



United States
Department of
Agriculture

STRATEGIC PLAN

FY 2016 - 2020



GIPSA
GRAIN INSPECTION,
PACKERS AND
STOCKYARDS
ADMINISTRATION

GIPSA

GRAIN INSPECTION, PACKERS AND STOCKYARDS ADMINISTRATION

PROMOTES PROVIDES PROTECTS

U.S. Agriculture

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MESSAGE FROM THE ADMINISTRATOR



Leaders evoke change and transform organizations. Our fiscal year 2016–2020 Strategic Plan is a blueprint for how leaders in the Grain Inspection, Packers and Stockyards Administration (GIPSA) will conduct business and improve our organization over the next 5 years.

It provides direction to our senior managers as they develop policy and implement GIPSA programs for our field staff across America. Perhaps most importantly, the strategic plan framework promotes accountability, realistic goals, and delivery of value-added outcomes for our Nation's farmers, ranchers, stakeholders, and taxpayers.

GIPSA is a regulatory agency and, by design, must navigate the challenges of having regulations to ensure fair and competitive markets for livestock and poultry growers and grain and oilseed farmers. Safeguarding the grade and weight of their hard labor requires passion for the success of American agriculture and strategic vision based on solid organizational values for the benefit of all participants.

Even as we look to the future, it is important to reflect on the accomplishments of previous generations of enlightened leaders that prepared the foundation for our organization's success. During the next 5 years GIPSA will commemorate several milestones of legislative significance. Starting in summer 2016, GIPSA will celebrate the centennial of the U.S. Grain Standards Act (USGSA) signed into law by President Woodrow Wilson on August 11, 1916. The Packers and Stockyards Act (P&S Act), initiated by President Woodrow Wilson and endorsed by President Warren Harding, will also mark 100 years in 2021. The Agricultural Marketing Act (AMA), enacted on August 14, 1946, by President Harry Truman, turns 70 this year. The Federal Grain Inspection Service (FGIS) also approaches 40 distinguished years as a result of President Gerald Ford's approval on October 21, 1976.

GIPSA touches the lives of almost every American farmer, livestock producer, buyer, seller, swine, and poultry grower every day by advancing honesty, trust, and financial integrity. Our strategic plan reflects that reality and reinforces our commitment to achieve results for everyone we serve. As we move forward, we will actively seek out ways to better serve our clients and stakeholders as we work toward our shared goal of agricultural prosperity for America.

For America's rural prosperity, farmers and ranchers must thrive economically. For America's growers and producers to thrive, they must operate in fair domestic markets and be allowed to compete in open global markets where confidence in the quality of their products is maintained and assured.

This strategic plan is a call to action for GIPSA's leadership to create model business practices along with a work environment that delivers the best outcomes for our employees and customers. Our work has never been more important, and our strategic plan will be a guide along the road to improve and strengthen America's agriculture.

-Larry Mitchell

GIPSA HISTORY AND AUTHORITIES

The Secretary of Agriculture established GIPSA in 1994 as part of the reorganization of the U.S. Department of Agriculture (USDA). The Secretary joined two previously independent agencies, FGIS and the Packers and Stockyards Administration, to form GIPSA as one of the three agencies in USDA's Marketing and Regulatory Programs (MRP) mission area. GIPSA, the Agricultural Marketing Service (AMS), and the Animal and Plant Health Inspection Service (APHIS) work to ensure a productive and competitive global marketplace for U.S. agricultural products.

Congress included the USGSA in an appropriations bill approved August 11, 1916. In 1976, Congress established FGIS to manage the national grain inspection system, which was established initially in 1916, and to institute a national grain weighing program. The goal of creating a single Federal grain inspection entity was to ensure development and maintenance of uniform U.S. standards, to develop inspection and weighing procedures for grain in domestic and export trade, and to facilitate grain marketing. FGIS operates under the authority of the USGSA and the AMA of 1946, as amended.

The Packers and Stockyards Program (P&SP) is the current iteration of the regulatory entity charged with administering the P&S Act of 1921, as amended and supplemented. Congress passed the P&S Act in 1921 to "regulate interstate and foreign commerce in livestock, livestock produce, dairy products, poultry, poultry products, and eggs, and for other purposes." Today's P&SP regulates livestock marketing activities at public stockyards, and the operations of meat packers and live poultry dealers.

GIPSA employees, partners, and stakeholders collectively and collaboratively work toward facilitating fair and competitive markets — domestic and global — which contribute to prosperity in rural communities so they are self-sustaining, repopulating, and economically thriving.



USDA Building 1934

INTRODUCTION

About GIPSA

Ensuring fair and competitive markets domestically and globally

USDA's GIPSA facilitates the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products and promotes fair and competitive trading practices for the overall benefit of consumers and American agriculture. GIPSA and its two sister agencies, APHIS and AMS, form USDA's MRP and work to ensure a productive and competitive global marketplace for U.S. agricultural products. GIPSA plays an integral role in ensuring the economic viability of America's farmers and livestock producers, and, in turn, of rural America.

GIPSA administers two programs that are very important to American agriculture: P&SP and FGIS. Under the P&S Act, GIPSA's P&SP regulates businesses that market livestock, poultry, and meat. Congress passed the P&S Act in 1921 to address serious concerns of unfair and deceptive practices in the meatpacking industry. Today, the P&S Act promotes fair and competitive marketing in livestock and poultry for the benefit of American agriculture and consumers. Fair competition, payment protection, and prohibitions against deceptive and fraudulent trade practices in livestock markets assure producers that they will receive competitive prices and timely payment for livestock.

FGIS facilitates the marketing of U.S. grain, oilseeds, and related agricultural products by providing official U.S. grading standards, as well as methods to assess product quality; maintaining the integrity of the marketing system by enforcing the USGSA and the AMA; and administration and oversight of America's national grain inspection system, a network of third-party Federal, State, and private laboratories that provide impartial, user-fee funded official inspection and weighing services under the USGSA and the AMA.

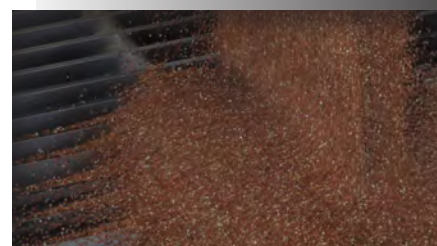
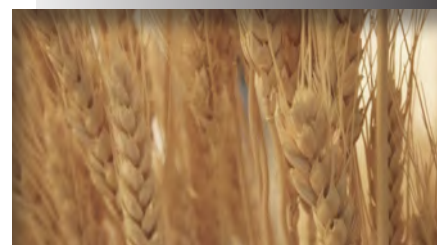
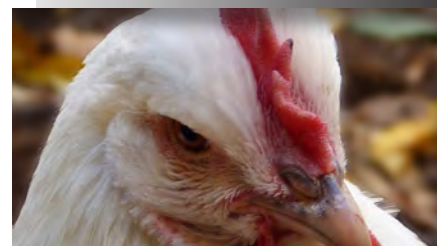
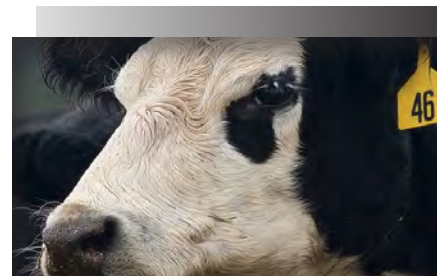
The GIPSA workforce is currently comprised of 688 permanent, full-time Federal employees and is supplemented by State and private agency personnel who are licensed to perform grain inspection and weighing services. Headquarters' management and staff are principally located in Washington, D.C.

FGIS employees are located at the headquarters unit in Washington, D.C.; the National Grain Center in Kansas City, Missouri; seven field offices; and one Federal/State office.

Field offices are located in Stuttgart, Arkansas; Kansas City, Missouri; Grand Forks, North Dakota; League City, Texas; New Orleans, Louisiana; Portland, Oregon; and Toledo, Ohio. The Federal/State office is located in Olympia, Washington.

P&SP employees are located at the headquarters unit in Washington, D.C. and in three regional offices located in Atlanta, Georgia; Des Moines, Iowa; and Aurora, Colorado. P&SP also has resident agents or auditors in Alabama, Arkansas, California, Colorado, Florida, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Minnesota, Mississippi, Missouri, Montana, Nebraska, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Pennsylvania, South Dakota, Tennessee, Texas, Virginia, and Wisconsin.

While GIPSA physically has offices and staff in 32 States and the District of Columbia, our presence and services extend nationwide, including Puerto Rico. Through our small network and structure, GIPSA helps American agriculture — from farmers and ranchers to handlers, processors, and exporters — market the Nation's livestock, poultry, meat, grain, and related commodities here at home and abroad.



GIPSA Employees



Who We Are

The workforce includes employees with diverse positions and backgrounds encompassing agronomy, economics, industrial safety and health, legal instrument examination, agricultural and grain marketing, engineering, grain science and technology, biotechnology, rheology, analytical chemistry, microbiology, quality assurance, and agricultural commodity grading. Our front line is enabled through our experts in quality assurance, management and program analysis, auditing, budget analysis, Information Technology (IT), and equal employment opportunity.

Agricultural Commodity Aids/Technicians and Graders are on the front line examining and evaluating grain and related agricultural products to determine their official U.S. grade and/or their acceptability in terms of quality or condition in accordance with official standards and related regulations.

Agricultural Marketing Specialists are experts who bring a practical knowledge of marketing functions and practices, such as a knowledge of or experience with the commodity exchanges and markets, agricultural trade, or the practices and methods involved in various agricultural marketing or agribusiness operations.

Auditors conduct reviews related to the financial condition of subject firms and individuals engaged in the regulated industries to determine compliance with the statutes and regulations. They examine financial and operational records for proper internal controls and to determine evidence of insolvency or unlawful payment practices.

Compliance Officers assist in the administration of a nationwide, audit-based Quality Management Program to evaluate customer satisfaction, management effectiveness, and procedural compliance within the official inspection system and to designate State and privately owned grain inspection agencies to provide official

inspection and weighing services. They also conduct investigations of alleged violations of the statutes, regulations, and instructions thereunder.

Economists promote fair and competitive markets by developing and implementing analytical techniques for proactive monitoring of prices and other characteristics of regulated markets to indicate when market manipulation may occur. They analyze emerging practices for potential anti-competitive implications, and they organize and conduct economic investigations of anti-competitive, unfair, unjustly discriminatory, or deceptive practices in the regulated markets. Economists also examine market supply-and-demand conditions to assist in agency policy and budgetary decisions and implementation.

Legal Specialists provide day-to-day guidance to agency staff on the interpretation and application of the statutes and regulations. They ensure the proper basis for the allegation of a possible violation, assist in developing the foundation for any case that might result in prosecutorial action. Legal Specialists act as a liaison between the agency and the Office of the General Counsel.

Scientists research, develop, and modify tests and methods for assessing the quality of grain and related commodities to better reflect intrinsic commercial value and meet the needs of the global grain marketing system. Chemists and physical scientists at GIPSA work with the latest technologies to evaluate and improve the equipment, instruments, and testing methods, which are the backbone of GIPSA's official inspection and weighing services.

Other professionals provide critical support including data analysis, public and legislative affairs, risk management, financial management, IT services, equal employment opportunities, technical and clerical support, investigative services, and industrial safety and health.

INTRODUCTION

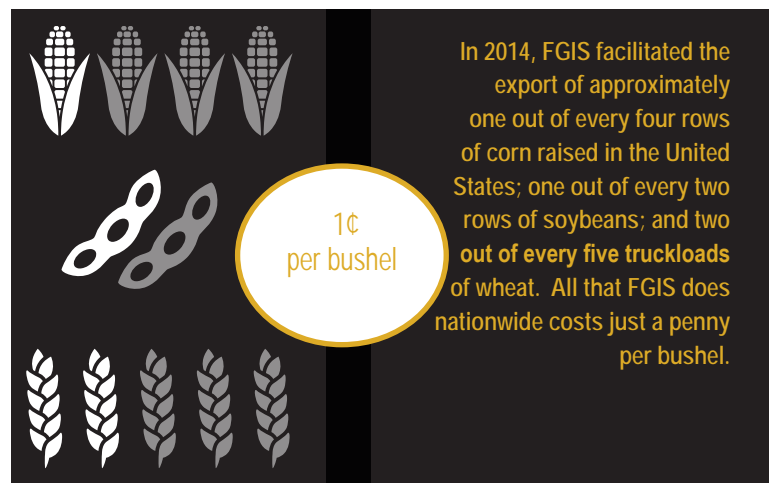
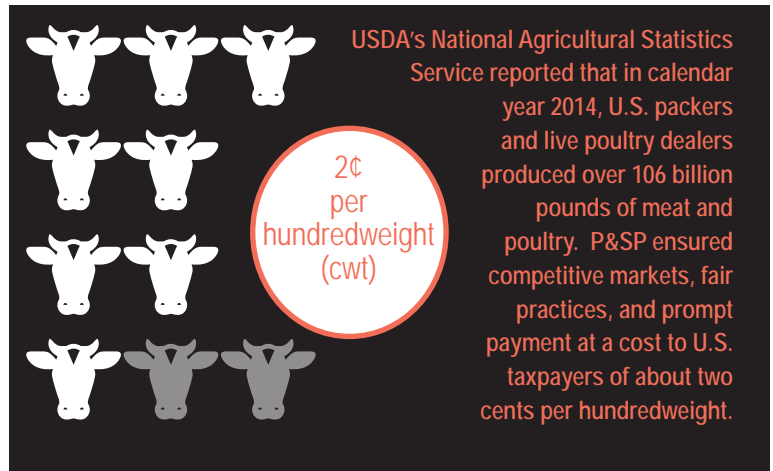
GIPSA Strategic Landscape

Providing stability for domestic producers while innovatively responding to global changes

Ensuring fair and transparent markets free from deceptive and fraudulent practices, combined with recognized and reliable descriptors of crop quality and value, promotes economic health and prosperity in American agriculture. U.S. farmers produce a wide variety of agricultural products, and the vast American infrastructure permits these products to be processed and distributed throughout the United States and international markets effectively and efficiently. The markets serviced by GIPSA represent a total economic value of approximately \$260 billion annually, with exports contributing over \$112 billion to the U.S. economy.

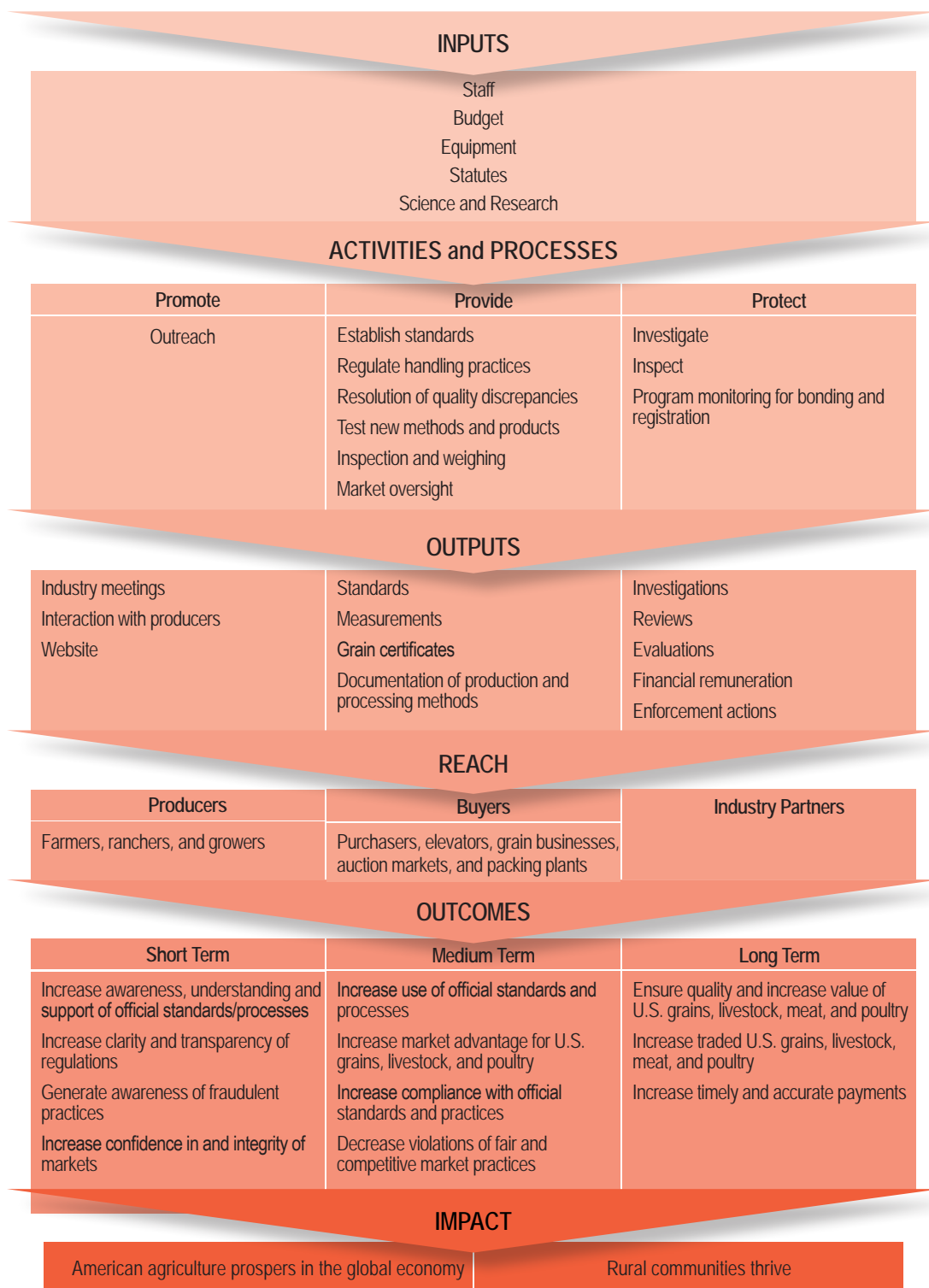
Beginning at the end of the 20th century and continuing into the 21st century, U.S. agriculture has been transitioning from a supply-driven to a consumer-driven market. This evolution is being fueled by more open international markets; increased global competition; greater consumer demand for diverse, convenient, and high-quality food products; a better understanding of animal and plant intrinsic attributes; and the interrelationship of these attributes with food/feed manufacturing. As a result, the marketing of livestock, meat, poultry,

grain, and related agricultural products takes place in an increasingly dynamic and complex system of trade. New and more intricate production and marketing processes have evolved that provide greater differentiation of crop, livestock, and meat quality from the farm to the final consumer. These changes are influencing GIPSA's programs and activities.



Logic Model

During “idea generation” sessions, the facilitators introduced the Logic Model tool. A Logic Model is a graphic representation that depicts how an organization’s goals are related to its inputs, activities and processes, outputs, and outcomes. It clearly shows how an organization’s work leads to its intended (and unintended) results and how these results contribute to a larger societal impact.



GIPSA STRATEGIC FRAMEWORK

GIPSA, along with its USDA sister agencies in the MRP mission area, AMS and APHIS, is working to ensure a productive and competitive domestic and global marketplace for U.S. agricultural products. For almost a century, GIPSA's P&SP has protected fair trade practices, financial integrity, and competitive markets for livestock, meat, and poultry. GIPSA's FGIS has a 40-year history of facilitating the

marketing of U.S. grain and related products. Both P&SP and FGIS have matured and continued to evolve over the years to keep pace with the dynamic industries we serve. To serve our stakeholders, GIPSA will focus on 3 strategic goals and 13 objectives. We are also identifying goal owners to manage the progress and performance of each objective.

STRATEGIC GOALS	OBJECTIVES	PROGRAM / OPERATIONS ACTIVITIES	GOAL / OBJECTIVE OWNER
Strategic Goal 1 Provide the Environment for Fair and Competitive Market Practices Between Agricultural Producers and Buyers	Objective 1.1 Strengthen Stakeholder Relationships and Their Understanding of the agency's Role in Facilitating Fair and Competitive Marketing	All	FGIS & P&SP Deputy Administrators and CRS Director
	Objective 1.2 Protect Integrity and Confidence in Markets	All	FGIS and P&SP Deputy Administrators
	Objective 1.3 Enhance Financial Protection of Producers	P&SP	P&SP Deputy Administrator
	Objective 1.4 Improve Enforcement	P&SP	P&SP Deputy Administrator
	Objective 1.5 Provide the Market With Terms and Methods for Quality Assessment	FGIS	FGIS Deputy Administrator
	Objective 1.6 Provide Timely, Accurate, and Cost-Effective Official Grain Inspection and Weighing Services That Meet Market Needs	FGIS	FGIS Deputy Administrator
Strategic Goal 2 Sustain and Enrich a Diverse and Engaged Workforce	Objective 2.1 Deploy a Comprehensive Succession and Workforce Plan	All	MBS Director
	Objective 2.2 Deploy a Comprehensive Training and Employee Development Program	All	MBS Director
	Objective 2.3 Implement and Maintain a Model Equal Employment Opportunity (EEO) Program	All	CRS Director
Strategic Goal 3 Create a Model Work Environment That Supports the Business Needs of Our Employees and Customers	Objective 3.1 Modernize Regulations and Policies To Respond to Current and Emerging Industry Practices and Increase the Consistency, Transparency, and Accessibility of Policies, Procedures, and Processes	All	FGIS & P&SP Deputy Administrators and ITS Director
	Objective 3.2 Improve Operational Efficiency and Accuracy Through Increased Automation	All	FGIS & P&SP Deputy Administrators and ITS Director
	Objective 3.3 Enhance Stewardship of Resources	All	FGIS & P&SP Deputy Administrators and ITS and MBS Directors
	Objective 3.4 Ensure a Safe and Healthy Workplace	All	FGIS & P&SP Deputy Administrators and MBS Director

The GIPSA Strategic Plan for 2016–2020 has several significant changes from previous plans.

First, our plan is based on the premise that the greatest opportunities for performance improvement lie in the interactions between programs and organizational units, not in strict hierarchical silos. We have adapted this perspective to our framework, looking to find where our programs and operations can align more closely, generate economies of scale, reduce or avoid duplication, and create a culture of unity.

Second, this led us to develop strategic themes — areas in which all programs and operations are working together to advance our mission and performance through our resources, processes, and outputs to our customers.

Third, through our planning process, it was evident to all that building even stronger connections with our environment, stakeholders, and customers will ensure that we are aware of and ahead of trends, can respond quickly and innovatively, and provide an objective third-party role in communicating and responding to market issues and stakeholders. As such, our plan outlines the goals, objectives, and strategies that will guide us in continuing to fulfill our mission over the next 5 years. It also addresses the external factors that affect our programs and which are areas that we continue to monitor and focus innovation. The plan builds upon the successes and lessons learned while implementing our previous strategic plan.

GIPSA's Strategic Plan is aligned with and supports the USDA's Strategic Plan. Our programs, P&SP and FGIS, align with USDA's Strategic Goal 1, Objective 1.2, "Increase agricultural opportunities by ensuring a robust safety net, creating new markets, and supporting a competitive agricultural system," and FGIS also aligns with USDA Strategic Goal 3, Objective 3.2, "Enhance America's ability to develop and trade agricultural products derived from new and emerging technologies." GIPSA's three support units, Management and Budget Services (MBS), Information Technology Staff (ITS), and Civil Rights Staff (CRS), align with USDA's Strategic Goal 5, Objectives 5.1, "Develop a customer-centric, inclusive, and high performing workforce by investing in and engaging employees to improve service delivery;" 5.2, "Build a safe, secure, and efficient workplace by leveraging technology and shared solutions across organizational boundaries;" and 5.3, "Maximize the return on taxpayer investment in USDA through stewardship of resources and focused program evaluations."

Neither GIPSA's vision nor its mission can be accomplished without our most important resource: *our people*. For the 2016–2020 plan, we have expanded our focus on ensuring we have the right people in the right positions with the right resources. GIPSA's plan also incorporates

the principles from the Cultural Transformation Initiative. In our listening sessions conducted during our planning process, we heard clear messages for employee priorities. GIPSA's goals 2 and 3 and corresponding objectives reflect these priorities. The GIPSA approach is to ensure that we meet our staffing needs, especially in light of projected attrition; that our workforce has the capabilities and capacity to address the many challenges in our market areas; and that we are ensuring a workforce that is diverse, engaged, and safe.

This plan includes performance measures that will help us track our progress in achieving our goals and objectives. Strategies and means describe the actions that we will take to accomplish our strategic goals. The external risk factors highlight possible challenges GIPSA may encounter in promoting fair trade practices and meeting the changing demands of the marketplace.

GIPSA STRATEGIC FRAMEWORK

Vision

An innovative and responsive organization that assures the highest standards of transparency, integrity, and fair competition in the U.S. grain, livestock, and poultry markets to protect and promote economic growth for U.S. agriculture and rural communities.

The GIPSA vision is a combination of the desired future state for the agency, as well as for our customers. We believe this demonstrates how our goals are integrated with our stakeholders' goals to ensure that through our public-private partnerships and transactions, we are pursuing common outcomes and public value.

Mission

GIPSA facilitates the marketing of cereals, oilseeds, and related agricultural products, and protects fair trade practices, financial integrity, and competitive markets for livestock, meat, and poultry for the overall benefit of producers, consumers, and American agriculture.

Our mission statement describes what we do, for whom, and why. To achieve our mission, we provide the following services:

GIPSA's FGIS helps move the Nation's harvest into the domestic and global marketplace by providing farmers, handlers, processors, exporters, and international buyers with services that accurately and consistently describe the quality and quantity of the commodities being bought and sold. Recognized as the world's grain "gold standard," FGIS establishes the official United States standards for grain, regulates grain-handling practices, and manages a network of Federal, State, and private laboratories that provide impartial, user-fee funded official inspection and weighing services.

GIPSA's P&SP fosters fair competition, provides payment protection, and guards against deceptive and fraudulent trade practices. Ensuring a fair and competitive market place, P&SP monitors livestock markets (marketing channels) for anti-competitive practices and price manipulation. P&SP agents review regulated entities' business, weighing, and payment practices to ensure that livestock sellers receive correct and timely payments.

Core Values

Core values are what support the vision, underlie the mission, shape the culture, and reflect what is important to the agency. Core values are the essence of the organization's identity because they help form our conduct, our decision-making and our communication styles.

Our success depends on living by these values in how we treat our customers, partners, stakeholders, and colleagues:

- **Transparency** - Making the agency's management processes more open to help the public understand how GIPSA supports the American public.
- **Participation** - Providing opportunities for GIPSA constituents and employees to shape and improve the programs and services provided by the agency.
- **Collaboration** - Working cooperatively at all governmental levels, domestically and internationally, on policy matters affecting a broad audience.
- **Accountability** - Ensuring that the performance of the agency and all of its employees are measured against the achievement of the agency's strategic goals.
- **Customer Focus** - Serving GIPSA's constituents by delivering programs that address their diverse and dynamic needs.
- **Professionalism** - Building and maintaining a highly skilled, diverse workforce that exemplifies integrity.
- **Results Orientation** - Measuring performance and making management and fiscal decisions to direct resources where they are used most effectively.

Our Strategic Theme

In preparation of GIPSA's new strategic plan, we held "idea generation" sessions at several of our offices, providing a number of staff with the opportunity for input.

In all of these sessions, regardless of whether the sessions were with P&SP, FGIS, or support unit staff, three common strategic themes emerged: **Promote, Provide, and Protect.**

These strategic themes are the common categories of interaction between GIPSA and its stakeholders. The themes not only give a broad sense of what we do as an organization, but they also show a sense of shared purpose in what we do — regardless of our role within GIPSA.

Our themes are not just externally focused; we apply them to our internal operations and people. It is through our strategic themes that we can also achieve our cultural transformation goals.

PROMOTE is about how we educate. How we help our stakeholders and customers be aware of, understand, support, and have confidence in GIPSA's role, work, and most importantly, the market standards and requirements. GIPSA promotes exports of U.S. grain by assuring that international customers receive the quality and quantity of grain they purchase. GIPSA *promotes* livestock and poultry producers by enforcing rules and regulations that ensure competitive markets and prompt payment. Promotion fosters a better understanding of the grain, meat, and poultry marketing systems and enhances purchasers' confidence in U.S. grain. Through outreach activities, information sharing, and policy guidance, we build awareness of the role and services of GIPSA. GIPSA promotes an environment for fair and competitive markets for producers and buyers. These efforts help move the Nation's agricultural supply to end-users around the globe.

Internally, the theme of **Promote** is about communication and capability. We ensure that our workforce understands the goals we are working toward, their role in achieving those goals, and our collective progress to the goals. Most importantly, we must have a workforce that is capable of achieving the goals by having the information, knowledge, and skills to be successful.

PROVIDE is about how we enable and support U.S. agriculture. How we help our stakeholders and customers succeed. It is how we deter practices in markets that will hinder success of the system, thus reducing risk and, in turn, building confidence throughout the marketplace. GIPSA provides standards, weighing, inspection, and regulatory monitoring that contribute to fair and competitive markets for producers and buyers. FGIS's world-renowned "gold standard" for grain inspection, weighing, and certification has secured U.S. grain's position as that of exceptional quality and capable of meeting international and domestic market demand. P&SP's field services work daily with livestock producers and poultry growers on regulatory monitoring, providing first responder services on complaints and gathering market intelligence from the industry. These daily efforts serve to provide the highest quality of integrity in the livestock, meat, and poultry industries that is the model in the global agricultural community.

Internally, the theme of **Provide** is about appropriate resources and environment. For our workforce to be successful, it needs sufficient resources to accomplish the work effectively and efficiently, the authority to accomplish the work at the appropriate level, and a workplace that provides the consistency and capacity to respond to myriad daily challenges.

PROTECT is about how we enforce. How we ensure the integrity of markets and the agricultural products within those markets. GIPSA protects U.S. grain, livestock, and poultry producers and buyers by identifying violations, investigating complaints, and enforcing statutes and regulations. GIPSA's capacity and capabilities to respond to violations and complaints ensure that prohibited practices are quickly identified. Our team judiciously pursues the investigative process to support appropriate and rapid response to complaints. These efforts protect the fair and competitive market environment.

Internally, the theme of **Protect** is about dignity, diversity, and safety. For our workforce to thrive, each and every GIPSA employee must maintain a work environment that lives and behaves by our values, is representative of the vast array of cultural differences in our customer and stakeholder communities, and supports this diversity, civil rights, and employee engagement. We also must foster and maintain an environment and culture that employees need to feel and be safe so that they have the physical, mental, and emotional capacity to achieve our goals and objectives.

STRATEGIC GOAL 1

Provide the Environment for Fair and Competitive Market Practices Between Agricultural Producers and Buyers

In the past, GIPSA has divided its mission-critical goals by program focus, having one strategic goal for P&SP and one goal for FGIS. During the planning process for 2016-2020, GIPSA sought commonalities between its organizational units. By combining the two previous goals into one shared goal, GIPSA increases the opportunities for economies of scale in our work, improves mobility opportunities through cross-functional training of our workforce, and focuses and aligns actions and resources to enhance success.

GIPSA now identifies which objectives are common throughout the agency and which are program-specific.



Strategic Goal 1

Objective 1.1 Strengthen Stakeholder Relationships and Their Understanding of the Agency's Role in Facilitating Fair and Competitive Marketing

Program Area: All

For markets to function properly and assure economic benefits are distributed equitably, market participants must have confidence in and observe the boundaries of fairness and competition. Increased emphasis on outreach and educational activities will strengthen our relationships with regulated entities, industry partners, producers, and State and Federal agencies. This will enable GIPSA to enhance its responsiveness to market trends and new industry practices and increase utilization of our services and compliance with the standards we set.



- Deploy outreach strategy to educate and inform industry of GIPSA, its services, and the benefits of the statutes and regulations;
- Work to increase the non-mandatory use of GIPSA services by existing and potential customers and by other stakeholders;
- Assess the extent that regulated entities, those utilizing services, and potential users understand GIPSA's role, statutes, and regulations;
- Maintain a directory of stakeholders and customers for timely dissemination of relevant, critical information;
- Engage all segments of the market — from producers to end users — by increasing our presence and visibility at appropriate events and venues, supported by maintaining an up-to-date list of outreach opportunities;
- Engage underrepresented producers and associations with targeted outreach;
- Improve working relationships with partners throughout the market by creating standardized operating procedures for gathering “voice of the customer” data to understand stakeholder needs and expectations;
- Strengthen working relationships with State and other Federal agencies through active participation and proactive facilitation of dialogue sessions; and
- Increase and enhance GIPSA's social media presence to facilitate two-way communication.

Performance Measures (PM)

PM 1.1-A Stakeholder Engagement

Measurement: Number of outreach meetings, events, and activities with defined stakeholders. Stakeholders are defined as producers, growers, inspection agencies, trade associations, government agencies, equipment manufacturers, processors, merchandisers, handlers, scientists, consumers, and exporters.

TARGETS*
FY 2016: 401
FY 2017: 416
FY 2018: 432
FY 2019: 443
FY 2020: 454

*Targets are inclusive of Targets for PM 1.1-A and PM 1.1-B

Strategic Goal 1

Objective 1.1 Strengthen Stakeholder Relationships and Their Understanding of the Agency's Role in Facilitating Fair and Competitive Marketing

Program Area: All



PM 1.1-B Targeted Outreach

Measurement: Number of established partnerships with members of the underserved and minority groups, community-based organizations, community leaders, congressional leaders, educational institutions, and other Federal agencies.

TARGETS				
FISCAL YEAR	WOMEN	HISPANIC ASSOCIATION OF COLLEGES AND UNIVERSITIES	HISTORICALLY BLACK COLLEGES AND UNIVERSITIES	VETERANS GROUPS
2016	2	2	2	2
2017	3	3	3	3
2018	4	4	4	4
2019	5	5	5	5
2020	6	6	6	6

Strategic Goal 1

Objective 1.2 Protect Integrity and Confidence in Markets

Program Area: All

To improve and sustain the economic viability of our rural communities, GIPSA will protect fair, transparent, and competitive markets for grains, oilseeds, and livestock. Integrity is key to having strong, competitive markets. With integrity, confidence follows. It is vital that buyers and sellers know the quality to determine the value of grains and oilseeds marketed. Likewise, ranchers and livestock producers must have confidence that the market is open and fair, ensuring competitive prices for their livestock.



- Monitor markets for fair and competitive trade practices;
- Conduct regulatory reviews and investigations;
- Monitor quality of network of Federal, State, and private inspection and weighing services; and
- Develop and employ analytics to identify critical risk factors of regulated entities for compliance reviews, including identifying critical factors leading to non-compliance by FY 2018.

Performance Measures

For this performance measure, GIPSA has two measures: one for P&SP and one for FGIS. GIPSA also intends to explore developing a market integrity score or joining with other USDA organizations to create an overall market score made up of the focus areas of the different agencies. GIPSA intends to take the lead within USDA to make this happen.

PM 1.2-A (P&SP) Industry Compliance

Measurement: Percentage of industry compliance with the P&S Act.

TARGETS
FY 2016: 83%
FY 2017: 83%
FY 2018: 84%
FY 2019: 84%
FY 2020: 85%

PM 1.2-B (FGIS) Certificate Accuracy

Measurement: Percentage of accuracy of grain inspection certificates.

TARGETS
FY 2016: 91%
FY 2017: 92%
FY 2018: 93%
FY 2019: 94%
FY 2020: 95%

Note: In FY 2016, GIPSA will continue to work toward implementation of its FGIS Online automation project, which will result in more timely and a greater amount of data. GIPSA data analysts will focus on analyzing data about certificate accuracy. Their analysis may point toward a revision of the estimated target levels for each fiscal year.

Strategic Goal 1

Objective 1.3 Enhance Financial Protection of Producers

Program Area: P&SP

Livestock producers, poultry growers, and poultry and swine contract growers are entitled to receive full and timely payment for their livestock, poultry, or grower services. Current levels of financial protection do not necessarily cover all losses.



STRATEGIES AND MEANS

- Enhance ability to predict or detect with greater certainty when regulated entities pose an increased financial risk to producers or growers;
- Review and revise the current bonding requirements to improve unpaid livestock sellers' recovery rates; and
- Explore possibilities for a national livestock sellers' indemnity fund and/or a livestock dealer trust.

Performance Measures

PM 1.3

Producer Financial Protection

Measurement: Percentage of unpaid livestock sellers' claims recovered over the previous 5 years.

TARGETS
FY 2016: 45%
FY 2017: 47%
FY 2018: 49%
FY 2019: 51%
FY 2020: 53%



Strategic Goal 1

Objective 1.4 Improvement Enforcement

Program Area: P&SP

An effective regulatory program demands fair and timely enforcement.



STRATEGIES AND MEANS

- Use stipulations to resolve violations within GIPSA;
- Use the P&SP legal resources to draft administrative complaints;
- Work with USDA Office of the General Counsel (OGC) to identify attorneys who will concentrate on P&SP cases;
- Work with OGC and the U.S. Department of Justice (DOJ) to streamline enforcement processes and improve efficiency of case management;
- Seek broader statutory authority to litigate violations administratively; and
- Reach an agreement with OGC that OGC will either file an administrative complaint, forward the case to DOJ, or return the case to GIPSA within 180 days of receipt.

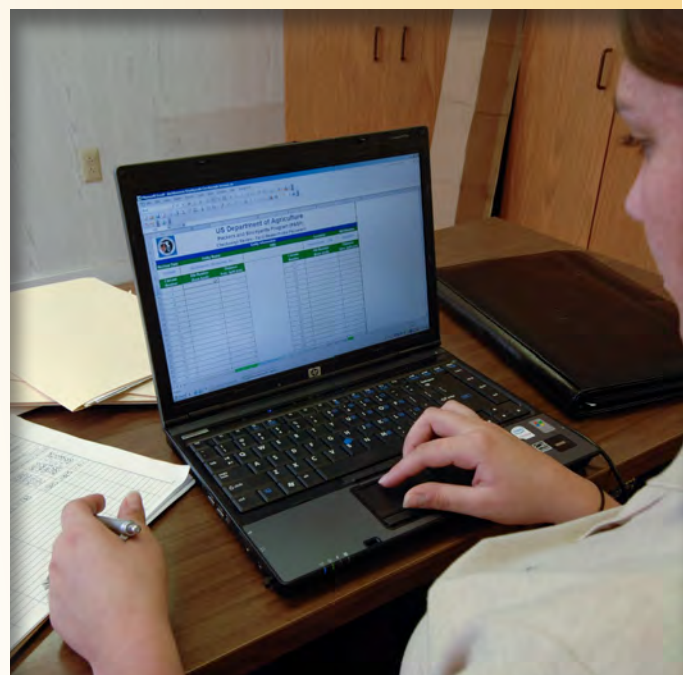
Performance Measures

PM 1.4

Timely Enforcement

Measurement: Percentage of new cases reviewed and processed within 180 days.

TARGETS
FY 2016: 75%
FY 2017: 75%
FY 2018: 80%
FY 2019: 80%
FY 2020: 85%



Strategic Goal 1

Objective 1.5 Provide the Market With Terms and Methods for Quality Assessment

Program Area: FGIS

Buyers and sellers rely on the quality assessments and handling practices established under the USGSA and AMA to promote fairness and minimize transaction costs in both the domestic and global markets. GIPSA addresses new needs of the markets by ensuring the market relevance and value of the official standards and procedures, and by developing new tests and equipment that measure market-relevant grain quality attributes. This includes providing both product testing and documentation of specific production or processing methods to help the market differentiate its diverse products. GIPSA is committed to facilitating the marketing of U.S. grain and related products to domestic and international consumers.



STRATEGIES AND MEANS

- Develop an outreach program to educate customers about available inspection and testing services, to strengthen our working relationships with stakeholders, and to enhance our responsiveness and ability to address changing market needs, evolving/new industry practices, and emerging market barriers;
- Obtain input from customers and other interested parties about potential revisions to the existing grading standards and testing methods and the development of new standards and testing methods to accommodate the increasingly diverse needs of domestic and international customers;
- Develop criteria for evaluating and prioritizing potential market-identified quality attributes and testing methods;
- Update standards as appropriate to ensure they remain relevant to the marketplace; and
- Capitalize on available and emerging technologies to provide innovative tests to measure grain quality.

Performance Measures

PM 1.5 Quality Assessment

Measurement: Percentage of market-identified quality attributes needed for trading for which GIPSA has provided standardization.

TARGETS
FY 2016: 98%
FY 2017: 98%
FY 2018: 98.2%
FY 2019: 98.4%
FY 2020: 98.6%

Note: In FY 2016, GIPSA will begin to develop and deploy an outreach strategy to engage customers and other program stakeholders to stay current with new and/or changing market needs. The outreach process will generate data the agency will use to establish a new baseline of “unmet” market needs. New annual numerical targets will then be derived from the baseline data and used to measure our success in providing the market with the desired standards and testing methods. As a result, the targets listed above will likely be revised.



Strategic Goal 1

Objective 1.6 Provide Timely, Accurate, and Cost-Effective Official Grain Inspection and Weighing Services that Meet Market Needs

Program Area: FGIS



GIPSA provides impartial, user-fee funded official inspection and weighing services through a network of Federal, State, and private providers. These services include mandatory export grain inspection and weighing services; voluntary domestic grain inspection and weighing services; and appeal inspection services. Official inspections result in the issuance of official certificates that report the grade of the grain inspected based on characteristics such as test weight, moisture, cleanliness, and damage. The certificates document the official procedures followed, including the date and location of the inspection or weighing process, and provide specific results factor-by-factor or by service requested. U.S. and international buyers base their trade on official inspection and weighing certificates. It is an overarching objective of GIPSA to assure domestic and international buyers that official certificates accurately and reliably reflect the quality and quantity of grains purchased. In FY 2016, GIPSA will begin to monitor certificate accuracy through a comprehensive review of certificates issued by GIPSA, designated State and private agencies, and delegated States. An accurate certificate is one that is issued 100 percent correctly with zero errors of any kind, including grade, factor-level determinations, remarks, and spelling.

Performance Measures

PM 1.6 Certificate Accuracy

Measurement: Percentage accuracy of grain inspection certificates.

TARGETS
FY 2016: 91%
FY 2017: 92%
FY 2018: 93%
FY 2019: 94%
FY 2020: 95%

Note: In FY 2016, GIPSA will continue to work toward implementation of its FGIS Online automation project, which will result in more timely and a greater amount of data. GIPSA data analysts will focus on analyzing data about certificate accuracy. Their analysis may point toward a revision of the estimated target levels for each fiscal year.



STRATEGIES AND MEANS

- Maintain the accuracy, consistency, and integrity of official inspection and weighing services.

STRATEGIC GOAL 2

Sustain and Enrich
a Diverse and Engaged
Workforce



Strategic Goal 2

Objective 2.1 Deploy a Comprehensive Succession and Workforce Plan

Program Area: All



By the end of FY 2020, over 40 percent of GIPSA's current permanent workforce will have retired or will be eligible to retire. To help focus our efforts on recruiting new employees with the right skill sets, ensuring that current staff likewise have the requisite skill sets, and fostering an environment that supports information sharing, GIPSA will deploy a comprehensive Succession and Workforce Plan. The goal of our Succession and Workforce Plan is to ensure that GIPSA has a diverse group of high performing, well-prepared individuals with a vision for GIPSA's future and a broad understanding of its mission, strategic goals and objectives, and key initiatives.

Performance Measures

PM 2.1 Competency Development

Measurement: Percentage of competency development road maps made available for critical occupations.

TARGETS
FY 2016: 80%
FY 2017: 83%
FY 2018: 86%
FY 2019: 89%
FY 2020: 92%



- Complete and implement GIPSA's 5-year Succession and Workforce Plan;
- Ensure the GIPSA Succession and Workforce Plan is aligned with the new GIPSA Strategic Plan and integrated into agency performance;
- Build partnerships with colleges, organizations, and professional associations in order to promote GIPSA as an employer of choice and to share knowledge about GIPSA career occupations;
- Develop competency development road maps for critical occupations. These road maps will provide examples of the knowledge, experience, and training for career development;
- Develop a strong cadre of future leaders to help ensure service delivery and leadership continuity; and
- Continue to offer a mentoring program that fosters knowledge transfer and skill-building.

Strategic Goal 2

Objective 2.2 Deploy a Comprehensive Training and Employee-Development Program

Program Area: All

Over the years, GIPSA has committed considerable resources toward employee training and development. Due to changes in the agency, such as numerous retirements, employee training and development have emerged as even greater areas of importance for GIPSA. Results of our strategic planning sessions and the Federal Employee Viewpoint Surveys (FEVS) and outcomes from the Employee Engagement Real Talk sessions indicate a desire for a more innovative, comprehensive, and well-communicated training and employee-development program.

Performance Measures

PM 2.2 Training and Employee Development

Measurement: Percentage completion of activities identified in Individual Development Plans posted in AgLearn.



STRATEGIES AND MEANS

- Develop a coordinated framework and plan(s) for employee development, as well as for technical and non-technical training throughout GIPSA;
- Provide GIPSA's training program with the resources needed to ensure that the agency has an innovative and comprehensive training approach;
- Continue to strengthen GIPSA's mentoring program in support of knowledge transfer;
- Increase cross-utilization of staff to enhance efficiencies in program, service, and project delivery and to enhance employees' skills and knowledge;
- Ensure employees' developmental needs are objectively assessed, discussed with their supervisor, and Individual Development Plan (IDP) goals are completed, to the extent possible;
- Create a more uniform and consistent approach to IDPs through implementation of IDPs online using AgLearn;
- Strengthen the new employee orientation program and make it more GIPSA-friendly and interactive;
- Build awareness of tools (e.g., Web-based and job aids) and available training to enhance employee effectiveness in using desktop products and applications (e.g., Excel);
- Provide resources, tools, and training to ensure effective user adoption of new technology, such as mobile phones; and
- Support the Departmental coaching initiative.

TARGETS
FY 2016: 25%
FY 2017: 30%
FY 2018: 40%
FY 2019: 55%
FY 2020: 75%

Strategic Goal 2

Objective 2.3 Implement and Maintain a Model Equal Employment Opportunity (EEO) Program

Program Area: All

GIPSA's Civil Rights Program provides leadership, direction, coordination, and guidance in support of the Civil Rights (CR) initiatives of USDA and GIPSA. The Civil Rights initiatives are an integral part of GIPSA employment practices and program delivery. Through effective EEO counseling, the implementation of the Management Directive 715 (MD-715), the timely processing of EEO Program Complaints, and the strengthening and expansion of educational programs, GIPSA ensures equal treatment in the delivery of the agency's programs and services.



GIPSA will ensure employees have access to current and accurate information about key civil rights issues. All GIPSA employees, including managers, supervisors, and all other employees, will be held

accountable for treating each other and GIPSA customers fairly and equitably and with dignity and respect. GIPSA will:

- Increase managers' and employees' awareness of key civil rights issues, Equal Employment Opportunity Commission (EEOC) MD-715 and the essential elements of a model agency, and EEO/CR laws and regulations and their responsibilities in carrying out EEO/CR policies and objectives;
- Implement an effective EEO counseling program, Alternative Dispute Resolution (ADR) program, and comprehensive complaints-management program to close, settle, or mediate active complaints and prevent new complaints;
- Continue support for the recommendations of the EEO Advisory Committee and Special Emphasis Program in addressing the EEO issues and concerns of all GIPSA employees;
- Verify compliance with EEO/CR laws and Departmental and agency policies by conducting EEO/CR management reviews;
- Coordinate and conduct mandatory EEO/CR training based on training modules developed by the Department and agency-wide training in diversity for managers and employees;
- Incorporate service delivery oversight in the CR compliance review process to ensure that all service providers (including Official Agencies and cooperators) understand the responsibility of providing service without discrimination;
- Enforce USDA's zero-tolerance reprisal and disciplinary policies by ensuring accountability, discipline, and corrective actions when discriminatory conduct related to civil rights violations occurs;
- Ensure that GIPSA customers are aware of their rights and responsibilities under the EEO/Civil Rights complaint process; and
- Ensure overall representation of women, minorities, persons with targeted disabilities, and veterans reach parity with the Civilian Labor Force, EEOC, and/or the Secretary's goals.

Performance Measures

PM 2.3-A Resolution of Informal Complaints

Measurement: Percentage of informal complaints resolved through the ADR Program.

TARGETS
FY 2016: 50%
FY 2017: 52%
FY 2018: 54%
FY 2019: 56%
FY 2020: 58%

PM 2.3-B Timely Complaints Processing

Measurement: Percentage of timely counseled complaints in accordance with EEOC guidelines 29 CFR 1614 and EEOC's MD-110.

TARGETS
FY 2016: 96%
FY 2017: 96%
FY 2018: 97%
FY 2019: 97%
FY 2020: 97%

Strategic Goal 2

Objective 2.3 Implement and Maintain a Model Equal Employment Opportunity (EEO) Program

Program Area: All



PM 2.3-C Workforce Profiles

Measurement: Percentage of workforce within specific workforce profiles.

TARGETS				
	WOMEN*	HISPANICS*	PERSONS WITH TARGETED DISABILITIES** (2% GOAL)	VETERANS*** (25% GOAL)
FY 2016	70%	50%	.15%	11%
FY 2017	75%	65%	.17%	15%
FY 2018	80%	75%	.18%	19%
FY 2019	90%	85%	.19%	22%
FY 2020	100%	100%	2.0%	25%

* Compared to percentage of the Civilian Labor Force

** Compared to the EEOC's goal of 2%

*** Compared to the Secretary's goal of 25% of the USDA workforce

STRATEGIC GOAL 3

Create a Model Work Environment That Supports the Business Needs of Our Employees and Customers



Strategic Goal 3

Objective 3.1 Modernize Regulations and Policies To Respond to Current and Emerging Industry Practices and Increase the Consistency, Transparency, and Accessibility of Policies, Procedures, and Processes

Program Area: All

GIPSA must effectively respond to the dynamic business environments in which the grain and livestock industries operate. Like many segments of American agriculture, these industries are experiencing rapid changes such as mergers, acquisitions, vertical integration, and increased automation. These changes shape how GIPSA operates and provides services. Working with our partners, stakeholders, and customers, GIPSA will monitor external factors that affect the market and aggressively pursue regulatory and policy updates that respond to current and emerging trends and practices.

Within GIPSA, we must ensure that we employ a uniform, consistent, and documented approach for developing and issuing information and that employees follow the established processes. GIPSA will use technology, as appropriate, to make each step of the process more efficient and to increase the transparency and accessibility of the information.



- Update the regulations to address current and emerging industry practices to maintain competitive markets;
- Determine how online, Internet, and video auctions align with current regulations and develop and deploy revised guidance;
- Conduct independent analysis of bond amounts and seek revision to obtain higher bond amounts, if data suggests;
- Create a structured process and internal centralized repository for issuing, updating, and maintaining policies and procedures;
- Identify regulations, handbooks, directives, policies, and standards that require updating and develop a prioritized update schedule;
- Apply technology, as appropriate, to increase the transparency and accessibility of information;
- Conduct routine and periodic training of GIPSA employees to foster understanding of GIPSA's approach and processes for developing and issuing information;
- Utilize internal controls to ensure GIPSA staff apply policies and procedures consistently and accurately; and
- Utilize technology to improve internal communications and information sharing with field staff.

Performance Measures

PM 3.1-A (P&SP) Regulation, Policy, and Procedure Review

Measurement: Percentage of completed P&SP updates per established review schedule. Updates to include regulations, handbooks, directives, and policies based on an established review schedule.

TARGETS
FY 2016: 50%
FY 2017: 55%
FY 2018: 60%
FY 2019: 65%
FY 2020: 65%

PM 3.1-B (FGIS) Published Policy and Procedures

Measurement: Percentage of published FGIS policies and procedures, both new and existing, that have gone through an established vetting process to ensure they are current.

TARGETS
FY 2016: 25%
FY 2017: 50%
FY 2018: 70%
FY 2019: 90%
FY 2020: 100%

Strategic Goal 3

Objective 3.2 Improve Operational Efficiency and Accuracy Through Increased Automation

Program Area: All

Our objective is to identify changes in work processes and technologies that increase efficiency of operations and consistency of results, and reduce the paperwork and reporting burden on our staff, stakeholders, and customers.



STRATEGIES AND MEANS

- Introduce advances in equipment, instruments, and software applications to automate reporting of grain and commodity inspection results;
- Ensure all employees have up-to-date technology in order to accomplish goals;
- Survey auction markets' computer software and work with the software providers to understand the capabilities of the five most commonly used software programs;
- Utilize electronic signatures or e-authentication on forms submitted electronically;
- Ensure that GIPSA has the technology to handle, analyze, process, and model electronic data;
- Provide guidance and assistance to the largest entities regarding procedures to e-file information; and
- Improve and expand GIPSA's Web presence, including examining the GIPSA Websites for ease-of-use, branding, relevancy, transactional capabilities, customer satisfaction, and performance; consolidating Websites through Web integration and portals; and leveraging newly developed eGov initiatives to bolster existing site capabilities.

Performance Measures

PM 3.2-A (P&SP) Electronic form submission

Measurement: Percentage of P&SP forms submitted electronically.

TARGETS
FY 2016: 2%
FY 2017: 3%
FY 2018: 4%
FY 2019: 5%
FY 2020: 6%

PM 3.2-B (FGIS) Automated data capture

Measurement: Percentage of FGIS laboratory equipment and instruments transmitting results via automated data capture.

TARGETS
FY 2016: 0%
FY 2017: 10%
FY 2018: 25%
FY 2019: 50%
FY 2020: 90%

Strategic Goal 3

Objective 3.3 Enhance Stewardship of Resources

Program Area: All

The proper stewardship of Federal resources is an essential responsibility of agency managers and staff. Federal employees must ensure that Federal programs operate and Federal resources are used efficiently and effectively to achieve desired objectives. Programs must operate and resources must be used consistent with agency missions, in compliance with laws and regulations, and with minimal potential for waste, fraud, and mismanagement. Because of the complexity of the agency's budget and financial functions, it is imperative that such processes be open, transparent, and effective in protecting the agency's fiscal health and in supporting its headquarters and program-level priorities. GIPSA's Management and Budget Services (MBS) oversees and provides guidance on GIPSA's budget and is responsible for establishing clear areas of responsibility and lines of authority, along with means to ensure accountability. Resource allocations must be clear and predictable, but there must also be sufficient institutional flexibility to allow the strategic pursuit of important opportunities when they arise. Management decisions regarding the distribution of funds are made via GIPSA's fund allocation process and communicated through operating plans.



STRATEGIES AND MEANS

- Expand the agency's use of performance data and program evaluation results to drive decisions;
- Issue a monthly status of funds report by the 15th of each month;
- Increase employees' awareness and understanding of the Federal budgeting process and GIPSA's budget;
- Hold managers accountable for properly managing their operating budgets;
- Ensure that revenue covers expenditures for each of the user-fee accounts;
- Seek innovative solutions to administrative projects such as strategic sourcing. This includes exploring options to acquire goods and services using shared resources, such as USDA-wide contracts;
- Right-size each office's footprint; and
- Stand up GIPSA's Enterprise Technology Investment Review Board to review the GIPSA IT Investment Portfolio, the IT Services Portfolio, and major IT projects to ensure that they align with the vision, mission, goals, and priorities of the GIPSA program.

Performance Measures

PM 3.3

Operating Deficit or Surplus

Measurement: Percentage of GIPSA's total and key functional area (i.e., accounts) expenditures at or above 98 percent of their allocation and not in a deficit.

GIPSA's key functional areas are: 520 Inspection and Weighing; 530 Official Agencies; 570 Rice Inspection; 580 Commodity Inspection; 690 Grain Regulatory Program; and 700 Packers and Stockyards Program. The total is the sum of all GIPSA allocations.

TARGETS
FY 2016: 50% (3 of 7)
FY 2017: 57% (4 of 7)
FY 2018: 71% (5 of 7)
FY 2019: 86% (6 of 7)
FY 2020: 86% (6 of 7)

Note: The intent of this performance measure is to evaluate how effective GIPSA is at executing its budget once funds are distributed through the allocation process and does not imply the intent to spend all available appropriations.

Strategic Goal 3

Objective 3.4 Ensure a Safe and Healthy Workplace

Program Area: All

GIPSA's Safety and Health Program focuses on eliminating or minimizing losses incurred by the agency, individual employees, and members of the general public as a result of incidents involving injury, illness, and property damage in agency workplaces. The program covers workplace violence prevention, employee assistance, workers compensation, drug testing, biological safety, hazard communication, emergency preparedness, continuity of operations planning, chemical hygiene, homeland security, facility energy conservation and management, traffic safety, occupational health, and industrial safety and health.



STRATEGIES AND MEANS

- Provide a workplace with zero tolerance for harassing, threatening, and violent behavior;
- Maintain the GIPSA Continuity of Operations Program;
- Minimize the risk of on-the-job injuries and occupational illnesses to personnel and visitors;
- Ensure timely responses to and filing of claims for reported injuries and illnesses, while continuing to strengthen administration of the Workers' Compensation Program and increasing the awareness of the policies and procedures; and
- Ensure critical field and regional office active participation and contribution to the National Safety Committee through the quarterly safety meeting and other safety programs/initiatives.

Performance Measures

PM 3.4-A Timely Filing

Measurement: Timely filing of Injury and Illness Notices due to on-the-job injured or ill workers.

TARGETS
FY 2016: 75%
FY 2017: 80%
FY 2018: 85%
FY 2019: 87%
FY 2020: 90%

PM 3.4-B Safety Audits

Measurement: Percentage of sub-standard conditions identified as a result of a safety audit and corrected within 45 days of the audit.

TARGETS
FY 2016: 75%
FY 2017: 85%
FY 2018: 90%
FY 2019: 95%
FY 2020: 99%

TRANSFORMING STRATEGY INTO ACTION

The primary purpose of this Strategic Plan is to define the agency's goals, objectives, and strategies for accomplishing our mission and provide a framework by which to measure progress towards achieving our goals and objectives. To ensure the relevance and successful deployment of this plan, effective strategies for communication, implementation, and assessment are required.

Each and every action GIPSA takes is directed toward facilitating the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products, and promoting fair and competitive trading practices for the overall benefit of consumers and American agriculture. The agency will accomplish its mission by providing the environment for fair and competitive market practices between producers and buyers; sustaining and enriching a diverse and engaged workforce; and creating model business practices and a work environment that support the business needs of our employees and customers. The agency's Cultural Transformation initiative and focus on performance, measurement, and results will also serve to create a more satisfied, engaged, and empowered workforce. Our staff is uniquely situated to assure the highest standards of transparency, integrity, and fair competition in the U.S. grain, livestock, and poultry marketplace to protect and promote economic growth for U.S. agriculture and rural communities.

Communication

Accomplishing the goals and executing the strategies set forth in this plan requires a coordinated effort by all GIPSA employees. We must all know and understand our Strategic Plan, embrace its objectives and strategies, and fully commit to its successful implementation and execution. To this end, GIPSA will use a variety of channels to communicate its goals, targets, and messages to our employees, partners, customers, and stakeholders. Starting at the top, the GIPSA Administrator will unveil the new Strategic Plan during an all-employee Town Hall meeting. Shortly thereafter, the plan will be summarized in the agency's newsletter, GIPSA news, and, in the future, updates will be provided about our progress, accomplishments, key developments, and lessons learned. Additionally, GIPSA will post a copy of the Strategic Plan on the Intranet for all employees and on its Website for key customers and the public to review. The agency will also engage in public conversations with its official agency partners, customers, and stakeholders concerning the plan.

Implementation

Implementation of the GIPSA Strategic Plan will be accomplished primarily through the strategies outlined under each of the three strategic goals. Within the first year of the strategic plan's life, GIPSA's two program areas, P&SP and FGIS, and three support units, CRS, ITS, and MBS, will develop Annual Business Plans that will elaborate on the strategies and provide greater detail as to how they will be executed and contribute toward accomplishment of the agency's goals and objectives. The development of clear goals, outcomes, performance measures, and strategies to achieve targets over time provides GIPSA with a clear roadmap to accomplish its core mission for the American public.

Assessment

GIPSA's Strategic Plan is intended to be a living document. Keeping it alive and in the minds of employees, partners, and customers will require regular and honest assessments of our progress, accomplishments, and lessons learned. To this end, the GIPSA leadership team will take stock of the agency's progress at least quarterly. Additionally, the leadership team will report out to all employees and our customers about our progress. In summary, we all are critical to GIPSA's success toward protecting and promoting economic growth for U.S. agriculture and rural communities.

External Risk Factors

Numerous factors external to GIPSA have the ability to influence and even significantly impact GIPSA's ability to effectively protect fair trade practices, financial integrity, and competitive livestock, meat, poultry, and grain markets for America's farmers and ranchers. GIPSA must effectively respond to the fluid and dynamic business environments in which the grain, livestock,

and poultry industries operate. Like other segments of American agriculture, these industries are experiencing rapid changes such as mergers, acquisitions, vertical integration, and increasingly automated operations. Supply-and-demand fluctuations and changes in overall macroeconomic conditions will similarly impact the market environment and structure of the grain, livestock, and poultry industries.

FGIS

Grain markets require greater transaction efficiencies, which are driven in part by new technologies and increasingly sophisticated domestic and international buyers. Furthermore, **technological developments** are changing the way businesses operate and expanding the tools that can be used to provide services and monitor compliance with current regulations. GIPSA will take advantage of emerging technologies, resources, and information to bring innovative services and tests to the market.

GIPSA's FGIS must also keep pace with the **rapid introduction of crops** with new quality attributes, production, and processing practices. New and more intricate production and marketing processes are emerging that demand greater differentiation of crop quality from the farm to the final consumer. GIPSA will work to support evolving grain and oilseed markets that require a greater ability to differentiate quality attributes.

International trade is influenced by global supply and demand, changing transportation costs, currency fluctuations, and consensus-based international standards entities, such as the Codex Alimentarius Commission (CODEX) and the International Organization for Standardization (ISO). GIPSA must continue to participate in these organizations' standard-setting activities and strengthen our outreach activities to maintain and expand U.S. market share in global commerce.



APPENDIX I

P&SP

GIPSA's P&SP operates on year-to-year **funding** without any certainty about future funding. This uncertainty makes it **more difficult for P&SP to maintain** a workforce with the requisite skills and competencies to accomplish its mission. We must have a staff of highly skilled individuals with varied expertise to enforce the P&S Act. Economists, attorneys, legal specialists, auditors, and marketing specialists all work in concert to conduct investigations and monitor and analyze the livestock and poultry industries.

Pandemic livestock and poultry diseases, such as Highly Pathogenic Avian Influenza (HPAI) in poultry, Porcine Epidemic Diarrhea Virus (PEDv) in swine, or Foot-and-Mouth Disease in all livestock other than horses and mules, have the potential to cause serious economic losses for producers and **regulated entities**. Major financial losses can spill over to others in the production/marketing chain, which can lead to an environment conducive to unfair and anti-competitive trade practices. In addition, P&SP has and will curtail operational activities when necessary to avoid spreading a contagious disease in poultry or livestock.

Widespread drought can lead to **significant forage losses and higher grain prices**, which directly affect livestock prices. Substantial price swings increase vulnerability for market participants. Higher grain prices increase costs for livestock producers and live poultry dealers, which can cause some in the industry to reduce supply.

Innovative marketing and procurement methods are supplanting traditional marketing methods, such as auction markets and livestock buyers, in the country. Producers are selling more livestock on Internet and video

auction platforms. P&SP's authority to regulate these marketing and procurement methods is less clear than our authority at an auction market that provides stockyard services. Packers are shifting from negotiated transactions to alternative processor ownership or producer-processor contractual relationships. With fewer transactions, the cash markets are more vulnerable to manipulation. P&SP is concerned whenever markets are vulnerable to manipulation, but the use of the cash market price as the base price in formula-pricing mechanisms compounds those concerns.

Consumers modify their protein consumption in response to **changing economic conditions** and in response to price differentials between competing animal proteins.

The relative wealth of consumers in the importing country, the value of the U.S. dollar to the local currency, whether trade agreements create export opportunities, and whether the importing country imposes sanitary or phytosanitary restraints in response to real or perceived **threats all influence international demand** for meat and poultry products.

P&SP must address stakeholder and congressional concerns with the goals of strengthening relationships, enhancing understanding of our mission, and building support for the work we do.

P&SP relies USDA's Office of the General Counsel to bring Administrative enforcement actions against miscreant entities and on the U.S. Department of Justice to adjudicate those matters that can only be litigated in Federal Court. These partners in administering the Act have multiple competing priorities. Consequently, we struggle to timely and effectively enforce the P&S Act and regulations due to such **litigation limitations**.



Strategic Consultations

Consultations and Coordination With External Entities

GIPSA coordinates its program activities with a number of Government entities. Within USDA, GIPSA works with APHIS and AMS on marketing issues; the Foreign Agricultural Service on international trade issues and programs; the Agricultural Research Service and the Economic Research Service for research support; and the Office of the Inspector General on investigative matters. Further, GIPSA cooperates with various non-USDA entities, including the U.S. Food and Drug Administration on food safety issues; the U.S. Environmental Protection Agency on pesticide residue programs; and the U.S. Department of Justice and the Commodity Futures Trading Commission, on investigative matters.

GIPSA interacts with trade, industry, and producer groups on a regular basis to facilitate the marketing of U.S. grain and related agricultural products. GIPSA also works closely with the Grain Inspection Advisory Committee, which provides advice to GIPSA on the implementation of the USGSA and AMA by the agency. GIPSA interacts directly with industry on issues of mutual interest and concern, and with delegations from other countries, both governmental and market participants, to carry out the agency's mission.



Frequency	Who/What	Purpose
Semiannually <ul style="list-style-type: none"> Spring Fall 	USDA Grain Inspection Advisory Committee	Recommendations offered by the Advisory Committee at semiannual meetings help GIPSA better meet the needs of the customers of its grain inspection program.
Two Meetings <ul style="list-style-type: none"> Pacific Northwest Region Gulf Region 	North American Export Grain Association (NAEGA)	NAEGA Grain Trade Forum: Discuss grain trade issues.
Two Meetings <ul style="list-style-type: none"> Annual Board meeting 	American Association of Grain Inspection and Weighing Agencies (AAGIWA)	AAGIWA meetings help GIPSA gain insight to the domestic market needs.
Posted as Needed	Advanced Notice of Proposed Rule Making	Utilized the Federal Register to seek market needs from industry stakeholders.
Ongoing	Commodity Futures Trading Commission	Ensure competitive markets: Monitoring and surveillance of prices in the livestock spot and futures markets to detect/prevent manipulation and anti-competitive practices.

APPENDIX III

Program Evaluations

GIPSA understands that both performance measurement and evaluation are necessary and interrelated in understanding an organization's performance and to make improvements. Performance measurement serves to indicate if we are making progress, if something needs to be adjusted, as well as to inspire better performance. Evaluation helps us understand why the performance is occurring the way it is, where to focus attention, and what to do next. It helps us to identify whether there are alternatives that might be better. Collectively, performance measurement and evaluation provide the evidence and facts to guide how we improve our policies and programs. GIPSA has a number of tools and processes in place which provide the leadership team with a wealth of data and information with which to evaluate the performance of our programs and evaluate progress in meeting key goals and objectives. GIPSA used the results of these evaluations in formulating this strategic plan. As described in the "Transforming Strategy into Action" section of this plan, GIPSA will also build in quarterly reviews of its new strategic goals and objectives into its evaluation process.

The following table highlights some of these tools as they relate to GIPSA's strategic goals.

Program Evaluations Used To Develop the Strategic Plan

Goal	Evaluations/Analyses	Brief Description	What Was the Effect	Date
1	Packers and Stockyards Program Management Accountability Review	Conduct internal management accountability reviews of all major Packers and Stockyards Program units to measure performance and ensure conformance with established standard operating procedures.	GIPSA will perform independent audits of each major organizational unit, based on established auditing procedures and business criteria.	FY 2017, implement new automated system; annually thereafter
	Customer Satisfaction Survey	A Web-based survey seeking feedback from customers on the official inspection, grading, and weighing services provided by the official grain inspection system.	The findings of this survey result in program and policy changes that improve program efficiency and service delivery.	Biennially, with the next survey being completed in FY 2016
	Quality Management Program (QMP)	The QMP is an audit-based system that uses modern quality management principles to evaluate Federal, State, and private agencies that constitute the official grain inspection system.	The QMP facilitates flexibility and accountability within the official system. GIPSA uses the QMP to assess an official service provider's overall performance with respect to renewals of designations, contracts, or other official arrangements. Compliance with QMP requirements is mandatory and essential to promote certificate accuracy.	Ongoing

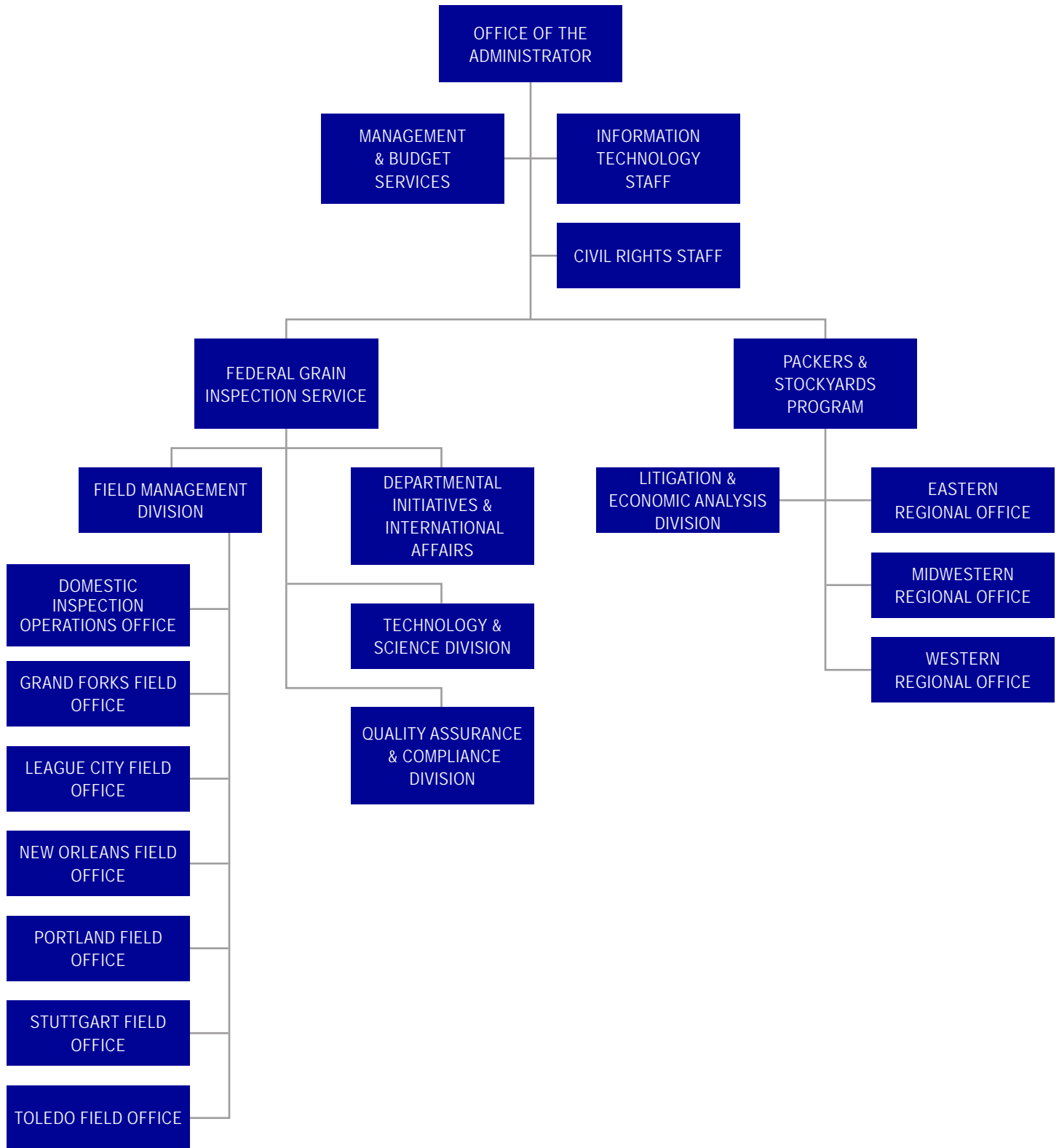
Program Evaluations Used To Develop the Strategic Plan

Goal	Evaluations/Analyses	Brief Description	What Was the Effect	Date
2	Federal Employee Viewpoint Survey (FEVS)	The Office of Personnel Management's annual FEVS examines workforce management practices within Federal agencies, focusing specifically on employee perceptions of critical areas in their work life including factors that drive employees' satisfaction, commitment, and ultimately workforce retention.	The GIPSA leadership team uses the survey results to gain insight about specific areas within the agency that are working well and those that may need improvement. In FY 2014/2015, the survey findings led the leadership team toward establishing GIPSA's Employee Engagement initiative.	Annually
	Civil Rights Climate Assessments	GIPSA's Civil Rights Staff conducts Civil Rights Climate Assessments of the agency's field and regional offices. These assessments provide an opportunity to gain insight into important factors such as leadership, perceptions, cohesion, morale, and the human relations environment, which have a direct impact on organizational effectiveness and mission accomplishment.	The results of the climate assessments help GIPSA's leadership team identify organizational strengths and areas for improvement and help guide their planning efforts.	Bi-annually (at least every 2 years), for each field and regional office.

Goal	Evaluations/Analyses	Brief Description	What Was the Effect	Date
3	GIPSA Enterprise Technology Investment Review Board (ETIRB)	The ETIRB is a standing executive board that periodically reviews the GIPSA IT Investment Portfolio, the IT Services Portfolio, and major IT projects.	The primary goal of the ETIRB is to ensure that IT supports GIPSA's business needs and provides the highest return on investment.	Quarterly, beginning in fall FY 2016
	Annual Assessment of Internal Control over Financial Reporting	At the end of each fiscal year, Federal agencies must report on the requirements in accordance with the Office of Management and Budget (OMB) Circular No. A-123, "Management's Responsibility for Internal Control."	The annual assurance process ensures that GIPSA's two programs and three support units review their internal controls over, not only financial matters, but all critical functions. In FY 2013, the annual process resulted in the senior management team recognizing the need to strengthen the agency's internal control process, at large. In FY 2014, GIPSA reviewed over 300 programs/processes.	Annually, with submission generally occurring each August

APPENDIX IV

Organizational Structure



Terms and Acronyms

Term/Acronym	Meaning	Description
ADA	Anti-deficiency Act	The Anti-deficiency Act (ADA), Pub.L. 97–258, 96 Stat. 923, is legislation enacted by the United States Congress to prevent the incurring of obligations or the making of expenditures (outlays) in excess of amounts available in appropriations or funds.
AMA	Agricultural Marketing Act of 1946	The Agricultural Marketing Act of 1946 directed and authorized the Secretary of Agriculture to carry out a number of programs which are importantly related to the food industry, not the least of which are the inspecting and grading of raw and processed foods, providing marketing information and assistance, and conducting research and development related to processed foods.
ANPR	Advance Notice of Proposed Rulemaking	A document that an agency may choose to issue before it is ready to issue a Notice of Proposed Rulemaking (NPRM). It may also be called a “notice of intent”, a “request for comments”, or a “request for information”. The ANPR is used by an agency as a vehicle for obtaining public participation in the formulation of a regulatory change before it has done significant research or investigation on its own. Thus, one of the primary uses of an ANPR is to involve the interested public in a regulatory action at an early stage, before the agency has arrived at even a tentative decision on a particular regulatory change. In some cases, the agency may issue an ANPR to test public reaction to a proposal.
AUSA	Assistant U.S. Attorney	United States Attorneys (also known as Federal prosecutors and, historically, as United States District Attorneys) represent the United States Federal Government in United States District Court and United States Court of Appeals.
CRS	Civil Rights Staff	The Civil Rights Staff (CRS) provides advice and assistance to GIPSA employees on issues relating to Equal Employment Opportunity (EEO) and Civil Rights (CR). It provides affirmative employment planning, oversight of special emphasis programs, CR compliance reviews, and training and education. The Staff works to address and resolve any concerns, problems, or barriers facing employees in GIPSA.
DOJ	U.S. Department of Justice	The United States Department of Justice (DOJ), also known as the Justice Department, is a Federal executive department of the U.S. Government, responsible for the enforcement of the law and administration of justice in the United States.
FGIS	Federal Grain Inspection Service	GIPSA's Federal Grain Inspection Service (FGIS) establishes the Official Standards for Grain, which are used each day by sellers and buyers to communicate the type and quality of grain bought and sold. FGIS also establishes standard testing methodologies to accurately and consistently measure grain quality. Finally, the program provides for the impartial application of these grades and standards through a network of Federal, State, and private inspection agencies known as the official system.
FMD	Field Management Division	The Field Management Division (FMD), located in FGIS, is responsible for the overall planning, development, administration, and management of all grain inspection and weighing and related support programs and activities assigned to the agency under the U.S. Grain Standards Act and the Agricultural Marketing Act. This includes developing and executing inspection and weighing programs, policies, and procedures; as well as marketing standards for assigned grains, oilseeds, pulses, and rice. The Division directs and oversees the operation of all Federal Grain Inspection (FGIS) field offices, Federal/ State offices, and delegated and designated agencies, including licensing inspection personnel.
GAO	Government Accountability Office	The Government Accountability Office (GAO) is a Government agency that provides auditing, evaluation, and investigative services for the United States Congress. It is the supreme audit institution of the Federal Government of the United States.

APPENDIX V

Terms and Acronyms

Term/Acronym	Meaning	Description
GIPSA	Grain Inspection, Packers and Stockyards Administration	The Grain Inspection, Packers and Stockyards Administration (GIPSA) is an agency of the United States Department of Agriculture that facilitates the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products, and promotes fair and competitive trading practices for the overall benefit of consumers and American agriculture. GIPSA was formed in 1994 through the joining of the Federal Grain Inspection Service and the Packers and Stockyards Administration.
ITS	Information Technology Staff	The Information Technology Staff (ITS) formulates and carries out GIPSA's automated data processing and information resources services. ITS is responsible for supervision of the design, acquisition, maintenance, use, and disposal of agency-wide IT programs and related activities in close coordination with the Department.
MBS	Management and Budget Services	The Management and Budget Services (MBS) conducts agency-wide budget processes and provides administrative and support functions. The budget staff spearheads budget formulation, implementation, and reporting, and serves as coordinator and agency liaison in budgetary matters with the Office of the Under Secretary for Marketing and Regulatory Programs and USDA Budget Officials. The management services staff coordinates and evaluates GIPSA's administrative and support functions including training, outsourcing, human capital management, Freedom of Information and Privacy Act, administrative support, safety and health, and issuance and regulatory management.
OGC	Office of General Counsel	The Office of the General Counsel (OGC) is an independent legal agency within the U.S. Department of Agriculture (USDA). OGC provides legal advice and services to the Secretary of Agriculture and to all other officials and agencies of the Department with respect to all USDA programs and activities. All legal services are centralized within OGC, and the General Counsel reports directly to the Secretary.
OIG	Office of the Inspector General	USDA's Office of Inspector General was legislatively established in 1978 with the enactment of the Inspector General Act (Public Law 95-452). The Act requires the Inspector General to independently and objectively perform audits and investigations of the Department's programs and operations; work with the Department's management team in activities that promote economy, efficiency, and effectiveness or that prevent and detect fraud and abuse in programs and operations, both within USDA and in non-Federal entities that receive USDA assistance; and report OIG activities to the Secretary of Agriculture and the U.S. Congress semiannually as of March 31 and September 30 each year.
OMB	Office of Management and Budget	The Office of Management and Budget (OMB) is the largest office within the Executive Office of the President of the United States (EOP). The main function of OMB is to produce the President's Budget. OMB also measures the quality of agency programs, policies, and procedures to see if they comply with the President's policies.
OWCP	Office of Workers' Compensation Programs	The Office of Workers' Compensation Programs administers four major disability compensation programs which provide wage replacement benefits, medical treatment, vocational rehabilitation, and other benefits to certain workers or their dependents who experience work-related injury or occupational disease.

Terms and Acronyms

Term/Acronym	Meaning	Description
P&S Act	Packers and Stockyards Act	The Packers and Stockyards Act of 1921 (7 U.S.C. §§ 181-229b; P&SP Act) was enacted following the release of the Federal Trade Commission's (FTC) report in 1919 on the meatpacking industry. The FTC reported that the livestock packing industry exercised complete control over the livestock and meat trade from producer to consumer. The purpose of the P&SP Act of 1921, as amended, is to regulate the business activities of livestock packers, livestock dealers, live poultry dealers, market agencies, and swine contractors. The P&SP Act prohibits regulated entities from engaging in unfair and deceptive practices, giving undue preferences to persons or localities, manipulating prices, creating a monopoly, or conspiring to aid in unlawful acts.
P&SP	Packers and Stockyards Program	GIPSA's Packers and Stockyards Program (P&SP) ensures open and competitive markets for livestock, meat, and poultry. P&SP is a regulatory program whose roots are in providing financial protection and ensuring fair and competitive markets. The organization was instituted to regulate livestock marketing activities at public stockyards and the operations of meat packers and live poultry dealers.
PM	Performance Measure	A performance measure is generally defined as a regular measurement of outcomes and results which generates reliable data on the effectiveness and efficiency of programs.
TSD	Technology and Science Division	The Technology and Science Division (TSD) is GIPSA's central laboratory for technical leadership and support for the official inspection system and U.S. grain industry. TSD develops, maintains, improves, and supports all official test methods for grain, rice, beans, peas, and lentils. The Division provides reference method analysis, inspection methods development, instrument calibration, biotechnology laboratory accreditation, rapid test performance verification, technical training, quality control and standardization processes, and final inspection appeals.
USGSA	United States Grain Standards Act	The United States Grain Standards Act (USGSA) of 1916 (P.L. 64-190), as amended (7 U.S.C. 71 et seq.), authorizes the Grain Inspection, Packers and Stockyards Administration to establish official marketing standards (not health and safety standards) for grains and oilseeds, and requires that exported grains and oilseeds be officially weighed and inspected.
USDA	U.S. Department of Agriculture	The United States Department of Agriculture (USDA), also known as the Agriculture Department, is the U.S. Federal executive department responsible for developing and executing Federal Government policy on farming, agriculture, forestry, and food. It aims to meet the needs of farmers and ranchers, promote agricultural trade and production, work to ensure food safety, protect natural resources, foster rural communities, and end hunger in the United States and internationally.
USTR	U.S. Trade Representative	The Office of the United States Trade Representative (USTR) is the United States Government agency responsible for developing and recommending United States trade policy to the President of the United States, conducting trade negotiations at bilateral and multilateral levels, and coordinating trade policy within the Government through the interagency Trade Policy Staff Committee (TPSC) and Trade Policy Review Group (TPRG).

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