

# GIPSA

# Strategic Plan

## FY 2010-2015



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**United States**  
**Department of Agriculture**

Grain Inspection, Packers and Stockyards Administration

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# Message from the Administrator

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

GIPSA plays an integral role in ensuring the economic viability of America's farmers, and, in turn, of rural America. Our work directly supports the U.S. Department of Agriculture's (USDA) Strategic Goal 1: Assist rural communities to create prosperity so they are self-sustaining, repopulating, and economically thriving, Objective 1.3 – Support a Sustainable and Competitive Agricultural System.

GIPSA's programs directly and significantly impact two key sectors of American agriculture – the livestock and grain markets. Our mission is to bring integrity and fairness to these markets. Our work ensures fair-trade practices; financial integrity and competitive markets for livestock and poultry, and that America's farmers have access to open markets for their grain, across the nation and around the world.

On September 21, 2009, Secretary Vilsack issued a "call to action" to USDA's senior leadership to culturally transform USDA from a business-oriented perspective. In August of 2012, GIPSA revised its Strategic Plan by elevating and expanding our previous Management Initiatives to Strategic Goal 3 to better reflect and strengthen our commitment to cultural transformation and ensure the civil rights of all GIPSA employees and customers.

To make certain that our programs continue to deliver results effectively and efficiently and that we continue our progress toward cultural transformation and equality, we have developed and revised the GIPSA Strategic Plan for fiscal years 2010-2015. This plan lays out GIPSA's priorities and goals, the strategies we will use to achieve them, and the measures we will use to gauge our progress. Over the remainder of this five- year time period, GIPSA will use this plan to manage resources in a way that delivers the best outcomes for everyone affected by our programs.

Our work has never been more important, and this Strategic Plan will help guide us as we strengthen and improve our service to American agriculture.

Larry Mitchell  
Administrator

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## Mission Statement

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.

## Vision Statement

To be an innovative and responsive organization that protects and fosters the economic growth of America's farmers.

## Core Values

Our success depends on:

- **Transparency** — Making the Agency's management processes more open to help the public understand how GIPSA supports the American public every day in every way.
- **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 is 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.

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## Strategic Plan Framework

For more than 90 years, GIPSA's Packers and Stockyards Program (P&SP) has protected fair trade practices, financial integrity, and competitive markets for livestock, meat, and poultry. GIPSA's Federal Grain Inspection Service (FGIS) has a 35-year history of facilitating the marketing of U.S. grain and related products. Both of these programs 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 two priority goals:

- Promote fair and competitive marketing of livestock, meat, and poultry; and
- Facilitate the marketing of U.S. grain and related agricultural products.

The GIPSA Strategic Plan outlines the goals, objectives, strategies, and management initiatives that will guide us in continuing to fulfill our mission over the next 5 years. It also addresses the external factors that impact our programs. The plan builds upon the successes and lessons learned while implementing our previous strategic plan.

Sound management is a cornerstone of successful programmatic initiatives. This plan outlines four management initiatives – human resources, civil rights, financial stewardship, and information technology – that will enable us to achieve our strategic goals.

Performance measures also are included that will help us track our progress in achieving our goals and objectives. Strategies and means describe the actions that need to be taken 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.

This plan also provides the framework for the strategic business plans of both GIPSA's program areas. The strategic business plans address specific initiatives and projects, and provide additional performance measures designed to more closely track each program area's progress.

# Strategic Goal 1

Promote Fair and Competitive Marketing of Livestock, Meat, and Poultry.

GIPSA supports the U.S. Department of Agriculture's priority goal to assist rural communities to create prosperity so they are self-sustaining, repopulating, and economically thriving. For rural America to thrive, producers must thrive. For producers to thrive, they must operate in a fair and transparent market. GIPSA's Packers and Stockyards Program helps ensure fairness and transparency in the livestock, meat, and poultry markets by enforcing the Packers and Stockyards (P&S) Act.

In enforcing the P&S Act, GIPSA provides an important safety net for livestock producers and poultry growers in rural America. To prosper, the nation's producers and rural America need a level field with fair and transparent rules that apply to all. Over the next 5 years, we are committed to strengthening our enforcement of the P&S Act to ensure fairness and transparency in all markets we regulate and increase protections for market participants.

## OBJECTIVE 1.1 – PROTECT FAIR TRADE PRACTICES, FINANCIAL INTEGRITY, AND COMPETITIVE LIVESTOCK, MEAT, AND POULTRY MARKETS

GIPSA promotes fair business practices, financial integrity, and competitive environments to market livestock, meat, and poultry. Through its oversight activities, including monitoring programs, reviews, and investigations, GIPSA fosters fair competition, provides payment protection, and guards against deceptive and fraudulent trade practices that affect the movement and price of meat animals and their products. We work under the authority of the P&S Act, which prohibits unfair, deceptive, and discriminatory practices by market agencies, dealers, stockyards, packers, swine contractors, and live poultry dealers in the livestock, meat

packing, and poultry industries. GIPSA's work protects consumers and members of the livestock, meat, and poultry industries.

### Performance Measure

#### 1.1.1 Percent of industry compliance with the Packers and Stockyards Act.

Baseline 2009		Target 2015	
80		90	
2006	2007	2008	
N/A	75	80	

### Strategies and Means

GIPSA protects and promotes fair trade practices and competitive markets for livestock, meat, and poultry. Our critical goal is to obtain and maintain a high level of industry compliance with the P&S Act to promote fair and competitive markets for livestock and poultry. To protect the livestock, meat, and poultry markets, GIPSA plans to employ the following strategies:

- Take preventive regulatory actions to ensure compliance with the P&S Act, including ensuring that those operating subject to the Act are properly registered and/or bonded, and meet reporting requirements;
- Protect industry participants' financial interests through financial audits and contract reviews;
- Ensure fair business practices, including verifying the accuracy of scales and evaluation devices;
- Monitor markets for fair competition;

- Carry out timely and effective investigations and strengthen our enforcement authority and capabilities;
- Implement policies and regulations, and perform industry analyses that effectively and efficiently keep pace with the changing livestock, meat, and poultry industries; and
- Improve our organizational efficiency and effectiveness by ensuring effective alignment of structure with process, and by automating our core business processes.

## Strategic Goal 2

Facilitate the marketing of U.S. grain and related agricultural products.

GIPSA supports the U.S. Department of Agriculture's priority goal to assist rural communities to create prosperity so they are self-sustaining, repopulating, and economically thriving. For rural America to thrive, producers must thrive. For producers to thrive, they must operate in a fair and transparent market, which includes access to international markets. GIPSA's Federal Grain Inspection Service (FGIS) accomplishes its critically important mission of facilitating the marketing of U.S. grains and oilseeds by providing buyers and sellers of U.S. grain with efficient, accurate, and reliable means to determine its value. GIPSA establishes U.S. standards and quality assessment methods for grain and related products, regulates handling practices to ensure compliance with the U.S. Grain Standards Act (the Act) and the Agricultural Marketing Act of 1946, as amended (AMA), and manages a network of Federal, State, and private laboratories that provide impartial, user-fee funded official inspection and weighing services. These activities promote fair and transparent markets, increase crop value by aligning crop quality with specific consumer demands, and reduce trade disputes resulting from conflicting descriptions of crop quality and value.

GIPSA's standards, measurements of grain quality attributes relevant to the market, and efforts to quickly resolve grain quality discrepancies in export and domestic markets are critical to maintaining America's competitive position in the global grain marketplace. Both U.S. and international grain markets base their trade on GIPSA's official inspection and weight certificates. America's international trading partners are confident that GIPSA's official certificates

accurately and reliably reflect the quality and quantity of grains purchased.

### OBJECTIVE 2.1 - PROVIDE THE MARKET WITH TERMS AND METHODS FOR QUALITY ASSESSMENT

New and increasingly complex production and marketing processes have evolved that provide greater differentiation of crop quality from the farm to final consumer. Buyers and sellers rely on the quality assessments and handling practices established under the Act and AMA to promote fairness and minimize transaction costs in both the domestic and global markets. GIPSA addresses emerging market needs 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.



## Performance Measure

### 2.1.1 Percent of market-identified quality attributes for which GIPSA has provided standardization

Baseline 2010		Target 2015	
85 <sup>1</sup>		97	
2007	2008	2009	
95.7	97.8	98.6	

## Strategies and Means

To provide the market with the resources needed to effectively market U.S. grain, GIPSA will implement the following strategies:

- Maintain strong outreach programs and relationships with domestic and international customers to assess market needs;
- Develop criteria for evaluating and prioritizing potential market-identified quality attributes;
- Establish standards relevant to the marketplace; and
- Capitalize on available measurement technology to provide innovative tests to measure grain quality.

## OBJECTIVE 2.2 - PROTECT THE INTEGRITY OF U.S. GRAIN AND RELATED MARKETS

By enforcing the provisions of the Act, GIPSA ensures markets for grain and related products are fair, transparent, and free from deceptive and fraudulent practices. To this end, GIPSA conducts investigations, reviews, and evaluations, and initiates enforcement actions, as necessary, to

<sup>1</sup> In FY 2009, GIPSA recalculated its assessment of market needs based on input from domestic and international customers, producers, and trade associations representing all segments of the grain and related commodity markets. As a result, the target performance levels fiscal years 2009 and beyond were adjusted.

ensure legal, regulatory, and procedural conformance nationwide.

GIPSA will continue working in cooperation with other USDA and U.S. government agencies to address alleged violations of the Act and initiate appropriate corrective action; as well as monitor and investigate discrepancies reported by importing countries on the quality or weight of U.S. grains, oilseeds, and related products.

## Performance Measure

### 2.2.1 Percent of international complaints addressed within 30 days of receiving all necessary information

Baseline 2009		Target 2015	
66 <sup>2</sup>		75	
2006	2007	2008	
N/A	N/A	N/A	

## Strategies and Means

Resolving grain quality discrepancies is critical to meeting our objective of facilitating the marketing of U.S. grain. The following strategies and means will increase buyer and seller confidence in the quality of U.S. grain:

- Address international grain quality concerns proactively and responsively;
- Address discrepancies reported by international customers on the quality or weight of exported U.S. grains, oilseeds, and related products;
- Implement a nationwide audit-based Quality Management Program to improve efficiency and customer service within the official inspection system; and

<sup>2</sup> This is a new measure, which GIPSA first developed in 2009.

- Oversee the official system and investigate alleged violations of authorizing legislation to ensure compliance with the Act and AMA.

**OBJECTIVE 2.3 - PROVIDE OFFICIAL GRAIN INSPECTION AND WEIGHING SERVICES**

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. Certificates are the final product in the chain of official inspection services. They document the official procedures followed; date, location of the inspection or weighing process, and provide specific service results factor-by-factor or by service requested. U.S and international buyers base their trade on official inspection and weighing certificates and are confident that official certificates accurately and reliably reflect the quality and quantity of grains purchased.

**Performance Measure**

**2.3.1 Average time to issue an official inspection certificate<sup>3</sup>**

Baseline 2009		Target 2015	
3 days		1 day	
2006	2007	2008	
N/A	N/A	N/A	

<sup>3</sup> Reflects the time between the date of service provision and the date the official certificate is issued. This is a new measure, which GIPSA first developed in 2009.

**Strategies and Means**

GIPSA’s customer-driven inspection and weighing services will be reliable and accurate. To accomplish this objective, GIPSA will:

- Maintain the accuracy, consistency, and integrity of official inspection and weighing services; and
- Streamline business operations and program efficiency through electronic government initiatives and the consolidation of oversight functions.

# Strategic Goal 3

Be a model civil rights organization and promote Cultural Transformation

Each and every GIPSA employee is involved in maintaining a work environment that supports cultural diversity, civil rights, and continuous improvement. GIPSA's Civil Rights Staff plays a key leadership role in overseeing the Agency's Civil Rights Program and ensuring that we meet the requirements of civil rights laws, rules, regulations, and guidelines codified, published, and outlined by the U.S. Equal Employment Opportunity Commission (EEOC), the U.S. Office of Personnel Management, and USDA. GIPSA is committed to being a model civil rights organization.

## OBJECTIVE 3.1 – IMPLEMENT A CIVIL RIGHTS PROGRAM THAT IS FULLY COMPLIANT WITH ALL CIVIL RIGHTS LAWS, RULES, AND REGULATIONS INCLUDING EEOC'S MD 715 AND GIPSA'S REGULATIONS, POLICIES, AND GUIDELINES

GIPSA's Civil Rights Program provides leadership, direction, coordination, and guidance in support of the Civil Rights 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 Employment and Program Complaints, and the strengthening and expansion of educational programs, GIPSA ensures equal treatment in the delivery of the Agency's programs and services.

### Performance Measures

3.1.1 Percent of informal complaints resolved through the Alternative Dispute Resolution (ADR) Program<sup>4</sup>

Baseline 2012		Target 2015	
38%		50%	
2009	2010	2011	
N/A	N/A	N/A	

3.1.2 Percent of timely counseled complaints in accordance with EEOC guidelines 29 CFR 1614 and EEOC's Management Directive (MD)-110<sup>5</sup>

Baseline 2012		Target 2015	
70%		95%	
2009	2010	2011	
N/A	N/A	N/A	

### Strategies and Means

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:

- Implement the EEOC's Six Essential Elements of a Model Equal Employment Program;

<sup>4</sup> This is a new measure, which GIPSA first developed in 2012.

<sup>5</sup> This is a new measure, which GIPSA first developed in 2012.

- Increase managers and employees' awareness of key civil rights issues; EEOC Management Directive (MD) 715 and the essential elements of a model agency; Equal Employment Opportunity/Civil Rights (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 Civil Rights compliance review process to ensure that all service providers (including Official Agencies and cooperators) understand the responsibility of providing service without discrimination;
- Facilitate the workforce planning process by supporting student intern programs such as the 1890 Land Grant Colleges and Universities, Hispanic Serving Institutions, and 1994 Land Grant Tribal Colleges and Universities, designed to provide a cadre of students who, upon graduation, are qualified and eligible for future employment
- 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; and

- Ensure that GIPSA customers are aware of their rights and responsibilities under the EEO/Civil Rights complaint process.

### OBJECTIVE 3.2 – PROMOTE CULTURAL TRANSFORMATION TO ENSURE THAT GIPSA'S WORKFORCE REFLECTS THE NATION'S DEMOGRAPHIC AND CULTURAL DIFFERENCES

On September 21, 2009, Secretary Vilsack issued a "call to action" to USDA's senior leadership to culturally transform USDA from a business-oriented perspective. Cultural Transformation at USDA is based upon the premise that how well we serve our customers, their level of satisfaction, and the results produced by our delivery processes is directly related to how well our organization is a representation of those we serve and how well we understand the vast array of cultural differences they represent. To create an environment that is responsive to the demographic and cultural changes occurring in our Nation and in our workforce, we must look at how we perform our tasks, serve our customers, and transform our beliefs, attitudes, and perceptions about differences between employees, customers, and stakeholders.

GIPSA's senior leadership shares the Secretary's commitment to Cultural Transformation and has developed an Action Plan building upon the Department's guidance. It utilizes information learned through the Federal Employee Viewpoint Survey; an Organizational Assessment Survey; and the Marketing and Regulatory Program's Management Review. It establishes initiatives that focus on the Diversity Roadmap; Labor Relations Partnerships; Process Improvement; Leadership Development; Employee Development; Talent

Management; Customer Focus and Community Outreach; and a Communication Plan.

Performance Measure

3.2.1 Increase in overall diversity make-up by achieving workforce profiles that are at least 90% of each Civilian Labor Force category<sup>6</sup>.

Baseline 2012		Target 2015	
Workforce profiles are at least 90% of CLF for 6 of 10 categories.		Workforce profiles are at least 90% of CLF for 9 of 10 categories.	
2009	2010	2011	
N/A	N/A	N/A	

Strategies and Means

Under Cultural Transformation, GIPSA’s workforce will reflect the nation’s diversity and will create an environment reflective of our demographic and cultural differences. GIPSA’s goal is to eliminate under-representation in the workforce by recruiting and employing a highly-skilled, competent, and diverse workforce, free of discrimination, reprisal, and sexual harassment. GIPSA plans to:

- Facilitate understanding of Cultural Transformation and implement Action Plan;
- Increase retention of current employees;
- Support USDA Student Internship Program;
- Utilize the MD 715 to conduct workplace analysis and identify areas of under representation within GIPSA;
- Establish and implement strategies to increase recruitment pool and hiring of individuals that are veterans, have targeted disabilities, and groups that have been identified as underrepresented within GIPSA;

- Strengthen and expand GIPSA’s outreach program through the development of an innovative, state-of-the-art outreach policy and initiatives to market and promote programs and services to internal and external stakeholders, especially the traditionally underserved;
- Ensure hiring managers advocate the value and importance of hiring, retaining, and developing underrepresented groups throughout GIPSA;
- Promote work life programs that improve employee health, morale, and productivity;
- Ensure processes are in place to include labor unions in decision making and policy development;
- Enhance leadership abilities of managers and supervisors;
- Provide managers and employees with tools to be successful in performing assigned and future roles and responsibilities;
- Enforce leadership accountability;
- Assess customer needs and involve customer input for decision making;
- Provide recognition and awards for the achievement of business needs and goals; and
- Share information with the workforce via newsletters, town hall meetings, and other methods to ensure that information reaches across all levels of the organization.

<sup>6</sup> This is a new measure, which GIPSA first developed in 2012.

# Management Initiatives

## OVERVIEW OF MANAGEMENT INITIATIVES

GIPSA is working to transform itself into a model organization. By strengthening management operations and engaging employees, GIPSA will improve customer service, increase employee satisfaction, and develop and implement strategies to enhance leadership, performance, diversity, and financial stewardship. The transformation will result in improved processes and increased performance.

### Initiative 1: Engage employees to transform GIPSA into a model agency

Engaging employees to transform GIPSA into a high-performing, inclusive agency that benefits from leadership at all levels will require a pointed and comprehensive effort. GIPSA will continue to generate opportunities to gather and act upon employees' concerns and ideas, and to design and implement beneficial systemic changes to processes that affect employee satisfaction and human resources. GIPSA will ensure the Agency has a workforce with the needed knowledge, skills, and competencies; execute robust succession planning; and promote a progressive and positive organizational climate.

GIPSA plans to:

- Provide leadership, technical, and supervisory training and development opportunities;
- Involve employees in continuous operational improvement;
- Retain and share knowledge among employees to prevent institutional knowledge loss;
- Implement effective succession planning;

- Maintain effective recruitment and retention programs; and
- Continuously improve internal communication.

### Initiative 2: Enhance financial stewardship

GIPSA is committed to responsibly and efficiently managing taxpayers' dollars and revenue collected from customers. GIPSA must secure adequate funds for successful agency operation; efficiently manage all available funding; and maintain a 3-month operating reserve for all user-fee funds.

GIPSA plans to:

- Link dollars spent to outcomes;
- Analyze all user fee collections annually;
- Conduct in-depth analyses of each user fee account every 3 to 5 years; and
- Establish a 5-year cycle in which new fees are implemented, if needed, at the beginning of and to cover a 5-year period.

### Initiative 3: Implement modern information technology systems and policies

GIPSA will continue to improve program operations and service delivery to our customers by developing and deploying enterprise-wide electronic government systems. These ongoing, multi-year projects are upgrading the Agency's information management systems and modernizing our business functions. The enterprise-wide systems currently under development will modernize nearly every aspect of GIPSA operations, from complaint filing to placing claims to registering as a grain exporter or livestock dealer to requesting grain inspection

services to receiving final inspection and weighing certified results online. This modernization effort will create synergy across GIPSA programs and data sources, allowing the Agency to improve service delivery and internal program efficiencies and effectiveness.

GIPSA plans to:

- Fully deploy the Packers and Stockyards Automated System (PAS), which integrates data and workflow management, and performance reporting;
- Fully deploy and internally maintain *FGISonline*, a suite of applications that provide customers around the world with electronic official USDA grain certification and a range of general and business-specific data; and
- Improve transparency and outreach by making more program information available to stakeholders via the web.

# Appendix A

## Program Evaluations

GIPSA used several tools in developing this Strategic Plan, including:

- Program evaluations;
- Advisory committee recommendations; and
- Internal management studies and performance measurement systems.

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
Goal 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 standards operating procedures	GIPSA will perform independent audits of each major organizational unit, based on established auditing procedures and business criteria. The program will hire an external entity to facilitate the reviews.	FY 2010
	Market Opportunities Assessment	An assessment carried out by an internal agency committee charged with developing new criteria for evaluating and prioritizing potential "market opportunities"	The team developed revised master list of market needs list based on stakeholder input, and re-calculated established targeted levels of performance for fiscal years 2010 and 2011	2009 and beyond
	Farm Gate and Export Quality Assessment	Assessments of the quality of sorghum and soybeans as they first enter the marketing system	The knowledge garnered from this multi-year project will allow GIPSA to better evaluate the potential impact on the marketplace of proposed changes to the grain standards	In progress: FY 2006 - 2011
Goal 2	Customer Satisfaction Survey	An electronic survey seeking feedback from customers on the official inspection, grading, and weighing services provided by the national 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 2010

	Quality Management Program (QMP)	An audit-based system based on modern quality management principles that is being adopted by the official inspection system	The QMP will enhance program delivery, utilization of agency resources, and customer satisfaction	2009-2011
	Commercial Contract Review Program	An agency analysis of loading instructions provided by shippers to official service providers with contract specifications for export shipments	Inconsistencies found in the comparison allow GIPSA to identify violations of statutory and regulatory requirements, work with exporters to clarify contractual specifications to ensure their consistency with loading instructions	2010, and beyond, as needed

# Appendix B

## Cross-Cutting Programs

GIPSA’s work often cuts across jurisdictional lines within USDA, with other Federal agencies, and with State, local, and private partners. This table lists the primary partnerships that will enable GIPSA to reach the outcomes in this Strategic Plan. Please note that for the purposes of this table, it is assumed that all GIPSA programs support all strategic goals and management initiatives.

Cross-cutting Programs		
Goal	USDA Primary Agencies	External Organizations
Goal 1	Research/Econometric Modeling Support: Agricultural Research Service (ARS) and Economic Research Service (ERS) Investigations: Office of the General Counsel	Investigations: Department of Justice Merger/Acquisitions Analyses: Federal Trade Commission and Department of Justice Investigations of Price Manipulation in Spot and Futures Markets: Commodity Futures Trading Commission Accurate Scales and Weighing Procedures: State Departments of Agriculture (Weights and Measures)

**Goal 2**

Basic Research: ARS

Pesticide Residue Testing and Monitoring: Agricultural Marketing Service

Export Cargo Sampling and Monitoring: Foreign Agricultural Service

Processed Product Monitoring: Farm Service Agency

Biotechnology: Office of the Secretary and all USDA Agencies with a role in agricultural biotechnology

Sanitary/Phytosanitary Issues: Animal and Plant Health Inspection Service, USDA Interagency Sanitary and Phytosanitary Working Group, and all USDA agencies with a role in this arena

Basic Research: universities, trade associations, and private companies

Pesticide Residue Testing and Monitoring: U.S. Environmental Protection Agency and ten participating States

Export Cargo Sampling and Monitoring: trade associations, universities, and private laboratories

Processed Product Monitoring: U.S. Agency for International Development

Biotechnology: Executive Office of the President's Office of Science and Technology Policy, trade associations and USDA cooperators

Sanitary/Phytosanitary Issues: Food and Drug Administration, Environmental Protection Agency, Department of Commerce, and World Trade Organization

Official Agency Matters: designated state and private official inspection and weighing agencies and delegated states

Quality and Weight Discrepancy Resolution: U.S. Embassies in foreign countries, foreign governments, importers (overseas customers)

# Appendix C

## Strategic Consultations

GIPSA regularly consults with external stakeholders, including GIPSA’s customers, partners, policy experts, and industry and consumer groups regarding the effectiveness of our programs. While many of the consultations were not conducted expressly for the development of GIPSA’s Strategic Plan, they did impact strategic goals, objectives, strategies, and targets. Additionally, the Strategic Plan was developed in accordance with guidance from the Office of Management and Budget (OMB) and the Government Performance and Results Act (GPRA).

With the full support of its senior leadership, GIPSA regularly consults with stakeholders and seeks validation of all goals, objectives, and performance measures from employees and the public.

Strategic Consultations			
Goal	Date	Who	Purpose
Goal 1	2010	Department of Justice	Explore Competition in Agriculture: A series of joint public workshops to explore competition issues affecting the agriculture industry in the 21st century and the appropriate role for antitrust and regulatory enforcement in that industry.
	Ongoing	Commodity Futures Trading Commission	Ensure Competitive Markets: Monitoring and surveillance of prices in the spot and futures markets for livestock to ensure competitive markets.
Goal 2	Semiannually – June and November	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.
	Annually	North American Export Grain Association Mexican government counterparts and the U.S.-Mexico grain trade industries	APPAMEX/NAEGA Grain Trade Forum: Discuss grain trade related issues between U.S. and Mexico.

## Appendix D

# External Risk Factors

A number of external factors influence GIPSA's ability to effectively protect fair trade practices, financial integrity, and competitive livestock, meat, poultry, and grain markets for America's farmers. GIPSA's accomplishment of this goal will largely be determined by the following external factors:

1. To effectively enforce the P&S Act through investigations, monitoring, and industry analysis, GIPSA's Packers and Stockyards Program must maintain an adequate number of workers that have the requisite skills and competencies. GIPSA staff must include highly skilled individuals with varied expertise, including economists, attorneys, auditors, and investigators. GIPSA must build a cohesive and effective linkage between productive investigations and successful prosecutions of violations of the Act. Finally, GIPSA must ensure that its cadre of resident agents, who provide our front-line presence in the livestock industry, has required skills, is staffed at an appropriate level, and is strategically deployed to ensure achievement of our mission.
2. To ensure timely completion, tracking, and monitoring of the Agency's investigative and regulatory activities, GIPSA must complete the development and deployment of its automated information management system. This system will allow GIPSA to strengthen controls over investigation resolutions and provide accurate and complete information management capabilities. GIPSA must continue to develop the outstanding modules of the system, which will provide stakeholders with access to compliance data on regulated businesses and will provide options for industry to electronically submit annual reports.
3. GIPSA's Federal Grain Inspection Service must 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.
4. International trade is influenced by global supply and demand, changing transportation costs, currency fluctuations, and consensus-based international standards entities, such as those developed by 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.
5. 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.

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