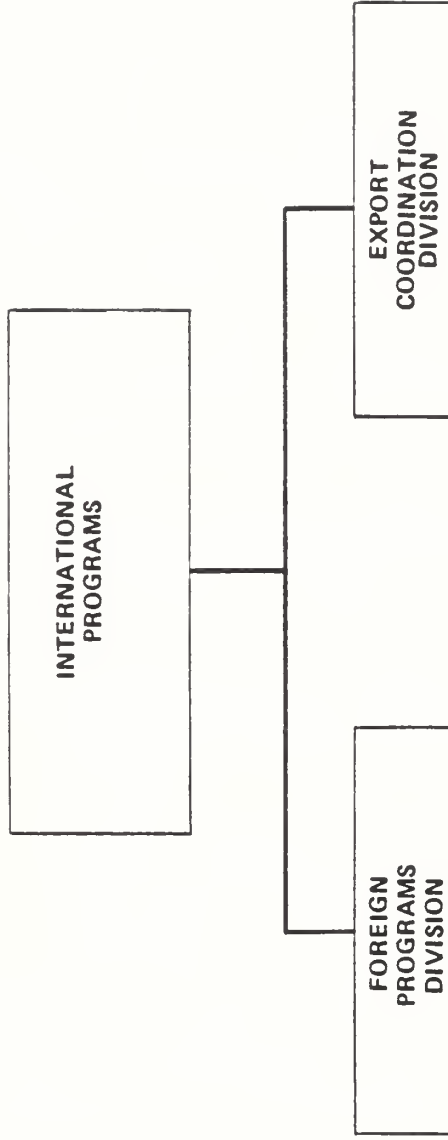
- PROGRAM GOALS:
1. Develop and implement a coordinated international strategy for meat and poultry product supplies so that U.S. import standards are maintained and U.S. exports are facilitated.
 2. Review and develop strengthened policies and procedures for inspection of imported products.
 3. Complete implementation of revised system of foreign reviews.
 4. Assist in integrating the export coordination function into the overall regulatory mission of the Agency.
 5. Continue activities to enable U.S. meat and poultry products to move into key export markets.

TABLE 2 - INTERNATIONAL PROGRAMS:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator, including Veterinary Attache <u>1/</u>	6	12	265	10
Export Coordination Division	8	16	345	13
Foreign Programs Division	35	72	2,045	77
Total Program Area	49	100	2,655	100

1/ The Veterinary Attache resources are included as part of the Office of the Deputy Administrator.

**FOOD SAFETY AND INSPECTION SERVICE
INTERNATIONAL PROGRAMS**



The function of International Programs is to plan, formulate, and implement policies, programs, and activities of FSIS to assure the wholesomeness of imported meat and poultry products and to enhance US access to foreign markets.

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
VETERINARY ATTACHE TO THE
EUROPEAN ECONOMIC COMMUNITY, IP

ACTIVITY LEADER: H. M. Steinmetz

ACTIVITY ABSTRACT: The Veterinary Attache is responsible for the on-site presentation of the International Programs perspective and position on matters of mutual concern to FSIS regulatory officials and those of the European Economic Community (EEC) and its member States. In addition, the Veterinary Attache provides broad veterinary expertise for the U.S. diplomatic mission to the EEC, thus establishing a sound technical foundation for the consideration and resolution of issues of interest. The Veterinary Attache is also responsible for communication to and from FSIS on matters between the parties. Resources for this Activity are budgeted as part of the Office of the Deputy Administrator.

ACTIVITY OBJECTIVES: 1. Develop effective relationships with EEC and other officials to facilitate informal exchange of views and information.

Plan 1: Establish and maintain an effective FSIS presence with veterinary and other officials in the EEC, member States, and other third countries. (Ongoing)

Plan 2: Carry out informal exchange of views and information necessary to forward the Agency objective of seeking to secure understanding with EEC officials in regards to its third country directive on red meat. (Ongoing)

Plan 3: Establish and maintain contacts with veterinary officials in member States so that issues between U.S. and individual countries can be resolved with minimum difficulty. (Ongoing)

2. Provide technical expertise on veterinary issues of interest within the U.S. diplomatic mission, either through direct interpretation of technical data or through appropriate referral to other USDA veterinary officials. (Ongoing)

3. Provide a communication link between USDA veterinary officials and those of the EEC.

Plan 1: Interpret to EEC officials U.S. policies and program objectives in regard to laws and regulations on the export of livestock, meat and poultry and their products. (Ongoing)

Plan 2: Develop, evaluate, and provide status reports on proposals made by U.S. and EEC officials to harmonize veterinary controls on livestock, meat and poultry products. (Ongoing)

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
EXPORT COORDINATION DIVISION, IP

ACTIVITY LEADER: W. Leary, Director

ACTIVITY ABSTRACT: The Division is responsible for providing assistance to the U.S. meat and poultry industry in meeting the requirements of foreign markets and for holding discussions with foreign governmental officials at home and abroad concerning requirements which differ from those of the U.S. The Division identifies and analyzes foreign inspection requirements in terms of comparability with U.S. standards and procedures. Foreign requirements are disseminated to inspection personnel and to potential exporting firms. Interpretation of foreign standards is provided to FSIS personnel, individual establishments, and industry organizations as a means of facilitating the export of U.S. products. The Division coordinates and evaluates the export certification program through periodic reviews of field export procedures. The Division is also responsible for planning, scheduling, and coordinating reviews of U.S. plants by foreign officials with respect to certifying the plants as eligible to export.

ACTIVITY OBJECTIVES: 1. Enter into discussions with foreign officials to encourage acceptance of U.S. inspection procedures and program policies and to reduce restrictions on the export of U.S. meat and poultry product to those countries.

Plan 1: In conjunction with the Veterinary Attache, develop a statement of equivalency between inspection requirements of the European Economic Community and the United States. (IV)

Plan 2: Meet with government officials in those countries receiving significant and potentially significant amounts of U.S. export product to obtain, discuss, and clarify special import requirements common to the region or country, i.e., the Mideast (Saudi Arabia, United Arab Emirates, Kuwait) and Egypt; the Far East (Japan, Hong Kong) and S.E. Asia (Singapore). (IV)

Plan 3: Meet with foreign government officials, other than Plans 1 and 2, as need may be, to discuss the interpretation and correlation of inspection requirements. (Ongoing)

Plan 4: Maintain liaison with U.S. Government agencies in American Embassies to coordinate activities concerning export opportunities and foreign country requirements. (Ongoing)

Plan 5: Develop, update, and disseminate current information on the requirements of foreign countries governing their import of U.S. meat and poultry products. (Ongoing)

2. Coordinate the export certification process in Meat and Poultry Inspection Operations (MPIO) Regions to assure the uniform application of foreign requirements.

Plan 1: Develop and update policies, procedures, and documents relating to export certification. (Ongoing)

Plan 2: Maintain liaison with FSIS units and with other pertinent U.S. Government agencies to assure adherence to and continuity of program policy with regard to export certification. (Ongoing)

Plan 3: Consult with meat and poultry industry organizations on a regular, planned basis, as well as on an intermittent basis as the occasion demands, to explain export certification requirements and resolve conflicts in interpretation. (Ongoing)

Plan 4: Serve as a resource for plant management officials, U.S. export firms, and MPIO field personnel to assist in compliance with foreign export requirements. (Ongoing)

Plan 5: Evaluate export certification program in the U.S. by periodic reviews of field export procedures. (Ongoing)

3. Administer Reviews of U.S. Plants by Foreign Officials.

Plan 1: Develop plans for elevating the importance of foreign plant reviews with MPIO Washington and field staff. (Ongoing)

Plan 2: Draft and confirm itineraries with all concerned parties. (As Scheduled)

Plan 3: Accompany foreign officials on plant reviews. (As Scheduled)

Plan 4: Disseminate report information and file corrective actions. (As Scheduled)

4. Conduct Special Projects. (As Assigned)

TABLE 3 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
EXPORT COORDINATION DIVISION, IP

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide Liaison with Foreign Officials		1.5	66
Plan 1 - U.S. Equivalency with EEC	IV		
Plan 2 - Meet with Foreign Officials	IV		
Plan 3 - Obtain Foreign Import Requirements	Ongoing		
Plan 4 - Liaison with Foreign-based U.S. Agencies	Ongoing		
Plan 5 - Disseminate Export Requirements	Ongoing		
Objective 2 - Coordinate Export Certification	Ongoing	3.0	128
Plan 1 - Develop Export Policies, Procedures, and Documents			
Plan 2 - Liaison with Domestic U. S. Agencies			
Plan 3 - Consult with U.S. Industry Organizations			
Plan 4 - Resource for Inspection, Management, Export Personnel			
Plan 5 - Export Certification Program		3.0	128
Objective 3 - Conduct Plant Reviews with Foreign Officials			
Plan 1 - Develop External Plant Reviews	Ongoing		
Plan 2 - Plan, Confirm Itineraries	As Scheduled		
Plan 3 - Accompany Foreign Officials	As Scheduled		
Plan 4 - Disseminate and File Reports	As Scheduled		
Objective 4 - Conduct Special Projects	As Assigned	.5	23
TOTAL		8.0	345

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
FOREIGN PROGRAMS DIVISION, IP

ACTIVITY LEADER: G. Clark, Director

ACTIVITY ABSTRACT: This Division carries out USDA responsibility for assuring that meat products imported into this country are produced under a meat inspection system that is equal to that of the United States and that the products meet U.S. standards. This is accomplished by reviewing laws and regulations for equivalency, conducting periodic reviews of plants certified to export to the United States, and evaluating the operations of the foreign inspection system. Officials of the Foreign Program Division confer with officials of foreign inspection programs regarding findings of plant reviews, results of product inspection at port-of-entry, and information relating to their meat inspection system to assure that any deficiencies are corrected. Also, this Division is responsible for reviewing data generated by port-of-entry inspection to establish overall compliance of imported product and to evaluate and improve the Automated Import Information System (AIIS) to assure that imported product is being inspected in accordance with current procedures applied to domestic product.

ACTIVITY OBJECTIVES: 1. Assure that foreign inspection programs and plant procedures in 46 countries eligible to export meat and poultry products to the U.S. are equal to those in the U.S.

Plan 1: Conduct approximately 2,900 review inspections of certified plants currently authorized to export to the U.S. and report thereon. (Ongoing)

Plan 2: Notify each foreign country of significant defects found in the inspection of imported meat or poultry and verify that satisfactory followup has been carried out by the foreign inspection program. (Ongoing)

Plan 3: Prepare material regarding foreign inspection activities for the annual report to Congress. (II)

Plan 4: Maintain contact with foreign inspection officials regarding U.S. import requirements and assure that equivalency is maintained. (Ongoing)

2. Assure that the laws and regulations of countries eligible to export to the U.S. are equal to those governing meat and poultry production in the United States.

Plan 1: Provide maintenance oversight on countries with established equivalency. (Ongoing)

Plan 2: Complete equivalency reviews in at least two countries. (III)

Plan 3: Complete equivalency review of legal base for control of product integrity in 10 major exporting countries. (IV)

3. Review and improve support for import inspection procedures for imported product.

Plan 1: Review, evaluate, and disseminate data from inspection of imported product to determine compliance status of product from each country. (Ongoing)

Plan 2: Develop procedures to facilitate exchange of information between import inspection and foreign reviewers regarding status of product being exported. (Ongoing)

Plan 3: Devise and implement modifications to AIIS to meet new requirements and objectives. (III)

Plan 4: Provide guidance for Regional Operations, Regional Offices, and field staff on uniform and proper procedures for the inspection of imported product. (III)

4. Integrate and implement new approaches and procedures for review, evaluation, and reporting of foreign inspection and control systems.

Plan 1: Implement procedures to evaluate security systems used by foreign countries for maintaining product integrity. (III)

Plan 2: Revise the reporting procedures for plant reviews. (II)

Plan 3: Introduce new systems reviews for controlling risks to meet acceptability to major exporting countries. (III)

TABLE 4 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 FOREIGN PROGRAMS DIVISION, IP

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Assure Equal to Status of Foreign Plants		25.3	1,472
Plan 1 - Conduct Reviews	Ongoing		
Plan 2 - Notify Foreign Governments of Violations	Ongoing		
Plan 3 - Prepare Report to Congress	II		
Plan 4 - Maintain Contact with Foreign Officials	Ongoing		
Objective 2 - Law and Regulation Comparability		1.5	82
Plan 1 - Provide Oversight	Ongoing		
Plan 2 - Complete Equivalency of Two Countries	III		
Plan 3 - Complete Compliance Equivalency in 10 Countries	IV		
Objective 3 - Improve Support for Import Inspection		1.5	82
Plan 1 - Review and Disseminate Data from AIIS	Ongoing		
Plan 2 - Develop Procedures to Facilitate Information Exchange	Ongoing		
Plan 3 - Modify AIIS	III		
Plan 4 - Provide Guidance for Uniform Inspection Procedures	III		
Objective 4 - Implement New Foreign Review Procedures		6.7	409
Plan 1 - Implement Compliance Review Procedures	III		
Plan 2 - Revise Plant Review Reports	II		
Plan 3 - Introduce New Systems Review Approach	III		
TOTAL		35.0	2,045

Section V
Meat and Poultry
Inspection Operations

FY 1983 PROGRAM AREA PLAN FOR
MEAT AND POULTRY INSPECTION OPERATIONS

PROGRAM LEADER: R. J. Prucha

PROGRAM ABSTRACT: Meat and Poultry Inspection Operations (MPIO) carries out the requirements of the Federal Meat Inspection Act (FMIA) and Poultry Products Inspection Act (PPIA) to (1) inspect the slaughter of certain domestic livestock and poultry and the processing of meat and poultry products, and (2) assure that domestic and imported meat and poultry products distributed to consumers are safe, wholesome, not adulterated, and honestly and informatively labeled. It is also responsible for assessing the effectiveness of State inspection programs to assure that States apply standards to meat and poultry under their jurisdiction that are at least equal to those applied under the FMIA and the PPIA.

MPIO is also responsible for review and enforcement activities designed to assure that domestic meat and poultry operations are being carried out in a manner that is consistent with established legal and regulatory standards. It also carries out systematic nationwide monitoring of businesses engaged in interstate food marketing and distribution of both domestic and imported products.

PROGRAM GOALS: 1. Plan, provide leadership, formulate and coordinate policies and direct the administration of MPIO programs and activities to assure that meat and poultry products moving in interstate, intrastate, and foreign commerce are wholesome and not adulterated or misbranded; and the administration of enforcement activities to assure that compliance and enforcement activities are consistent with requirements of the FMIA and PPIA.

SPECIAL EMPHASIS GOALS: 2. Enhance the use and application of automated data processing capabilities to extract and analyze organization and staffing data and improve the handling of high-volume program and administrative paperwork in MPIO regions.
3. Implement and refine a monitoring and evaluation program to determine the quality of the field inspection system.
4. Correlate and provide supervisory and management training to field supervisory personnel to reemphasize Supervision of Performance System (SPS) theory, impact of supervisory styles, human relations, and managerial change and organizational dynamics.

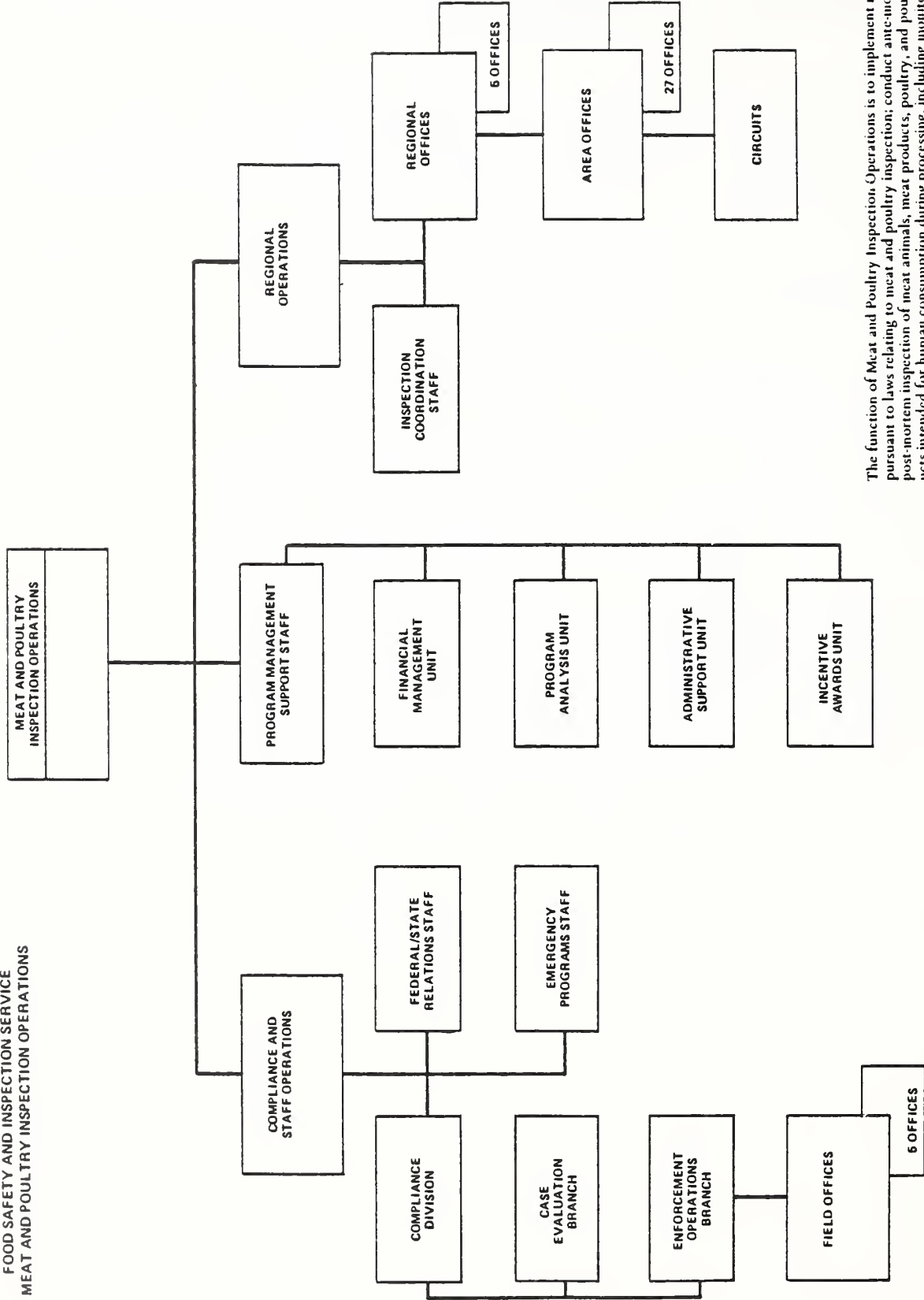
5. Improve the effectiveness of the Labor Management Relations (LMR) Program by encouraging a mutual problem solving relationship with the National Joint Council (NJC).
6. Provide operational impetus to expanding implementation of total quality control (TQC) systems within the affected industry and to developing system(s) to monitor workload impacts on inspection staffing requirements.
7. Participate in the development of policies, procedures, criteria for application, and subsequent implementation of the "Less-than-Continuous Processing Inspection" legislation, pending passage of the enabling legislation and FY 1983 Appropriations bill.
8. Enhance the organizational effectiveness of MPIO by (a) development of a consensus approach to management decisionmaking and (b) definition of the breadth and quality of the organizational role and relationship of MPIO within FSIS.
9. Direct the implementation of an employee integrity training program to increase employee awareness and upgrade employee performance in the area of "ethics and conduct."
10. Enhance the effectiveness of import inspection by (a) using correlation techniques to identify and correct situations where there is lack of uniformity in the application of existing import inspection procedures and (b) providing operational impetus to the implementation of revised import inspection policies and procedures.

TABLE 5 - MEAT AND POULTRY INSPECTION OPERATIONS PROGRAM AREA:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator	4	<u>1/</u>	229	<u>1/</u>
Program Management Support Staff	18	<u>1/</u>	524	<u>1/</u>
Office of the Assistant Deputy Administrator, Compliance and Staff Operations (CSO):	2	<u>1/</u>	97	<u>1/</u>
Compliance Division	121	<u>1/</u>	4,298	<u>1/</u>
Emergency Programs Staff	4	<u>1/</u>	147	<u>1/</u>
Federal-State Relations Staff	7	<u>1/</u>	224	<u>1/</u>
Office of the Assistant Deputy Administrator, Regional Operations (RO):	2	<u>1/</u>	196	
Inspection Coordination Staff	10	<u>1/</u>	987	<u>1/</u>
Regional Offices	8,577	98	286,398	98
Total Program Area	8,745	100	293,100	100

1/ Less than one percent of total.

FOOD SAFETY AND INSPECTION SERVICE
MEAT AND POULTRY INSPECTION OPERATIONS



The function of Meat and Poultry Inspection Operations is to implement regulations pursuant to laws relating to meat and poultry inspection; conduct ante-mortem and post-mortem inspection of meat animals, meat products, poultry, and poultry products intended for human consumption during processing, including monitoring accuracy of labels; monitor plants, other facilities, and individuals for compliance with legal orders; inspect for compliance with humane slaughter act; and monitor equal-to inspection programs of states.

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
PROGRAM MANAGEMENT SUPPORT STAFF, MPIO

ACTIVITY LEADER: L. G. Skufe

ACTIVITY ABSTRACT: The Program Management Support Staff provides analytical and administrative services to the Deputy and his assistants in the: (1) management of assigned people and dollar resources; (2) coordination, review, and development of program work plans; (3) coordination and development of program strategies for carrying out program requirements within assigned resources; (4) integration of the MPIO management process of planning, budgeting and execution; (5) development of program administrative policies and procedures on a variety of subjects; (6) development of the MPIO position on proposed Agency administrative policies and procedures; and (7) administration of the MPIO Incentive Awards Program.

ACTIVITY OBJECTIVE: 1. Conduct a resource planning, analysis, and allocation program of MPIO's assigned and required dollars and develop improved systems for overseeing the use of financial resources.

Maintenance Areas:

Plan 1: Coordinate the preparation and submission of the MPIO annual budget request. (Ongoing)

Plan 2: Allocate and monitor the status of funds assigned to MPIO organizational units. (Ongoing)

Plan 3: Serve as the program focal point on matters associated with reimbursable practices and procedures. (Ongoing)

Plan 4: Coordinate the preparation and clearance of cooperative and reimbursable agreements. (Ongoing)

Plan 5: Coordinate review of State program budget requests. (Ongoing)

Plan 6: Coordinate the MPIO overtime reconciliation program. (Ongoing)

Special Emphasis
Areas:

Plan 7: Examine the potential for increasing the scope of data reported by States operating inspection programs. (II)

Plan 8: Develop a review guide for use by senior managers in their review of status of funds. (II)

Plan 9: Coordinate the use and application of automated data goals: processing capabilities to extract and analyze organization and staffing data; and improve the handling of high-volume program and administrative paperwork in MPIO regions. (IV)

2. Conduct a resource planning, analysis, and allocation program of MPIO's assigned and required human resources and develop improved systems for overseeing the use of human resources.

Maintenance Areas:

Plan 1: Prepare analyses of human resource utilization and staffing practices (inplant and circuit supervisor structure). (Ongoing)

Plan 2: Monitor the impacts on staffing of implementation of new inspection procedures. (Ongoing)

Plan 3: Allocate and monitor personnel ceilings assigned to MPIO organizational units. (Ongoing)

Plan 4: Monitor and forecast the effects of the demands for inspection service on MPIO's staffing requirements. (Ongoing)

Plan 5: Evaluate circuit realignment proposals and monitor to determine the adequacy and balance of the field structure--area and circuit levels. (Ongoing)

Special Emphasis Areas:

Plan 6: Analyze workforce characteristics associated with (a) separating employees to determine where attrition is occurring by inspection activity and occupation, and (b) on-board employment to project where future attrition will occur. (II)

Plan 7: Develop a practitioner's handbook on applying MPIO's human resource utilization policies and practices. (IV)

Plan 8: Analyze multi-year EEO hiring and promotion goals established for under-represented groups to improve the representation of these groups in specific occupational series and determine the feasibility of accomplishing the goals in light of current and anticipated resource allocation decisions. (III)

3. Conduct a program and management analysis program in support of ongoing MPIO activities.

Maintenance Areas:

Plan 1: Coordinate the development of MPIO's operating alternatives and strategies to maximize assigned resources. (Ongoing)

Plan 2: Provide staff support to MPIO SES employees in the documentation of performance accomplishments. (Ongoing)

Plan 3: Coordinate the preparation, submission, and maintenance of the annual program plan. (Ongoing)

Plan 4: Coordinate and develop MPIO's administrative policies, procedures, and requirements. (Ongoing)

Plan 5: Coordinate and develop MPIO's position on proposed FSIS administrative policies and procedures. (Ongoing)

Special Emphasis Areas:

Plan 6: Conduct management analysis review of the area office functions. (I)

4. Provide general management advisory assistance and services to MPIO field and headquarters units:

Plan 1: Administer MPIO's Incentive Awards Program. (Ongoing)

Plan 2: Provide day-to-day administrative services (i.e., personnel, procurement, budget, finance, and EEO) to MPIO Headquarters units. (Ongoing)

TABLE 6 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
PROGRAM MANAGEMENT SUPPORT STAFF, MPIO

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Conduct a Financial Resource Planning, Analysis, and Allocation Program		5	145
<u>Maintenance Areas</u>			
Plan 1 - Coordinate Budget Request	Ongoing		
Plan 2 - Status of Funds	Ongoing		
Plan 3 - Reimbursable Practices and Procedures	Ongoing		
Plan 4 - Coordinate Cooperative and Reimbursable Agreements	Ongoing		
Plan 5 - Coordinate Review of State Budget Requests	Ongoing		
Plan 6 - Coordinate Over- Time Reconciliation Program	Ongoing		
<u>Special Emphasis Areas</u>			
Plan 7 - Examine Data Reported by States	II		
Plan 8 - Develop a Review Guide	II		
Plan 9 - Coordinate Automated Data Goals	IV		
Objective 2 - Conduct a Human Resource Planning, Analysis, and Allocation Program		3	87
<u>Maintenance Areas</u>			
Plan 1 - Analyses of Human Resource Utilization	Ongoing		
Plan 2 - Monitor Impact of New Inspection Procedures	Ongoing		
Plan 3 - Allocate and Monitor Personnel Ceilings	Ongoing		
Plan 4 - Monitor and Forecast the Effects of the Demands for Inspection on Staffing	Ongoing		
Plan 5 - Evaluate Circuit Realignment Proposals	Ongoing		
<u>Special Emphasis Areas</u>			
Plan 6 - Analyze Workforce Characteristics	II		
Plan 7 - Develop a Practitioner's Handbook on Resource Utilization	IV		
Plan 8 - Analyze EEO Goals	III		

TABLE 6 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 PROGRAM MANAGEMENT SUPPORT STAFF, MPIO - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 3 - Conduct a Program/Management Analysis Program		3	87
<u>Maintenance Areas</u>			
Plan 1 - Coordinate the Development of Operating Alternatives	Ongoing		
Plan 2 - Document Performance Accomplishments	Ongoing		
Plan 3 - Coordinate the Annual Program Plan	Ongoing		
Plan 4 - Develop MPIO's Administrative Policies, Procedures, and Requirements	Ongoing		
Plan 5 - Develop MPIO's Position on FSIS Administrative Policies	Ongoing		
<u>Special Emphasis Areas</u>			
Plan 6 - Conduct Review of Area Office Functions	I		
Objective 4 - Management Advisory Assistance	Ongoing	7	204
Plan 1 - Incentive Awards Program			
Plan 2 - Day-to-day Administrative Services			
		18	523
TOTAL			

FY 1983 PROGRAM ACTIVITY PLAN FOR
THE OFFICE OF THE ASSISTANT DEPUTY ADMINISTRATOR
FOR COMPLIANCE AND STAFF OPERATIONS, MPIO

ACTIVITY LEADER: M. L. Goodman

ACTIVITY ABSTRACT: The Office of the Assistant Deputy Administrator, Compliance and Staff Operations, participates with the Deputy Administrator, MPIO, in formulating policy for: (1) enforcement activities assuring compliance with the FMIA and PPIA; (2) responses to major food contamination incidents; and (3) assuring that the "equal to" requirements of the FMIA and PPIA are carried out in State inspection programs.

- PROGRAM GOALS:
1. Participate with the Deputy Administrator, MPIO, in the planning and formulation of policies and programs of Compliance, Emergency Programs, and Federal/State Relations activities.
 2. Plan, provide leadership, and administer activities in conducting:
 - Surveillance and enforcement program;
 - Emergency programs; and
 - Federal/State relations program.
 3. Direct, coordinate, and integrate the activities of subordinate levels and serve as the policy level for interfacing with officials of FSIS, USDA, other government agencies, industry, trade organizations, National Association for Federal Veterinarians (NAFV), and the Association for Technical and Supervisory Personnel (ATSP).
- SPECIAL EMPHASIS GOALS:
4. Promote a closer working relationship between field Compliance and Regional Operations officials.
 5. Monitor and coordinate the handling and disposal of "refused entry" products imported into the U.S.

FY 1983 PROGRAM ACTIVITY PLAN FOR
THE COMPLIANCE DIVISION, CSO, MPIO

ACTIVITY LEADER: R. W. Gonter

ACTIVITY ABSTRACT: The Compliance Division provides the primary regulatory control over businesses engaged in the transportation, storage, and distribution of meat and poultry products after leaving the federally inspected establishment. The Division also has the authority to act when violations occur inside federally inspected plants. The conduct of regulatory compliance activities is carried out through a network of five field area offices and 75 compliance officers who review firms in the meat and poultry inspection allied industries and provide investigatory assistance to inspection officials becoming aware of alleged violations involving distribution of meat and poultry products.

Additionally, the Division cooperates with States in the maintenance of compliance programs for intrastate products and businesses and monitors State compliance programs to assure that they meet "equal to" requirements of the FMIA and PPIA.

ACTIVITY OBJECTIVES: 1. Provide professional and technical direction to the conduct of field compliance activities for (a) monitoring all types of businesses engaged in marketing and distribution of meat and poultry products, and (b) detecting and documenting violations of inspection laws and regulations.

Maintenance Areas:

Plan 1: Schedule, provide support to, and conduct semi-annual correlation meetings with compliance officers-in-charge. (Ongoing)

Plan 2: Schedule and coordinate approximately 40,000 planned and random reviews of firms in the allied industries. (Ongoing)

Plan 3: Coordinate field activities relating to detentions and seizures, voluntary recalls, and other actions necessary to control violative products. (Ongoing)

Plan 4: Participate in meetings with other government agencies to discuss Program policy and enforcement requirements. (Ongoing)

Special Emphasis Areas:

Plan 5: Coordinate Compliance staff assistance to other MPIO officials during food contamination incidents involving residue detection and food contamination affecting public health. Coordinate retail sampling necessary to monitor distribution of suspect product in market channels. (Ongoing)

Plan 6: Coordinate the control and prompt disposal of "refused entry" meat and poultry products to preclude diversion of adulterated/misbranded imported food products into the domestic food chain. (Ongoing)

2. Coordinate the reviews and analyses of State compliance programs to assure that State programs meet the "equal to" provisions of meat and poultry inspection laws.

Maintenance Areas:

Plan 1: Cooperate with States in the development and maintenance of compliance programs for intrastate products and businesses including the design of operating compliance systems, methods, guidelines, and procedures for enforcing laws and regulations. (Ongoing)

Plan 2: Meet with State compliance officials at area and/or national meetings to coordinate uniform application of enforcement requirements. (Ongoing)

Plan 3: Conduct management and program assessments of State compliance programs including onsite reviews. (Ongoing)

3. Initiate prescribed sanctions in accordance with FSIS case disposition guidelines. Based on past trends, this will result in approximately 700-800 warning letters and 100-200 referrals for criminal, civil, or administrative action.

Maintenance Areas:

Plan 1: Maintain close liaison with the Office of the General Counsel (OGC) to ensure fairness and uniformity. (Ongoing)

Plan 2: Monitor consistency and clarity of case documentation and recommend improvements. (Ongoing)

4. Continue an interdisciplinary study with Foreign Program staff to establish expanded guidelines for foreign reviewers to evaluate the reliability of other countries' inspection programs in relation to our own.

Plan 1: Draft appropriate guidelines to include consideration of a country's total inspection system and allied industries, rather than limiting ourselves to considering only operations within the jurisdiction of individually certified plants. (I)

Plan 2: Monitor implementation of review guidelines and revise or adjust, as necessary. (Ongoing)

TABLE 7 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
COMPLIANCE DIVISION, CSO, MPIO

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide Direction to Field Compliance Activities <u>Maintenance Areas</u> Plan 1 - Conduct Correlation Meetings Plan 2 - Coordinate Planned and Random Reviews Plan 3 - Coordinate Field Activities Plan 4 - Participate in Meetings with Government Agencies <u>Special Emphasis Areas</u> Plan 5 - Coordinate Staff Assistance for Food Contamination Incidents and Coordinate Retail Sampling Plan 6 - Coordinate the Control and Disposal of "Refused Entry" Product	Ongoing	107	3,801
Objective 2 - Coordinate Reviews of State Compliance programs <u>Maintenance Areas</u> Plan 1 - Cooperate with States Plan 2 - Meet with State Officials Plan 3 - Assess State Compliance Programs	Ongoing	4	142
Objective 3 - Initiate Sanctions <u>Maintenance Areas</u> Plan 1 - Liaison with OGC Plan 2 - Monitor Case Documentation	Ongoing	10	355
Objective 4 - Continue Interdisciplinary Study with Foreign Programs Staff Plan 1 - Draft Guidelines Plan 2 - Monitor Implementation of Guidelines	I Ongoing	<u>1/</u> _____	_____
TOTAL		121	4,298

1/ Less than one person year

FY 1983 PROGRAM ACTIVITY PLAN
COMPLIANCE DIVISION, MPIO
FIELD AREA OFFICES

ACTIVITY LEADERS: V. L. Hutchings
Alameda, CA Field Office

W. J. Carpenter
Des Moines, IA Field Office

R. Campos
Dallas, TX Field Office

B. G. Lott
Atlanta, GA Field Office

A. Eidsvig
Moorestown, NJ Field Office

PRIMARY ACTIVITY OBJECTIVE: To direct regulatory compliance activities among assigned resources monitoring the activities of businesses engaged in transportation, storage, and distribution of meat and poultry products.

SUPPORTING OBJECTIVES: 1. Coordinate field compliance activities for (a) monitoring all types of businesses engaged in marketing and distribution of meat and poultry products and (b) preventing violations of inspection laws and regulations.

Maintenance Areas:

Plan 1: Conduct planned and random reviews of firms in the allied industries through the Planned Compliance Program.

Plan 2: Document violations of laws and regulations and submit report of findings to appropriate officials for corrective action.

Plan 3: Direct resources to handling detentions and seizures, voluntary recalls, and other actions necessary to control violative products.

Plan 4: Participate in meetings with other government agencies, industry, consumer groups, and educational institutions to discuss Program policy and enforcement requirements.

Plan 5: Participate with Regional Directors in establishing and directing joint inspection/compliance efforts to assure the most effective regulatory approach to industry operations.

2. Monitor and certify "equal to" status of State compliance programs.

Maintenance Areas:

Plan 1: Review and analyze State compliance programs to assure that they meet "equal to" provisions of meat and poultry inspection laws.

Plan 2: Meet with State compliance officials at least annually to discuss State compliance efforts and coordinate uniformity in the application of Federal/State enforcement requirements.

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
EMERGENCY PROGRAM STAFF, CSO, MPIO

ACTIVITY LEADER: E. E. Montgomery

ACTIVITY ABSTRACT: The Emergency Program Staff coordinates the FSIS response to emergency situations affecting the acceptability of meat and poultry products for human consumption. Emphasis is directed to situations where meat and poultry products are contaminated with drug or chemical residues, other adulterants or microbiological contamination that would require the recall of affected products. The Emergency Program Staff is a focal point for reporting all contamination problems, including radiological, that are identified by MPIO field personnel, other FSIS programs, other Federal and State government agencies and industry. This Staff also directs and coordinates FSIS Contamination Response System (CRS) teams, which provide expertise in resolving emergency contamination problems, and provides guidance to MPIO field personnel in determining the critical nature of contamination situations.

ACTIVITY OBJECTIVES: 1. Carry out the responsibilities of MPIO in response to residue violations.

Maintenance Areas: Plan 1: Coordinate activity of CRS team on every residue finding which meets CRS criteria. (Ongoing)

Plan 2: Provide guidance to MPIO field personnel in determining the appropriate response to residue contamination incidents and coordinate these actions with Regional Operations and other FSIS units. (Ongoing)

Special Emphasis Areas: Plan 3: Develop and implement a program to correlate MPIO field activities in the residue programs to assure that they are conducted uniformly and appropriately. (III)

2. Improve CRS Activities.

Maintenance Areas: Plan 1: Review what residue findings are covered by CRS and maintain the active status of the CRS team. (Ongoing)

Plan 2: Cooperate with FDA and EPA in establishing contact within State governments for reporting residue problems. (Ongoing)

Plan 3: Prepare and implement plans for CRS Control Center. (III)

Plan 4: Design and conduct field training exercises for the CRS response teams. (I)

Special Emphasis Areas:

3. Establish and maintain a system for responding to food contamination problems other than residues.

Maintenance Areas:

Plan 1: Implement FSIS procedures for the Agency's response to recall situations including determining the need for the recall. (Ongoing)

Plan 2: Coordinate the FSIS team action in response to emergency situations. (Ongoing)

Plan 3: Plan, coordinate, and serve as MPIO's liaison with Agency officials for activities related to the Federal Emergency Management Agency. (Ongoing)

4. Plan and develop proposals for automated systems needed for CRS and MPIO case response.

Special Emphasis Areas:

Plan 1: To manage and account for resources utilized in response to CRS and other emergency situations. (IV)

Plan 2: Identify management information requirements for development and maintenance of current and historical profiles concerning residue contamination incidents utilizing available data from MARCIS (Microbiological and Residue Computer Information System). (II)

TABLE 8 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
EMERGENCY PROGRAM STAFF, CSO, MPIO

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Respond to Residue Violations		1	37
<u>Maintenance Areas</u>			
Plan 1 - Coordinate CRS Team Activity	Ongoing		
Plan 2 - Provide Guidance to MPIO Field Personnel	Ongoing		
<u>Special Emphasis Areas</u>			
Plan 3 - Correlate MPIO Field Activities in Residue Programs	III		
Objective 2 - Improve CRS Activities		1	37
<u>Maintenance Areas</u>			
Plan 1 - Review Findings	Ongoing		
Plan 2 - Federal/State Liaison	Ongoing		
Plan 3 - Plan CRS Control Center	III		
<u>Special Emphasis Areas</u>			
Plan 4 - Design and Conduct Field Training	I		
Objective 3 - Develop System for Other Contamination Problems	Ongoing	1	37
<u>Maintenance Areas</u>			
Plan 1 - Implement FSIS Procedures			
Plan 2 - Coordinate Response to Emergency Situations			
Plan 3 - FEMA Activities			
Objective 4 - Develop Proposals for Automated Systems		1	37
<u>Special Emphasis Areas</u>			
Plan 1 - Management Resource Utilization	IV		
Plan 2 - Identify Management Information Requirements	II		
TOTALS		4	148

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
FEDERAL-STATE RELATIONS STAFF, CSO, MPIO

ACTIVITY LEADER: J. L. Blair

ACTIVITY ABSTRACT: This unit provides leadership and technical assistance to MPIO Regional Directors and State officials in States conducting inspection programs for meat and poultry products that will be sold only within the State. Such State intrastate inspection programs must be at least "equal to" the Federal system. To determine the continuing adequacy of State programs in maintaining at least equal programs, State laws and regulations, appropriations, staffing and enforcement, and plants are reviewed on a continuing basis. This unit coordinates policy interpretation for custom-exempt operations, caterers, retailers and similar operations; plans, directs and coordinates MPIO health and safety programs; and participates in developing training courses in health and safety for supervisors and managers within the program.

ACTIVITY OBJECTIVES: 1. Coordinate the reviews and analyses of State inspection programs to assure that State programs meet the "equal to" provisions of the meat and poultry inspection laws.

Maintenance Areas: Plan 1: Meet with State program directors at regional and/or national meetings to coordinate uniform application of inspection requirements. (Ongoing)

Plan 2: Conduct management and program assessments of State inspection programs including some onsite reviews. (Ongoing)

Special Emphasis Areas: Plan 3: Revise MPI Directive 910.1 to include revised Federal plant review form and glossary of terms and a new sampling plan currently being developed for purpose of reducing staff years required to conduct State certification reviews. (II)

Plan 4: Revise MPI Directive 915.2 concerning procedures involved in the designation of State programs. (II)

Plan 5: Enhance available resource and reference data concerning State programs by (a) identifying information requirements for an automated system to record certification data, and (b) expanding the collection and reporting of State plant and inspection (people) requirements. (IV)

2. Inform MPIO management about applicable sections of the Department's health and safety program including statistics on injuries and accidents within Regional Operations.

Maintenance Areas:

Plan 1: Review approximately 1,400 reports of MPIO employee health programs, first aid treatment, inplant and motor vehicle accidents; distribute a national MPIO health/safety report to MPIO management and regional offices. (Ongoing)

Plan 2: Coordinate and participate in a training program to inform all MPIO employees of on-the-job accident prevention procedures and safe working practices. (Ongoing)

3. Assure that MPIO field staff and State program directors are given the opportunity to comment on proposed changes in Federal rules, regulations, and procedures issued in the form of MPIO bulletins, directives, and inspection and training procedures.

Maintenance Areas:

Plan 1: Distribute, receive, review and coordinate comments for consideration when final decisions are made (160-175 per year). (Ongoing)

4. Carry out special projects as assigned: FOIA, and Privacy Act. (Ongoing)
5. Coordinate special projects related to State designations, difficulties in administering State programs, and pending State legislation. (Ongoing)
6. Provide ongoing coordination and interpretation of the regulatory requirements involving retail stores and exempted operators. (Ongoing)

TABLE 9 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
FEDERAL-STATE RELATIONS STAFF, CSO, MPIO

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Maintain State Review System		2.0	64
<u>Maintenance Areas</u>			
Plan 1 - Meet with State Directors	Ongoing		
Plan 2 - On-site Assessments	Ongoing		
<u>Special Emphasis Areas</u>			
Plan 3 - Revise MPI Directive 910.1	II		
Plan 4 - Revise MPI Directive 915.2	II		
Plan 5 - Enhance Resource and Reference Data	IV		
Objective 2 - Maintain Health/Safety Program	Ongoing	2.0	64
<u>Maintenance Areas</u>			
Plan 1 - National Report			
Plan 2 - Training Program			
Objective 3 - Maintain System for Input Regarding Federal Rule and Procedure Changes	Ongoing	1.0	32
<u>Maintenance Areas</u>			
Plan 1 - Coordinate Inputs			
Objective 4 - Special Projects	Ongoing	1.0	32
Objective 5 - Coordinate State Designations	Ongoing	.5	16
Objective 6 - Coordinate Regulatory Requirements for Retail Stores and Exempted Operators	Ongoing	.5	16
TOTAL		7.0	224

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
OFFICE OF THE ASSISTANT DEPUTY ADMINISTRATOR FOR
REGIONAL OPERATIONS, MPIO

ACTIVITY LEADER: W. S.Horne

ACTIVITY ABSTRACT: The Office of the Assistant Deputy Administrator, Regional Operations (RO), participates with the Deputy Administrator, MPIO, in formulating policy for inspection procedures and resource management in all regional operations. The conduct of regulatory inspection activities is carried out through a network of five regional offices, subordinate areas, and inspection circuits, as well as professional and technical headquarters support.

- PROGRAM GOALS:
1. Participate with the Deputy Administrator, MPIO, in the planning and formulation of policies and programs related to inplant inspection activities and field supervisory/management structure and responsibilities.
 2. Plan, provide leadership, and administer activities in conducting a national meat and poultry inspection program.
 3. Direct, coordinate, and integrate the activities of subordinate levels and serves as the policy level for interfacing with officials of FSIS, USDA, other government agencies, industry, trade organizations, American Federation of Government Employees (AFGE), NAFV, and ATSP.
- SPECIAL EMPHASIS GOALS:
4. Direct the implementation of recommendations for handling work overload at the slaughter Inspector-in-Charge (IIC) level.
 5. Improve the effectiveness of the Labor Management Relations (LMR) Program by encouraging a mutual problem solving relationship with the NJC.
 6. Provide policy direction to RO in coordinating the implementation of TQC systems.
 7. Pending Congressional approval, provide direction and coordination to the implementation of less-than-continuous inspection in processing.
 8. Improve the uniformity of application and general understanding of performance standards at all levels.

9. Monitor the implementation of an employee integrity training program to increase employee awareness and upgrade employee performance in the area of "ethics and conduct."
10. Enhance the effectiveness of import inspection by (a) using correlation techniques to identify and correct situations where there is lack of uniformity in the application of existing import inspection procedures and (b) providing operational impetus to the implementation of revised import inspection policies and procedures.
11. Coordinate, direct, and integrate supervisory and management training to field supervisory personnel to reemphasize Supervision of Performance System (SPS) theory, impact of supervisory styles, human relations, and managerial change and organizational dynamics through the MPIO Training Oversight Board.

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE INSPECTION COORDINATION STAFF, MPIO

ACTIVITY LEADER: M. L. Huggins

ACTIVITY ABSTRACT: This staff provides professional and technical support to the five regional offices and coordinates programs and activities for the inspection of meat and poultry products. This includes (a) ante-mortem and post-mortem inspection; (b) processed products inspection including partial and total quality control systems; (c) control of inedible and condemned products; (d) moisture control; (e) humane slaughter; (f) application of criteria and standards relating to sanitation, labeling, marking, packaging, pathology, microbiology, toxicology, chemistry, and residues; and (g) imports and exports.

ACTIVITY OBJECTIVES: 1. Provide professional and technical direction and coordinate field inspection activities for the inspection of meat and poultry products involving:

- Ante-mortem and post-mortem inspection;
- Processed products inspection;
- Control of condemned and inedible product;
- Moisture control;
- Humane slaughter; and
- Import and export inspection activities.

Maintenance Areas:

Plan 1: Schedule, provide staff support, and conduct two correlation meetings and six conference calls with regional staff officers for red meat and poultry slaughter. (Ongoing)

Plan 2: Schedule, provide staff support and conduct two correlation meetings and six conference calls with regional processing staff officers and TQC specialists. (Ongoing)

Plan 3: Participate with regional staff officers in the review of in-plant performance systems (IPPS) to correlate standards. (Ongoing)

Plan 4: Conduct in-plant reviews of four TQC plants in each region. (Ongoing)

Plan 5: Attend and participate in selected regional/area supervisors meetings. (Ongoing)

Plan 6: Coordinate the implementation of new inspection programs and procedures. (Ongoing)

Special Emphasis
Areas:

Plan 7: Provide professional and technical expertise to FSIS efforts in coordinating the implementation of TQC systems and determining appropriate workload impacts on inspection staffing requirements. (I)

Plan 8: Review selected inspection activities to determine the application and effectiveness of procedures and to identify the need for changes in inspection procedures. The following activities have been identified for special study: (a) partial quality control programs, (b) limited and minimal inspection, (c) cured and smoked meats, (d) poultry line speeds, and (e) modified swine inspection. (IV)

Plan 9: Participate in the development of policies, procedures, criteria for application, and subsequent implementation of the "Less-than-Continuous Processing Inspection" legislation, pending passage of the enabling legislation and FY 1983 Appropriations bill. (IV)

2. Provide technical consultation and guidance to other FSIS activities.

Maintenance Areas:

Plan 1: Participate with technical services in the development and revision of inspection procedures. (Ongoing)

Plan 2: Participate with the LMR Staff and Personnel Division in the maintenance of effective employee relations, LMR, and EEO programs. (Ongoing)

Plan 3: Maintain liaison with the Program Training Division and other appropriate sources to identify training needs. (Ongoing)

Plan 4: Participate with the Emergency Programs Staff and CRS team when an emergency response is triggered. (Ongoing)

Plan 5: Participate with the Emergency Programs Staff in responding to problems and making determinations about involuntary and voluntary recalls. (Ongoing)

3. Coordinate response to industry complaints and concerns.

Maintenance Areas:

Plan 1: Investigate unusual problems and recommend corrective action. (Ongoing)

Plan 2: Maintain liaison with industry officials and trade organizations at the national level. (Ongoing)

Plan 3: Respond to industry appeals which have escalated to the national level. (Ongoing)

Special Emphasis Areas:

Plan 4: Implement uniform standards for pre-operative sanitation inspection in poultry slaughter plants resulting in reductions in slaughter overtime charges to industry. (I)

4. Maintain uniformity of inspection for foreign meat and poultry products offered for entry into the U.S. and increase control and identification of refused entry product.

Maintenance Areas:

Plan 1: Participate with International Programs in the development of import inspection policies and procedures. (Ongoing)

Plan 2: Coordinate the application of import inspection procedures in concert with objectives and goals of International Programs. (Ongoing)

Plan 3: Review major import inspection locations and ports of entry to evaluate current effectiveness and determine need for additional controls. (III)

Plan 4: Schedule and conduct a national import/export correlation meeting to assure uniform interpretation and application of standards and procedures. (III)

Plan 5: Finalize import inspection checklist and assure its uniform implementation in the regions. (I)

Plan 6: Implement revised import inspection procedures to assure that only wholesome, unadulterated, and accurately identified foreign products from acceptable sources enter U.S. commerce for human consumption. (Ongoing)

TABLE 10 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
INSPECTION COORDINATION STAFF, MPIO

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide Direction and Coordinate Field Inspection Program Maintenance Areas		6	592
Plan 1 - Provide Staff Support to Regional Staff (Slaughter)	Ongoing		
Plan 2 - Provide Staff Support to Regional Staff (TQC)	Ongoing		
Plan 3 - Review IPPS	Ongoing		
Plan 4 - Conduct In-Plant Reviews	Ongoing		
Plan 5 - Attend Regional/Area Meetings	Ongoing		
Plan 6 - Coordinate Implementation of New Inspection Procedures	Ongoing		
<u>Special Emphasis Areas</u>			
Plan 7 - Provide Expertise for TQC Systems	I		
Plan 8 - Review Inspection Activities	IV		
Plan 9 - Less-Than-Continuous Processing Inspection	IV		
Objective 2 - Provide Technical Consultation and Guidance Maintenance Areas	Ongoing	2	197
Plan 1 - Technical Services			
Plan 2 - Labor Management Relations and Personnel			
Plan 3 - Program Training Division			
Plan 4 - Emergency Programs Staff			
Plan 5 - Involuntary and Voluntary Recalls			
Objective 3 - Coordinate Responses to Industry Maintenance Areas		1	99
Plan 1 - Investigate Unusual Problems	Ongoing		
Plan 2 - Maintain Liaison	Ongoing		
Plan 3 - Industry Appeals	Ongoing		
<u>Special Emphasis Areas</u>			
Plan 4 - Develop Procedures for Pre-operative Sanitation Inspection	I		

TABLE 10 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 INSPECTION COORDINATION STAFF, MPIO - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 4 - Maintain Uniformity of Inspection for Foreign Products <u>Maintenance Areas</u>		1	99
Plan 1 - Participate with International Programs	Ongoing		
Plan 2 - Coordinate Import Inspection Procedures	Ongoing		
Plan 3 - Review Import Inspection Locations and Ports	III		
Plan 4 - Conduct an Export/Import Correlation Meeting	III		
Plan 5 - Finalize Import Inspection Checklist	I		
Plan 6 - Implement Revised Import Procedures	Ongoing		
TOTAL		10	987

FY 1983 PROGRAM ACTIVITY PLAN
REGIONAL OPERATIONS, MPIO
REGIONAL OFFICES

ACTIVITY LEADERS:

D. C. Breeden
Western Region

K. O. McDougall
North Central Region

N. B. Isom
Southwestern Region

J. D. Willis
Southeastern Region

Maurice C. McNay
Northeastern Region

PRIMARY ACTIVITY OBJECTIVE (Regional Level): Direct the application of inspection policies and manage assigned resources to maintain an efficient and effective program.

SUPPORTING OBJECTIVES: 1. Maintain a mandatory program for the inspection of meat and poultry products intended for human consumption.

Maintenance Areas:

Plan 1: Provide inspection service to meat and poultry slaughtering and processing plants; issue withdrawals, temporary suspensions from inspection, or other significant modifications to the basic grant of inspection. (Ongoing)

Plan 2: Participate in meetings with industry, consumer groups, and educational institutions to discuss program policy and requirements. (Ongoing)

Plan 3: Participate with industry representatives and FSIS personnel in testing new or revised inspection procedures. (Ongoing)

Plan 4: Participate with Compliance Officers-in-Charge in establishing and directing joint inspection/compliance efforts to assure the most effective regulatory approach to industry operations. (Ongoing)

2. Direct and monitor the integration of inspection policy into operational programs.

Maintenance Areas:

Plan 1: Conduct at least quarterly work unit meetings with area supervisors. (Ongoing)

Plan 2: Regional Directors or their Deputies will attend at least one work unit meeting with circuit supervisors in each area per year. Other regional staff official(s) will attend selected work unit meeting(s) with circuit supervisors in each area. (Ongoing)

Plan 3: Regional staff specialists (slaughter and processing) will conduct two correlation meetings with area and circuit supervisory personnel. (IV)

Plan 4: Regional staff officers will conduct in-plant reviews to assess the effectiveness and uniformity of application of the following activities in at least five percent of each area's federally inspected plants per year: (IV)

- a. Ante-mortem and post-mortem inspection and disposition.
- b. Processing inspection.
- c. Partial and total quality control inspection programs.
- d. Moisture control programs for poultry.
- e. Acceptable quality level inspection programs.
- f. Plant improvement (sanitation) programs.

Plan 5: Regional staff officers will monitor the field residue sampling and testing programs, take appropriate follow-up actions as directed by headquarters, and document associated costs. (Ongoing)

Plan 6: Coordinate regional resources to respond to and contain emergency food contamination incidents as directed by Contamination Response System (CRS) teams or Emergency Programs Staff. (Ongoing)

Special Emphasis Areas:

Plan 7: Survey processing plants to promote the acceptance of TQC. Provide needed staff support to industry operators interested in developing and obtaining approval for plant TQC systems. (Ongoing)

Plan 8: Pending Congressional approval, provide direction and coordination to the implementation of less-than-continuous inspection in processing. (IV)

Plan 9: Enhance the effectiveness of import inspection by (a) using correlation techniques to identify and correct situations where there is lack of uniformity in the application of existing import inspection procedures and (b) implementing revised import inspection policies and procedures. (IV)

3. Provide technical advice and financial assistance to State inspection programs.

Maintenance Areas:

Plan 1: Regional Directors will monitor and certify the "equal to" status of State programs where appropriate and meet at least annually with State program officials. (Ongoing)

Plan 2: Regional Directors will recommend action on State budget requests and assess progress towards implementing recommendations for cost avoidance/reduction. (Ongoing)

4. Coordinate integration of resource management decisions into operational programs.

Maintenance Areas:

Plan 1: Regional Directors will provide for inspection service to all plants operating under Federal inspection. (Ongoing)

Plan 2: Regional Directors will evaluate on at least a monthly basis the need for staffing changes as a result of industry and program changes. (Ongoing)

Plan 3: Regional Directors will evaluate on at least a monthly basis the use of assigned funds to support the accomplishment of program inspection priorities. (Ongoing)

Plan 4: Direct the implementation of the recommendation for handling work overload at the slaughter Inspector-In Charge (IIC) level. (IV)

5. Direct and monitor personnel and general management programs.

Maintenance Areas:

Plan 1: Regional Directors will conduct and maintain an effective EEO program including development of an affirmative action plan in accordance with EEOC guidelines and schedule regional EEO committee meetings at least two times annually. (Ongoing)

Plan 2: Regional Directors will conduct and maintain an effective regional LMR Program in accordance with law and agency rules. (Ongoing)

Plan 3: Regional Directors will conduct and maintain a safety and health program in accordance with published guidelines, executive orders, and the Occupational Safety and Health Act of 1970. (Ongoing)

Plan 4: Direct the implementation of an employee integrity training program to increase employee awareness and upgrade employee performance in the area of "ethics and conduct." (IV)

Plan 5: Improve the uniformity of application and general understanding of performance standards at all levels. (IV)

FY 1983 PROGRAM ACTIVITY PLAN
REGIONAL OPERATIONS, MPIO
AREA OFFICES

ACTIVITY LEADER: The 27 Area Offices are strategically located around the country to provide needed managerial support and supervisory direction to inspection activities.

PRIMARY ACTIVITY OBJECTIVE: Manage inspection and human resource activities for a group of circuits and assure consistency in the direction, approach, and application of regulatory inspection policy on the affected industry.

SUPPORTING OBJECTIVES: 1. Monitor the integration of inspection policy into operational programs and evaluate the supervision and direction provided to the in-plant performance system (IPPS).

Maintenance Areas: Plan 1: Area supervisors will perform an on-site assessment of each circuit supervisor's review of an IPPS three times per year to assure the effectiveness of the Supervision of Performance System (SPS), determine the cause of any performance deficiencies, and formulate corrective actions. (IV)

Plan 2: Area supervisors will monitor dispositions made during each slaughter IPPS review with veterinary circuit supervisors and correlate disposition decisions on a quarterly basis. (Ongoing)

Plan 3: Area supervisors will monitor processing inspection procedures (including product labeling) by observing each circuit supervisor's review of at least five different products three times per year. (Ongoing)

Plan 4: Areas supervisors will conduct, at least quarterly, work unit meetings with circuit supervisors. (Ongoing)

2. Provide technical direction to efforts insuring the maintenance of States "equal to" status.

Maintenance Areas : Plan 1: Area supervisors will meet quarterly with State program officials, as appropriate, to coordinate and discuss States "equal to" status and inspection program efforts. (Ongoing)

Plan 2: Area supervisors will conduct an annual correlation meeting, as appropriate, with circuit supervisors and State program officials concerning the application of review criteria in State plants. (Ongoing)

3. Maintain liaison with industry officials to enhance the effectiveness of regulatory inspection activities.

Maintenance Areas:

Plan 1: Area supervisors will respond to appeals from industry plant management concerning specific decisions and actions by subordinate levels. (Ongoing)

Plan 2: Area supervisors will maintain contact with industry officials and trade associations and inform them of pending and/or anticipated changes in policy or procedures. (Ongoing)

Special Emphasis Areas:

Plan 3: Area supervisors will promote the acceptance of TQC and provide necessary staff support to expedite the development and approval of plant TQC systems. (Ongoing)

4. Manage assigned people and dollar resources.

Maintenance Areas:

Plan 1: Area supervisors will respond to requests for inspection service or initiate action to effect suspension and/or withdrawal in inoperative plants within time frames specified by MPIO directives and the regional office. (Ongoing)

Plan 2: Area supervisors will manage inspection requirements by assuring assignments are accurately described and properly staffed. (Ongoing)

Plan 3: Area supervisors will utilize intermittent employee hours with assigned allocation levels. Requests for additional allocation will be promptly submitted to regional officials and allocations shall not be exceeded without prior approval. (Ongoing)

Plan 4: Area supervisors will review reimbursable overtime usage as requested by regional officials to assure that inspection staffing and services rendered are consistent with established policy guidelines. (Ongoing)

FY 1983 PROGRAM ACTIVITY PLAN
REGIONAL OPERATIONS, MPIO
CIRCUIT SUPERVISORY LEVEL

ACTIVITY LEADER: The 203 geographically-dispersed circuit supervisors represent a mobile, second-line unit to assure the uniformity in regulatory inspection activities.

PRIMARY ACTIVITY OBJECTIVE: To provide first-line supervisory control of the inplant performance system (IPPS) which assures uniformity in the application of regulatory inspection policy and procedures on the affected industry.

SUPPORTING OBJECTIVES: 1. Evaluate the effectiveness of the IPPS.

Maintenance Areas: Plan 1: Circuit supervisors will visit each IPPS 11 times per year to review conformance with established procedures and policies, determine the cause of any performance deficiencies and formulate corrective actions with the IIC's. Reviews to be conducted in accordance with criteria outlined in MPI Directive 910.1. (IV)

Plan 2: Circuit supervisors will conduct an indepth, comprehensive review of each plant every 18 months. At least 20 percent of these reviews are to be completed each quarter. (IV)

Plan 3: Veterinary circuit supervisors will conduct quarterly correlations on carcass dispositions with subordinate veterinarians and will observe line inspection performance during each slaughter IPPS review. (Ongoing)

Plan 4: Circuit supervisors will observe processing inspection procedures (including product labeling) during each processing IPPS review. (Ongoing)

Plan 5: Circuit supervisors will conduct semiannual work unit meetings with IIC's. (Ongoing)

2. Assess "equal to" status of State inspection programs and other federally-exempt establishments.

Maintenance Areas: Plan 1: Circuit supervisors will conduct a review of assigned State plants each quarter, in accordance with MPI Directive 910.1. (Ongoing)

Plan 2: Circuit supervisors will conduct quarterly reviews of all custom exempt plants (designated States). (Ongoing)

3. Maintain liaison with industry officials to enhance the effectiveness of regulatory inspection activities.

Maintenance Areas:

Plan 1: Circuit supervisors will respond to appeals from industry plant management concerning specific IPPS decisions and actions. (Ongoing)

Special Emphasis Areas:

Plan 2: Circuit supervisors will promote the acceptance of TQC and provide supervisory direction to the implementation of TQC systems in affected plants. (Ongoing)

**Section VI
Meat and Poultry
Inspection Technical
Services**

FY 1983 PROGRAM AREA PLAN FOR
MEAT AND POULTRY INSPECTION TECHNICAL SERVICES

PROGRAM LEADER: M. A. Nelson

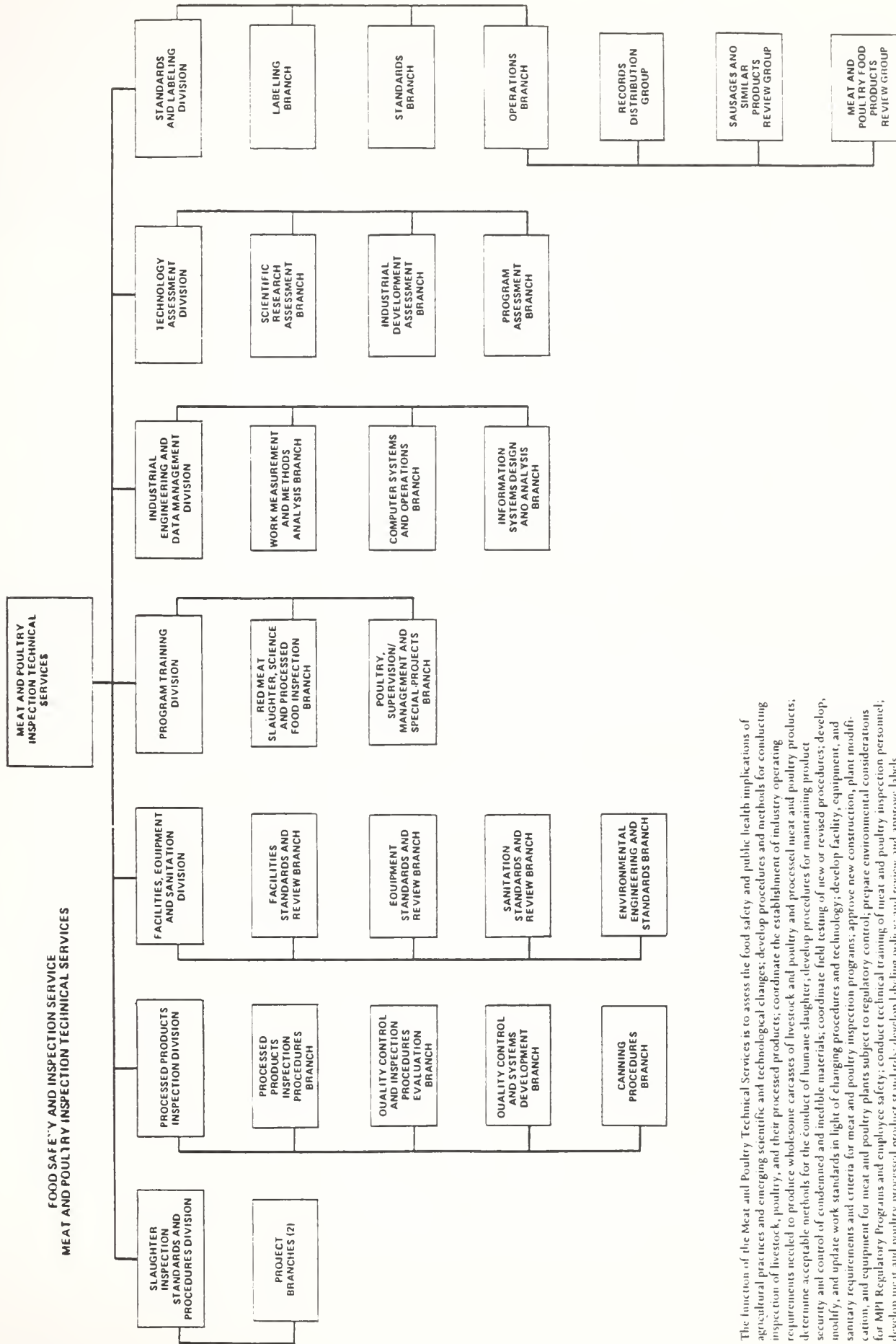
PROGRAM ABSTRACT: Meat and Poultry Inspection Technical Services (MPITS) is responsible for a broad range of functions in support of the inspection program. These functions include: (1) developing procedures for inspecting livestock, poultry, and their processed products; (2) coordinating the development of facility, equipment, and sanitation requirements; (3) assessing the food safety and public health implications of emerging agricultural practices and technology; (4) developing inspection work standards; (5) providing data/information to meat and poultry inspection management and other users; (6) developing training materials and delivery of training to inspection personnel; (7) developing meat and poultry product standards; and (8) carrying out label approval and labeling policy development functions to assure that meat and poultry product labels are truthful and not misleading. The Deputy Administrator for Meat and Poultry Inspection Technical Services manages meat and poultry inspection program activities for the following Divisions: Facilities, Equipment and Sanitation; Industrial Engineering and Data Management; Processed Products Inspection; Program Training; Slaughter Inspection Standards and Procedures; Standards and Labeling; and Technology Assessment.

- PROGRAM GOALS:
1. Continue the development of inspection procedures that are less manpower intensive without reducing consumer protection.
 2. Support the implementation of total quality control (TQC) in meat and poultry processing plants by providing: (a) policy support that will continue to provide industry and program direction; (b) work measurement support that will monitor implementation effectiveness; and (c) QC training for meat and poultry inspectors and supervisors.
 3. Develop and implement methods and means to streamline label approval procedures and develop, maintain, and publish product standards and labeling requirements.
 4. Provide for the review of blueprints and specifications for both facilities and equipment for meat and poultry plants.
 5. Continue to seek ways to reduce the regulatory burden without jeopardizing program responsibility.

6. Implement the Inspection Resources Information System and oversee automated data processing (ADP) activities throughout the inspection program so that requests are serviced in an economical manner.
7. Provide support for the U.S. position in Codex Alimentarius activities relating to processed meat and poultry, food labeling, and meat hygiene.

TABLE 11 - MEAT AND POULTRY INSPECTION
 TECHNICAL SERVICES PROGRAM AREA:
 RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator	12	6	617	8
Facilities, Equipment and Sanitation Division	24	13	826	11
Industrial Engineering and Data Management Division	37	19	1,624	22
Processed Products Inspection Division	26	14	1,001	13
Program Training Division	33	17	1,513	20
Slaughter Inspection Standards and Procedures Division	17	9	645	9
Standards and Labeling Division	39	20	1,164	15
Technology Assessment Division	4	2	137	2
Total Program Area	192	100	7,527	100



The function of the Meat and Poultry Technical Services is to assess the food safety and public health implications of agricultural practices and emerging scientific and technological changes; develop procedures and methods for conducting inspection of livestock, poultry, and their processed products; coordinate the establishment of industry operating requirements needed to produce wholesome carcasses of livestock and poultry and processed meat and poultry products; determine acceptable methods for the conduct of humane slaughter; develop procedures for maintaining product security and control of condemned and inedible materials; coordinate field testing of new or revised procedures; develop, modify, and update work standards in light of changing procedures and technology; develop facility, equipment, and sanitary requirements and criteria for meat and poultry inspection programs; approve new construction, plant modification, and equipment for meat and poultry plants subject to regulatory control; prepare environmental considerations for MPI Regulatory Programs and employee safety; conduct technical training of meat and poultry inspection personnel; develop meat and poultry processed product standards; develop labeling policy; and review and approve labels.

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
FACILITIES, EQUIPMENT AND SANITATION DIVISION, MPITS

ACTIVITY LEADER: B. T. Woods

ACTIVITY ABSTRACT: The Facilities, Equipment and Sanitation Division (FESD) is primarily responsible for: (1) the review, approval and/or disapproval of blueprints and specifications of meat and poultry facilities to determine if design, sanitation, and construction comply with current sanitary standards; (2) the review of prints of drawings and parts-material lists pertaining to equipment and accepting, rejecting, or identifying modifications needed to render the equipment acceptable based on this review and experimental installation in the plant environment; (3) the review of sanitation, pest control, water conservation programs and policies, and energy and natural resource saving proposals; (4) the development of regulations, standards, and guidelines pertaining to facilities, equipment, and sanitation; and (5) acting as a resource to other MPI units on engineering questions concerning building materials, construction, plumbing, lighting, ventilation, refrigeration, condensation, and electrical safety.

ACTIVITY OBJECTIVES: 1. Facilities and equipment review.

Plan 1: Review an estimated 2,800 sets of prints and specifications for facilities within 10 workdays of receipt, and reply to correspondence within 5 workdays of receipt. (Ongoing)

Plan 2: Review an estimated 1,800 prints and parts lists for equipment within 10 workdays of receipt, and reply to correspondence within 5 workdays of receipt. (Ongoing)

2. Review and evaluate new or revised microbiological control and monitoring programs and sanitation programs in heat process areas of meat and poultry production. These programs are used in lieu of midshift cleanup.

Plan 1: Review and evaluate 50 programs. Achieve a maximum turnaround time of 10 workdays on programs and 5 workdays on correspondence. (Ongoing)

3. Review and evaluate the sanitation parts of Total Quality Control programs.

Plan 1: Review and evaluate 225 sanitation control programs. Achieve a maximum turnaround time of 5 workdays on sanitation control programs and 5 workdays on correspondence. (Ongoing)

4. Develop regulations, standards, and guidelines for facilities, equipment, and sanitation.

Plan 1: Prepare and publish three times per year an agricultural publication entitled "Accepted Meat and Poultry Equipment (MPI-2)." This publication lists equipment that has been accepted for use in federally inspected meat and poultry plants and also contains conditions of use established at the time of acceptance of the equipment. (Ongoing)

Plan 2: Update and publish Agriculture Handbook 570. (IV)

Plan 3: Develop a standard that establishes various levels of performance for metal detectors. (III)

Plan 4: Develop a test set for checking the effectiveness of metal detectors with various products. (IV)

Plan 5: Develop guides for moving mid-shift QC programs to the regions. (IV)

5. Review proposals for energy and natural resource savings.

Plan 1: Review and accept, reject, or propose modifications to 50 proposals for reuse of water. (Ongoing)

Plan 2: Develop 10 energy savings programs in plants that volunteer to participate. (Ongoing)

6. Complete activities that are in process.

Plan 1: Complete an audit and review of the Facility Group's present method of reviewing blueprints and specifications submitted by federally inspected meat or poultry plants to determine if changes are needed to improve the process. (II)

Plan 2: Continue work in condensate elimination area with individual plants that have condensation problems. (Ongoing)

Plan 3: Develop a proposal defining the range of seeing tasks required in meat and poultry plants in general and at inspection stations in particular, and establish ranges and type of lighting characteristics needed to accommodate the requirements. (IV)

TABLE 12 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
FACILITIES, EQUIPMENT AND SANITATION DIVISION, MPITS

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Facility and Equipment Review	Ongoing	14	515.8
Plan 1 - Review Prints and Specifica- tions			
Plan 2 - Review Prints and Parts Lists			
Objective 2 - Microbiological Programs	Ongoing	1	38.8
Plan 1 - Review and Evaluate Programs			
Objective 3 - Total QC Programs	Ongoing	4	116.3
Plan 1 - Sanitation Control Programs			
Objective 4 - Develop Regulations, Standards and Guidelines		3	77.5
Plan 1 - "Accepted Meat and Poultry Equipment"	Ongoing		
Plan 2 - Agricultural Handbook	IV		
Plan 3 - Performance for Metal Detectors	III		
Plan 4 - Test Set for Metal Detectors	IV		
Plan 5 - Mid-Shift QC Programs	IV		
Objective 5 - Energy and Natural Resources Savings	Ongoing	1	38.8
Plan 1 - Review 50 Proposals			
Plan 2 - Develop 10 Energy Savings Programs			
Objective 6 - Regulatory Activities		1	38.8
Plan 1 - Blueprints and Specifications	II		
Plan 2 - Condensate Elimination	Ongoing		
Plan 3 - Lighting Characteristics	IV		
TOTAL		24	826.0

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
INDUSTRIAL ENGINEERING AND DATA MANAGEMENT DIVISION, MPITS

ACTIVITY LEADER: C. S. Smithson

ACTIVITY ABSTRACT: The Industrial Engineering and Data Management Division (IEDM) has a principal role in formulation and implementation of policies and practices pertaining to industrial engineering and management information activities within the meat and poultry inspection programs. Functional responsibilities of the Division include the following: (1) develop work measurement standards consistent with human engineering factors and allowances; (2) establish productivity performance measures and workforce forecasting criteria for program evaluation and planning; (3) design and maintain a computerized resource information network responsive to MPI management objectives; (4) organize and present inspection program data for Agency officials and other interest groups; and (5) provide technical assistance and services on matters relating to "management science" techniques and methodologies.

ACTIVITY OBJECTIVES: 1. Develop and apply work measurement standards for inspection operations and technical services activities to determine appropriate staffing requirements.

Plan 1: Evaluate and modify the Total Quality Control (TQC) work measurement standard to ensure consistency with program revision such as discontinuous inspection and similar considerations. (IV)

Plan 2: Develop and institute new work measurement standards for one and two inspector cattle slaughter inspection procedures. (III)

Plan 3: Provide work measurement and motion analysis support for a proposed or an interim final regulation on a new high speed young chicken inspection procedure using hands-off inspection concepts and mechanized equipment. (IV)

Plan 4: Provide work measurement and motion analysis support for efforts to develop an inspection procedure combining swine carcass and viscera inspection stations. (IV)

Plan 5: Assist MPIO in the development and implementation of staffing criteria for allocating Inspector-in-Charge (IIC) resources to meet requirements in slaughter inspection plants. (IV)

Plan 6: Prepare a presentation on industrial engineering/work measurement methodology designed to provide program staffs and field inspectors a better understanding of the MPI staffing standards. (IV)

Plan 7: Develop and apply revised productivity indices for the effective measurement of MPI operations. (III)

Plan 8: Audit the slaughter inspection work measurement standards to ensure consistency with procedural requirements and conditions. (IV)

2. Develop, implement, and maintain automated data processing systems in response to meat and poultry inspection management information requirements.

Plan 1: Enhance existing MPI information systems to take advantage of capabilities on the new MPI computer network. These systems track data on all federally inspected establishments, authorized inspection assignments, and all major recurring inspection reports. (III)

Plan 2: Establish a data network which links computer equipment at headquarters and regional offices. Design, code, and implement computer programs for creating and updating data files, and for retrieval of information at these locations. (II)

Plan 3: Convert the automated Labels Information System for more efficient processing on the new computer equipment. (II)

Plan 4: Support the new Animal Disease Reporting System through designing, coding, and implementing of computer programs for the production of tabular and graphical outputs. (Ongoing)

Plan 5: Process recurring source data inputs and update and maintain MPI automated data bases. (Ongoing)

Plan 6: Convert the Federal Management and Communication Systems (FMCS) from the Washington Computer Center (WCC) to interactive update and retrieval system on HP-3000, including distributed processing on Regional Office HP-125 microprocessors. (II)

Plan 7: Provide operational and technical support necessary to maintain the ongoing Automated Import Information System. (Ongoing)

Plan 8: Implement a network of electronic word processing systems in MPI headquarters and the five regional offices. (II)

3. Analyze required management information, establish data needs and procedures, and develop automated system specifications for approved ADP application.

Plan 1: Support MPIO initiatives in accident/injury prevention through revisions to the automated Accident Reporting System. This system relates type and severity of inspector accidents/injuries to workload and other characteristics of the work environment. (II)

Plan 2: Support MPIO evaluation of field inspection system effectiveness through automated retrieval and summary of circuit supervisor reviews. (III)

Plan 3: Support MPIO field compliance activities through an automated system that summarizes data on businesses engaged in the marketing and distribution of meat and poultry products. (IV)

Plan 4: Support the feasibility assessment for revisions to MPI forms 407/455/404/536 and evaluate the current Processing Inspection ADP requirements. (IV)

Plan 5: Ensure ADP software vendor fulfills contractual obligations for enhancement of the FSIS Import Information System. (IV)

4. Analyze, coordinate, and release operational and management statistics on MPI domestic and international operations.

Plan 1: Summarize data on MPI operations and personnel for various publications and reports throughout the year (e.g. the MPI Statistical Summary, the Annual Report to Congress, and explanatory notes accompanying FSIS budget requests). (Ongoing)

Plan 2: Respond to special requests for data and reports on MPI activities in support of FSIS analytic studies. (Ongoing)

Plan 3: Provide direction and monitor the automated system supporting publication of the MPI Directory. (Ongoing)

5. Review the applicability of various management science techniques and methodologies i.e., network analysis, computerized modeling and simulation, and transportation modeling, etc., as a means of facilitating the quantitative analysis of inspection resources for alternative approaches to operational objectives.

Plan 1: Review and propose alternative computerized staffing models which could serve as a tool in determining minimum inspector and travel resources needed to support patrol type assignments. (IV)

Plan 2: Review and identify computerized simulation models which could serve to expedite the analysis of proposed inspection procedure changes, line speed impacts, disease rate variations, etc., on slaughter inspection staffing requirements. (IV)

TABLE 13 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 INDUSTRIAL ENGINEERING AND DATA
 MANAGEMENT DIVISION, MPITS

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Work Measurement and Methods Analysis		8.5	362
Plan 1 - Modification of TQC Staffing Standards	IV		
Plan 2 - Institute Staffing Standards for 1 and 2 Inspector Cattle Plants	III		
Plan 3 - New Young Chicken Hands-Off Inspection Procedure	III		
Plan 4 - Combine Swine Carcass and Viscera Station Inspection Procedure	IV		
Plan 5 - IIC Staffing Criteria	IV		
Plan 6 - Prepare Work Measurement Presentation for User Orientation	IV		
Plan 7 - Develop Alternative Productivity Measurement Indices	III		
Plan 8 - Audit Existing Slaughter Inspection Standards	IV		
Objective 2 - Computer Systems Development and Operations		23.5	1,052
Plan 1 - Implement New Computer Network	III		
Plan 2 - Establish Data Network for Local and Regional MPI Offices	II		
Plan 3 - Convert Labels Information System to MPI Computer	II		
Plan 4 - Support Animal Disease Reporting System	Ongoing		
Plan 5 - ADP Operations and Source Data Processing	Ongoing		
Plan 6 - Convert FMCS from WCC to HP-3000	II		
Plan 7 - Support Import Information System Operations	Ongoing		
Plan 8 - Implement Electronic Word Processing Network	II		

TABLE 13 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 INDUSTRIAL ENGINEERING AND DATA
 MANAGEMENT DIVISION, MPITS -Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 3 - Automated Management Information System Analysis and Design Specification		2.0	90
Plan 1 - Inspector Accident Reporting System	II		
Plan 2 - Inspector Operation Evaluation Reporting System	III		
Plan 3 - Compliance Information Processing System	IV		
Plan 4 - Evaluate Processing Inspection ADP Requirements	IV		
Plan 5 - Import Information System Contract Management	IV		
Objective 4 - Analyze and Present Management Information and Statistics	Ongoing	1.5	60
Plan 1 - Recurring Reports and Statistics			
Plan 2 - Special Request and Analytical Studies			
Plan 3 - Publication of MPI Directory			
Objective 5 - Application of Management Science Methodologies	IV	1.5	60
Plan 1 - Identify Computerized Staffing Models			
Plan 2 - Identify Computerized Simulation Models			
TOTAL		37.0	1,624

FY 198 PROGRAM ACTIVITY PLAN FOR THE
PROCESSED PRODUCTS INSPECTION DIVISION, MPITS

ACTIVITY LEADER: W. F. Dennis

ACTIVITY ABSTRACT: The Processed Products Inspection Division (PPID) is primarily responsible for establishing industry operating requirements and inspection criteria and methods necessary to assure that processed meat and poultry products are safe, wholesome, unadulterated, and correctly labeled. This is achieved by the following: (1) conducting studies of potential hazards; (2) determining the nature and kinds of defects that occur; (3) evaluating industry's quality control procedures and practices; (4) providing guidance to industry on good manufacturing practices; and (5) developing inspection procedures, sampling plans and techniques, and criteria for interpreting laboratory analyses.

ACTIVITY OBJECTIVES: 1. Continue development and expansion of Quality Control efforts.

Plan 1: Provide technical on-site assistance to processors in the development of TQC systems. (Ongoing)

Plan 2: Review and approve acceptable total quality control systems (225), and partial quality control programs (400) which are not decentralized. (Ongoing)

Plan 3: Review and update, if necessary, all partial quality control programs in effect for five years. (Ongoing)

Plan 4: Evaluate regional approval of partial quality control programs. (Ongoing)

Plan 5: Continue development of MPIO partial QC evaluation checklists and guidelines so that approval authority can be delegated to the region. (Ongoing)

Plan 6: Update Manual to reflect QC policies and procedures. (III)

Plan 7: Develop a system for effectively and efficiently evaluating sodium labeling compliance. (IV)

2. Conduct special and major ongoing projects.

Plan 1: Review process deviation evaluations (175), and coordinate the handling of abnormal container incidents (120) of canned products. (Ongoing)

Plan 2: Complete dry cured bacon survey and determine feasibility of preparing a Good Manufacturing Practice (GMP) guideline, and if feasible, prepare the guideline for informal issuance (not a regulation/manual or bulletin). (II)

Plan 3: Evaluate feasibility of revising and automating the data processing systems. (IV)

Plan 4: As a followup to the "Risk Assessment" exercise (FY 1982 Program Plan, Objective 5, Accomplishment 6) develop guidelines for staffing less-than-continuous processing inspection assignments in TQC plants. (II)

Plan 5: Evaluate the revised boneless red meat AQL program. (IV)

Plan 6: Assess the adequacy of process schedules for imported canned product through a sampling of labeling submissions. (II)

Plan 7: Evaluate and update, as needed, the import inspection system. (III)

3. Develop policies, procedures, and regulations.

Plan 1: Publish "Secretary's discretion" regulation. (IV)

Plan 2: Implement canning controls. (IV)

Plan 3: Implement revised trichinae controls which would permit processors to use a greater variety of time, temperature, and water activity combinations to destroy possible live trichinae. (IV)

Plan 4: Implement production controls for fermented sausages. (III)

Plan 5: Implement revised controls permitting poultry processors to use time and temperature options in lieu of a room temperature requirement when deboning poultry. (II)

Plan 6: Revise the basis for regulating water content in cured pork products. (III)

Plan 7: Prepare Acceptance Quality Level (AQL) for canned boneless poultry. (II)

Plan 8: Design a study and complete data collection for preparing a boneless raw poultry AQL program. (IV)

Plan 9: Develop final action on net weight regulations.
(II)

TABLE 14 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
PROCESSED PRODUCTS INSPECTION DIVISION, MPITS

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Continue QC		13	502
Plan 1 - Giving On-Site Assistance	Ongoing		
Plan 2 - Reviewing and Approving	Ongoing		
Plan 3 - Update Old Partial	Ongoing		
Plan 4 - Evaluate Regional Approvals	Ongoing		
Plan 5 - Decentralize Approval of PQC	Ongoing		
Plan 6 - Update Manual to Reflect QC Policies	III		
Plan 7 - Sodium Labeling Compliance	IV		
Objective 2 - Special and Major Projects		6	249
Plan 1 - Evaluate Process Deviations and Abnormal Container Incidents	Ongoing		
Plan 2 - Dried Cured Bacon Survey	II		
Plan 3 - Evaluate Processing Data	IV		
Plan 4 - Staffing Guidelines for Less- Than-Continuous TQC	II		
Plan 5 - Evaluate Red Meat Boneless AQL	IV		
Plan 6 - Assess Foreign Process Schedules	II		
Plan 7 - Import Inspection System	III		
Objective 3 - Policies, Procedures, and Regulations		7	250
Plan 1 - "Secretary's Discretion" Regulation	IV		
Plan 2 - Canning GMP	IV		
Plan 3 - Revised Trichinae Procedures	IV		
Plan 4 - Fermented Sausage GMP	III		
Plan 5 - Poultry Deboning Procedures	III		
Plan 6 - PFF	III		
Plan 7 - Canned Boneless Poultry AQL	II		
Plan 8 - Raw Boneless Poultry AQL	IV		
Plan 9 - Net Weight Decision	II		
TOTAL		26	1,001

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
PROGRAM TRAINING DIVISION, MPITS

ACTIVITY LEADER: M. A. Simmons

ACTIVITY ABSTRACT: The Program Training Division participates in the planning and formulation of all training policies, programs, and activities of the Meat and Poultry Inspection Program. This is achieved through the design of human performance systems. This Division (1) reviews existing and proposed criteria and procedures for slaughter and processed products inspection, as well as facilities, equipment, and sanitation systems requirements, in order to determine how effectively and efficiently they utilize human resources; (2) participates in the administration, planning, development, and evaluation of programs for training of Federal, State, and other personnel engaged in meat and poultry inspection; (3) participates in training foreign nationals to meet requirements of the meat and poultry inspection program, in consultation with the Foreign Review Staff, the Pan American Health Organization and other international organizations, as appropriate; (4) cooperates with other FSIS personnel, State inspection officials, industry representatives, university officials, and others in planning and conducting training programs; (5) maintains liaison with professional and technical institutions; and (6) assists in developing Agency-wide training programs.

ACTIVITY OBJECTIVES: 1. Design and develop performance systems, instructions systems, and instructional aids for the technical training of MPI employees.

Plan 1: Update training materials for the following:

- a. Employee Development Guides for poultry and red meat food inspectors. (IV)
- b. Basic processing and basic slaughter courses. (III)
- c. Laboratory sampling and approved water systems. (IV)
- d. Other training materials as appropriate when policy and regulations change. (Ongoing)

Plan 2: Conduct a curriculum study in the area of processed food inspection, identifying areas of responsibility, related duties and tasks, and the knowledge and skills needed to carry out these tasks.

In addition, this study should result in the examining of current basic and quality control (QC) training into Processed Products Inspection Curriculum based on QC concepts and principles. (IV)

Plan 3: Develop a proposed multi-year training and development program for quality control inspectors and supervisors. This program would be designed to develop the skills and knowledge needed to carry out their assignments and to keep inspectors and supervisors abreast of the latest changes related to quality control inspection. The program would be a combination of formal training, on-the-job application, correspondence courses, readings, self-instructional and guidance programs, and other appropriate training development approaches. (IV)

Plan 4: Develop self-instructional programs that meet Agency needs in scientific, technical, and management/supervisory areas. These programs will include:

- a. New cattle post-mortem inspection procedures. (I)
- b. Tripe inspection program. (II)
- c. On-line carcass reinspection program. (III)
- d. New swine carcass and viscera inspection procedures. (III)
- e. Label approval by field personnel. (II)
- f. Veterinary post-mortem carcass disposition lesson. (IV)
- g. Principles of toxicology and related programs. (IV)
- h. Work measurement concepts and principles. (IV)
- i. Other programs as Programs and Agency needs indicate. (Ongoing)

Plan 5: Develop and update or revise existing instructional aids for:

- a. Public trust training. (II)
- b. E.E.O. training, including EEO quarterly newsletter. (Ongoing)

- c. MPI Safety poster program. (Ongoing)
- d. New employee orientation training. (II)
- e. Safe driver training. (IV)

2. Deliver technical training to the target population.

Plan 1: Conduct quality control training for 200 food inspectors and supervisors. (Ongoing)

Plan 2: Supply individual employees with training and learning resources as follows:

- a. Audiovisual program for 200 employees per quarter in basic educational programs. Safety and health programs, supervision/management programs, animal disease programs, processed products programs, MPI technical programs, and MPI informational programs. (I, II, III, IV)
- b. Correspondence programs for 250 employees per quarter in basic education subjects, basic scientific subjects, statistics, MPI subjects and defensive driving. (I, II, III, IV)
- c. Programmed instruction and job guides for slaughter, processed products and supervisory jobs. (Ongoing)

Plan 3: Conduct trainee-paced training courses for cross training and induction training for food inspectors and veterinarians in red meat and poultry slaughter and basic processed products inspection. (Ongoing)

Plan 4: Conduct training courses for assembled groups in Supervision/Management, carcass disposition, VMO plant responsibilities, MPI overviews and orientation. (Ongoing)

Plan 5: Conduct special training courses, on request, for large Program groups and for nonprogram individuals, such as State inspectors, university professionals and students, and foreign nationals. (Ongoing)

Plan 6: Administer the training component of the upward mobility program for food inspectors. (Ongoing)

Plan 7: Develop and/or obtain resources for the continuing education and development program. These resources will include university-based and tailored courses, self-development and on-the-job approaches. Presently available instructional materials will be used when possible. The following areas will be covered: Public Health and Preventive Medicine, Life Sciences, Food Technology, Chemical Sciences, Management Sciences, Mathematics, Quality Systems, Safety Management, and Poultry Science. (IV)

3. Provide assistance to MPI managers and other FSIS organizational units in the analysis of human performance problems, including the development and selection of appropriate solutions.

Plan 1: Promote use of the model team to assist organizational units with problem solving sessions for performance problems. (Ongoing)

Plan 2: Evaluate this approach to problem solving and make changes that will improve effectiveness of the team. (IV)

4. In conjunction with Employee Development Branch, Personnel Division, implement and evaluate a university-based training program for food inspectors.

Plan 1: Implement the science portion of the training. (III)

Plan 2: Evaluate the program and prepare a report on the results. (IV)

TABLE 15 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
PROGRAM TRAINING DIVISION, MPITS

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Design and Develop Training		19.5	892
Plan 1 - Update All Materials			
a. Employee Development Guides	IV		
b. Basic Processing and Slaughter	III		
c. Lab. Sampling and Approved Water	IV		
d. Other Training Materials	Ongoing		
Plan 2 - Curriculum Study	IV		
Plan 3 - Long-Term QC Training Program	IV		
Plan 4 - Develop Self-Instructional Programs			
a. New Cattle PM Inspection Procedures	I		
b. Tripe Inspection Program	II		
c. On-line Carcass Reinspection Program	III		
d. New Swine Carcass and Viscera Inspection Procedures	III		
e. Label Approval by Field Personnel	II		
f. Veterinary PM Carcass Disposition	IV		
g. Principles of Toxicology and Related Programs	IV		
h. Work Measurement Concepts and Principles	IV		
i. Other Programs As Needs Indicate	Ongoing		
Plan 5 - Develop Instructional Aids			
a. Public Trust Training	II		
b. EEO Training	Ongoing		
c. MPI Safety Poster Program	Ongoing		
d. New Employee Orientation	II		
e. Safe Driver Training	IV		
Objective 2 - Deliver Training		10.0	453
Plan 1 - Quality Control Training	Ongoing		
Plan 2 - Supply Training Materials to Individuals			
a. Audiovisual Programs	Ongoing		
b. Correspondence Programs	Ongoing		
c. Programmed Instruction	Ongoing		
Plan 3 - Trainee-Paced Course Delivery	Ongoing		
Plan 4 - Conduct Assembled Training	Ongoing		
Plan 5 - Conduct Special Training	Ongoing		

TABLE 15 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 PROGRAM TRAINING DIVISION, MPITS - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Plan 6 - Upward Mobility Training	Ongoing		
Plan 7 - Continuing Education	IV		
Objective 3 - Analysis of Human Performance		3.0	136
Plan 1 - Participate in Problem Solving	Ongoing		
Plan 2 - Evaluate Results	IV		
Objective 4 - University-Based Training Program		.5	32
Plan 1 - Implement	III		
Plan 2 - Evaluate	IV		
TOTAL		33.0	1,513

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
SLAUGHTER INSPECTION STANDARDS AND PROCEDURES DIVISION, MPITS

ACTIVITY LEADER: J. C. Prucha

ACTIVITY ABSTRACT: The Slaughter Inspection Standards and Procedures Division is responsible for designing, testing, and assisting in the implementation of standards and procedures for: (1) the inspection of livestock and poultry at slaughter; (2) the reinspection of food animal carcasses and parts of carcasses subsequent to slaughter; (3) the control of condemned and inedible meat and poultry at inspected establishments; and (4) ensuring the humane handling and slaughter of livestock. Related to these primary responsibilities, the Division is also responsible for furnishing technical guidance as requested, and for the evaluation of industry, consumer, and other Government agencies' proposals in its areas of primary responsibility.

ACTIVITY OBJECTIVES: 1. Modernize slaughter inspection procedures.

Plan 1: Design, test, and publish a proposal or an interim final regulation on a new high speed young chicken inspection procedure using hands-off inspection concepts and automated equipment. (III)

Plan 2: Manage the Animal Disease Reporting System including continually evaluating reported data, conducting special surveys, and issuing periodic reports on animal diseases and conditions. (Ongoing)

Plan 3: Complete development and publish a proposed rule on a method to combine the swine carcass inspection station with the viscera inspection station. (IV)

Plan 4: Prepare and publish as final rule a docket requiring the removal of kidneys from mature chickens and turkeys. (II)

Plan 5: Design, develop, and test effective procedures for indirect verification of poultry trim (e.g., Acceptance Quality Level (AQL)) which might be accomplished by plant personnel under certain new inspection procedures. (II)

2. Design and/or evaluate slaughter inspection standards.

Plan 1: Develop and publish as a proposed rule criteria to differentiate veal and calf. (II)

Plan 2: Implement and evaluate the effectiveness of an on-line statistical carcass reinspection program for cattle. (III)

Plan 3: Implement and evaluate the effectiveness of an on-line statistical carcass reinspection program for swine. (III)

Plan 4: Design and develop a reinspection program for beef tongues. (II)

Plan 5: Develop, evaluate, and implement plant standards relating to disease incidence, trim rates, and presentation errors as they relate to new inspection procedures for poultry. (III)

Plan 6: Review and evaluate new information on the pathophysiology of leukosis and squamous cell carcinoma in poultry; if indicated, change the disposition criteria for these diseases. (III)

3. Provide regulatory relief to industry.

Plan 1: Implement a new tripe inspection procedure and uniform standard. (II)

Plan 2: Publish as a final rule a docket to eliminate the requirement for two separate containers for condemned poultry. (II)

Plan 3: Publish as a final rule a docket on the definition and requirement of labeling frozen poultry. (III)

Plan 4: Implement, evaluate, and monitor the effectiveness of an alternate poultry carcass moisture control system. (II)

Plan 5: Evaluate industry moisture partial quality control programs and develop inspection procedures designed to monitor the programs. (Ongoing)

TABLE 16 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
SLAUGHTER INSPECTION STANDARDS AND PROCEDURES DIVISION, MPITS

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1: Modernize Slaughter Inspection Procedures		8.5	309
Plan 1 - Young Chicken Procedures	III		
Plan 2 - Disease Reporting	Ongoing		
Plan 3 - Viscera/Rail Swine	IV		
Plan 4 - Poultry Kidneys	II		
Plan 5 - Verification Trim	II		
Objective 2: Design and/or Evaluate Slaughter Inspection Standards		4.5	179
Plan 1 - Veal/Calf Criteria	II		
Plan 2 - Beef Carcass AQL	III		
Plan 3 - Swine Carcass AQL	III		
Plan 4 - Beef Tongues	II		
Plan 5 - Plant Standards	III		
Plan 6 - Poultry Dispositions	III		
Objective 3: Provide Regulatory Relief to Industry		4.0	157
Plan 1 - Tripe Inspection	II		
Plan 2 - Condemn Cans	II		
Plan 3 - Frozen Poultry	III		
Plan 4 - Moisture Control Young Chickens	II		
Plan 5 - Moisture Control AQL Systems	Ongoing		
TOTAL		17.0	645

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
STANDARDS AND LABELING DIVISION, MPITS

ACTIVITY LEADER: R. Hibbert

ACTIVITY ABSTRACT: The Standards and Labeling Division carries out the mandatory label approval function for all labels used on federally inspected meat and poultry products. The Division conducts reviews to assure that meat and poultry products are formulated with safe and suitable ingredients, that their labels are truthful and not misleading, and that those labels show all required information. Formal product standards are developed to specify meat content and/or usual ingredients of meat and poultry products when industry members or consumers show particular interest in increasing uniformity among products using the same product name. Development of rules to permit or restrict the uses of various food additives is the responsibility of this office. Other regulations in the food labeling area are also developed by the Division, and the Division provides support and advice relating to assigned activities of Codex Alimentarius.

ACTIVITY OBJECTIVES: 1. Assure that meat and poultry products are formulated with safe and suitable ingredients and that their labeling is truthful, informative, and not misleading.

Plan 1: Review approximately 120,000 labels for approval. (Ongoing)

Plan 2: Review and process all appeals of labeling decisions. (Ongoing)

2. Develop policies, procedures, regulations, and guidelines relative to the standards and labeling of meat and poultry products.

Plan 1: Develop general labeling policies to ensure truthful labeling practices. Issue policy memos as appropriate. (Numbers will depend upon issues raised during the year.) (Ongoing)

Plan 2: Publish a final rule that will establish new procedures for approving the use of FDA-approved substances in meat and poultry products. (III)

Plan 3: Develop a final rule amending the margarine standard to make it more consistent with FDA and international standards. (II)

Plan 4: Develop a proposal for the establishment of a standard for cooked poultry sausage. (IV)

Plan 5: Develop a proposal and a final regulation for the establishment of a standard for ground pork. (III)

Plan 6: Publish a final rule to amend the standard for Italian sausage to allow curing ingredients and clarify the definition of cooked Italian sausage. (III)

Plan 7: Develop recommendations concerning the definition of partially defatted meat products that will promote honesty and fair dealing in the trade of these products. (III)

Plan 8: Develop and implement policies for the labeling of cooked poultry products containing solutions with recommendations for regulatory action when indicated. (III)

Plan 9: Develop labeling policy to prevent the misbranding of product which is an imitation of another food with recommendations for regulatory action when indicated. (IV)

Plan 10: Evaluate the effectiveness of the use of qualifying statements to product names to inform consumers of the non-traditional method of preparation and implement policy. (IV)

Plan 11: Publish a proposal to establish criteria for exempting certain meat and meat food products from Federal inspection. (IV)

Plan 12: Evaluate comments to Federal Register notice concerning barbeque regulations, recommend course of action, and implement. (II)

3. Streamline and improve Division functions.

Plan 1: Maintain a quality control program for label approvals and make an effort to reduce error rate. (Ongoing)

Plan 2: Publish a final rule which delegates certain label approval authority to the IIC and which creates a limited category of generically approved labeling. (III)

Plan 3: Develop an implementation plan and implement field delegation and generic approval of certain label approvals. (III)

Plan 4: Assess future ADP needs of the Division. Continue efforts to expedite the coding of approved labels. (Ongoing)

4. Accomplish special projects on an ad hoc and ongoing basis.

Plan 1: Provide leadership and consultation for developing FSIS vegetable protein policies. (Ongoing)

Plan 2: Develop policies and establish positions for Codex Alimentarius issues. (Ongoing)

Plan 3: Solicit public comment for the development of an Agency position on certain Codex Alimentarius standards. (III)

TABLE 17 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
STANDARDS AND LABELING DIVISION, MPITS

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Label Integrity Assurance	Ongoing	19	599
Plan 1 - Review 120,000 Labels			
Plan 2 - Process Appeals			
Objective 2 - Policy Development		11	298
Plan 1 - Issue Policy Memos	Ongoing		
Plan 2 - Publish Final Rule Establishing Procedures for Approval of Substances	III		
Plan 3 - Develop Margarine Final Rule	II		
Plan 4 - Develop Standard for Cooked Poultry Sausage	IV		
Plan 5 - Develop Standard for Ground Pork	III		
Plan 6 - Finalize Amended Standard for Italian Sausage	III		
Plan 7 - Recommend Course of Action for Defining Partially Defatted Meat Products	III		
Plan 8 - Develop Policies for Solutions in Cooked Poultry	III		
Plan 9 - Develop Labeling Policy for Imitation Products	IV		
Plan 10 - Evaluate Effectiveness of Qualifying Statements	IV		
Plan 11 - Publish Proposal on Exemptions From Inspection	IV		
Plan 12 - Evaluate "Barbeque" Comments	II		
Objective 3 - Streamline Functions		8	239
Plan 1 - Maintain Audit System and Improve Error Rate	Ongoing		
Plan 2 - Publish Final Rule on Field Delegation and Generic Label Approvals	III		
Plan 3 - Lead Implementation of Field Delegation and Generic Approvals	III		
Plan 4 - ADP Systems	Ongoing		

TABLE 17 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 STANDARDS AND LABELING DIVISION, MPITS - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 4 - Accomplish Special Projects on an Ad Hoc or Ongoing Basis		1	28
Plan 1 - Lead Development of Vegetable Protein Policy for Agency	Ongoing		
Plan 2 - Develop Codex Positions	Ongoing		
Plan 3 - Solicit Public Comment on Codex Standards	III	—	—
TOTAL		39	1,164

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
TECHNOLOGY ASSESSMENT DIVISION, MPITS

ACTIVITY LEADER: I. Y. Maing

ACTIVITY ABSTRACT: This Division is primarily responsible for the analysis of emerging scientific, technological, industrial, and inspection research in the meat and poultry industries and on MPITS's regulatory responsibilities affecting those industries. The Division serves as a clearinghouse for research information and evaluates and recommends courses of action to enable FSIS to anticipate the direction in which issues are likely to develop.

ACTIVITY OBJECTIVES: 1. Develop and maintain sources of information on meat and poultry research and innovations.

Plan 1: Establish and maintain monitoring stations in U.S. and strategic points in foreign countries. (Ongoing)

Plan 2: Build a reservoir of technology assessment knowledge that can become the decisionmaking basis for future, viable, and previously unidentified FSIS needs. (Ongoing)

2. Evaluate relevant scientific and technical reports and prepare and recommend courses of action responsive to them.

Plan 1: Publish Memorandum of Screening and Surveillance (MOSS) on a quarterly basis. (I, II, III, IV)

Plan 2: Publish Annual Report of Technology Assessment Division. (I of FY 1984)

3. Provide support to the Technology Assessment Steering Committee (TASC).

Plan 1: Identify areas of current industry/scientific research and development with potentially high impact on the industry or FSIS. Prepare summary reports of such areas of research and development and recommend courses of action to TASC. (Ongoing)

Plan 2: As directed, and/or approved by TASC, initiate and operate various knowledge-building activities designed to enhance the ability of FSIS personnel to recognize and utilize new research findings. (Ongoing)

4. Develop thrusts and strategies for improved technical leadership in light of upcoming challenges relative to domestic and foreign programs.

Plan 1: Participate in MPI projects as a taskforce member. (Ongoing)

Plan 2: Search for and assess new or improved worldwide meat/poultry slaughter/processing methods and inspection technologies and assist the Foreign Programs Division relative to meat/poultry export/import activities. (Ongoing)

TABLE 18 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
TECHNOLOGY ASSESSMENT DIVISION, MPI's

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Information Management Plan 1 - Establishment of Monitoring Stations Plan 2 - Anticipatory Knowledge Building	Ongoing	1.0	32
Objective 2 - Screening and Surveillance Plan 1 - Publish Memorandum of Screening and Surveillance (MOSS) Plan 2 - Publish Annual Report	I,II,III,IV I of FY 1984	.5	18
Objective 3 - Technology Assessment Steering Committee (TASC) Plan 1 - Identification of Emerging Issues Plan 2 - Knowledge Building Seminar	Ongoing	1.5	55
Objective 4 - Technical Leadership in Worldwide Meat/Poultry Technologies Plan 1 - Domestic Meat Technology Assessment Plan 2 - Export/Import Technology Assessment	Ongoing	1.0	32
TOTAL		4.0	137

Section VII
Science

FY 1983 PROGRAM AREA FOR SCIENCE

PROGRAM LEADER: R. E. Engel

PROGRAM ABSTRACT: The Science Program serves to provide the Agency with scientific guidance and support in chemistry, epidemiology, microbiology, pathology, toxicology, nutrition, parasitology, and mathematics and statistics. The support services are designed to assure product safety from disease, harmful chemicals, toxins and food poisoning microorganisms, as well as to prevent economic fraud and insanitary preparation.

The Science Program area works to develop and maintain close contacts with national and international scientific laboratories and communities in order to keep abreast of scientific and technological advances and to open new avenues for the exchange of scientific information; participates with other components of FSIS in developing and reviewing policies and procedures relating to FSIS programs; coordinates nutrition activities for FSIS; operates a food-borne hazard reporting system; identifies, recommends, and coordinates the establishment and conduct of appropriate research projects; operates the FSIS regulatory field service laboratories to support program needs; evaluates the safety of food additives for use in meat and poultry products; operates a safety program for FSIS laboratories; assists in the development and implementation of science-related training programs; and coordinates activities and provides guidance and expertise in the implementation of the Equal Employment Opportunity (EEO) Program.

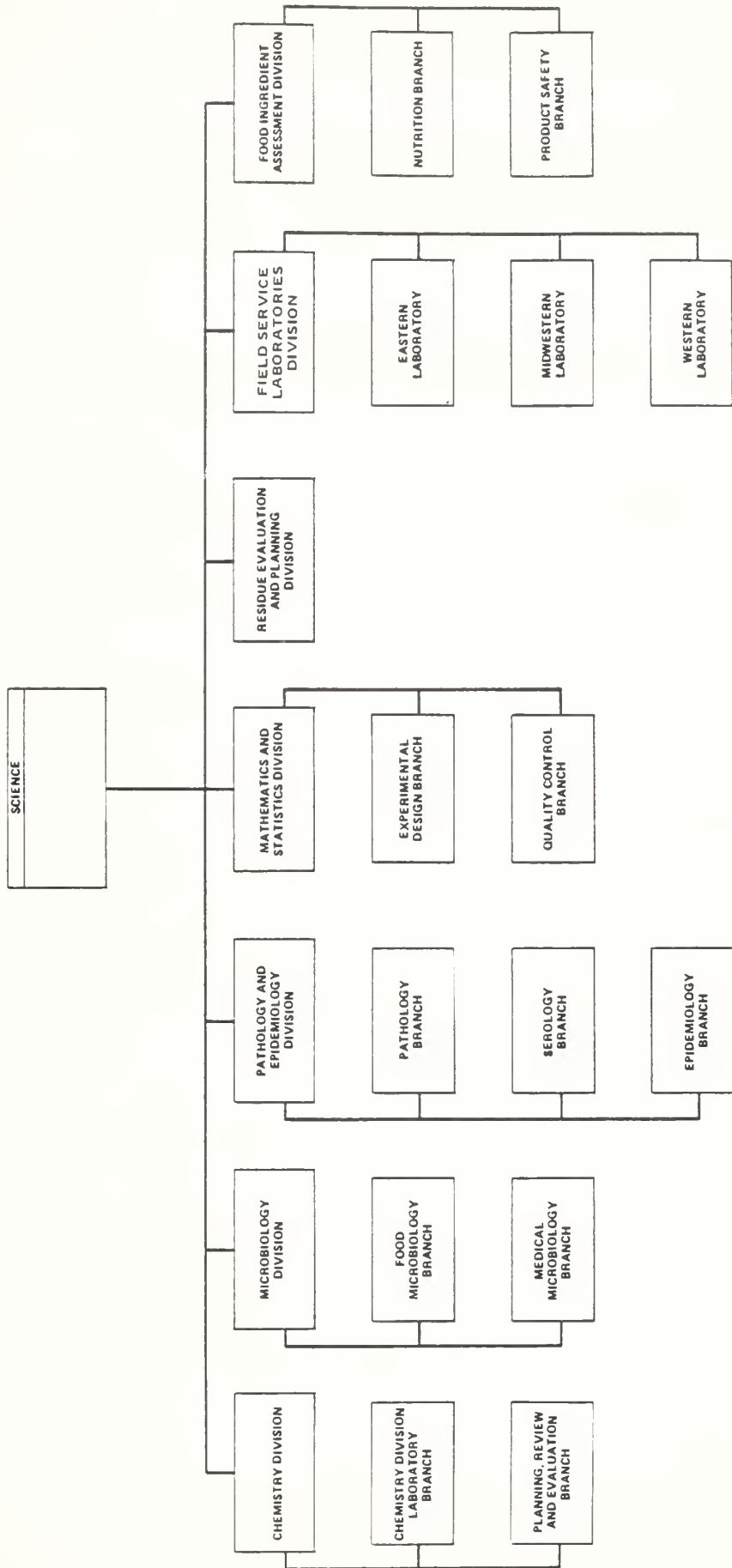
- PROGRAM GOALS:
1. To implement additional phases of the total residue avoidance program (TRAP) as part of the ongoing National residue program to control contaminating residues in the meat and poultry supply.
 2. To support the FSIS program for control of contaminating residues in imported products.
 3. To carry out laboratory support of the FSIS inspection program.
 4. To coordinate nutrition activities for FSIS.
 5. To operate an effective Science EEO Program.
 6. To coordinate a safety program for FSIS laboratories.
 7. To conduct a quality assurance program in FSIS, contract and accredited non-FSIS laboratories.

8. To develop new chemical and microbiological methods and improve existing methods.
9. To conduct a comprehensive microbiological monitoring and surveillance program.

TABLE 19 - SCIENCE PROGRAM AREA:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Deputy Administrator <u>1/</u>	(10)	--	(493)	--
Administrative Staff <u>1/</u>	(11)	--	(239)	--
Chemistry Division	48	13	2,993	16
Field Service Laboratories Division	197	53	9,587	53
Food Ingredient Assessment Division	33	9	1,171	6
Mathematics and Statistics Division <u>1/</u>	(18)	--	(922)	--
Microbiology Division	49	13	2,196	12
Pathology and Epidemiology Division	25	6	1,286	7
Residue Evaluation and Surveillance Division	22	6	1,099	6
Total Program Area	374	100	18,332	100

1/ Resources for these support activities are prorated over the resources of the other program area activities in Washington, D. C., Beltsville, MD., Athens, GA., St. Louis, MO., and San Francisco, CA.



The function of Science is to provide scientific guidance and support for FSIS programs; develop and operate a Food Borne Hazard Reporting System; identify, recommend, and coordinate the establishment and conduct of appropriate research projects; operate the FSIS Regulatory Field Service Laboratories; maintain liaison with national and international laboratories; conduct a program, intramurally or through contract(s), of scientific data collection and review; coordinate the establishment of agency nutritional policies and approval of food additives in meat and poultry products.

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
OFFICE OF THE DEPUTY ADMINISTRATOR FOR SCIENCE

ACTIVITY LEADER: R. E. Engel

ACTIVITY ABSTRACT: This activity provides managerial, staff, and support services for the Science Program. These services include direction and guidance on scientific matters and administrative management support.

ACTIVITY OBJECTIVES: 1. Expand the utilization of the Microbiological and Residue Computer Information System (MARCIS) and the Laboratory Sample Flow System (LSFS).

Plan 1: Implement a data quality control system in both MARCIS and LSFS. (IV)

Plan 2: Convert the accredited laboratory information system from the contractor's system to MARCIS. (I)

Plan 3: Conduct a study of Science information systems and requirements. (IV)

Plan 4: Integrate the data of the contract laboratories into MARCIS. (IV)

Plan 5: Transfer the Residue scheduling system to MARCIS. (IV)

Plan 6: Develop a data base of animal slaughter information in MARCIS to provide a basis for sampling plans. (IV)

2. Conduct an effective Science Laboratory Safety Program.

Plan 1: Coordinate an effective safety program including implementation of the safety plan and coordination of safety training for laboratory personnel. (I, II, III, IV)

Plan 2: Perform first annual revision of the FSIS laboratory safety manual. (IV)

Plan 3: Improve reporting procedures and develop minimum reaction times where appropriate. (Ongoing)

3. Provide opportunities consistent with available funding and personnel ceilings for career advancement of women, minorities, and handicapped persons.

Plan 1: Meet objectives established by the Science Affirmative Action Plan (AAP) for all major job series. (Ongoing)

Plan 2: Emphasize hiring of handicapped persons in accordance with selective placement program guidelines. (Ongoing)

4. Provide program support for the renovation of an existing facility in Alameda, California for use by the Western Laboratory.

Plan 1: Through GSA contract (architectural and engineering), develop engineering plans and specifications for laboratory renovations. (II)

Plan 2: Renovate the laboratory through a GSA contract. (IV)

Plan 3: Through an FSIS contract, purchase and install laboratory furniture and equipment. (I of FY 1984)

TABLE 20 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
OFFICE OF DEPUTY ADMINISTRATOR FOR SCIENCE

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - MARCIS and LSFS		(4)	(150)
Plan 1 - Data QC	IV		
Plan 2 - Accredited Labs	I		
Plan 3 - Information System Study	IV		
Plan 4 - Contract Labs	IV		
Plan 5 - Residue Scheduling	IV		
Plan 6 - Slaughter Sampling	IV		
Objective 2 - Safety Program		(2)	(75)
Plan 1 - Coordination	I,II,III,IV		
Plan 2 - Manual Update	IV		
Plan 3 - Report Procedures	Ongoing		
Objective 3 - EEO	Ongoing	(3)	(75)
Plan 1 - AAP			
Plan 2 - Handicapped Program			
Objective 4 - Laboratory Renovation		(1)	(400)
Plan 1 - Planning Contract	II		
Plan 2 - Renovation	IV		
Plan 3 - Equipment Installation	I of FY 1984		
TOTAL		(10) ^{1/}	(700) ^{1/}

^{1/} All resources for objectives 1, 2, 3, and 4, plus all other support activities of the Office of Deputy Administrator, are included in the resources of other Program activities.

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE CHEMISTRY DIVISION, SCI

ACTIVITY LEADER: R. L. Ellis

PROGRAM ABSTRACT: The Chemistry Division is responsible for developing the most economically feasible new and improved analytical chemical methods with increased capacity, greater sensitivity, and accuracy to determine the presence of environmental contaminants and drug residues not currently included in the ongoing Science program. The staff also determines the presence of food additives and nutritional value of meat and poultry products. The impact of this responsibility is both national and international in its scope and significance, since domestic and imported or exported meat and poultry products are analyzed. The Division:

Manages the Accredited Laboratory Program designed to increase the effectiveness of the field inspection program and assure quality and integrity of the results generated through use of private sector laboratories; conducts a quality assurance program to assure continuous acceptable quality of analytical work; develops and evaluates new and ongoing control processes in laboratories.

Participates in reviewing submitted technical information to assess its accuracy and validity. Conducts reviews, and prepares responses for consideration in FSIS policy decisions. Provides professional development and training in existing and newly developed chemical methods and techniques for division personnel and accredited laboratory reviewers, as well as Agency, Federal, industry and foreign analysts.

Fulfills the needs of FSIS, Science, for exceptionally complex analyses and special studies. Participates with FDA to evaluate residue analytical procedures with each New Animal Drug Application (NADA). Analytical methods developed by the Division are subjected to review and inter-laboratory studies to assure that the laboratory methods withstand review and challenge from other agencies, industries and consumer oriented groups before implementation into FSIS residue and food chemistry programs.

Conducts highly complex chemical analyses of approximately 4,000 samples of meat and poultry products.

ACTIVITY OBJECTIVES: 1. Develop analytical methods suitable for a regulatory program.

Plan 1: Conduct feasibility studies for ion chromatography analysis of anions of interest in meat and poultry products, such as chloride, fluoride, phosphate and sulfite. (I, II, III, IV)

Plan 2: Complete the development of an improved presumptive procedure for the analysis of organohalides in adipose tissue. (I)

Plan 3: Complete development of liquid chromatography methodology for the analysis of amino acids as a replacement for the present amino acid analyzer technology. (I)

Plan 4: Develop an analytical screen and assay for the determination of selected imidazole coccidiostats and their primary metabolites in edible swine and poultry tissue. (III)

Plan 5: Develop confirmatory methods using mass spectrometry for imidazoles, decoquinate, triazines and other compounds in tissues and species of interest to the Agency. (I, II, III, IV)

Plan 6: Develop and implement contracts with technical/academic institutions for the development of rapid screening and/or multi-residue procedures. (I, II, III, IV)

Plan 7: As project managers, monitor activities for the anabolic steroid (hormone) and anthelmintic contracts. (I, II, III, IV)

Plan 8: Develop an analytical method for the analysis of tylosin in tissues and species of interest. (IV)

Plan 9: Review the feasibility of a rapid test to determine moisture, fat, salt, and protein consistent with Agency needs and conduct appropriate surveys on targeted tests to determine economic feasibility to recommend purchase of required instruments. (IV)

Plan 10: Review, evaluate, and validate, as appropriate, analytical methods for the analysis of drugs and other residues in imported meat and meat products. (Ongoing)

Plan 11: Develop and/or improve residue analytical methods, as appropriate for the domestic program when requested by the Agency. (Ongoing)

2. Maintain a Laboratory Accreditation Program.

Plan 1: Provide technical liaison for the completion of the rulemaking process. (I)

Plan 2: Update the Accredited Laboratory Operations Manual so that the Laboratory Staff Officers may review the Accredited Laboratories uniformly. (Ongoing)

Plan 3: Ensure that each Laboratory Staff Officer is familiar with the Accredited Laboratory Operations Manual and laboratory review procedures by providing appropriate training. (Ongoing)

Plan 4: Determine accredited laboratory analytical capability by performing onsite reviews in accordance with standard operating procedures. (Ongoing)

Plan 5: Coordinate the Accredited Laboratory Program, including any necessary revision of report forms, determination of accredited laboratory analytical capability, and providing of computer feedback reports. (Ongoing)

Plan 6: Revise existing computer support, as necessary for a more comprehensive evaluation of the Accredited Laboratory Program utilizing MARCIS. (Ongoing)

3. Conduct a Quality Assurance Program.

Plan 1: Review Chemistry sections in the three Field Service Laboratories (FSL's) and provide evaluation reports including any major deviations in methodology. (Ongoing)

Plan 2: Review Contract Laboratories and provide evaluation reports including any major deviations in methodology. (Ongoing)

Plan 3: Provide the support for the review of the AMS Laboratories and provide an evaluation report including any major deviations in methodology. (Ongoing)

Plan 4: Prepare quarterly quality assurance reports. (Ongoing)

Plan 5: Operate check sample programs on an ongoing basis for FSIS, Contract, AMS, and the Accredited Laboratory Programs to evaluate their overall analytical proficiency. (Ongoing)

Plan 6: Develop and implement quality assurance plans for new methods as well as existing methods that do not have an established plan. (Ongoing)

Plan 7: Define the performance criteria for each analytical method developed as well as methods used by FSL's that do not have established criteria. (Ongoing)

Plan 8: Update the Chemistry Laboratory Guidebook and the Chemistry Quality Assurance Handbook to reflect current analytical and quality assurance activities. (Ongoing)

Plan 9: Maintain and expand the present drug and chemical reference standards repository. (Ongoing)

Plan 10: Prepare, maintain, and distribute check samples for conducting Division quality assurance, special studies, and methods development activities. (Ongoing)

4. Provide support for Agency needs.

Plan 1: Plan and participate in exploratory surveillance and monitoring programs with other divisions within Science when requested. (I, II, III, IV)

Plan 2: Conduct methods development projects with the FSLD to address program objectives. Participate in studies with other Federal agencies and private institutions which will aid in expanding present methodology. (I, II, III, IV)

Plan 3: Maintain contacts with other Federal agencies and other governments concerning analytical methodology. (I, II, III, IV)

Plan 4: Develop protocols and execute special studies as assigned. (I, II, III, IV)

Plan 5: Plan and coordinate one Chemist-In-Charge (CIC) meeting. (I)

Plan 6: Update the Chemistry Division policy book. (Ongoing)

Plan 7: Conduct analyses, as requested, in response to the contamination response system and consumer complaints. (Ongoing)

5. Coordinate activities for methods introduction.

Plan 1: Participate with FDA laboratories for the review and validation of analytical methods for NADA's in animal tissues. (Ongoing)

Plan 2: Plan and conduct validation and/or collaborative studies for FSIS developed methods. (Ongoing)

Plan 3: Conduct studies for the qualification of analysts and for accreditation of laboratories for analytical methods. (Ongoing)

Plan 4: Publish results of special studies and analytical methods. Conduct peer reviews of publications, as requested. (Ongoing)

TABLE 21 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
CHEMISTRY DIVISION, SCI

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Methods Development		16	1,039
Plan 1 - Ion Chromatography	I,II,III,IV		
Plan 2 - Organohalides	I		
Plan 3 - Amino Acids	I		
Plan 4 - Imidazoles	III		
Plan 5 - Mass Spectroscopy	I,II,III,IV		
Plan 6 - Contract	I,II,III,IV		
Plan 7 - Contract Monitoring	I,II,III,IV		
Plan 8 - Tylosin	IV		
Plan 9 - Economic Analysis	IV		
Plan 10 - Foreign Methods Evaluation	Ongoing		
Plan 11 - Domestic Methods	Ongoing		
Objective 2 - Laboratory Accreditation		4	260
Plan 1 - Rulemaking	I		
Plan 2 - Operation Procedures	Ongoing		
Plan 3 - Reviewer Training	Ongoing		
Plan 4 - On-Site Reviews	Ongoing		
Plan 5 - Program Coordination	Ongoing		
Plan 6 - Computer Support	Ongoing		
Objective 3 - Quality Assurance	Ongoing	8	520
Plan 1 - FSLD Chemistry Sections			
Plan 2 - Contract Laboratories			
Plan 3 - AMS Laboratories			
Plan 4 - Quarterly QA Reports			
Plan 5 - Check Samples Program Evaluation			
Plan 6 - Quality Assurance Plans			
Plan 7 - Methods Performance Criteria			
Plan 8 - Laboratory Guidebook and QA Handbook			
Plan 9 - Standard Reference Repository			
Plan 10 - Check Sample Preparation			

TABLE 21 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
CHEMISTRY DIVISION, SCI - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 4 - Division Support		8	520
Plan 1 - Surveillance and Monitoring Activities	I,II,III,IV		
Plan 2 - Methods Development Project/ Studies	I,II,III,IV		
Plan 3 - Liaison Programs	I,II,III,IV		
Plan 4 - Protocol and Special Study Designs	I,II,III,IV		
Plan 5 - Chemist-in-Charge Meeting	I		
Plan 6 - Policy Book	Ongoing		
Plan 7 - CRS and Consumer Complaints	Ongoing		
Objective 5 - Methods Introduction	Ongoing	12	654
Plan 1 - New Animal Drug Application			
Plan 2 - Collaborative and Validation Studies			
Plan 3 - Analyst and Laboratory Qualification Studies			
Plan 4 - Publications			
TOTAL		48	2,993

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE FIELD SERVICE LABORATORIES DIVISION, SCI

ACTIVITY LEADER: N. J. Witney

ACTIVITY ABSTRACT: The Field Service Laboratories Division (FSLD) provides analytical service support in chemistry, microbiology, and pathology. These services are provided by field laboratories located in Athens, Georgia; St. Louis, Missouri; and San Francisco, California. FSLD also acquires analytical support from non-Federal accredited laboratories. The Division:

Provides support in response to the program needs of other Science and FSIS Programs. Conducts analyses which produce data to determine the presence of food additives, environmental and drug contaminants, the nutritional value of meat and poultry products, and economic fraud; provides diagnostic services to identify disease, parasites, and related conditions; conducts microbiological investigations on the quality and safety of meat and poultry products; and provides, upon request of FSIS field staff, technical support in the areas of microbiology and pathology by onsite visits.

Supports a major FSIS monitoring and surveillance program intended to prevent animals and poultry containing illegal drug and chemical residues from entering commerce.

Conducts laboratory analyses on over 38,000 residue and 95,000 non-residue samples randomly selected from meat and poultry carcasses at slaughtering plants throughout the country. Accomplishes analyses of an additional 300 residue and 60,000 non-residue samples through contracts with non-FSIS laboratories.

ACTIVITY OBJECTIVES: 1. Continue the Field Service Laboratories (FSL) analytical program. Provide analytical services in the monitoring areas of chemistry, microbiology, and pathology supporting the National Residue Program, Contamination Response System, and MPI Operations. Manage the chemistry program carried out by contract laboratories. Conduct laboratory reviews and quality assurance analyses for the Accredited Laboratory Program.

Plan 1: Conduct special projects requested by other FSIS or USDA programs. (As Requested)

Plan 2: Provide training to domestic and foreign nationals as required. (As Requested)

Plan 3: Conduct analyses and field reviews for the Science Accredited Laboratory Program. (As Requested)

Plan 4: Provide continuing analyses of meat and poultry and their products as identified in Science's FY 1983 Performance Indicator goals. (Ongoing)

2. Establish contracts with qualified laboratories to accomplish the FY 1983-84 food and residue chemistry analytical program.

Plan 1: Award contracts. (I)

Plan 2: Determine if renewal options for FY 1984 will be exercised. (IV)

3. Implement new analytical methods in collaboration with other Science Program Divisions.

Plan 1: Provide an evaluation of each new method; recommend to the Program Divisions, necessary modifications to meet special environmental needs of each FSL. (As Available)

Plan 2: Assure completion within schedule. (As Available)

4. Establish a rapid response analytical group(s).

Plan 1: Develop an emergency operations protocol for the designated FSL (St. Louis). (I)

Plan 2: Initiate implementation of extraneous materials capability in the laboratories. (I)

Plan 3: Maintain training in state-of-the-art technology and techniques. (Ongoing As Available)

TABLE 22 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
FIELD SERVICE LABORATORIES DIVISION, SCI

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - FSL Analytical Program		197	9,587
Plan 1 - Special Projects	As Requested		
Plan 2 - Analytical Training	As Requested		
Plan 3 - Accredited Laboratories	As Requested		
Plan 4 - Sample Analysis	Ongoing		
Objective 2 - Competitive Procurements		<u>1/</u>	<u>1/</u>
Plan 1 - Contract Award	I		
Plan 2 - FY 1984 Renewal Option Evaluation	IV		
Objective 3 - Methods Implementation	As Available	<u>1/</u>	<u>1/</u>
Plan 1 - Method Evaluation			
Plan 2 - Completion			
Objective 4 - Rapid Response Group		<u>1/</u>	<u>1/</u>
Plan 1 - Emergency Operations Protocol	I		
Plan 2 - Extraneous Materials	I		
Plan 3 - Hi-Technology Training	Ongoing As Available		
TOTAL		197	9,587

1/ Operational costs and person-years to complete all objectives are included in Objective 1.

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE FOOD INGREDIENT ASSESSMENT DIVISION, SCI

ACTIVITY LEADER: G. G. Armstrong

ACTIVITY ABSTRACT: The Food Ingredient Assessment Division (FIAD) is responsible for providing analytical, consultative, and planning services in the areas of food ingredients, nutrition, and product safety. The division also provides management for monitoring programs that assess ingredients and nutrients in meat and poultry products. The impact of the work performed by the division is national and international in scope and significance, since the evaluations of ingredients, nonfood compounds and packaging materials used in official establishments involve imported, exported, and domestic meat and poultry products. The Division:

Conducts food consumption studies and, with other Science Divisions, conducts evaluations of exposure and estimates of health and safety impacts of food ingredients, additives, and residues.

Coordinates the formulation of FSIS nutrition policy, recommends necessary nutritional and chemical safety research, and serves as the FSIS information source on nutrition and product safety related subjects.

Develops nutritional and food safety criteria for use in formulating FSIS policy, particularly for meat and poultry products; develops technical information and criteria for methods to be used in assay of nutrients.

Conducts approximately 10,000 paper evaluations of packaging materials, chemical compounds, and direct and indirect food additives used for foods regulated by FSIS, to determine if they meet established safety requirements

ACTIVITY OBJECTIVES: 1. Plan and coordinate projects to monitor and assess ingredients, nutrients and other constituents, either added to or naturally present in meat and poultry products.

Plan 1: Coordinate the analysis of the data generated by inspector submitted verification samples of mechanically separated (species) (MS(S)). (Ongoing)

Plan 2: Plan and coordinate a survey of MS(S) to establish baseline data base on product composition. (Ongoing)

Plan 3: Coordinate the operation of the program to monitor the sodium and potassium content of meat and poultry products. (Ongoing)

2. Serve as a source of information for the Agency on nutrition-related topics; coordinate nutrition-related activities with other Agencies and Departments; coordinate clearance of Agency publications for accuracy of nutrition information; and provide nutrition evaluations to FSIS staff, as needed. (Ongoing)
3. Conduct food consumption studies and plan and coordinate health, safety, and exposure assessments of selected components of meat and poultry products.

Plan 1: Create data files suitable for food consumption studies by modifying the USDA Nationwide Food Consumption Survey (NFCS) data tapes. (II)

Plan 2: Acquire the meat and poultry products section of Market Research Corporation of America's Menu Census VI and VIII data. (IV)

4. Develop technical information on, and establish criteria for, determination of protein quality for regulatory purposes.

Plan 1: Provide guidance to and participate with ARS in an expert group to determine whether, to what extent, and under what conditions FSIS needs to be concerned about protein quality of foods or ingredients. (IV)

5. Provide paper assessments of additives, packaging materials, and nonfood compounds to determine if they meet established safety requirements for use in the meat and poultry supply. Maintain adequate records and initiate actions necessary to publish the "List of Proprietary Substances and Nonfood Compounds."

Plan 1: Evaluate proprietary additive mixtures, such as branding inks and smoke flavors, submitted by industry, with a 4-week turnaround time. (Ongoing)

Plan 2: Evaluate nonfood compounds and packaging materials submitted by industry with a 6-week turnaround time. (Ongoing)

Plan 3: Operate and maintain the automated system to notify firms of the requirement to review the list of their authorized compounds and advise FSIS of their status. (Ongoing)

6. Develop and disseminate information about additives, packaging materials, and nonfood compounds. Develop criteria to formulate Agency policy on the use of these products for meat and poultry.

Plan 1: Prepare a list of direct and indirect additives for meat and poultry that have been accorded prior sanction by FSIS. (I, II, III, IV)

Plan 2: Review with FDA the food additive status of compounds used to clean and sanitize shell eggs. (II)

Plan 3: Draft the final action which would amend the Meat and Poultry Regulations to change the regulatory status of cooling and retort water to compounds. (II)

Plan 4: Draft a plan to conduct a monitoring program for packaging materials. (IV)

TABLE 23 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 FOOD INGREDIENT ASSESSMENT DIVISION, SCI

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Ingredient Monitoring and Assessment Plan 1 - MS(S) Verification Sample Monitoring Plan 2 - MS(S) Composition Survey Plan 3 - Sodium and Potassium Monitoring	Ongoing	3	105
Objective 2 - Nutrition Information and Counsel	Ongoing	4	140
Objective 3 - Health and Safety Assessments Plan 1 - Consumption Data Plan 2 - Menu Census	II IV	3	152
Objective 4 - Protein Quality Methods Plan 1 - Expert Panel	IV	1	35
Objective 5 - Safety Assessments Plan 1 - Additives Plan 2 - Packaging Materials and Nonfood Compounds Plan 3 - Automated Review System	Ongoing	20	669
Objective 6 - Safety Criteria, Materials and Nonfood Compounds Plan 1 - Prior Sanction Plan 2 - Additive Status Plan 3 - Regulation Amendment Plan 4 - Packaging Action Draft	I, II, III, IV II II IV	2	70
TOTAL		33	1,171

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE MICROBIOLOGY DIVISION, SCI

ACTIVITY LEADER: R. W. Johnston

ACTIVITY ABSTRACT: The Microbiology Division is responsible for development of analytical methods for microbiological and biological applications, for planning programs to monitor and survey meat and poultry for microbiological and biological trends, for assurance of accuracy of microbiological and analytical procedures used in Science laboratories, and for advising FSIS officials of the significance of laboratory results. Microbiological/biological analyses may be pertinent to assessment of food quality, the detection of public health hazards, insect contamination, determination of the efficacy and safety of food additives and the detection of antibiotic residues in excess of legal tolerances. The Division:

Develops economical laboratory screening methods that permit the examination of sample numbers sufficiently large so that even a small number of potentially violative samples will be detected.

Develops or selects laboratory reference methods which will withstand challenges from scientists, industry, and others.

Executes special investigations on process or product safety and quality.

Participates with other units in FSIS and other agencies in the review of submitted technical information so as to advise on the accuracy and validity of such information.

Conducts a Quality Assurance Program for the Microbiology Section in each Science Field Service Laboratory to maintain high standards of accuracy.

Conducts a microbiological monitoring and surveillance program for selected meat and poultry products and assesses the trends for sanitation and potential public health hazards.

Conducts approximately 10,000 microbiological analyses of samples of meat and poultry products.

ACTIVITY OBJECTIVES: 1. Develop an on-farm or feed mill swab test for sulfonamides and antibiotics in feed to support the Total Residue Avoidance Program (TRAP).

Plan 1: Complete laboratory development phase. (I)

Plan 2: Field trial at selected locations. (II)

- Plan 3: Prepare instructional manual. (IV)
2. Develop and implement enzyme linked immunoabsorbent assay (ELISA) for staphylococcal enterotoxin D (SED) system.
- Plan 1: Evaluate contractor supplied SED reagents and complete laboratory development phase. (I)
- Plan 2: Implement ELISA for staphylococcus enterotoxin test system at Beltsville. (II)
- Plan 3: Train FSLD personnel and implement at FSLD. (IV)
3. Conduct incidence study for Salmonella in calf mesenteric lymph nodes to evaluate the use of these nodes as markers to identify Salmonella infections.
- Plan 1: Conduct literature review. (I)
- Plan 2: Prepare experimental protocol. (I)
- Plan 3: Analyze samples. (III)
- Plan 4: Prepare final report. (IV)
4. Conduct incurred sulfonamide residue studies at the Meat Animal Research Center to determine sensitivity of the Sulfa Swab Test (SST).
- Plan 1: Prepare experimental protocol. (II)
- Plan 2: Conduct study. (III)
- Plan 3: Prepare final report. (IV)
5. Develop enzyme immunoassay (EIA) screening method for chloramphenicol in tissue for use in laboratory identification and quantification of the drug to aid in resolving the unidentified microbial inhibitors found in antibiotic testing programs.
- Plan 1: Complete method development. (I)
- Plan 2: Write up method. (II)
- Plan 3: Train FSLD personnel. (III)
- Plan 4: Implement at FSLD. (IV)

6. Develop species identification test for field (in plant, on dock) use.
 - Plan 1: Literature review. (I)
 - Plan 2: Develop test and trial in laboratory. (II)
 - Plan 3: Trial test in field. (IV)
7. Implement Sulfa Swab Test (SST) in calf plants to address problem calves.
 - Plan 1: Conduct trial in one plant and evaluate. (I)
 - Plan 2: Expand test to three plants. (III)
 - Plan 3: Contract for test kits. (IV)
8. Compile data for existing microbiological monitoring and surveillance programs and publish quarterly reports.
 - Plan 1: Precooked pork sausage. (I, II, III, IV)
 - Plan 2: Salmonella in broilers. I, II, III, IV)
 - Plan 3: Salmonella in diced poultry. (III)
 - Plan 4: Species (import). (I, II, III, IV)
 - Plan 5: Species (domestic). (I, II, III, IV)
 - Plan 6: Salmonella in cooked beef in four regions other than Northeast U.S. (IV)
 - Plan 7: Antibiotic monitoring. (I, II, III, IV)
 - Plan 8: Salmonella in cooked beef in Northeast U.S. (IV)
 - Plan 9: Salmonella in poultry chill tank water. (Ongoing)
9. Conduct an exploratory surveillance program to determine quantitative levels of Salmonella in mechanically deboned poultry to develop more recent data on incidence. Incidence data is available which may be misleadingly high because of homogenization of tissue by the deboning process.

Plan 1: Design statistically valid sampling program. (II)

Plan 2: Prepare laboratory instructions for selected methodology. (III)

Plan 3: Implement program. (III)

10. Conduct an exploratory surveillance program for the quantitation of mold spores in unsterilized spices added to meat to assure that the spices have been properly stored prior to use.

Plan 1: Design sampling program. (I)

Plan 2: Prepare laboratory instructions for selected methodology. (I)

Plan 3: Implement program. (II)

11. Conduct recovery studies for Bacillus cereus and determine site of maximum growth. Growth of this food poisoning organism may be inhibited below the surface of meat, particularly cured meat. This information would be beneficial in laboratory sampling of meat products.

Plan 1: Review literature and prepare experimental protocol. (I)

Plan 2: Inoculate cured and uncured meat, cook, and determine recoveries. (III)

Plan 3: Submit final report. (IV)

12. Modify current method for detecting rodent urine on packaging material to eliminate benzene.

Plan 1: Review literature, select alternative solvents, and prepare experimental protocol. (I)

Plan 2: Conduct laboratory trials. (II)

Plan 3: Implement new method and distribute laboratory communication. (III)

13. Conduct a scanning electron microscopy (SEM) study of common food contaminant hairs.

Plan 1: Obtain approval for use of FDA's SEM; obtain training. (I)

- Plan 2: Subject authentic hair specimens to SEM and record. (III)
- Plan 3: Prepare identification format for hair from various species of animals. (IV)
14. Develop an enzyme method to replace the chemical method for detection of rodent urine contamination on food products.
- Plan 1: Review literature and prepare experimental protocol. (I)
- Plan 2: Conduct laboratory trials using spiked and naturally contaminated products. (III)
- Plan 3: Submit final report. (IV)
15. Modify existing oxid dip slide for the rapid and simple quantitation of E. coli and S. aureus for laboratory screening procedures.
- Plan 1: Review literature and prepare experimental protocol. (I)
- Plan 2: Conduct laboratory trials on foods spiked with various levels of E. coli and S. aureus. (III)
- Plan 3: Submit final report. (IV)
16. Improve selective medium for Salmonella to reduce analytical time.
- Plan 1: Review literature and prepare experimental protocol. (I)
- Plan 2: Conduct laboratory trials. (III)
- Plan 3: Submit final report. (IV)
17. Conduct a pilot test to improve existing rapid methods for the identification of bacteria or microbial spoilage of fresh meat and poultry.
- Plan 1: Review literature and prepare experimental protocol for the following existing tests: (I)
- a. Use of pH and NH₃ electrode for detection of microbial spoilage.
 - b. Identification of C. perfringens by the CAMP Test.

- c. Qualitative test for products of bacterial decarboxylation.
- d. Correlation of extract-release-volume and limulus lysate tests for microbial spoilage of meat.

Plan 2: Conduct laboratory trials. (III)

Plan 3: Submit final report. (IV)

18. Develop a plating or broth medium to quantitate and identify E. coli in 24 hours.

Plan 1: Review literature and prepare experimental protocol. (I)

Plan 2: Conduct laboratory trials. (II)

Plan 3: Submit final report. (III)

19. Determine feasibility of surface pasteurization of vacuum packaged cooked meat.

Plan 1: Review literature and prepare experimental protocol. (I)

Plan 2: Conduct laboratory trials. (III)

Plan 3: Submit final report. (IV)

20. Plan, assist, and evaluate the Microbiology section of each Field Service Laboratory that provides microbiology services to the Agency.

Plan 1: Identify technical needs of the laboratories and develop recommendations for changes in methods, reagents, equipment, and facilities to meet incoming needs. (II)

Plan 2: Plan and conduct one Microbiologist-in Charge meeting. (III)

Plan 3: Conduct an on-site technical review of each of three field microbiology sections to identify and assist with problems and assure that activities are directed toward national program goals. (IV)

21. Develop bioassay for detecting chloramphenicol in tissue and fluids at 0.1 ppm for laboratory use.

Plan 1: Complete methods development and protocol for a pilot test (I).

Plan 2: Conduct a pilot test using incurred residue tissues. (III)

Plan 3: Submit final report. (IV)

22. Develop a more reliable and valid quantitative laboratory method for low levels of Streptomycin residues in tissues and fluids for laboratory use.

Plan 1: Develop method and protocol for a pilot study. (I)

Plan 2: Conduct a pilot test using incurred residue tissues and fluids. (III)

Plan 3: Submit final report. (IV)

23. Develop immunoassay for tylosin in tissue for use in the laboratory identification and quantification of the drug.

Plan 1: Develop method and protocol for a pilot study. (I)

Plan 2: Conduct pilot test using incurred residue samples. (III)

Plan 3: Submit final report. (IV)

24. Implement Sulfa Swab Test (SST) in plant and on the farm to support the Total Residue Avoidance Program (TRAP).

Plan 1: Conduct a feasibility study using swine and turkey tissues. (III)

Plan 2: Conduct a field trial to determine levels of SST in turkeys and swine. (IV)

Plan 3: Submit final report. (IV)

TABLE 24 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
MICROBIOLOGY DIVISION, SCI

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Antimicrobial Test in Finishing Feeds		2	92
Plan 1 - Laboratory Trials	I		
Plan 2 - Field Trials	II		
Plan 3 - Instructional Manual	IV		
Objective 2 - Staphylococcal Enterotoxin D		2	92
Plan 1 - Trial Reagents	I		
Plan 2 - Beltsville Testing	II		
Plan 3 - Training and Implementation, FSLD	IV		
Objective 3 - <u>Salmonella</u> in Calves		2	92
Plan 1 - Literature Review	I		
Plan 2 - Protocol	I		
Plan 3 - Laboratory Testing	III		
Plan 4 - Final Report	IV		
Objective 4 - MARC Sulfonamide Study		2	92
Plan 1 - Protocol	II		
Plan 2 - Study	III		
Plan 3 - Final Report	IV		
Objective 5 - Chloramphenicol EIA		3	86
Plan 1 - Lab Work	I		
Plan 2 - Write-Up	II		
Plan 3 - Training	III		
Plan 4 - Implementation	IV		
Objective 6 - Species Identification			
On-Site Test		3	138
Plan 1 - Literature Review	I		
Plan 2 - Laboratory Trials	II		
Plan 3 - Field Trials	IV		
Objective 7 - SST in Calf Plants		2	92
Plan 1 - Trial in One Plant	I		
Plan 2 - Additional Plants	III		
Plan 3 - Supply Contract	IV		

TABLE 24 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 MICROBIOLOGY DIVISION, SCI - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 8 - MMSP Reporting		3	138
Plan 1 - <u>Salmonella</u> , Pork Sausage	I,II,III,IV		
Plan 2 - <u>Salmonella</u> , Broilers	I,II,III,IV		
Plan 3 - <u>Salmonella</u> , Diced Poultry	III		
Plan 4 - <u>Species</u> , Import	I,II,III,IV		
Plan 5 - <u>Species</u> , Domestic	I,II,III,IV		
Plan 6 - Cooked Beef, Four Regions	IV		
Plan 7 - Antibiotic Monitoring	I,II,III,IV		
Plan 8 - Cooked Beef, NE., U.S.	IV		
Plan 9 - Poultry Chill Water	Ongoing		
Objective 9 - <u>Salmonella</u> in Mechanically Deboned Poultry		2	92
Plan 1 - Program Design	II		
Plan 2 - Laboratory Instructions	III		
Plan 3 - Program Implementation	III		
Objective 10 - Mold Spores in Spices		2	92
Plan 1 - Program Design	I		
Plan 2 - Laboratory Instructions	I		
Plan 3 - Program Implementation	II		
Objective 11 - Recovery Studies for <u>B. cereus</u>		1	46
Plan 1 - Literature Review	I		
Plan 2 - Laboratory Trials	III		
Plan 3 - Final Report	IV		
Objective 12 - Benzene Elimination - Rodent Urine Method		1	46
Plan 1 - Literature Review	I		
Plan 2 - Laboratory Trials	II		
Plan 3 - Final Report	III		
Objective 13 - Hair Identification with SEM		1	46
Plan 1 - SEM Training	I		
Plan 2 - Laboratory Trials	III		
Plan 3 - Identification Manual	IV		

TABLE 24 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 MICROBIOLOGY DIVISION, SCI - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 14 - Enzyme Method for Urine Detection		2	92
Plan 1 - Experimental Protocol	I		
Plan 2 - Laboratory Trials	III		
Plan 3 - Final Report	IV		
Objective 15 - Rapid Lab Test: <u>E. coli</u> , <u>S. aureus</u>		2	92
Plan 1 - Experimental Protocol	I		
Plan 2 - Laboratory Trials	III		
Plan 3 - Final Report	IV		
Objective 16 - Analytical Time, <u>Salmonella</u>		3	138
Plan 1 - Experimental Protocol	I		
Plan 2 - Laboratory Trials	III		
Plan 3 - Final Report	IV		
Objective 17 - Rapid Methods for Spoilage		2	92
Plan 1 - Experimental Protocol	I		
Plan 2 - Laboratory Trials	III		
Plan 3 - Final Report	IV		
Objective 18 - <u>E. Coli</u> Quantitation		1	46
Plan 1 - Experimental Protocol	I		
Plan 2 - Laboratory Trials	II		
Plan 3 - Final Report	III		
Objective 19 - Pasteurization of Bagged Cooked Meat		2	92
Plan 1 - Experimental Protocol	I		
Plan 2 - Laboratory Trials	III		
Plan 3 - Final Report	IV		
Objective 20 - Microbiology Laboratory Review		2	92
Plan 1 - Methods and Equipment	II		
Plan 2 - MIC Conference	III		
Plan 3 - Technical Review	IV		

TABLE 24 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
MICROBIOLOGY DIVISION, SCI - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 21 - Chloramphenicol Bioassay		2	92
Plan 1 - Experimental Protocol	I		
Plan 2 - Laboratory Trial	III		
Plan 3 - Final Report	IV		
Objective 22 - Streptomycin Methods		2	92
Plan 1 - Method and Protocol	I		
Plan 2 - Laboratory Trial	III		
Plan 3 - Final Report	IV		
Objective 23 - Tylosin Immunoassay		2	92
Plan 1 - Method and Protocol	I		
Plan 2 - Laboratory Trial	III		
Plan 3 - Final Report	IV		
Objective 24 - Sulfa Test Implementation		3	132
Plan 1 - Feasibility Study	III		
Plan 2 - Field Trial	IV		
Plan 3 - Final Report	IV		
Total		49	2,196

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE PATHOLOGY AND EPIDEMIOLOGY DIVISION, SCI

ACTIVITY LEADER: J. C. Leighty

ACTIVITY ABSTRACT: The Pathology and Epidemiology Division develops the pathology, epidemiology, and serology programs that provide support for meat and poultry inspection and other FSIS activities. The Division:

Investigates food-related conditions potentially hazardous to human and food animal health.

Operates a food-borne hazard control center for receiving reports from Department employees, State health departments, Federal agencies, and the public. Approximately 400 cases are handled annually.

Conducts epidemiological investigations to determine the cause of the food-borne hazards, and recommends preventive measures for the future.

Develops and monitors the operation of a pathology service program for the field program and provides staff services to the national offices.

Develops and presents continuing education programs in pathology, epidemiology, and serology for staff and field veterinarians.

Conducts pathological, epidemiological, and serological studies of infectious and toxic agents associated with food animals and food.

Develops serological testing systems for the detection of infectious and toxic agents in food animals and food.

Maintains liaison with State, Federal, and international health agencies related to pathological, epidemiological, and serological matters associated with food hygiene.

Conducts approximately 9,000 pathological and 10,000 serological analyses of samples of meat and poultry products.

ACTIVITY OBJECTIVES: 1. Contribute to the development of criteria for the ante-mortem and post-mortem inspection of meat and poultry; the reinspection and laboratory examination of meat and poultry and related products.

Plan 1: Work with a committee to re-evaluate swine post-mortem inspection procedures. (I, II, III, IV)

Plan 2: Work with a committee to re-evaluate cattle post-mortem procedures. (I, II, III, IV)

Plan 3: Participate in national meetings to correlate the criteria for ante-mortem and post-mortem inspection of food animals. (I, II, III, IV)

Plan 4: Determine the frequency of mycobacteriosis lesions and serotypes in spleens of mature chickens. (IV)

Plan 5: Develop a reference set of normal tissues of each species of food animals for use of Staff and Field Service Pathology Laboratories. (I, II, III, IV)

Plan 6: Determine frequency of mycobacteriosis lesions and serotypes in swine. (IV)

Plan 7: Develop a procedure for the detection of antigen of some disease conditions (i.e. mycobacteriosis, erysipelas, brucellosis) in paraffin embedded formalin fixed tissues by the enzyme labeled antibody technique. (IV)

Plan 8: Evaluate systems for the possible differentiation between Spring lambs and adult sheep by the tooth eruption method. (IV)

2. Evaluate selected diseases and conditions that affect animals at the time of ante-mortem and post-mortem inspection.

Plan 1: Develop the data required to correlate the presence of pyrrolizidine plant toxins in bovine tissues with lesions in the liver. (IV)

Plan 2: Establish the frequency and significance of melanotic tumors in the slaughtered swine population in both market hogs and older hogs (breeding sows and boars). (IV)

Plan 3: Establish the frequency, nature, and significance of melanotic tumors in slaughtered horses. (IV)

3. Conduct studies of selected foods associated with health and economic hazards; conduct epidemiological investigations to evaluate, control, and recommend preventative measures for reported health hazards.

Plan 1: Provide epidemiological investigatory support for the Contamination Response System (CRS). (I, II, III, IV)

Plan 2: Complete a monograph on mycobacteriosis of swine and develop recommendations for program policy on mycobacteria in pork based on the findings developed in the monograph. (IV)

Plan 3: Operate a Foodborne Hazard Control Center (FBHCC) for coordinating the reporting, investigation, and control of health hazards involving foods. (I, II, III, IV)

Plan 4: Implement a pilot project to determine the prevalence of Toxoplasma antibodies in food animals. (IV)

Plan 5: Develop trend analyses of Food(meat)borne diseases. (Ongoing)

4. Plan, assist, and evaluate the programs of the Pathology Section of each Field Service Laboratory that provides diagnostic pathology services to field veterinarians.

Plan 1: Identify technical needs of the laboratories and develop recommendations for changes in methods, reagents, equipment, and facilities to meet needs. (IV)

Plan 2: Conduct one national pathology meeting for the training of pathologists and regional ante-mortem and post-mortem inspection specialists, the identification of inspection problems, and the coordination of laboratory programs. (I)

Plan 3: Conduct an on-site technical review of each of three field pathology sections to identify and assist with problems and assure that activities are directed toward national program goals. (IV)

5. Develop and present continuing education programs for field veterinarians in pathology, epidemiology, serology, and related veterinary sciences.

Plan 1: Prepare textual material to be used for audiovisual programs on different diseases of food animals. (Ongoing)

Plan 2: Conduct continuing education programs for field veterinarians. (Ongoing)

6. Develop serological tests for selected infectious agents associated with food.

Plan 1: Direct the activities of contractors who are developing basic testing systems, procedures, or reagents for the performance of selected serological tests. (I, II, III, IV)

Plan 2: Seek information about potential alternative serological testing systems and procedures. (I, II, III, IV)

Plan 3: Collaborate with the Animal Parasitology Institute on development of a specific antigen for an enzyme immunoassay for bovine cysticercosis. (IV)

Plan 4: Provide serological support for an Epidemiology Branch toxoplasmosis survey. (IV)

Plan 5: Develop a combination toxoplasmosis/trichinellosis enzyme immunoassay using a commercially available toxoplasmosis antigen. (I, II, III, IV)

Plan 6: Evaluate, in laboratory, the Track XI fluorescent testing system. (IV)

Plan 7: Collaborate on the development of a species identification enzyme immunoassay, using heat-stable antigens, for identifying species of fresh frozen and cooked meat or meat-product. (IV)

Plan 8: Complete a trichinellosis enzyme immunoassay validation study and implement the assay in Field Service Laboratories. (IV)

TABLE 25 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
PATHOLOGY AND EPIDEMIOLOGY DIVISION, SCI

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person-Years	Dollars (000)
Objective 1 - Inspection Criteria		4	183
Plan 1 - Swine PM Committee	I,II,III,IV		
Plan 2 - Cattle PM Committee	I,II,III,IV		
Plan 3 - Correlation Meeting	I,II,III,IV		
Plan 4 - Mycobacteriosis - Chickens	IV		
Plan 5 - Reference Tissues	I,II,III,IV		
Plan 6 - Mycobacteriosis - Swine	IV		
Plan 7 - Antigen Detection Procedure	IV		
Plan 8 - System Evaluation for Spring Lambs and Adult Sheep	IV		
Objective 2 - Disease Evaluation	IV	4	210
Plan 1 - Pyrrolizidine Study			
Plan 2 - Swine Melanotic Lesions			
Plan 3 - Horse Melanotic Lesions			
Objective 3 - Epidemiology Studies		6	320
Plan 1 - CRS Epidemiology	I,II,III,IV		
Plan 2 - Mycobacteriosis	IV		
Plan 3 - FBHCC	I,II,III,IV		
Plan 4 - Toxoplasma Gondii	IV		
Plan 5 - Trend Analyses	Ongoing		
Objective 4 - Pathology Program		2	105
Plan 1 - Program Planning	IV		
Plan 2 - National Meeting	I		
Plan 3 - Program Review	IV		
Objective 5 - Continuing Education	Ongoing	1	105
Plan 1 - Textual Material			
Plan 2 - Educational Programs			

TABLE 25 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 PATHOLOGY AND EPIDEMIOLOGY DIVISION, SCI - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 6 - Serological Tests		8	363
Plan 1 - Contractors	I,II,III,IV		
Plan 2 - Alternatives	I,II,III,IV		
Plan 3 - Cysticercosis Antigen	IV		
Plan 4 - Toxoplasmosis Survey	IV		
Plan 5 - Toxo/Trich EIA	I,II,III,IV		
Plan 6 - Track XI Evaluation	IV		
Plan 7 - Species ID, EIA	IV		
Plan 8 - Trichinella EIA	IV		
TOTAL		25	1,286

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
RESIDUE EVALUATION AND PLANNING DIVISION, SCI

ACTIVITY LEADER: J. E. Spaulding

ACTIVITY ABSTRACT: The Residue Evaluation and Planning Division is responsible for developing an overall approach to control residues occurring in the meat and poultry supply so that the incidence and levels of toxic compounds present are held to the absolute minimum. The detection of residues is an essential part of the total inspection efforts to eliminate adulteration in the meat supply. The Division:

Plans domestic and foreign residue monitoring and surveillance programs to detect the presence and extent of contaminating residues in meat and poultry.

Encourages residue control programs within States and private industries, both on a cooperative and on an independent basis, and interacts with other Federal agencies in development of programs to control contaminating residues in meat and poultry.

Advises and counsels foreign governments about ways to operate a successful residue program so that imported meat does not contain residues.

Participates with Extension Service and professional organizations to increase producer awareness of the need to include consideration of residue control in their management programs.

ACTIVITY OBJECTIVES: 1. Plan and coordinate the functions of the domestic residue program for control of contaminating residues in meat and poultry and related products.

Plan 1: Hold two meetings of the Surveillance Advisory Team to assure that the FSIS residue program includes specific compounds of interest to FDA and EPA. Publish white paper on subject. (IV)

Plan 2: Improve current record control on experimental animals for Investigation of New Animal Drug Application (INADA). (I, II, III, IV)

Plan 3: Publish a quarterly report, including discussions accompanied by graphics, on the evaluation of data and trends in residue levels in each species. (I, II, III, IV)

Plan 4: Continue work on the Compendium Project. Add 15 high priority compounds to Phase I and Phase II. Evaluate 10 compounds used in foreign countries for residue potential. (Ongoing)

Plan 5: Participate in the Contamination Response System (CRS) in support of FSIS. (Ongoing)

Plan 6: Plan and coordinate the FSIS residue monitoring program. (Ongoing)

2. Continue to improve the inplant swab test program.

Plan 1: Coordinate the distribution of Swab Test On Premises (STOP) equipment with MPIO to facilitate use of the program in slaughter plants for all animal species. (II)

Plan 2: Determine the most practical way to use the sulfonamide swab test (SST) through pilot programs when the test is fully acceptable for regulatory purposes. (IV)

3. Cooperate with FSIS training specialists in development of educational material to train Agency personnel and industry about residues.

Plan 1: Develop information on 4 models of toxic compounds in a format to be useful in instructing individuals who conduct residue investigations. (Ongoing)

Plan 2: Coordinate the use of training material with industry and the Extension Service. (Ongoing)

4. Support FSIS efforts to control contaminating residues in imported meat and poultry products.

Plan 1: Distribute basic information on agricultural production practices for meat and poultry production in the United States to serve as an example of information desired from foreign countries. (III)

Plan 2: Obtain toxicological information and analytical methods for at least ten compounds used in agricultural production in foreign countries which are not used in the United States. (IV)

Plan 3: Review residue programs in 4-8 foreign countries to determine how all facets of their drug, pesticide, and animal testing programs interrelate. (IV)

5. Provide toxicological support to Science and other FSIS and USDA units.

Plan 1: Evaluate direct and indirect food additives in support of the Food Ingredient Assessment Division. (I, II, III, IV)

Plan 2: Respond to direct inquiries from MPIO and International Programs concerning toxicological information on specific compounds and residue program operations. (I, II, III, IV)

Plan 3: Evaluate ARS Research projects which relate to the health hazard potential when irradiation is used to prolong the stability of meat. (IV)

- 6.. Initiate portions of a Total Residue Avoidance Program (TRAP).

Plan 1: Develop a model management system for three animal species through appropriate industry groups. (I, II, III, IV)

Plan 2: Work with industry/producer groups to include TRAP as part of their group goals. (I, II, III, IV)

Plan 3: Cooperate with interested industry and producer groups to develop specific programs. (I, II, III, IV)

Plan 4: Establish flock/herd residue profiles which characterize normal conditions when label directions have been followed. Establish profiles for six compound/species pairs. (IV)

Plan 5: Coordinate with the Extension Service the several activities related to TRAP: a) Memorandum of Understanding projects; b) residue primer; c) information development and; d) veal calf project. (Ongoing)

TABLE 26 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 RESIDUE EVALUATION AND PLANNING DIVISION, SCI

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Residue Operations		6	305
Plan 1 - Surveillance Advisory Team	IV		
Plan 2 - Record Control - INADA	I,II,III,IV		
Plan 3 - Residue Level Evaluation Report	I,II,III,IV		
Plan 4 - Compendium	Ongoing		
Plan 5 - CRS	Ongoing		
Plan 6 - Monitoring Program	Ongoing		
Objective 2 - Inplant Testing		2	102
Plan 1 - STOP -- All Species	II		
Plan 2 - SST - Pilot Programs	IV		
Objective 3 - Educational Material	Ongoing	3	152
Plan 1 - Toxic Compounds			
Plan 2 - Coordination			
Objective 4 - Foreign Programs		3	152
Plan 1 - Basic Information	III		
Plan 2 - Toxicological Data	IV		
Plan 3 - Review of Program	IV		
Objective 5 - Toxicological Support		2	101
Plan 1 - Food Additives	I,II,III,IV		
Plan 2 - Inquiries	I,II,III,IV		
Plan 3 - Irradiation	IV		
Objective 6 - Total Residue Avoidance Program (TRAP)		6	287
Plan 1 - Model Management System	I,II,III,IV		
Plan 2 - Industry and Producer Groups	I,II,III,IV		
Plan 3 - Specific Programs	I,II,III,IV		
Plan 4 - Flock/Herd Profiles	IV		
Plan 5 - Extension Activities	Ongoing		
TOTAL		22	1,099

**Section VIII
Administrative
Management**

FY 1983 PROGRAM AREA PLAN
FOR ADMINISTRATIVE MANAGEMENT

PROGRAM LEADER: J. A. Powers

PROGRAM ABSTRACT: The Administrative Management Program area is responsible for providing administrative management services to meet FSIS needs. This program area participates with the Administrator in the planning and formulation of policies and programs for the effective direction of FSIS programs, and with other components of FSIS in developing and reviewing policy and procedures relating to FSIS programs. Additionally, Administrative Management provides all organizational segments of FSIS with a variety of administrative management services. These services include budget formulation, presentation and execution; financial analysis; personnel administration and resource management; organizational review, analysis and response; Agency information access and control; management of material procurement, real and personal property and office services; and labor management relations.

This program area executes cooperative agreements and Master Memoranda of Understanding for all agreements between FSIS and other agencies and all servicing agreements. Also, Administrative Management implements national, Department, and FSIS administrative management policies, program goals, and objectives. Administrative Management also coordinates activities and provides leadership, assistance, guidance, and expertise in the implementation of the Equal Employment Opportunity Program.

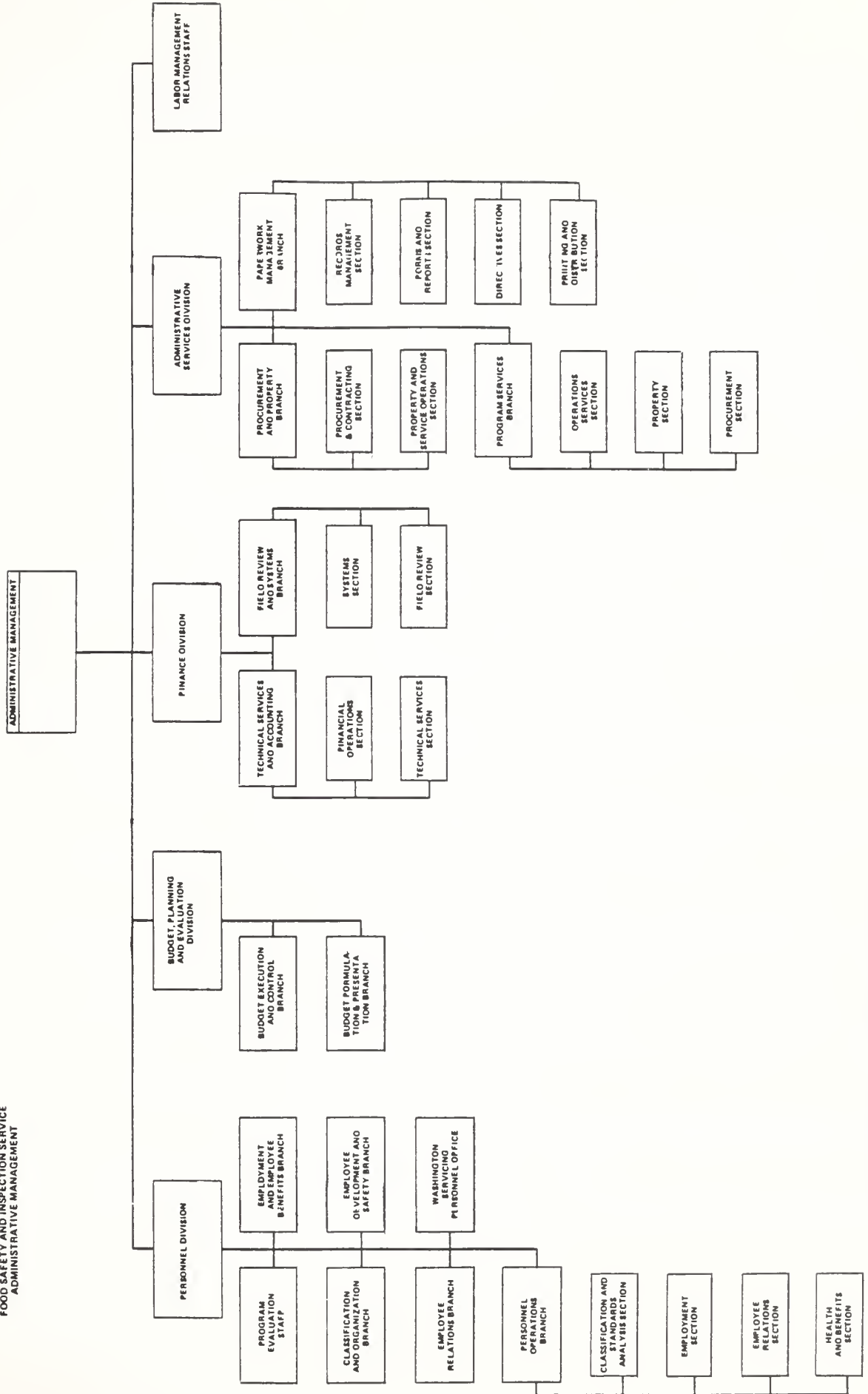
- PROGRAM GOALS:
1. Present and justify the Agency's FY 1984 budget and formulation of the FY 1985 budget to the Department, OMB, and Congress.
 2. Operate the budget execution for the Agency's financial resources and funds control.
 3. Provide accounting system and procedures for improving FSIS financial management. Increase the economy, efficiency, and effectiveness of Agency accounting-related operations.
 4. Procure required equipment, supplies, and services in a timely and cost-efficient manner.
 5. Maintain a successful and effective labor management program.
 6. Operate an effective personnel management system, including the development and implementation of an aggressive affirmative action plan.

TABLE 27 - ADMINISTRATIVE MANAGEMENT PROGRAM AREA:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Administrator	11	4	471	6
Office of the Deputy Administrator	4	2	176	2
Administrative Services Division	77	30	2,504	29
Budget, Planning and Evaluation Division	23	9	701	8
Finance Division	21	9	658	8
Personnel Division	111	44	3,773	44
Labor Management Relations Staff	6	2	226	3
Central Support	32 ^{1/}	-	15,093 ^{1/}	-
Total Program Area	285	100	23,602	100

^{1/} Resources are for Agency-wide use; thus, they are not prorated among activities.

FOOD SAFETY AND INSPECTION SERVICE
ADMINISTRATIVE MANAGEMENT



The function of Administrative Management is to provide administrative services in the areas of Finance, Personnel, Administrative Services, Labor Management Relations, and Budget, Planning and Evaluation to meet FSIS needs.

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
ADMINISTRATIVE SERVICES DIVISION, AM

ACTIVITY LEADER: O. V. Cummings, Jr.

ACTIVITY ABSTRACT: The Administrative Services Division (ASD) provides a variety of administrative support services to the FSIS program and management divisions. These services include technical assistance in developing specifications and requirements for construction, service, and equipment contracts, and interpretation of the standards for the procurement of materials and supply items. The searching out and awarding of contracts to small and minority contractors receives special emphasis. ASD is also responsible for the Agency-wide property management system, and for headquarters level messenger, supply, and labor support.

ASD formulates plans, policies, and procedures for records and correspondence management, as well as forms and reports management. The establishment and maintenance of an effective directive issuance system for FSIS is another Division responsibility. Additionally, ASD develops plans, policies, and procedures governing the Agency's printing, binding, and distribution systems, and tracks postage costs and other related data to meet postal requirements.

ACTIVITY OBJECTIVES: 1. Procure required equipment, supplies, and services in a timely and cost effective manner, giving special emphasis to the procurement preference programs.

Plan 1: Meet the agreed to goals of the procurement preference programs as follows: (IV)

- 25 percent of prime contract dollars to small business
- 5 percent of all procurement to 8A firms
- 3 percent of prime contract dollars to small and disadvantaged firms
- \$50,000 of all procurement dollars to women owned firms
- 5 percent of all procurement dollars to labor surplus areas

Plan 2: Process all program requests for goods and services in a timely manner compatible with good procurement practices. (IV)

2. Maintain an effective personal and real property management control system.

Plan 1: Continue to maintain the FSIS property systems by updating information as required. Work with the Department and NFC to establish an effective relationship to improve the FSIS property systems so that acceptable reports and inventories can be produced. (IV)

Plan 2: Maintain the automated Agency-leased vehicle system and improve its use as a management tool to control costs. (IV)

Plan 3: Provide effective space management services to Agency personnel at headquarters and in the field. Coordinate ASD activities with the Contamination Response System Group as required. Cooperate in implementing the Department Space Plan. (IV)

Plan 4: Maintain the computerized space management information system in the Washington, D.C., complex by updating all changes on a monthly basis. (IV)

Plan 5: Provide professional energy conservation and safety engineering service to the Science program laboratories. (IV)

Plan 6: Provide professional architectural engineering service to renovate space for the Western Service Laboratory at Alameda, California. (IV)

3. Provide effective mail, supply, messenger, and laborer services.

Plan 1: Improve turn-around time in responding to headquarters personnel requests for administrative support. (IV)

Plan 2: Cooperate with the Department to establish the Central Receiving and Shipping Programs. (IV)

4. Provide technical guidance, direction, and support to FSIS field activities.

Plan 1: Conduct a minimum of 25 field reviews of administrative support activities to assure compliance with established procedures. (IV)

Plan 2: Respond to all requests for guidance and direction in administrative matters and, when required, provide on-site assistance. (IV)

Plan 3: Provide formal on-the-job training in procurement and property management activities for field administrative support personnel. (IV)

5. Maintain an effective and supportive paperwork management system.

Plan 1: Improve Agency mail accountability procedures. Conduct two mail volume surveys to determine postage liability. (IV)

Plan 2: Update and improve Agency Records Management Handbook. (II)

Plan 3: Study the feasibility of restructuring FSIS directives format to provide procedures in pocket sized manuals to plant level personnel. (IV)

Plan 4: Conduct a minimum of two training workshops in writing and editing Agency directives. (III)

Plan 5: Participate with the Department and OMB on the Information Collection Budget man-hours burden on the private sector. (III)

6. Provide forms design and printing service to meet program needs.

Plan 1: Provide forms design and analyses to meet Agency needs. (IV)

Plan 2: Provide printing services to meet Agency needs. (IV)

TABLE 28 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
ADMINISTRATIVE SERVICES DIVISION, AM

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Procure Equipment, Supplies, and Services	IV		
Plan 1 - Procurement		6	211
Plan 2 - Process Program Requests		3	122
Objective 2 - Maintain Control System	IV		
Plan 1 - Control System		5	141
Plan 2 - Leased Vehicles		2	70
Plan 3 - Space Management		4	141
Plan 4 - Information System		3	107
Plan 5 - Energy Conservation and Safety Engineering		1	35
Plan 6 - Architectural Engineering Services		2	89
Objective 3 - Provide Services	IV		
Plan 1 - Administrative Support		14	462
Plan 2 - Central Receiving and Shipping Programs		1	35
Objective 4 - Support to FSIS Field Activities	IV		
Plan 1 - Field Reviews		3	107
Plan 2 - Guidance and Assistance		4	107
Plan 3 - On-the-Job Training		2	71
Objective 5 - Paperwork Management Program			
Plan 1 - Mail Accountability	IV	3	105
Plan 2 - Update Agency Records Management Handbook	II	3	65
Plan 3 - Restructure Directives Format	IV	3	105
Plan 4 - Editor/Writer Workshops	III	2	70
Plan 5 - Information Collection Budget	III	-	5
Objective 6 - Provide Forms, Design, and Printing	IV		
Plan 1 - Forms Design and Analysis		5	176
Plan 2 - Process Printing Requests		<u>11</u>	<u>280</u>
TOTAL		77	2,504

FY 1983 PROGRAM PLAN FOR THE
BUDGET, PLANNING AND EVALUATION DIVISION, AM

ACTIVITY LEADER: W. L. West

ACTIVITY ABSTRACT: The Budget, Planning and Evaluation Division is responsible for: (1) the guidance, direction, and coordination of the Agency budget; (2) planning and forecasting resource needs, utilization and allocations, and; (3) evaluation of the processes necessary to meet external requirements. This includes all phases of budgeting: formulation, presentation, justification, and execution. Division functions include establishing program objectives, quarterly milestones, annual budget targets and developing annual travel plans and other operational and/or technical plans. Another function includes tracking, reviewing, and evaluating program budget progress on a continuing basis to identify trends and potential and actual problems.

ACTIVITY OBJECTIVES: 1. Present and justify the Agency's FY 1984 budget.

Plan 1: Present the FY 1984 budget to Department officials, OMB, and Congress. Prepare and submit approximately 12 budget schedules to the Department, OMB, and Congress in the form of the President's Budget. Coordinate the development of two Opening Statements and the presentation of the FY 1984 budget to Congress. (II)

Plan 2: Justify the FY 1984 budget to the Department, OMB, and Congress. Review and implement the Department and OMB marks, prepare briefings on the impact of these marks, and when necessary, prepare data for appeal of the allowances. Prepare approximately 300 pages of questions and answers and issue papers to prepare witnesses for congressional hearings. Coordinate the editing of approximately 300 pages of congressional transcripts and assist in developing answers to approximately 150 congressional questions for the hearing record. (III)

2. Formulate the FY 1985 budget estimates.

Plan 1: Agency estimates. Issue call for Program Estimates to Program and Administrative managers. Request that program units develop, propose, and submit major budget initiatives for FY 1985. Receive estimates from the program and administrative staffs and review budgetary needs for FY 1985. Prepare materials to allow review and evaluation of changes. Coordinate Agency plans for FY 1985 and prepare legislative and program alternatives for presentation

to the Assistant Secretary. Prepare supporting material for submission through the Assistant Secretary to the Department in early July. Prepare 40-50 visuals with supporting material for formal presentation of the budget before the Departmental Review Board. (II)

Plan 2: Department estimates. Prepare approximately 50 pages of material supporting the Agency estimates for review by Department budget and administrative officers. Revise Agency estimates to conform with the Department mark. Prepare additional materials for submission of the FSIS budget to OMB. (IV)

3. Operate budget execution for the Agency's financial resources and funds control and improve the fund control system.

Plan 1: Develop target allowances for each organization based on anticipated availability. Issue call for an Operating Plan from Program and Administrative managers. Receive and review operating plan submissions for the program and administrative staffs. Develop and implement the Agency financial operating plans. Assist in the development, review, and implementation of 40 annual operating plans for Agency suborganizations. Make recommendations for revising and assist in implementing revisions to operating plans. (I)

Plan 2: Control the Agency budget. Report overall use of planned funds to the Department by means of three apportionment schedules. Prepare and issue 5 allotment schedules and approximately 40 allocations for internal Agency funds control and use of funds for purposes specifically restricted by Appropriations Act language. (II)

Plan 3: Prepare the primary indepth status of funds analysis of utilization relative to total availability and operating plans for the following organizational components: Administrative Management, Technical Services, Review and Evaluation, and International Programs. Prepare and present periodic status reports to Agency managers. (Ongoing)

Plan 4: Monitor and keep Agency management informed of status of funds authorization and utilization relative to total Agency availability and operating plans. Prepare and present 13 4-week reports to the

Administrator, Associate Administrator, Deputy Administrators, and other Agency managers on the status of funds authorization and utilization. (As scheduled)

Plan 5: Prepare budget schedules and supporting documentation for Agency budget request. (I)

Plan 6: Analyze and evaluate the form and content of the monthly, quarterly, and end-of-year external reports generated from the accounting system operated for the Agency by the National Finance Center and make recommendations for new or revised reports of summaries, which will improve and enhance budget execution and control functions. (IV)

Plan 7: Initiate periodic analyses and reviews to determine trends in staff and program resource utilization (i.e., Agency use of other than full-time permanent positions, details, change of station, overtime, etc.). (IV)

4. Provide miscellaneous other services. This includes: costing out legislation, GAO responses, congressional inquires and special reports and analyses. (Ongoing)

TABLE 29 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
BUDGET, PLANNING AND EVALUATION DIVISION, AM

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - FY 1984 Agency Budget			
Plan 1 - Presentation	II	2.0	61
Plan 2 - Justification	III	3.0	92
Objective 2 - FY 1985 Budget Estimates			
Plan 1 - Agency Estimates	II	1.0	30
Plan 2 - Department Estimates	IV	3.0	92
Objective 3 - Budget Execution			
Plan 1 - Financial Plans	I	1.0	30
Plan 2 - Funds Control	II	2.0	61
Plan 3 - Program Status Reports	Ongoing	2.5	77
Plan 4 - Status Reports	As Scheduled	4.0	122
Plan 5 - Budget Schedules	I	0.5	15
Plan 6 - Accounting Reports	IV	1.0	30
Plan 7 - Analysis	IV	2.0	61
Objective 4 - Miscellaneous	Ongoing	<u>1.0</u>	<u>30</u>
TOTAL		23.0	701

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE FINANCE DIVISION, AM

ACTIVITY LEADER: J. P. Blair

ACTIVITY ABSTRACT: The Finance Division provides staff leadership as well as financial management services and assistance to the Food Safety and Inspection Service managers and program leaders in the areas of accounting, fund control, and financial reporting. In this capacity, the Division functions as the liaison with the National Finance Center (NFC) in providing our Agency with an accounting system within the framework of the Department's Centralized Accounting System (CAS) concept.

FSIS is one of two USDA services designated by the Office of Operations and Finance to discharge USDA's cognizant Federal agency assignments made by the Office of Management and Budget (OMB). In FSIS, the Finance Division is responsible for the negotiation of State grantee departments' cost allocation plans, as well as for carrying out the other provision of the Circular.

ACTIVITY OBJECTIVES: 1. Provide technical assistance and guidance on interpretations of laws, regulations, policies, and decisions relating to fiscal activities.

Plan 1: Provide assistance on approximately 825 travel inquiries and review approximately 130 travel authorizations, domestic and foreign, for compliance with applicable regulations and recommend approval. The Office of Finance and Management, pursuant to OMB Bulletin No. 82-11, dated April 19, 1982, plans to issue instructions to eliminate the Department-wide General Travel Authorization (GTA) and to require the extensive use of form AD-202, Travel Authorization, in all travel situations, either on a trip-by-trip basis, or by selected groups for special travel purposes within limited time periods. The instructions are to be implemented, with our assistance, either shortly before, or with the commencement of, Fiscal Year 1983. The impact will be on administrative personnel of all agency units to provide interpretation of travel regulations and Departmental policies for specific and local travel situations. Apart from the paperwork burden, there will be additional administrative time and costs involved in the preparation, approval, dissemination and storage of the AD-202's. The full impact of this change can only be generally estimated. (IV)

Plan 2: Perform three audits of imprest fund activities. (IV)

Plan 3: Review 10 claims filed under the Federal Tort Claims Act and Military Personnel and Civilian Employees Claims Act for appropriateness and proper documentation before forwarding to the Office of the General Counsel for settlement. (IV)

Plan 4: Process 10 requests for waivers of overpayment of pay based upon the merits of each case. Within delegated authority waivers up to \$500 can be granted by the Director, Finance Division. Those over \$500 must be forwarded to the General Accounting Office (GAO) with an Agency recommendation and support in favor of the waiver. The Director can deny requests in any amount; however, for those over \$500, the employee must be notified that he/she has the right to refile with GAO if not satisfied with the Agency decision. (IV)

2. Interface with the centralized accounting system, NFC, by serving as focal point for the receipt and processing of all miscellaneous payment and collection functions not performed by NFC.

Plan 1: Process approximately 2,500 miscellaneous invoices for payment and collection for deposit through NFC. Verify approximately 2,000 Miscellaneous Payment System Voucher Adjustments (AD-757) and Transfer and Adjustments Voucher (AD-742) for field offices and other programs, then forward them to NFC for input into the CAS. (IV)

Plan 2: Update the centralized accounting system at the end of each accounting period with estimates of all miscellaneous unpaid accrued obligations. Approximately 2,500 transactions will be required. (IV)

Plan 3: Administer the Letter of Credit program through the Treasury Regional Disbursing Offices for financing States' costs under the Meat and Poultry Inspection cooperative program. This will include processing approximately 325 authorizations and monitoring approximately 400 draw downs. (IV)

Plan 4: Analyze approximately 500 internal and external accounting reports and interpret the results. (IV)

3. Provide accounting system and procedures for improving FSIS Financial Management. Increase the economy, efficiency, and effectiveness of Agency accounting related operations.

Plan 1: Maintain the Agency's accounting system. Conduct approximately 12 site visits to the NFC to perform a preliminary review of the accounting reports. Work with NFC staff in resolving problems with the accounting system and report on status of such problems to Agency management. Implement a change from the 28-day to a monthly accounting cycle to provide consistency in internal and external reporting and to reduce costs. (IV)

Plan 2: Develop, establish, implement, and evaluate systems and procedures for initiatives within the framework of the Department's Financial Priorities Program, notably in the areas of debt management and internal control. (IV)

Plan 3: Prepare and issue fiscal directives and notices to provide for new and/or revised policies and procedures. (IV)

Plan 4: Provide technical consultation and guidance to program officials on financial policies and procedures. (IV)

4. Support FSIS financial management through the conduct of field reviews, negotiations of indirect cost rates, resolution of fiscal audit exceptions, and performance of special projects.

Plan 1: Conduct field reviews of eight State organizations cooperating in the Federal-State Meat and Poultry Inspection Program. (IV)

Plan 2: Negotiate approximately 30 indirect cost rates for State grantee organizations for which FSIS acts as the cognizant Federal Agency. (IV)

Plan 3: Review, analyze, and resolve fiscal audit exceptions contained in Office of the Inspector General (OIG) audit reports, within 45 days of receipt. (IV)

Plan 4: Perform special projects, as requested, for the purpose of assisting management in making program and policy decisions. (IV)

TABLE 30 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
FINANCE DIVISION, AM

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Technical Assistance	IV		
Plan 1 - Travel Policy		2.0	63
Plan 2 - Imprest Fund		.3	9
Plan 3 - Tort and Civilian Claims		.3	9
Plan 4 - Waiver of Overpayments of Pay		.4	13
Objective 2 - Accounting	IV		
Plan 1 - Miscellaneous Payments and Collections		2.0	63
Plan 2 - Update Central Accounting System		1.5	47
Plan 3 - Letter of Credit Cooperative Programs		2.0	63
Plan 4 - Internal and External Report Analysis		2.5	78
Objective 3 - Policies and Procedures	IV		
Plan 1 - NFC Liaison		1.0	31
Plan 2 - Financial Priorities Program Initiatives		2.0	63
Plan 3 - Directives and Notices		1.0	31
Plan 4 - Technical Advice		1.0	31
Objective 4 - Field Review and Analysis	IV		
Plan 1 - On Site Visits		1.5	47
Plan 2 - Indirect Cost Rate Negotiations		1.5	47
Plan 3 - Fiscal Audit Exceptions		1.0	31
Plan 4 - Special Projects		1.0	32
TOTAL		21.0	658

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE PERSONNEL DIVISION, AM

ACTIVITY LEADER: W. J. Hudnall

ACTIVITY ABSTRACT: The Personnel Division aids FSIS management officials in achieving effective personnel management as part of their overall management responsibility. Support includes: planning, staff leadership, operation of the personnel management system, and assistance in a variety of areas. These areas include: organization, position management, position classification, and pay administration; recruitment and placement; safety; employee development and training with respect to executive and managerial development, supervisory training, administrative and clerical training and related activities; and employee relations.

ACTIVITY OBJECTIVES: 1. Plan, coordinate and direct the Agency Classification, Organization and Position Management and Pay Administration Program.

Plan 1: Manage the Agency classification and pay program through the development and maintenance of policies and procedures related to the implementation of new classification standards; the conduct of position maintenance reviews; the adjudication of classification appeals; pay administration of Title 5 and the Fair Labor Standards Act (FLSA); and the timely processing of garnishment cases. (IV)

Plan 2: Manage the Agency position management and organization programs through the development and maintenance of policies and procedures related to the administration of the Senior Level Position Management Committee, review of average grade trends; cyclical review and update of Agency functional statements and senior level staffing pattern; and the conduct of organizational and position management studies. (IV)

Plan 3: Develop and maintain policies and procedures and provide assistance to Agency management in the areas of leave administration and hours of work. (IV)

2. Plan and direct the Agency Employment and Employee Benefits Program.

Plan 1: Coordinate the Agency-wide recruitment plan and develop and implement the FY 1983 Federal Equal Opportunity Recruitment Program (FEORP) Plan. (IV)

Plan 2: Develop alternative selection procedures to replace Professional and Administrative Career Examination (PACE). (IV)

Plan 3: Evaluate the performance appraisal system and ascertain if it can be simplified and still conform to Office of Personnel Management and Departmental requirements. Cost of task force travel will be born by task force member's organization. (IV)

Plan 4: Provide training, guidance, and assistance on the new merit promotion plan. Expenses for Subject Matter Expert panels to validate promotion criteria will be borne by the program. (IV)

Plan 5: Publish the annual list of sensitive positions. (IV)

Plan 6: Coordinate the health benefits open season. (IV)

Plan 7: Conduct a review of the handicap program and the medical qualifications for food inspectors and Veterinary Medical Officers (VMO's). Travel and per diem for training of regional special placement coordinators will be at the program's expense. (IV)

3. Plan and direct Agency Employee Development and Safety Program.

Plan 1: Conduct FSIS training courses, including supervisory and managerial training and skills training. Travel and per diem for supervisors taking any training required by regulation will be borne by the program. (IV)

Plan 2: Develop and implement the Agency-wide Continuing Education Program for scientific and other professional employees. (IV)

Plan 3: Conduct the Agency Executive Development courses, including the Career Development Program for Women and the Executive Managerial Development Program. (IV)

Plan 4: Conduct special training and development courses including the nationwide Adult Basic Education Program, the Goddard Quality Control Program, the Ethics and Conduct media-based program, The Executive

Staff Officer Program, and Equal Employment Opportunity training, including the College Study Program. (IV)

Plan 5: Research and develop new training programs as budget and staff time permits. (IV)

Plan 6: Administer the Agency Safety and Health Program. (IV)

Plan 7: Service Senior Executive Service (SES) Individual Development Plans (IDP's) and serve as Organizational Development (OD) consultant to the Administrator and his staff. (IV)

4. Plan and direct the Employee Relations Program.

Plan 1: Encourage employee productivity through the Employee Suggestion and Awards Program. (IV)

Plan 2: Adjust current Agency assistance to employees in compliance with new Employee Assistance Program when it is implemented by the Department. Under the new program, any employee and/or immediate family members whose emotional or behavioral problems or drug or alcohol dependency adversely affect the employee's performance will be afforded the opportunity for counseling. (IV)

Plan 3: Achieve informal resolution of employee Equal Employment Opportunity (EEO) concerns through the EEO Counselor Program. Provide counselor training as required and necessary. Counselor's organization pays for travel and per diem for one week refresher course plus all other counselor costs. (IV)

Plan 4: Achieve proper adjustment of employee concerns using, as necessary, arbitration, grievance procedures, and the EEO complaint procedure, among others. The organization in which an EEO complaint occurs provides the Administrator's representative to attempt resolution before a formal complaint is filed. Hearing costs are born by the program (except for the cost of an arbitrator). Costs of EEO investigations and Office of Personnel processing of EEO complaints will be borne by the program. (IV)

Plan 5: Successfully maintain employee standards of conduct through a preventive employee relations program and take Agency initiated adverse action, as necessary, providing proper opportunity for appeals. (IV)

5. Operate an effective personnel management program in the field and at headquarters.

Plan 1: Assure proper classification of FSIS positions by administering the Position Maintenance Review Program to include developing a schedule of field and headquarters organizational segments subject to classification review; conducting thorough desk audits of a representative number of positions in each organizational segment; and preparing a written report to the appropriate management officials detailing findings, recommendations, and required actions. (IV)

Plan 2: Assure position management principles are being carried out by conducting organizational/position management reviews by developing a plan for the conduct of organizational reviews. (IV)

Plan 3: Conduct field and Headquarters recruiting activities including staffing vacant positions from outside sources; providing direction to recruitment efforts; and evaluation of recruiting efforts. (IV)

Plan 4: Maintain an effective staffing program for field and Headquarters including processing personnel actions and related documents; providing guidance and direction to program officials on staffing problems; implementing new and revised policies and regulations; and evaluating the staffing program. (IV)

Plan 5: Administer the merit promotion plan to include providing guidance and direction to field promotion file offices; assuring promotions comply with the Agency merit promotion plan; and responding to inquiries concerning application of merit promotion principles. Travel for promotion review panel members (quarterly) will be borne by the program. (IV)

Plan 6: Administer retirement counseling, Office of Workmen's Compensation Programs (OWCP), health and life insurance, and occupational health programs including providing retirement counseling and annuity computations; processing OWCP claims and providing assistance on OWCP cases; surveying health units covering FSIS employees annually; and conducting the annual FEHBA open season. (IV)

Plan 7: Make effective use of disciplinary and adverse actions as a means of assuring the maintenance of Agency standards of employee conduct by assuring that disciplinary and adverse actions are timely, consistent with Agency and Department standards, and comply with OPM and Department regulations. (IV)

Plan 8: Provide effective Agency representation at adverse action appeal and arbitration proceedings by assuring compliance with merit System Protection Board regulations and Union contractual requirements in the processing of appeals and arbitrations. (IV)

6. Plan and direct a Comprehensive Personnel Management Evaluation Program.

Plan 1: Conduct a regular cycle of personnel Management Assistance reviews. (IV)

Plan 2: Maintain the capability for a regular assessment of the status of the personnel management system through a comprehensive planning system integrated with the FSIS Program Plan and the performance standards for employees in the Senior Executive Service and the Merit Pay System. (IV)

TABLE 31 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
PERSONNEL DIVISION, AM

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Classification, Organization, Position Management and Pay Administration	IV		
Plan 1 - Classification and Pay		3.5	109
Plan 2 - Position Management and Organization		2.6	70
Plan 3 - Leave and Hours of Work		.9	50
Objective 2 - Employment and Employee Benefits	IV		
Plan 1 - Agencywide Recruitment and FEORP		.9	20
Plan 2 - Alternative Selection Procedures		1.4	35
Plan 3 - Study of the Simplification of the Performance Appraisal System		1.4	96
Plan 4 - Merit Promotion Plan Training		3.0	96
Plan 5 - List of Sensitive Positions		.4	20
Plan 6 - Health Benefits		.4	20
Plan 7 - Handicap Program and Medical Qualifications Review		1.0	20
Objective 3 - Employee Development and Safety	IV		
Plan 1 - Training Courses		.9	105
Plan 2 - Continuing Education Program		1.9	214
Plan 3 - Executive Development		1.6	305
Plan 4 - Special Training		2.8	50
Plan 5 - New Training Programs		-	-
Plan 6 - Safety and Health		2.4	85
Plan 7 - SES IDP's and OD		1.0	40
Objective 4 - Employee Relations	IV		
Plan 1 - Suggestions and Awards		.8	17
Plan 2 - Employee Assistance		.5	16
Plan 3 - EEO Counselor Program		1.0	35
Plan 4 - Arbitrations, Grievances and EEO Complaints		5.5	145
Plan 5 - Adverse Actions and Appeals		4.7	152

TABLE 31 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
PERSONNEL DIVISION, AM - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 5 - Operations	IV		
Plan 1 - Classification		12.8	294
Plan 2 - Position Management		7.3	194
Plan 3 - Recruiting		7.3	194
Plan 4 - Staffing		12.7	387
Plan 5 - Merit Promotion Administration		10.0	288
Plan 6 - Retirement, OWCP, Health and Life Insurance, and Occupation Health		6.3	193
Plan 7 - Disciplinary and Adverse Action		6.3	193
Plan 8 - Appeals and Arbitration		6.3	194
Objective 6 - Evaluation	IV		
Plan 1 - Personnel Management Assistance Reviews		3.1	120
Plan 2 - Planning System		<u>.3</u>	<u>16</u>
TOTAL		111.0	3,773

1/ Includes Central Training Funds

FY 1983 PROGRAM ACTIVITY PLAN FOR
LABOR MANAGEMENT RELATIONS STAFF, AM

ACTIVITY LEADER: Mark G. Manis (Acting)

ACTIVITY ABSTRACT: The Labor Management Relations (LMR) Staff serves as liaison between FSIS management at all levels and the various supervisory and labor organizations representing FSIS employees.

To obtain the goal of a viable labor management-relations program, the staff coordinates and maintains an effective communications system within FSIS. This program activity provides a forum for the meaningful exchange of information with employee organizations; participates with the Deputy Administrator in the overall formulation of FSIS labor-management relations policies, and programs; emphasizes Agency policy on labor-management relations; and works with program management to gain complete acceptance and implementation of that policy.

ACTIVITY OBJECTIVES: 1. Represent the Agency in dealings with employee organizations and third parties.

Plan 1: Fully develop and prepare Agency positions and represent the Administrator as chief spokesperson in contract negotiations with unions. Payment of official time, travel and per diem for management negotiators is assumed by program management in negotiation of all labor agreements. (III)

Plan 2: Fully develop and prepare Agency positions, and represent the Administrator in impasse proceedings before the Federal Service Impasses Panel (FSIP). (IV)

Plan 3: Fully prepare and develop the Agency positions, and represent the Administrator in hearings and all verbal communications with the Federal Labor Relations Authority (FLRA) concerning settlement of negotiability disputes. Official time, travel, and per diem of management and union witnesses and representatives involved in each proceeding is a cost borne by the affected program. (IV)

Plan 4: Schedule, organize, conduct, and represent the Administrator in 18 consultation meetings with the unions and supervisory organizations; attend and participate in bi-weekly consultation meetings with supervisory organizations. Attend and participate as the Administrator's representative at 16 general meetings sponsored by unions. Representatives of

union and supervisory organizations attend consultation meetings on official time, and travel per diem expenses which are incurred by the affected program. (IV)

Plan 5: Develop and prepare the Agency position, and represent the Administrator in verbal communications with FLRA concerning settlement of unfair labor practices and determination of appropriate bargaining units in FSIS. (Ongoing)

Plan 6: Investigate facts, develop, and prepare the final Agency responses on all back pay claims filed under the Negotiated Grievance Procedure. (IV)

Plan 7: Investigate facts, develop, prepare, and present Agency positions in arbitration cases involving contract interpretations and/or Program matters. Official time, travel and per diem of management and union witnesses and representatives involved in each proceeding is a cost borne by the affected program. (Ongoing)

2. Provide advice and staff assistance to managers and supervisors.

Plan 1: Answer inquiries, provide advice, guidance, and contract interpretation to Program managers and supervisors in handling of specific LMR problems and policy. (Ongoing)

Plan 2: Review the content of all final grievance responses under the Negotiated Grievance Procedure (NGP) for accuracy, appropriateness, consistency, contract interpretation, and potential Program implications. (Ongoing)

Plan 3: Provide advice, guidance, and assistance as appropriate on arbitration cases. Make recommendations to the Administrator before decisions are made on proceeding to arbitration and/or on appealing an arbitrator's award. (IV)

Plan 4: At the Administrator's direction, either chair or fully participate as a member of task force or committees that have Agency-wide and/or Program-wide implications (approximately six task forces). Participate as full team member in Program Management Assistance Reviews. (III)

Plan 5: Formulate, prepare, and instruct five basic LMR and four Advanced LMR training courses for supervisors. Conduct other seminars and training as requested, for Agency, Department, the OPM Labor Relations Training Center, and other parties. Official time, travel, and per diem of class participants is a cost borne by the affected program. (IV)

3. Stay informed on all personnel policies, practices and matters affecting working conditions of employees.

Plan 1: Maintain in-house library of information, case law, and policy statements from third parties, research and remain current on decisions of the Comptroller General and other sources concerning relevant LMR matters. (IV)

TABLE 32 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
LABOR MANAGEMENT RELATIONS STAFF, AM

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Represent the Agency			
Plan 1 - Agency Position Negotiations	III	1.3	49
Plan 2 - Schedule/Represent/Impasse Proceedings	IV	.2	8
Plan 3 - Negotiability Disputes	IV	.2	8
Plan 4 - Attend Consultations and Union Meetings	IV	.4	15
Plan 5 - Unfair Labor Practices	Ongoing	1.3	49
Plan 6 - Back Pay Claims	IV	.2	8
Plan 7 - Arbitration Cases	Ongoing	1.3	49
Objective 2 - Provide Advice and Assistance			
Plan 1 - Advice, Guidance/Program Managers, Supervisors	Ongoing	.4	15
Plan 2 - Review Grievances	Ongoing	.2	8
Plan 3 - Advice, Guidance/Arbitration	IV	.1	3
Plan 4 - Task Forces/PMARS	III	.1	3
Plan 5 - Basic LMR Training, Advanced LMR Training, Conduct Seminars	IV	.2	8
Objective 3 - Stay Current	IV	.1	3
Plan 1 - In-house Library/Third Parties/Research			
TOTAL		6.0	226

Section IX
Equal Employment Opportunity/
Civil Rights Staff

FY 1983 PROGRAM AREA FOR THE ADMINISTRATOR'S
EQUAL EMPLOYMENT OPPORTUNITY/CIVIL RIGHTS STAFF

PROGRAM LEADER: J. B. Taylor, III

PROGRAM ABSTRACT: The FSIS Equal Employment Opportunity (EEO) and Civil Rights (CR) policies assure equality for all persons without regard to race, color, religion, sex, age, national origin, or handicap. A person's merit and performance will be the only criteria in hiring, promoting, training, detailing, reassigning, transferring, and other personnel actions in pursuit of the accomplishment of FSIS' primary mission. In accordance with applicable legal authorities, the EEO/CR Staff is responsible for a multiplicity of functions.

The Staff formulates, develops and prepares directives, regulations, and other written publications on EEO and CR for the Agency. It also informs managers, supervisors, and all employees of their rights and responsibilities under the EEO and CR Programs.

The Staff analyzes the status of EEO and CR programs, and it develops and recommends specific actions designed to be implemented by line management officials. The Staff keeps the Administrator and top staff officials informed on the progress and problems in the Agency's EEO and CR programs. When program problems are identified, the Staff recommends and coordinates efforts to implement solutions. Also, the Staff assures that formal EEO and CR complaints are transmitted to the Director of EEO within the prescribed time limitations by officials designated to receive such complaints. This is followed up with the appointed program area representative to see that an attempt to informally resolve the complaint takes place also within the time limitations.

Proposed changes in Agency policies that affect personnel are reviewed to determine whether these changes will have an impact on the employment of the protected minority racial/ethnic sex groups. The Staff assures that all eligible employees are informed of the USDA Upward Mobility Program, and that training plans for the program's selected employees begin on schedule. The Staff also coordinates the activities of Agency EEO advisory committees that represent the workforce; arranges committee meetings to set up training and other projects; and follows up on the implementation of recommendations of the committee.

Other EEO Staff functions include: Consulting with employees and unions for EEO affirmative action plan input and recommendations; EEO counselor nominations as the terms of present counselors expire; and assuring that EEO counselors receive

initial training from the Equal Employment Opportunity Commission (EEOC) and supplemental training in Agency personnel management programs.

Joint efforts to promote EEO include the following:

Participating with the Agency Personnel Office and the Deputy Administrators in developing a formal FSIS Upward Mobility Program and a Federal Equal Opportunity Recruitment Program; meeting regularly with the Federal Women's Program Managers (FWPM), the Hispanic Employment Program Managers (HEPM) at the Department, Agency, and regional levels, as well as, the Office of Personnel Management (OPM), and the Equal Employment Opportunity Commission (EEOC); developing field activities and projects for the Agency's special emphasis program managers and combining these efforts into the total EEO Program; and evaluating the EEO activities of subordinate organizational levels.

The Agency's EEO program is carried out in cooperation with resources provided in the various program areas. Additional resources expected to be furnished by these program areas for FY 1983 consist of assigned part-time EEO duties of 170 full-time personnel. These resource costs amount to \$650,000 in salaries and \$800,000 in other expenses. These part-time duties consist of EEO advisory committee membership, EEO counselors, special emphasis program managers (HEPM and FWPM), Native American recruitment coordinators, recruiters, and regional EEO coordinators.

Each Program area has employees assigned to these EEO duties. They assist in planning and developing the Affirmative Action Plans (AAP) for their program area or region and advise their Deputy Administrator on EEO matters. They also provide counseling services to employees who make allegations of discrimination, assist the Agency in its recruitment and community outreach programs, and perform other EEO duties as assigned.

PROGRAM GOALS/
OBJECTIVES:

1. Provide training and technical assistance to all FSIS personnel assigned EEO duties in the development and implementation of the FY 1983 Multi-year Affirmative Action Plans.

Plan 1: Train all EEO chairpersons, coordinators, and special emphasis program managers throughout the Agency. (II)

Plan 2: Train all EEO committee members and program officials assigned EEO responsibilities. (II)

2. Implement Agency regulations on Affirmative Action Programs and civil rights in accordance with Department guidelines.

Plan 1: Develop and implement Affirmative Action Plan (AAP) for FY 1983 through FY 1986 (continuation of the five year plan FY 1982 - 86). (I)

Plan 2: Implement and monitor the internal data collection and monitoring system that supplements the data provided in the Department's EEO Evaluation and Planning System. (IV)

Plan 3: Issue directives reflecting our regulatory responsibilities under Title VI and Title VII. Reissue policy direction establishing specific targets with respect to upward mobility, cooperative education, EEO training for line supervisors, and community outreach. (IV)

Plan 4: Facilitate continued acceptable level of participation with minority businesses through contracts with 8(a) firms. (IV)

Plan 5: Develop and initiate an exchange training program under the Intergovernmental Personnel Training Act (IPA) with a traditionally Black college and/or university. (IV)

3. Provide training and technical assistance to all Federal Women's Program Managers (FWPM) and Hispanic Employment Program Managers (HEPM) in career development programs.

Plan 1: Disseminate Career Development Program packets to all FWPM's. (I)

Plan 2: Develop and provide technical assistance in program implementation. (II)

Plan 3: Conduct training seminars on outreach, recruitment strategy, and problem solving/decisions. (III)

4. Develop, issue, and implement Agency guidelines on the development of program workplans for all FWPM's and HEPM's.

Plan 1: Develop guidelines on the preparation of HEPM/FWPM workplans for FY 1983. (I)

Plan 2: Implement guidelines to all FWPM's/HEPM's on the preparation of program workplans. (II)

Plan 3: Design and implement an internal monitoring system to determine the effectiveness of the FWP/HEP. (IV)

5. Participate in Hispanic and women related Departmental, inter-governmental and private sector programs and activities.

Plan 1: Participate in Departmental and inter-governmental FWP/HEPM activities. (IV)

Plan 2: Participate in private sector related activities, programs, or conferences. (IV)

6. Assure that all eligible and interested Hispanics and women take full advantage of the Upward Mobility Program.

Plan 1: Develop a training module on the preparation of SF-171. (III)

Plan 2: Conduct a training seminar on the preparation of SF-171. (III)

TABLE 33 - EQUAL EMPLOYMENT OPPORTUNITY/CIVIL RIGHTS STAFF PROGRAM AREA:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
EEO Staff	5	100	215	100
Total Program Area	5	100	215	100

TABLE 34 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
EQUAL EMPLOYMENT OPPORTUNITY/CIVIL RIGHTS STAFF

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Train All EEO Personnel	II	1.0	50
Plan 1 - Train EEO Chairperson, Coordinators, and Special Emphasis Program Managers			
Plan 2 - Train All EEO Committee Members and Program Officials			
Objective 2 - Affirmative Action Plan <u>1</u> /		1.1	80
Plan 1 - Multi-Year AAP for FY 1983 through FY 1986	I		
Plan 2 - Implement Internal Data Collection and Monitoring System	IV		
Plan 3 - FSIS Policy Directives	IV		
Plan 4 - FSIS Participation with Minority Businesses	IV		
Plan 5 - Develop Exchange Program	IV		
Objective 3 - Provide Training/Technical Assistance		2.0	60
Plan 1 - Disseminate Career Packets	I		
Plan 2 - Technical Assistance and in Program Implementation	II		
Plan 3 - Conduct Training Seminars	III		
Objective 4 - Coordinate Guidelines		.5	12
Plan 1 - Develop Guidelines	I		
Plan 2 - Implement Guidelines	II		
Plan 3 - Design Monitoring System	IV		
Objective 5 - Participate in Community Outreach	IV	.2	8
Plan 1 - Attend FWP/HEP Activities			
Plan 2 - Attend Hispanic and Women- Related Activities			

TABLE 34 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
EQUAL EMPLOYMENT OPPORTUNITY/CIVIL RIGHTS STAFF - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 6 - Encourage Upward Mobility Participation	III	.2	7
Plan 1 - Develop Training Module			
Plan 2 - Conduct Training Seminar			
TOTAL		5.0	217

1/ Assumes affirmative action planning is done continuously on a fiscal year basis with the objectives being accomplished by support of all program Deputy Administrators and the Administrator's office even though it is a Multi-Year Plan.

**Section X
Information and
Legislative Affairs
Staff**

FY 1983 PROGRAM AREA FOR THE
INFORMATION AND LEGISLATIVE AFFAIRS STAFF

PROGRAM LEADER: J. McClung

PROGRAM ABSTRACT: The mission of the Information and Legislative Affairs Staff (ILA) is to effectively communicate with the public, Congress, other government agencies, and internal audiences about FSIS programs and activities.

The Director of ILA manages a staff of 45. The Staff is comprised of five groups: Information, Public Awareness, Legislative Affairs, Executive Correspondence and Special Assignments, and the Office of the Director. The Staff analyzes Agency programs and develops, selects, and distributes written and audio-visual materials that best communicates information about particular Agency objectives and actions to specific audiences. It also solicits public input. The ILA groups complement one another in carrying out each communication objective.

The Information Office works primarily with Agency program areas in preparing materials about FSIS for distribution to the public. The Office prepares news releases, factsheets, background papers, feature articles, publications, briefing materials, and speeches for key Agency officials, a consumer newsletter and other written assignments. The Office coordinates press conferences and keeps up-to-date on all Agency activities to enable it to answer press inquiries and serve as an information resource for Agency personnel. The Office also provides audio-visual communication services for the Agency and coordinates the planning, production, and evaluation of audio-visual materials. These services include: public service announcements; visuals for publications, budget briefings and conferences; and photographs, photo features and slide series for public and internal audiences.

The Public Awareness Office plans, coordinates, and participates in public information and education campaigns; represents the Agency at various conferences and meetings; and assists in the coordination of the Agency's National Food Safety Poster Contest. The Office also maintains mailing lists, manages FSIS publication stocks, and distributes Agency publications on request. The Office designs methods for increasing consumer awareness and participation relating to FSIS actions, and it manages and monitors a system for handling consumer inquiries. The results of these activities are incorporated as input into the FSIS decisionmaking process.

The Legislative Affairs Office plans, develops, and coordinates activities in support of FSIS legislative positions, and it maintains lines of communication about legislative activities

between the Agency and other groups.--(These groups include Congress, the public, other government agencies, and interested parties in the private industry sector.) As part of this function, this Office responds to queries from Congress and the public. Furthermore, the Office coordinates the Agency preparation for all Congressional hearings.

The Executive Correspondence and Special Assignments Unit works closely with program area staffs in the Agency to research and draft responses to Congressional and public correspondence that relate to the Agency's meat and poultry inspection and the science programs. This ensures that program area staffs are promptly informed about consumer complaints so that potential health hazards may be investigated and any corrective action that is necessary may be taken. The Unit also provides writing and editing services to Agency officials.

The Office of the Director is responsible for all administrative functions of the ILA staff, including personnel, budget, planning, supplies and equipment, and special projects.

PROGRAM GOALS/
OBJECTIVES:

1. To communicate information to the Media.

Plan 1: Write and clear 75 news releases about Agency activities and major decisions. (IV)

Plan 2: Prepare and localize 24 radio and TV news stories about the Agency. (IV)

Plan 3: Answer 500 inquiries from the media. (IV)

Plan 4: Plan and conduct news conferences and briefings, including preparation of news statements, and other background materials. (Ongoing)

2. To communicate information to the Public (General and Special Interest Groups)

Plan 1: Plan, produce, and distribute six radio and/or television public service announcements (PSA's) about Agency programs. (IV)

Plan 2: Write and clear five publications and six factsheets about Agency activities. (IV)

Plan 3: Write and clear five feature and photo feature stories about Agency activities. (IV)

Plan 4: Write and clear three issues of Food News for Consumers. (IV)

Plan 5: Answer 2,600 letters from the general public and special interest groups. (IV)

Plan 6: Answer 1,000 phone calls from the public, including 325 consumer complaints. (IV)

Plan 7: Distribute approximately 300,000 copies of 25 different Agency publications to individuals and special groups, including consumers, industry, supermarkets, educators, etc. (IV)

Plan 8: Reach various outside groups through attendance at meetings, conferences, conventions, etc. (Ongoing)

Plan 9: Plan and conduct seven special outreach campaigns (sodium, TRAP, summertime food safety, etc.) (IV)

Plan 10: Plan and produce two slide shows. (IV)

3. To communicate information to Congress and other Government Agencies.

Plan 1: Prepare, coordinate, and seek Congressional approval of legislative items of interest to the Agency. Prepare and coordinate about 20 reports of Agency views on proposed legislation, and prepare and coordinate testimony and other support materials for Congressional hearings. (IV)

Plan 2: Respond to approximately 500 Congressional letters. (IV)

Plan 3: Respond to approximately 160 phone calls and personal inquiries. (IV)

Plan 4: Plan and conduct Congressional briefings and meetings relating to FSIS activities. (Ongoing)

Plan 5: Participate in intergovernmental group activities. (Ongoing)

4. To communicate information and provide support services to the Department and the Agency.

Plan 1: Distribute the "Daily Summary of the Federal Register," the daily "Congressional Record Summary," and the "Congressional Journal." (Ongoing)

Plan 2: Prepare and distribute the daily "News Watch." (Ongoing)

Plan 6: Provide photographic services for the Agency. (Ongoing)

Plan 7: Prepare internal video films for training and management improvement. (Ongoing)

Plan 8: Prepare periodic newsletter to be distributed to all Agency employees. (Ongoing)

5. To increase consumer representation in Agency decision-making.

Plan 1: Plan and coordinate consumer education programs, and assure that consumer input and concerns are considered in the development of FSIS policies. (Ongoing)

Plan 2: Monitor and evaluate effectiveness of the consumer response system. (Ongoing)

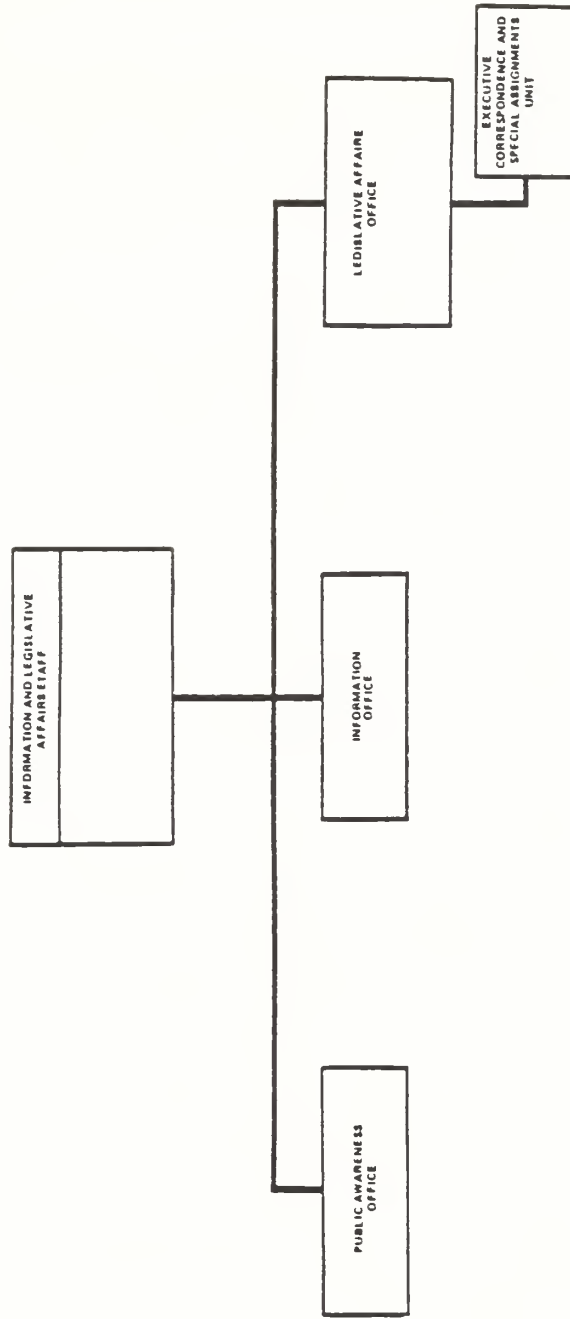
Plan 3: Participate regularly in the USDA Consumer Working Group and interagency organizations. (Ongoing)

Plan 4: Maintain and expand contacts with consumer organizations. (Ongoing)

TABLE 35 - INFORMATION AND LEGISLATIVE AFFAIRS STAFF PROGRAM AREA:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	7	15	160	9
Information Office	18	38	874	48
Legislative Affairs Office	12	26	356	20
Public Awareness Office	10	21	410	23
Total Program Area	47	100	1,800	100

FOOD SAFETY AND INSPECTION SERVICE
 INFORMATION AND LEGISLATIVE AFFAIRS STAFF



THE FUNCTION OF THE INFORMATION AND LEGISLATIVE AFFAIRS STAFF IS TO DEVELOP AND DISSEMINATE INFORMATION DESIGNED TO INFORM AND EDUCATE THE PUBLIC OF THE SERVICES PROVIDED BY FDIS AND THE MEANS BY WHICH THE PUBLIC MAY OBTAIN THESE SERVICES. I.L.A. COOPERATES WITH THE DEPARTMENT IN FORMULATING AND IMPLEMENTING AN OVERALL INFORMATION AND PUBLIC EDUCATION PROGRAM ON ISSUES SUCH AS FOOD SAFETY AND LABELING. I.L.A. ALSO ADVISES AND ASSISTS THE ADMINISTRATOR ON ALL MATTERS RELATING TO LEGISLATIVE ISSUES AND CONGRESSIONAL LIAISON. IN ADDITION I.L.A. WRITES AND COORDINATES AGENCY RESPONSES TO CONGRESSIONAL CORRESPONDENCE AND OTHER INQUIRIES FROM THE PUBLIC. I.L.A. ALSO SERVES AS LIAISON TO THE MEDIA AND PROVIDES LEADERSHIP IN THE PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF WRITTEN, BROADCAST, AND VISUAL MEDIA INFORMATION ACTIVITIES.

TABLE 36 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
INFORMATION AND LEGISLATIVE AFFAIRS STAFF

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Communicate Information to the Media			
Plan 1 - News Releases	IV	4.2	118
Plan 2 - Radio/TV News	IV	1.1	56
Plan 3 - Inquiries from Media	IV	1.6	42
Plan 4 - News Conferences/Briefings	Ongoing	1.0	57
Objective 2 - Communicate Information to the Public			
Plan 1 - Public Service Announcements	IV	2.2	227
Plan 2 - Publications, Factsheets	IV	4.8	150
Plan 3 - Features, Photo Features	IV	1.6	58
Plan 4 - "Food News for Consumers	IV	.4	17
Plan 5 - Letters from Public	IV	6.0	122
Plan 6 - Phone calls from Public	IV	1.9	40
Plan 7 - Publications Distribution	IV	1.6	20
Plan 8 - Meetings, Conventions, etc.	Ongoing	.7	46
Plan 9 - Special Outreach Campaigns	IV	5.1	311
Plan 10 - Slide Shows	IV	.5	25
Objective 3 - Communicate to Congress and Other Government Agencies			
Plan 1 - Legislative Reports	IV	1.3	43
Plan 2 - Letters from Congress	IV	2.0	67
Plan 3 - Phone Calls from Congress	IV	1.1	37
Plan 4 - Briefings, Meetings	Ongoing	1.3	43
Plan 5 - Intergovernmental Work	Ongoing	1.0	44
Objective 4 - Communicate Information and Provide Support Services to Department/ Agency	Ongoing		
Plan 1 - Prepare Summaries		.7	16
Plan 2 - "News Watch"		.7	21
Plan 3 - Publications and Audiovisual Review Committee		.1	3
Plan 4 - Background Materials		1.6	54
Plan 5 - Arts and Graphics Materials		1.1	33
Plan 6 - Photographic Services		.5	24
Plan 7 - Internal Video Films		.7	23
Plan 8 - Agency Newsletter		.9	30

TABLE 36 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 INFORMATION AND LEGISLATIVE AFFAIRS STAFF - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 5 - Consumer Representation	Ongoing		
Plan 1 - Assure Consumer Input in Policy Formulation		.5	18
Plan 2 - Monitor Consumer Complaints		.7	42
Plan 3 - USDA Working Group		.2	4
Plan 4 - Consumer Contact		.4	9
TOTALS		47.0	1,800

**Section XI
Policy and Program
Planning Staff**

FY 1983 PROGRAM AREA FOR THE
POLICY AND PROGRAM PLANNING STAFF

PROGRAM LEADER: J. W. McCutcheon

PROGRAM ABSTRACT: The Policy and Program Planning Staff (PPP) performs a number of staff functions for the Administrator of FSIS and operates some services as an Agency-wide activity for all the program areas. These functions are organized into four activities: Emergency Planning Office, Executive Secretariat, Policy Analysis Office, and Regulations Office.

The staff functions for the Administrator include the coordination of all FSIS emergency preparedness functions, and the development of policy options for Agency management to consider in the formulation of new policies. In addition, the Staff designs and operates the Agency-wide program planning system, and it provides support to the program areas in the development of their computer systems. The Staff maintains the FSIS Index of Pending Regulatory Actions, which indicates the progress being made on all new regulations that are being developed by FSIS and the Agency response to petitions. The Staff also carries out the Agency-wide, systematic review of existing regulations and coordinates the review and approval of new regulations. Each year the Agency produces approximately 80 new or revised regulations and notices in the Federal Register.

The Staff provides support in the preparation of regulatory impact analyses that compare the costs and benefits of proposed regulations as they relate to industry and consumers. During 1981, the Staff developed approximately 66 threshold studies to determine whether or not a regulation is a major rule under Executive Order (E.O.) 12291 and/or subject to the Regulatory Flexibility Act, and conducted regulatory impact and flexibility analyses on some regulations. In addition, several legislative proposals were analyzed.

The Staff developed a plan to review all existing FSIS regulations over the 4-year period, 1982-1986. Regulations studies in three areas were completed in 1982 under this plan, namely: exemptions, poultry slaughter regulations, and the prior label approval process. The purpose of these studies was to assess the current program and options in each area. The analyses were then used to develop a set of recommended changes for each area. The five areas stated for review in 1983 are the Agency's recordkeeping, registration, and reporting requirements and its administrative and procedural regulations.

The Staff operates the Information Processing Center, which provides report preparation services for the Administrator's staff offices and for any program offices that need such aid. In addition, the Policy and Program Planning Staff includes the FSIS Freedom of Information Office that coordinates the responses for all freedom of information requests. During 1982, the Staff responded to about 500 such requests.

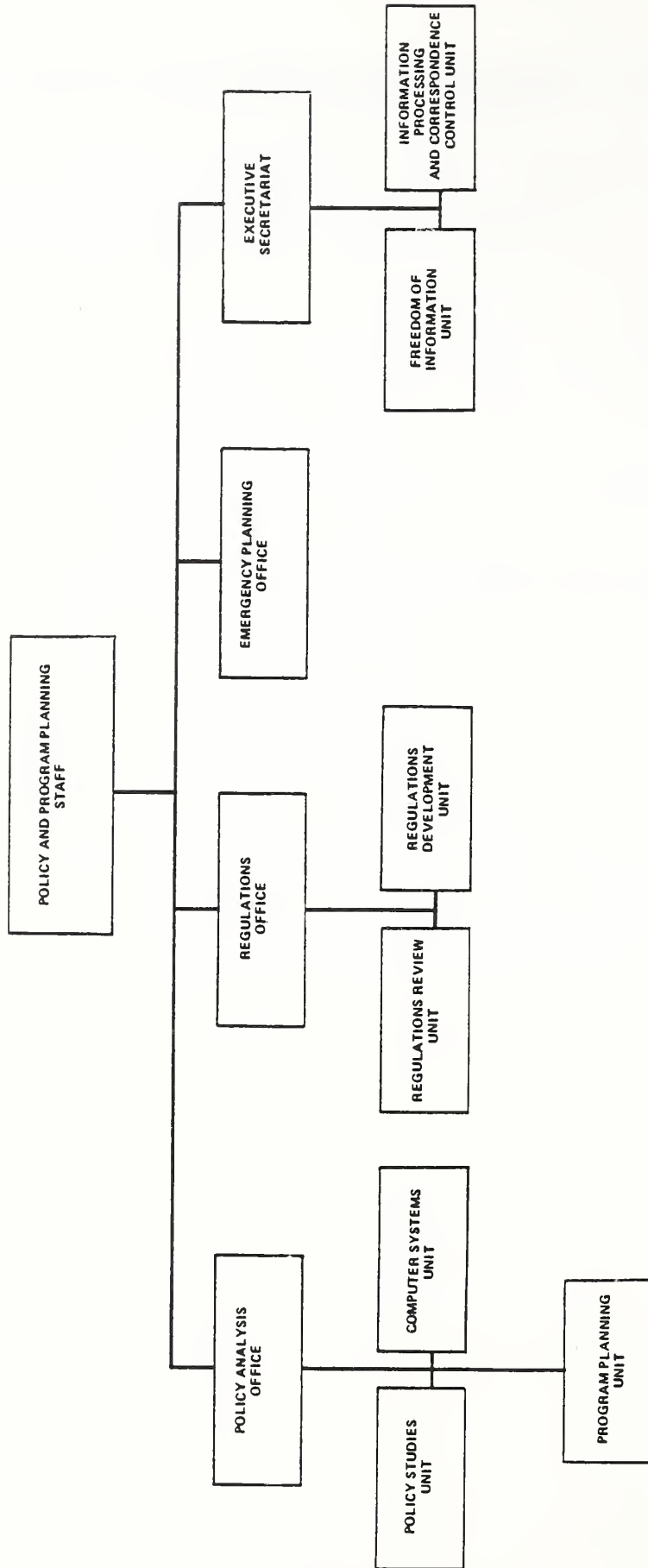
PROGRAM GOALS:

1. To provide methods and other support for the coordination of the Agency's information resources management to include: automated data processing (ADP) systems and related information systems, such as automated word processing systems and microforms. The systems are distributed among program areas.
2. To reduce PPP expenditures and staff size to meet FY 1983 budget goals.
3. To continue developing and to implement the long-range program planning process to complement the annual program planning activities.
4. To meet anticipated changes in the Office of Management and Budget requirements for regulatory review and analysis.
5. Provide leadership and guidance to appropriate activities of the Emergency Mobilization Preparedness Board.
6. To continue carrying out the Agency's Regulatory Review Plan under E.O. 12291 and the Regulatory Flexibility Act by completing a review of the Agency's requirements for records, registration, and reports, as well as a review of its administrative and procedural regulations.

TABLE 37 - POLICY AND PROGRAM PLANNING STAFF PROGRAM AREA:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	5	7	274	10
Emergency Planning Office	6	9	236	9
Executive Secretariat	14	21	294	11
Policy Analysis Office	26	38	1,275	49
Regulations Office	17	25	552	21
<u>Total Program Area</u>	<u>68</u>	<u>100</u>	<u>2,631</u>	<u>100</u>

FOOD SAFETY AND INSPECTION SERVICE
POLICY AND PROGRAM PLANNING STAFF



The functions of the Policy and Program Staff include: development of policy options for Agency management to consider in the formulation of new policies and programs; design and operation of the Agency-wide program planning and regulation tracking systems; support in the preparation of regulatory impact analyses and cost-benefit comparisons; planning and coordination of the Agency Freedom of Information and Privacy Act functions; coordination of all FSIS emergency preparedness functions; and management of the FSIS Information Processing Center.

FY 1983 PROGRAM ACTIVITY PLAN FOR THE
OFFICE OF THE DIRECTOR FOR POLICY AND PROGRAM PLANNING STAFF

ACTIVITY LEADER: J. W. McCutcheon

ACTIVITY ABSTRACT: This activity provides managerial, staff, and support service for the Policy and Program Planning Staff (PPP). This service includes direction and guidance on policy, program planning, and regulations coordination matters, as well as certain educational training activities.

- ACTIVITY OBJECTIVES:
1. Reduce PPP expenditures and staffing to meet FY 1983 targets. (I)
 2. Implement a long-range planning process for FSIS. (IV)
 3. Conduct various educational training activities in support of PPP activities. (Ongoing)
 4. Provide overall program area direction. (IV)

TABLE 38 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
OFFICE OF THE DIRECTOR FOR POLICY AND PROGRAM PLANNING STAFF

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Reduce Expenditures and Staffing	I	.2	10
Objective 2 - Establish Long-Range Planning Process	IV	.3	19
Objective 3 - Conduct Educational Training Activities	Ongoing	.2	31
Objective 4 - Provide Program Direction	IV	<u>4.3</u>	<u>214</u>
TOTAL		5.0	274

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE EMERGENCY PLANNING OFFICE, PPP

ACTIVITY LEADER: G. E. Bickerton

ACTIVITY ABSTRACT: The principle mission of the Emergency Planning Office (EPO) includes planning, developing, and coordinating all FSIS emergency preparedness functions for both peace-time and war-time emergencies and disasters; managing the Radiological Emergency Planning, Preparedness and Response Program for USDA, including the development of policy, program plans and procedures for USDA's participation in a Federal response to various types of radiological emergencies, and directing the response in the event of a National radiological emergency; and actively participating in various Emergency Mobilization Preparedness Board projects and activities.

ACTIVITY OBJECTIVES: 1. Plan, develop, and coordinate all FSIS emergency preparedness functions for both peace-time and war-time emergencies and disasters.

Plan 1: Revise and implement the maintenance of a central system for the issuance and accountability of emergency I.D. cards for key FSIS emergency personnel. (III)

Plan 2: Represent FSIS in two Federal Government tests and/or exercises of peace-time and war-time emergency procedures which are conducted yearly, and prepare key FSIS managers to effectively carry out their assignments. (Ongoing)

Plan 3: Rewrite the FSIS Crisis Handbook to reflect recent organizational changes within USDA and current Federal policy. (IV)

2. Manage the Radiological Emergency Planning, Preparedness and Response Program for USDA.

Plan 1: Revise the USDA Plan based on new Federal policy direction which now includes all radiological incidents. (III)

Plan 2: Develop standard operating procedures for 11 USDA Agencies involved with radiological emergencies. These procedures will support the revised USDA basic plan and will be incorporated into the National Plan. (III)

Plan 3: Work with the Federal Emergency Management Agency, the Nuclear Regulatory Commission, the Health and Human Services, the Department of Energy, the Environmental Protection Agency, and other Federal agencies so as to formally clarify two interagency agreements. These agreements are needed for a coordinated, effective, and timely Federal response to a radiological emergency. This information will be incorporated in the USDA basic plan. (III)

Plan 4: Serve as the USDA representative on the Federal Radiological Preparedness Coordinating Committee (FRPCC) which is the policymaking group within the Federal Government for radiological emergencies and as a working member on two FRPCC subcommittees. (Ongoing)

3. Assist State and local governments in emergency planning and preparedness for peace-time nuclear emergencies.

Plan 1: Review and analyze 75 State, County, and local emergency plans; prepare written comments, recommendations, and suggestions that will result in a more effective emergency response. (Ongoing)

Plan 2: Attend 35-50 onsite exercises as Federal evaluators testing the effectiveness of State, County, and local response plans under radiological emergency conditions. (Ongoing)

4. Participate in Emergency Mobilization Preparedness Board (EMPB) activities.

Plan 1: Provide leadership and direction to the Food and Agriculture Processing Subworking group. (Ongoing)

Plan 2: Attend 12 meetings of the Food and Agriculture Working Group, actively participate on other Food and Agriculture Subworking groups and contribute as requested to other EMPB activities. (Ongoing)

TABLE 39 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 EMERGENCY PLANNING OFFICE, PPP

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Provide FSIS Policy for Emergency Preparedness		.9	29
Plan 1 - Implement and Maintain ID Card System.	III		
Plan 2 - Represent FSIS in Two Tests and/or Exercises	Ongoing		
Plan 3 - Rewrite Crisis Handbook	IV		
Objective 2 - Plan, Manage, and Implement USDA REPRP		1.2	34
Plan 1 - Revise USDA Plan	III		
Plan 2 - Develop USDA Operating Procedures	III		
Plan 3 - Enact Two Working Agreements with Other Federal Agencies	III		
Plan 4 - Represent USDA on Three FRPCC Committee	Ongoing		
Objective 3 - Assist State and Local Governments in Radiological Emergency Activities	Ongoing	3.5	163
Plan 1 - Review and Analyze 75 Plans			
Plan 2 - Participate as Evaluator at 35-50 Exercises			
Objective 4 - Participate in EMPB Activities	Ongoing	.4	10
Plan 1 - Provide Leadership and Guidance to Food and Agriculture Processing Subworking Group			
Plan 2 - Attend 12 Meetings and Participate on Other Subworking Groups and EMPB Activities			
TOTAL		6.0	236

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE EXECUTIVE SECRETARIAT, PPP

ACTIVITY LEADER: L. Wood

ACTIVITY ABSTRACT: The Executive Secretariat is responsible for administration of the Freedom of Information Act (FOIA) and Privacy Act (PA). This includes developing Agency policy and procedures for complying with the Acts; handling all requests for access to Agency records; preparing final Agency decisions; and advising management officials in the field and at headquarters concerning the release of information.

Management of the FSIS Information Processing Center (IPC) is another responsibility of the Executive Secretariat. The IPC provides information processing service to all headquarters staff offices. The Center provides quick revision services on lengthy, high priority documents such as dockets, regulatory impact analyses, speeches, and reports. In addition, the IPC prepares manuals, standard letters, and congressional correspondence.

The Executive Secretariat manages a correspondence tracking system designed to assure that the Administrator and the Deputy Administrators are aware of the status of assignments and correspondence handled in Agency program areas. Included are priority work initiative and assignment status sheets for the Office of the Administrator and controlled correspondence reports. In addition, the Executive Secretariat edits the "Weekly Update" report, which informs top management of current program activities, and manages the flow of correspondence within the Office of the Administrator.

Coordination of special projects and conference support are responsibilities of the Executive Secretariat. This includes coordination, at the request of the Administrator, of projects which cross program lines. This involves assembly, analysis, and presentation of program information in response to requests from industry, foreign governments, and other Federal agencies.

The Executive Secretariat provides administrative support and staff services to internal and external conferences, such as meetings of the Advisory Committee on Meat and Poultry Inspection.

ACTIVITY OBJECTIVES: 1. Administer the FOIA and PA.

Plan 1: Provide responses to an estimated 500 requests. (IV)

2. Provide high quality, timely information processing services to Agency headquarters staff.

Plan 1: Produce an estimated five million lines of information during the year. (IV)

Plan 2: Conduct ongoing training programs that provide technical expertise to IPC operators. (Ongoing)

Plan 3: Update the Information Processing Brochure as new capabilities and procedures are added. (IV)

Plan 4: Explore other methods for locating qualified persons as potential IPC personnel. (Ongoing)

3. Operate the tracking system for the Agency.

Plan 1: Provide weekly reports to the Administrator and Deputy Administrators on the status of assignments and correspondence. (Ongoing)

4. Provide assistance to the Administrator and Deputy Administrators on recurring and special projects.

Plan 1: Provide support for one or two meetings of the Advisory Committee on Meat and Poultry Inspection. (II)

Plan 2: Coordinate Agency involvement in conferences, arrangements for visitors, and cross-program reports, as requested. (Ongoing)

TABLE 40 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
EXECUTIVE SECRETARIAT, PPP

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - FOIA/PA Plan 1 - Responses	IV	3	63
Objective 2 - Information Processing Services		9	149
Plan 1 - Client Service	IV		
Plan 2 - Training	Ongoing		
Plan 3 - Brochure	IV		
Plan 4 - Recruitment	Ongoing		
Objective 3 - Tracking Systems Plan 1 - Weekly Reports	Ongoing	1	41
Objective 4 - Projects		1	41
Plan 1 - Advisory Committee	II		
Plan 2 - Special Projects	Ongoing		
TOTAL		14	294

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE POLICY ANALYSIS OFFICE, PPP

ACTIVITY LEADER: L. D. Lange

ACTIVITY ABSTRACT: The Policy Analysis Office has three broad program activities: policy development studies; program planning; and information resource management support to the programs. The policy development activity is designed to assure that administrative decisions are based on adequate information concerning the need for and consequences of regulatory and legislative actions. The policy development activity also provides the Administrator with analytical studies on policy options relating to overall FSIS programs.

The program planning activity designs and operates an Agency-wide program planning system and facilitates integration of the Agency-wide annual program plan with personnel performance standards systems. The annual FSIS Program Plan sets forth the goals, objectives, and plans for all FSIS program areas. The planning activity also helps coordinate an annual research needs plan for the Science and Education Administration's (SEA) support of FSIS programs. In addition, a futures planning process will be developed to aid the Agency's managers in preparing for events that will influence their program areas in the future.

An information resources management activity of the office supports the program areas in the development of automated data processing systems and related information systems, such as automated word processing systems and microforms. The Office provides a point of contact for FSIS with the Department units responsible for various ADP oversight functions. The Office also provides a central point within FSIS where information can be shared among all computer systems users.

ACTIVITY OBJECTIVES: 1. Conduct regulatory impact and regulatory flexibility analyses for major regulations.

Plan 1: Anticipate preparing two Regulatory Impact and Regulatory Flexibility Analyses. (Ongoing)

2. Conduct Policy Studies.

Plan 1: Develop a report on analyzing management information needs. (IV)

Plan 2: Develop a report on requirements for using economic data from existing economic data uses. (IV)

Plan 3: Develop a report regarding implementation of legislation granting discretionary authority to the Secretary of Agriculture over the level of inspection required for processed meat and poultry products. (Ongoing)

Plan 4: Plan and arrange a Policy Issues and Food Regulations Seminar in Holland as part of an ongoing information exchange between FSIS and its counterpart in Holland. (I)

Plan 5: Develop a presentation for the Agricultural Outlook Conference. (I)

Plan 6: Analyze focus group data to help resolve labeling issues. (I)

Plan 7: Conduct studies as needed that relate to amendments of food safety regulations. (Ongoing)

Plan 8: Conduct special projects as assigned. (Ongoing)

3. Develop, implement, and coordinate the Agency annual program planning process.

Plan 1: Publish and distribute the FSIS Program Plan: FY 1983. (I)

Plan 2: Communicate with all program areas to obtain feedback on the FY 1983 Plan. (III)

Plan 3: Initiate and coordinate development of the Agency's FY 1984 Program Plan. (IV)

4. Develop and coordinate the Agency information resources management (IRM) systems inventory and planning process.

Plan 1: Develop a framework for Agency IRM. (I)

Plan 2: Develop and coordinate the implementation of directives for FSIS information resources management systems. (II)

Plan 3: Publish the FSIS Information Resources Management Systems Inventory. (IV)

Plan 4: Conduct IRM planning surveys for choosing automated systems. (Ongoing)

5. Design, develop, and coordinate the implementation of a futures planning process for the Agency.

Plan 1: Conduct futures planning exercises with non-FSIS participants. (I)

Plan 2: Develop a futures planning report. (IV)

Plan 3: Conduct a futures planning survey of food safety and inspection. (IV)

6. Develop and coordinate the Agency functional planning process.

Plan 1: Maintain FSIS Agricultural Research Service (ARS) planning effort. (IV)

Plan 2: Develop a planning system for monitoring personnel performance standards systems. (IV)

Plan 3: Maintain a current statement of organizational functions and delegations of authority for FSIS. (IV)

Plan 4: Monitor vulnerability assessment for PPP. (I)

7. Provide Automated Data Processing (ADP) Support for the Agency.

Plan 1: Coordinate ADP Systems to be located in the USDA-South Building and establish telecommunicative links between users and the systems. (I)

Plan 2: Develop proficiency in the CONDOR Data Base Management System (DBMS) as part of the effort to support and develop administrative applications for the Hewlett-Packard (HP) 125 System. (II)

Plan 3: Develop proficiency in and train Agency personnel in the use of RAPID-3000, a data entry and retrieval program. (III)

Plan 4: Support the Administrative Services Division, Administrative Management program area, by recording, storing, and providing labels for internal and external mailings, and providing ADP support for the leased vehicle data system. (Ongoing)

Plan 5: Coordinate liaison with Department level ADP activities and perform ADP security duties. (Ongoing)

Plan 6: Support the implementation of the Agency's Official Establishment Inventory on the HP 3000 computers to ensure that this system provides a common link among the ADP systems of the program areas. (I)

Plan 7: Develop an information system for economic data based on the requirements study that is compatible with the Establishment Inventory and other Agency data bases. (I)

Plan 8: Support internal PPP study requirements and develop PPP applications for the HP 125 System, e.g. charts, graphs, and numerical analyses. (Ongoing)

TABLE 41 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
POLICY ANALYSIS OFFICE, PPP

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person-Years	Dollars (000)
Objectives 1 - Regulatory Impact and Flexibility Analyses	Ongoing	1.5	68
Plan 1 - Prepare Two Analyses			
Objective 2 - Conduct Policy Studies		6.0	225
Plan 1 - Management Information Needs	IV		
Plan 2 - Economic Data Uses	IV		
Plan 3 - Discretionary Authority	Ongoing		
Plan 4 - Holland Seminar	I		
Plan 5 - Outlook Conference Paper	I		
Plan 6 - Focus Group Analysis	I		
Plan 7 - Amend Regulations	Ongoing		
Plan 8 - Special Projects	Ongoing		
Objective 3 - Short Range Planning		1.5	55
Plan 1 - FY 1983 Program Plan	I		
Plan 2 - Feedback	III		
Plan 3 - FY 1984 Program Plan	IV		
Objective 4 - Information Resources Management		1.5	55
Plan 1 - Management Framework	I		
Plan 2 - Directives	II		
Plan 3 - Inventory	IV		
Plan 4 - Information Systems Surveys	Ongoing		
Objective 5 - Long Range Planning		1.5	55
Plan 1 - Futures Planning Exercises	I		
Plan 2 - Develop Futures Planning Report	IV		
Plan 3 - Conduct a Survey	IV		
Objective 6 - Functional Planning		1.5	55
Plan 1 - ARS Planning	IV		
Plan 2 - Performance Systems	IV		
Plan 3 - Delegations of Authority	IV		
Plan 4 - Vulnerability Assessment	I		

TABLE 41 - FY 1983 PROPOSED PROGRAM ACTIVITY
 OBJECTIVES AND PLANS:
 POLICY ANALYSIS OFFICE, PPP - Continued

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 7 - ADP Support		12.5	762
Plan 1 - Coordinate ADP Systems	I		
Plan 2 - Develop CONDOR DBMS	II		
Plan 3 - Develop RAPID-3000	III		
Plan 4 - Support Administrative Services	Ongoing		
Plan 5 - Coordinate Department ADP Activities	Ongoing		
Plan 6 - Establishment Inventory on HP 3000	I		
Plan 7 - Economic Data System	I		
Plan 8 - Support PPPS Requirements	Ongoing		
TOTAL		26.0	1,275

FY 1983 PROGRAM ACTIVITY PLAN
FOR THE REGULATIONS OFFICE, PPP

ACTIVITY LEADER: S. P. Ragan

ACTIVITY ABSTRACT: The function of the Regulations Office is to carry out the Agency-wide, systematic review of existing regulations and to coordinate and assist in the development, review, and approval of new regulations and official notices. In addition, this Office coordinates the review, printing, and distribution of FSIS Meat and Poultry Inspection Program issuances. It oversees the office of the Hearing Clerk, which maintains the FSIS administrative records on rulemaking proceedings. This Office also studies the potential impacts of regulatory action on small entities (i.e., small businesses, small organizations, and small governmental jurisdictions), as required by the Regulatory Flexibility Act (P.L. 96-354). Finally, the Regulations Office will provide participation in the cost accounting pilot project by expanding the data base, establishing a panel to review statistical results, and making refinements to the methodology as necessary.

The Regulations Office developed the FSIS 1982-1986 Regulatory Review Plan that details the major areas to be reviewed and establishes a timetable for review of all existing regulations. During Fiscal Year 1983 the major area for review will be the Agency's Requirements for Records, Registration, and Reports, as well as a review of its administrative and procedural regulations. This review will focus on determining the continued need for such rules, identifying the burdens placed on industry, assessing their effects on small businesses, and considering alternatives for improved effectiveness to achieve the same regulatory goal. Approximately 300 MPI issuances were processed by FSIS in FY 1982, including bulletins, directives, manual changes, training guidelines, and the monthly publication of the "Issuances of the Meat and Poultry Inspection Program."

ACTIVITY OBJECTIVES: 1. Coordinate, develop, and issue FSIS regulations and issuances.

Plan 1: Schedule, assist in and monitor the development of, edit, and coordinate clearances and publication of new and amended regulations comprising approximately 80 FSIS regulations and notices. (IV)

Plan 2: Review 300 program issuances for adequacy and conformity with applicable requirements prior to publication. (IV)

Plan 3: Complete study of FSIS issuance system, and recommend management improvements. (IV)

Plan 4: Maintain the official FSIS administrative record for all petitions and regulatory actions undertaken by the Agency. (Ongoing)

2. Perform reviews of the costs and benefits of FSIS regulations and alternatives to them.

Plan 1: Conduct a review of the Agency requirements for recordkeeping, registration, and reporting, as well as a review of its administrative and procedural requirements. (IV)

Plan 2: Develop regulatory initiatives that establish procedural requirements for public requests for Agency action or challenges to Agency action; the issuance of regulations by the Agency; the compilation and maintenance of the administrative record of Agency decisions and actions; and the conduct of Agency business with the public. (III)

Plan 3: Perform a study of impacts of regulation on small businesses. (IV)

Plan 4: Prepare 30-40 threshold studies to determine whether or not proposed regulations are major rules under Executive Order 12291 and whether or not proposed regulations require a Flexibility Analysis under P.L. 96-354. (Ongoing)

TABLE 42 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
REGULATIONS OFFICE, PPP

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person- Years	Dollars (000)
Objective 1 - Regulations Development and Issuance		11	320
Plan 1 - Coordinate Development	IV		
Plan 2 - Program Issuances Clearance	IV		
Plan 3 - Conduct a Study of the Issuance System	IV		
Plan 4 - Administrative Record Maintenance	Ongoing		
Objective 2 - Regulations Review		6	232
Plan 1 - Review Regulations	IV		
Plan 2 - Establish Procedures for Processing of Petitions	III		
Plan 3 - Conduct a Study of Small Business	IV		
Plan 4 - Estimate Cost of Regulations	Ongoing		
TOTAL		17	552

**Section XII
Review and
Evaluation Staff**

FY 1983 PROGRAM AREA FOR THE
REVIEW AND EVALUATION STAFF

PROGRAM LEADER: C. M. Seymour

PROGRAM ABSTRACT: The Review and Evaluation Staff (R&E) provides an overview of the effectiveness of food safety and inspection programs, and carries out special analyses and evaluations to improve program effectiveness.

R&E provides continuing oversight information through basic circuit reviews which monitor inspection effectiveness throughout the country. Special project reviews examine specific program issues in depth. The Staff also coordinates FSIS participation in efforts to reduce fraud, waste and mismanagement, and in audit activities by the General Accounting Office and USDA's Office of Inspector General.

Basic circuit reviews are carried out with on-site assessments of inspection controls in plants within circuits. The circuit is the first management level for inspection operations. Reviews are made at plants throughout the circuit and emphasize the adequacy of controls critical to the production of wholesome products. Results of reviews are reported orally to inspectors and supervisory personnel. Summary reports showing patterns and trends in critical controls are prepared for each reviewed circuit. These are aggregated periodically for regional and national overviews.

Occasionally R&E issues individual inspection location reports detailing critical deficiencies. These reports are issued when the situation requires special attention and followup after considering the nature, extent, and degree of deficiencies observed. Inspection officials followup to decide the corrective actions needed and to be sure improvements are made and sustained.

Special reviews, evaluations, and analyses focus on concerns not readily addressed by the basic circuit review program. These include projects which provide an indepth assessment of a specific problem area, geographic or organizational unit, inspection technique, processing technique, or other management problem. Projects are carried out by R&E personnel, task groups of Agency specialists, and expert panels. The special project approach permits collection of more comprehensive information about what is and is not working.

In addition, reviews and special inquiries are carried out "on demand" as required during the year. Results are provided to the Administrator and his Senior Staff to help in policy development and planning, and for use in decisionmaking.

PROGRAM GOALS/
OBJECTIVES:

1. To provide the Administrator with an overview of inspection controls.

Plan 1: Develop systems, criteria, and procedures for reviews. (Ongoing)

Plan 2: Conduct on-site monitoring of FSIS program effectiveness in 1,950 locations in 65 circuits. (IV)

Plan 3: Analyze, summarize, and report review results and make recommendations. Issue 65 circuit reports and five national summaries. (IV)

2. To carry out special analyses and evaluations to improve program effectiveness.

Plan 1: Develop systems, criteria, and procedures to be used in carrying out special analyses and evaluations. (Ongoing)

Plan 2: Carry out special studies as resources permit and Agency needs develop. The 1983 agenda of priority projects includes: (IV)

- a. Water Systems and Blueprint and Equipment Compliance - to identify problems in water distribution systems and determine if facilities and equipment conform with blueprints and requirements.
- b. Humane Slaughter - to measure compliance with humane handling and slaughter requirements.
- c. Ante-Mortem/Post-Mortem Inspection and Disposition Procedures - to determine if requirements and procedures are accomplished and if disposition procedures are uniform.
- d. Regional Reviews - to obtain a profile of inspection program effectiveness within a region.
- e. Canning Operations - to assess whether approved canning procedures are followed for shelf-stable canned product.
- f. Pest Control, Additives and Nonfood Chemicals - to determine the effectiveness and safety of pest control procedures and to determine if additives and nonfood chemicals are properly stored, handled and used.

- g. Employee Integrity - to assess the impact of the FSIS program of study for improving employee commitment to the standards of conduct.
- h. Beef Carcass AQL - to assess the uniformity and effectiveness of current methods, including the application and acceptability of defect criteria.
- i. Import and Foreign Inspection - to follow up on the recommendations of the Board of Inquiry on the Australian Meat Substitution Incident and other actions planned to improve FSIS controls.

Plan 3: Carry out additional inquiries, reviews, and interviews, as assigned by the Administrator, in cases requiring independent fact-gathering. (Ongoing)

Plan 4: Analyze, summarize, and report special study results and make recommendations. (Ongoing)

- 3. To assist the Administrator in a program to eliminate abuse and waste in program operations and improve program integrity.

Plan 1: Provide feedback to FSIS line managers on potential conduct and integrity problems disclosed in basic reviews and special projects. (Ongoing)

Plan 2: Submit recommendations to the Administrator for action by FSIS. (Ongoing)

Plan 3: Coordinate FSIS participation in Government-wide vulnerability assessments to identify potential for fraud, waste, and mismanagement. (I)

- 4. To provide staff support on all audit matters to the FSIS Liaison Officer with the Office of Inspector General and the General Accounting Office.

Plan 1: Coordinate FSIS participation during the performance of audits. (Ongoing)

Plan 2: Assure that appropriate program officials participate in audit responses. (Ongoing)

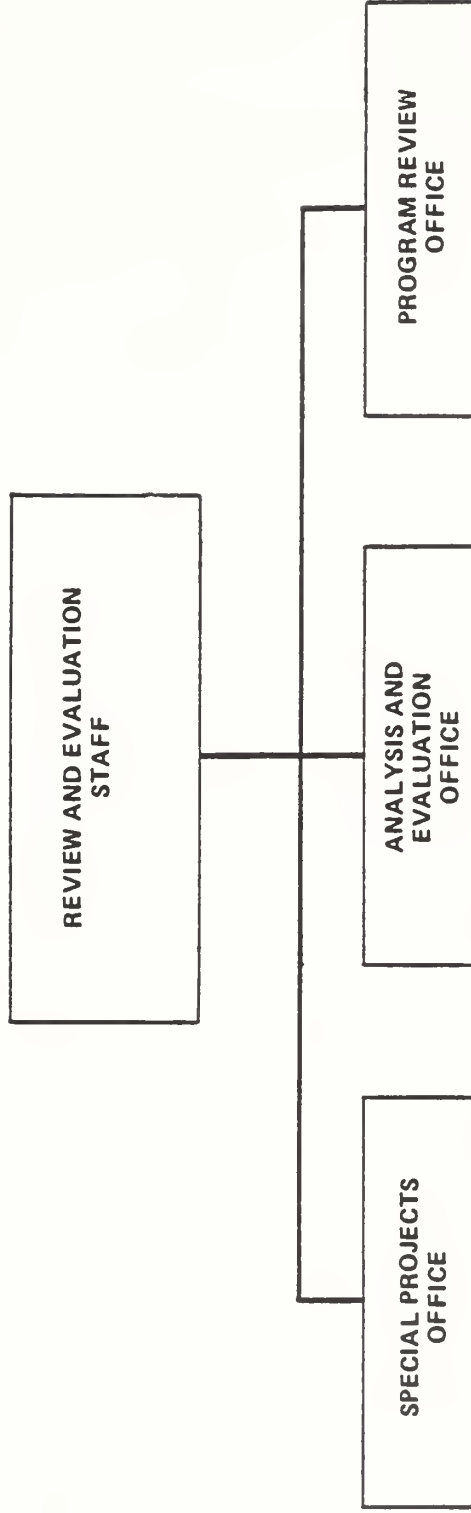
Plan 3: Coordinate final Agency responses to audits involving policy issues or more than one program area. (Ongoing)

TABLE 43 - REVIEW AND EVALUATION STAFF PROGRAM AREA:
RESOURCES PLANNED FOR FY 1983

Program Activity	FY 1983 Resources			
	Person-Years		Dollars	
	Plan	Percent	Plan (000)	Percent
Office of the Director	6	13	N/A	N/A
Analysis and Evaluation Office	8	17	N/A	N/A
Program Review Office	28	60	N/A	N/A
Special Projects Office	5	10	N/A	N/A
Total Program Area	47	100	1,800	100

N/A = Not available

**FOOD SAFETY AND INSPECTION SERVICE
REVIEW AND EVALUATION STAFF**



The function of the Review and Evaluation Staff is to develop systems, criteria and procedures for conducting evaluations of effectiveness of program operations; conduct systematic on-site monitoring; analyze and make recommendations based on review reports; and provide liaison with the OIG and GAO.



TABLE 44 - FY 1983 PROPOSED PROGRAM ACTIVITY
OBJECTIVES AND PLANS:
REVIEW AND EVALUATION STAFF

Objectives and Plans	Completion Schedule (Quarter)	Activity Resources	
		Person-Years	Dollars (000)
Objective 1 - Provide an Overview of Inspection Controls		20	766
Plan 1 - Develop/Systems, Criteria, and Procedures for Reviews	Ongoing		
Plan 2 - Conduct Circuit Basic Reviews	IV		
Plan 3 - Report Review Results and Make Recommendations	IV		
Objective 2 - Conduct Special Analyses and Evaluations to Improve Program Effectiveness		23	880
Plan 1 - Develop Systems, Criteria, and Procedures for Special Studies	Ongoing		
Plan 2 - Conduct Special Studies	IV		
Plan 3 - Conduct Independent Factgathering for Additional Reviews and Inquiries as Assigned	Ongoing		
Plan 4 - Report Special Study Results and Make Recommendations	Ongoing		
Objective 3 - Assist in Eliminating Abuse and Waste in Program Operations and in Improving Program Integrity		2	77
Plan 1 - Provide Feedback to FSIS Line Managers	Ongoing		
Plan 2 - Submit Recommendations for Action to the Administrator	Ongoing		
Plan 3 - Coordinate FSIS Vulnerability Assessments	I		
Objective 4 - Support the FSIS Liaison Officer	Ongoing	2	77
Plan 1 - Coordinate FSIS Participation in Audits			
Plan 2 - Assure Appropriate Agency Participation in Audit Responses			
Plan 3 - Prepare Final Agency Responses			
TOTAL		47	1,800



Appendix A
FSIS Inter-Program
Area Impacts



APPENDIX A

FSIS INTER-PROGRAM AREA IMPACTS

Some of the program activity goals, objectives, and plans of FSIS program areas have interrelated impacts on other program areas of the Agency. This Appendix seeks to tie together those items of the four major line program areas that are expected to have the coordination and cooperation of resource inputs from other program areas of the Agency. These program activity impacts are presented by the four source of impact program areas--see Appendix Tables A, B, C, and D. The resources impacts are then aggregated by program area sources and impacts in Appendix Table E.

TABLE A - FY 1983 INTERNATIONAL PROGRAMS
 INTER-PROGRAM AREA
 PERSON-HOURS/PERSON-YEARS IMPACT

Program Activity	Item	Impacts					TOTAL
		MP10	MPITS	SCI	OA(R&E)	Hours	
ECD 1/ 2/ 3/ 4/	Obj. 3, Plan 3	Hours 620	Hours ---	Hours ---	Hours ---	Hours 620	
	Obj. 3, Plan 3	Hours 210	Hours ---	Hours ---	Hours ---	Hours 210	
	Obj. 3, Plan 3	Hours 210	Hours ---	Hours ---	Hours ---	Hours 210	
	Obj. 3, Plan 3	Hours 620	Hours ---	Hours ---	Hours ---	Hours 620	
FPD	Obj. 3, Plan 4	Hours <u>210</u>	Hours <u>1,250</u>	Hours <u>2,500</u>	Hours <u>20</u>	Hours <u>3,980</u>	
Total Person-Hours		1,870	1,250	2,500	20	5,640	
Person-Years		.9	.6	1.2	.01	2.7	

1/ Escorts for Category I - Foreign Reviews of U.S. Plants.
 2/ Escorts for Category II - Foreign Reviews of Overall U.S. Systems.
 3/ Escorts for Category III - Foreign Visitors on Educational/Technical Visits.
 4/ Visits to EEC Plants.

TABLE B - FY 1983 MEAT AND POULTRY
INSPECTION OPERATIONS PROGRAM
INTER-PROGRAM AREA
PERSON-HOURS/PERSON-YEARS IMPACT

Program Activity	Item	Impacts						TOTAL
		Goals, Objectives and Plans	IP	MPITS	SCI	AM	OA(PPP)	
			Hours	Hours	Hours	Hours	Hours	Hours
ODA	Goal 2		---	5,200	---	---	---	5,200
	Goal 3		---	1,560	---	---	---	1,560
	Goal 4		---	4,160	---	---	---	4,160
	Goal 6		---	520	---	1,040	520	2,080
PMSS	Obj. 3, Plan 6		---	1,040	---	---	520	1,560
OAD, CSO	Goal 5		1,040	---	---	---	---	1,040
EPS	Obj. 2, Plan 3		---	---	---	520	---	520
	Obj. 4, Plan 2		---	---	1,040 ^{1/}	---	1,040 ^{1/}	1,040
OAD, RO	Goal 4		---	520	---	---	---	520
	Goal 8		---	---	---	3,120	---	3,120
Total Person-Hours			1,040	13,000	1,040 ^{1/}	4,680	2,080 ^{1/}	20,800 ^{1/}
Person-Years			.5	6.3	.5	2.3	1.0	10.1

^{1/} The staff support (1,040 hours) will be needed from whichever unit is assigned ADP support responsibility for the Science System 3000. The total includes 1,040 person-hours.

TABLE C - FY 1983 MEAT AND POULTRY INSPECTION
 TECHNICAL SERVICE PROGRAM
 INTER-PROGRAM AREA
 PERSON-HOURS/PERSON-YEARS IMPACT

Item		Impacts							TOTAL
Program Activity	Objectives and Plans	IP	MPIO	SCI	AM	AO(PPP)			
		Hours	Hours	Hours	Hours	Hours	Hours	Hours	
FESD	Obj. 5, Plan 1	---	20	20	---	---	---	40	
	Obj. 6, Plan 3	---	170	420	---	---	---	590	
PPID	Obj. 1, Plan 1	---	2,080	---	---	---	---	2,080	
	Obj. 1, Plan 2	---	2,080	---	---	---	---	2,080	
	Obj. 1, Plan 3	---	210	---	---	---	---	210	
	Obj. 2, Plan 3	---	210	---	---	---	---	210	
	Obj. 2, Plan 5	---	210	---	---	---	---	210	
	Obj. 2, Plan 6	210	---	---	---	---	---	210	
	Obj. 2, Plan 7	420	210	210	---	---	---	840	
	Obj. 3, Plan 2	---	210	---	---	---	---	210	
SISP	Obj. 3, Plan 6	---	420	210	---	---	---	630	
	Obj. 3, Plan 8	---	210	---	---	---	---	210	
	Obj. 1, Plan 1	---	2,520	40	---	---	---	2,560	
	Obj. 1, Plan 2	---	---	120	---	---	---	120	
	Obj. 1, Plan 3	---	4,490	1,750	---	---	---	6,240	
	Obj. 1, Plan 5	---	480	80	---	---	---	560	
	Obj. 2, Plan 1	---	210	350	---	---	---	560	
	Obj. 2, Plan 2	---	250	40	---	---	---	290	
SLD	Obj. 2, Plan 3	---	1,500	600	---	---	---	2,100	
	Obj. 2, Plan 4	---	790	790	---	---	---	1,580	
	Obj. 2, Plan 5	---	560	80	---	---	---	640	
	Obj. 2, Plan 6	---	210	80	---	---	---	290	
	Obj. 3, Plan 1	---	80	80	---	---	---	160	
	Obj. 3, Plan 4	---	400	20	---	---	---	420	
	Obj. 3, Plan 5	---	---	40	---	---	---	40	
	Obj. 2, Plan 1	---	420	---	---	---	---	420	
TAD	Obj. 3, Plan 2	---	120	---	---	20	---	140	
	Obj. 3, Plan 3	---	10,000	---	---	---	---	10,000	
	Obj. 4, Plan 1	---	---	20	---	---	---	20	
	Obj. 1, Plan 2	---	---	20	---	---	---	20	
	Obj. 3, Plan 2	20	20	---	---	---	---	60	

-Continued-

TABLE C - FY 1983 MEAT AND POULTRY INSPECTION
 TECHNICAL SERVICE PROGRAM
 INTER-PROGRAM AREA
 PERSON-HOURS/PERSON-YEARS IMPACT - Continued

Program Activity	Item	Impacts							TOTAL
		IP	MP10	SCI	AM	AO(PPP)	Hours	Hours	
IEDM	Obj. 1, Plan 1	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
	Obj. 1, Plan 2	---	1,040	1,040	---	---	---	---	2,080
	Obj. 1, Plan 3	---	520	---	---	---	---	---	520
	Obj. 1, Plan 4	---	520	---	---	---	---	---	520
	Obj. 1, Plan 8	---	210	---	---	---	---	---	210
	Obj. 2, Plan 2	---	520	---	---	---	---	---	520
	Obj. 2, Plan 8	---	520	---	---	---	---	---	520
	Obj. 2, Plan 3	---	520	---	---	---	---	---	520
	Obj. 5, Plan 1	210	---	---	---	---	---	---	210
	Obj. 5, Plan 2	---	1,560	---	210	---	---	---	1,980
		---	210	---	---	---	---	---	210
Total Person-Hours		860	33,700	6,030	210	230			41,030
Person-Years		.41	16.01	2.91	.10	.11			19.54

TABLE D - FY 1983 SCIENCE PROGRAM
 INTER-PROGRAM AREA
 PERSON-HOURS/PERSON-YEARS IMPACT

Program Activity	Objectives	Impacts							TOTAL
		IP	MPIO	MPITS	AM	OA(PPP)	TOTAL		
		Hours	Hours	Hours	Hours	Hours	Hours	Hours	
ODA	Obj. 2	---	---	---	---	---	---	320	
	Obj. 4	---	---	---	---	---	---	800	
CD	Obj. 1	200	200	400	400	100	100	1,300	
	Obj. 2	300	---	200	---	200	---	700	
	Obj. 3	200	---	400	---	---	---	600	
	Obj. 4	200	300	200	---	---	---	700	
	Obj. 5	100	---	100	300	400	---	900	
FIAD	Obj. 1	---	9,800	---	---	---	---	9,800	
	Obj. 2	40	80	150	---	40	---	310	
	Obj. 4	---	---	80	---	---	---	80	
	Obj. 6	---	300	40	---	170	---	510	
	Obj. 3	---	100	---	---	---	---	100	
	Obj. 6	200	---	---	---	---	---	200	
MD	Obj. 7	---	200	---	---	---	---	200	
	Obj. 8	---	10,400	---	---	---	---	10,400	
	Obj. 9	---	200	---	---	---	---	200	
	Obj. 10	---	200	---	---	---	---	200	
	Obj. 24	---	400	---	---	---	---	400	
	Obj. 1	---	200	100	---	---	---	300	
PED	Obj. 2	---	80	125	---	---	---	205	
	Obj. 3	---	13,600	---	---	---	---	13,600	
	Obj. 4	---	400	---	---	---	---	400	
	Obj. 5	---	100	---	---	---	---	100	
	Obj. 1	---	62,400	2,080	---	1,040	---	65,520	
REPD	Obj. 2	---	20,800	4,160	---	---	---	24,960	
	Obj. 4	2,080	---	---	---	---	---	4,160	
	Obj. 6	---	20,800	2,080	---	1,040	---	23,920	
Total Person-Hours		3,320	140,560	10,115	1,820	5,070	160,885		
Person-Years		1.6	67.6	4.9	.9	2.4	77.4		

TABLE E - FY 1983 FSIS
INTER-PROGRAM AREA
PERSON-HOURS RESOURCES IMPACT

Program Area	Impacts									
	IP	MPIO	MPITS	SCI	AM	OA(PPP)	OA(R&E)	TOTAL		
	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
IP	---	1,870	1,250	2,500	---	---	20	5,640		
MPIO	1,040	---	13,000	1,040 ^{1/}	4,680	2,080 ^{1/}	---	20,800 ^{1/}		
MPITS	860	33,700	---	6,030	210	230	---	41,030		
Science	<u>3,320</u>	<u>140,560</u>	<u>10,115</u>	<u>---</u>	<u>1,820</u>	<u>5,070</u>	<u>---</u>	<u>160,885</u>		
TOTAL	5,220	176,130	24,365	9,570 ^{1/}	6,710	7,380 ^{1/}	20	228,355 ^{1/}		

^{1/} The staff support (1,040 hours) will be needed from whichever unit is assigned ADP support responsibility for the Science System 3000. The total includes 1,040 person-hours.



Appendix B Organization Structure



APPENDIX B

FSIS ORGANIZATION STRUCTURE

INTERNATIONAL PROGRAMS

Office of the Deputy Administrator,
Including Veterinary Attache

Export Coordination Division

Foreign Programs Division

MEAT AND POULTRY INSPECTION OPERATIONS

Office of The Deputy Administrator

Program Management Support Staff
Administrative Support Unit
Financial Management Unit
Incentive Awards Unit
Program Analysis Unit

Office of the Assistant Deputy Administrator,
Compliance and Staff Operations:

Compliance Division
Case Evaluation Branch
Enforcement Operations Branch

Emergency Programs Staff

Federal-State Relations Staff

Office of the Assistant Deputy Administrator,
Regional Operations:

Inspection Coordination Staff

Regional Offices

MEAT AND POULTRY INSPECTION TECHNICAL SERVICES

Office of the Deputy Administrator

Facilities, Equipment and Sanitation Division
Environmental Engineering and Standards Branch
Equipment Standards and Review Branch
Facilities Standards and Review Branch
Sanitation Standards and Review Branch

Industrial Engineering and Data Management Division
Computer Systems and Operations Branch
Information Systems Design and Analysis Branch
Work Measurement and Methods Analysis Branch

Processed Products Inspection Division
Canning Procedures Branch
Processed Products Inspection Procedures Branch
Quality Control and Inspection Procedures
Evaluation Branch
Quality Control Branch and Systems Development Branch

Program Training Division
Poultry Supervision/Management and Special
Projects
Red Meat Slaughter, Science and Processed
Food Inspection

Slaughter Inspection Standards and Procedures Division
Branch I
Branch II

Standards and Labeling Division
Labeling Branch
Operations Branch
Standards Branch

Technology Assessment Division
Industrial Development Assessment
Program Assessment
Scientific Research Assessment

SCIENCE

Office of the Deputy Administrator

Chemistry Division
Chemistry Division Laboratory Branch
Planning, Review and Evaluation Branch

Field Service Laboratories Division
Eastern Laboratory
Midwestern Laboratory
Western Laboratory

Food Ingredient Assessment Division
Nutrition Branch
Product Safety Branch

Mathematics and Statistics Division
Experimental Design Branch
Quality Control Branch

Microbiology Division
Food Microbiology Branch
Medical Microbiology Branch

Pathology and Epidemiology Division
Epidemiology Branch
Pathology Branch
Serology Testing Systems Branch

Residue Evaluation and Surveillance Division

ADMINISTRATIVE MANAGEMENT

Office of the Administrator

Office of the Deputy Administrator

Administrative Services Division
Paperwork Management Branch
Procurement and Property Branch
Program Services Branch

Budget, Planning and Evaluation Division
Budget Execution and Control Branch
Budget Formulation and Presentation Branch

Finance Division
Field Review and Systems Branch
Technical Services and Accounting Branch

Personnel Division
Classification and Organization Branch
Employee Development and Safety Branch
Employee Relations Branch
Employment and Employee Benefits Branch
Personnel Operations Branch
Program Evaluation Staff
Washington Servicing Personnel Office

Labor Management Relations Staff

EQUAL EMPLOYMENT OPPORTUNITY STAFF

Office of the Director

Hispanic Employment Program

Federal Women's Program

Upward Mobility Program

INFORMATION AND LEGISLATIVE AFFAIRS STAFF

Office of the Director

Information Office

Legislative Affairs Office

Executive Correspondence and Special
Assignment Unit

Public Awareness Office

POLICY AND PROGRAM PLANNING STAFF

Office of the Director

Emergency Planning Office

Executive Secretariat

Freedom of Information Unit
Information Processing and Correspondence
Control Unit

Policy Analysis Office

Computer Systems Unit
Policy Studies Unit
Program Planning Unit

Regulations Office

Regulations Review Unit
Regulations Development Unit

REVIEW AND EVALUATION STAFF

Office of the Director

Analysis and Evaluation Office

Program Review Office

Special Projects Office

Appendix C

Glossary

APPENDIX C

GLOSSARY: ACRONYMS

AAP	Affirmative Action Plan
ADP	Automated Data Processing
AFGE	American Federation of Government Employees
AIIS	Automated Import Information System
AM	Administrative Management
Am	Ante-mortem
AOAC	Association of Official Analytical Chemists
APHIS	Animal and Plant Health Inspection Service
AQL	Acceptance Quality Level
ARS	Agricultural Research Service
ASD	Administrative Services Division
ASTM	American Society for Testing and Materials
ATSP	Association for Technical and Supervisory Personnel
BACTEC	Bacteria Technique
CAS	Centralized Accounting System
CHC	Chlorinated Hydrocarbons
CIC	Chemist-in-Charge
CSO	Compliance and Staff Operations
CR	Civil Rights
CRS	Contamination Response System
CSRA	Civil Services Reform Act
CuSum	Cumulative Sum Sampling Plan
DBMS	Data Base Management System
DES	Diethylstilbestrol
DOD	Department of Defense
DOPA	Dihydroxyphenylalanine
EEC	European Economic Community
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EIA	Enzyme Immunoassay
ELISA	Enzyme Linked Immunosorbent Assay
EMPB	Emergency Mobilization Preparedness Board
EPA	Environmental Protection Agency
EPO	Emergency Planning Office
EO	Executive Order
ERRC	Eastern Regional Research Center
ESP	Exploratory Surveillance Programs
FBHCC	Foodborne Hazard Control Center
FDA	Food and Drug Administration
FEHBA	Federal Employee Health Benefit Act
FEMA	Federal Emergency Management Agency
FEORP	Federal Equal Opportunity Recruitment Program
FESD	Facilities, Equipment, and Sanitation Division
FIAD	Food Ingredient Assessment Division
FLRA	Federal Labor Relations Authority
FLRC	Federal Labor Relations Council
FLSA	Fair Labor Standards Act
FMCS	Federal Management and Communications System
FMIA	Federal Meat Inspection Act
FOIA	Freedom of Information Act

FRPCC	Federal Radiological Preparedness Coordinating Committee
FSIP	Federal Service Impasses Panel
FSIS	Food Safety and Inspection Service
FSL	Field Service Laboratories
FTC	Federal Trade Commission
FWPM	Federal Women's Program Managers
FY	Fiscal Year
GAO	Government Accounting Office
GC/MS	Gas Chromatography/Mass Spectrometry
GLC	Gas Liquid Chromatograph
GMP	Good Manufacturing Practice
GPO	Government Printing Office
GS	General Schedule
GSA	General Services Administration
GTA	General Travel Authorization
HEPM	Hispanic Employment Program Managers
IDP	Individual Development Plans
IEDM	Industrial Engineering and Data Management Division
IIC	Inspector-in-Charge
ILA	Information and Legislative Affairs Staff
INADA	Investigation of New Animal Drug Application
IP	International Programs
IPC	Information Processing Center
IPPS	In-Plant Performance System
IRMS	Information Resources Management Systems
IS	Impact Statement
ITA	Institute of Technology Assessment
LAST	Live Animal Swab Test
LMR	Labor Management Relations
LSFS	Laboratory Sample Flow Sample
MARCIS	Microbiological and Residue Contamination Information System
M&SD	Mathematics and Statistics Division
MIC	Microbiologist-in-Charge
MLG	Microbiology Laboratory Guidebook
MDL	Microbiology Division Laboratories
MOSS	Memorandum of Screening and Surveillance
MPI	Meat and Poultry Inspection
MPIO	Meat and Poultry Inspection Operations
MPIP	Meat and Poultry Inspection Program
MPITS	Meat and Poultry Inspection Technical Services
MSRL	Meat Science Research Laboratory
MSI	Modified Sequential Inspection
MTI	Modified Traditional Inspection
NASCI	National Agency Security Check Inquiry
NADA	New Animal Drug Application
NASDA	National Association of State Departments of Agriculture
NAFV	National Association for Federal Veterinarians
NFC	National Finance Center

NFCS	Nationwide Food Consumption Survey
NFPA	National Food Processors Association
NJC	National Joint Council
NMCA	National Meat Canners Association
NGP	Negotiated Grievance Procedure
NTIP	New Turkey Inspection Review
OD	Organizational Development
OGC	Office of General Counsel
OIG	Office of Inspector General
OLMR	Office of Labor Management Relations
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OWCP	Office of Workmen's Compensation Program
PA	Privacy Act
PACE	Professional and Administrative Career Examination
PCP	Planned Compliance Program
P&ED	Pathology and Epidemiology Division
PFF	Protein Fat Free
PFT	Personnel Full Time
PM	Post-Mortem
PMAR	Personnel Management Assistance Review
PPIA	Poultry Products Inspection Act
PPID	Processed Products Inspection Division
PPP	Policy and Program Planning Staff
PSA	Public Service Announcements
QA	Quality Assurance
QC	Quality Control
R&E	Review & Evaluation
RES	Residue Evaluation and Surveillance
RFP	Request for Proposal
SCI	Science
SEA	Staphylococcal Enterotoxin A
SEB	Staphylococcal Enterotoxin B
SEC	Staphylococcal Enterotoxin C
SED	Staphylococcal Enterotoxin D
SEE	Staphylococcal Enterotoxin E
SES	Senior Executive Service
SLUC	Program Standard Level User Charges
SOW's	Statements of Work
SPS	Supervision of Performance System
SST	Swab Test for Sulfa Drugs
STOP	Swab Test On Premises
TASC	Technology Assessment Steering Committee
TQC	Total Quality Control
TLC	Thin Layer Chromatographic
TRAP	Total Residue Avoidance Program
TS	Technical Services
ULP	Unfair Labor Practice
USC	United States Code
USDA	United States Department of Agriculture
VMO	Veterinary Medical Officer
WAMIS	Work force and Assignment Management Information System
WGI	Within-Grade Increase

APPENDIX C - Continued

GLOSSARY: Definitions Of Terms

1. Program Area - The spectrum of organizational activities that are the responsibility of each deputy administrator or staff officer, each of whom reports directly to the Administrator. Program areas comprise the major organizational elements through which Agency activities are accomplished.
2. Program Activity - Generally refers to organizational divisions or staff units within the program area. If a particular group or staff unit is to be highlighted as a significant part of the program area, then it is also considered as a program activity.
3. Program Goal - Major category or broad management control for executing broad aspects of individual missions for each program area.
4. Activity Objective - Specific category of management control for executing broad aspects of assigned goal by each program activity.
5. Activity Plan - Specific management groupings for executing measurable program assignments within an objective.
6. Completion Schedule (Quarter) - Indicates the quarter(s) of the fiscal year in which the objective or accomplishment is planned for completion (I, II, III, or IV). If an objective or accomplishment is not expected to be completed during the fiscal year, it is considered "ongoing." Quarterly reviews should indicate percentage of completion achieved.
7. Activity Resources - Refers to projected levels of:
a) person-years and b) dollars required to realize the stated objectives and accomplishments. Person-years refers to estimates of full time, part time and overtime hours worked adjusted to an annual full-time equivalent.

Appendix D Survey Results and Questionnaire

APPENDIX D

SURVEY RESULTS AND QUESTIONNAIRE

In the FSIS Program Plan: FY 1982, a questionnaire was included in the back of the Plan for completion by Federal employees. The questionnaire requested comments about the FY 1982 Plan and suggestions that would be helpful in the development of the FY 1983 Plan.

The FSIS Review and Evaluation Staff conducted a "feedback survey" of the 1982 Plan by randomly selecting a cross section of employees who received a copy of the Plan, that is, those that are GM 13, 14, and 15. One hundred responses were obtained, 46 percent were from Washington and 54 percent were from the field. Of those responses to the questionnaire, approximately 80 percent were favorable and 20 percent unfavorable, both in Headquarters and the Field. Seventy percent of the employees included suggestions. Of those suggestions, 27 were on content, 13 on process, and 4 on format.

Specific ideas incorporated in the FY 1983 Program Plan are as follows:

- a. The Meat and Poultry Inspection Operations Program Area increased its information, plans, and coverage of the field activities.
- b. Information about field activities are "rolled" up into single entities for the program areas. This facilitates consideration of aggregates of activities within limited space constraints. Subsets of these materials are contained in more detailed program plans that are maintained by the various program areas, but do not appear as integral parts of this Agency-wide report.
- c. Under each of the objectives, the word "Accomplishment" was changed to "Plan."
- d. At the end of each activity's plan, there is now a completion schedule (quarter); in addition, it is also shown in each table. This should make it easier for a reader to readily know the scheduled completion.
- e. Organization charts were added to the FY 1983 Program Plan.
- f. Distribution is planned to be accomplished at an earlier date this year.

A comment form appears on the next page. Your comments on the contents of this book and suggestions for inputs to future such books are welcome.

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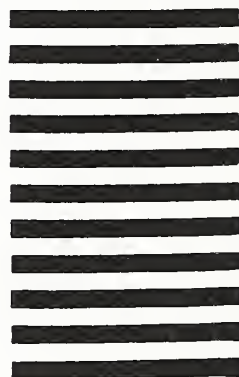
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