



# Center for Veterinary Medicine

## Strategic Human Capital Plan

Fiscal Years 2017 – 2021



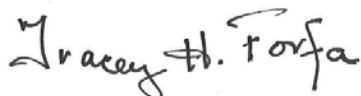
## MESSAGE FROM THE ACTING CENTER DIRECTOR

On behalf of the Center Executive Board and the Leadership at the Center for Veterinary Medicine (CVM), I am proud to present our Strategic Human Capital Plan (SHCP) for Fiscal Years 2017-2021 (FY17-21).

This plan is the second of its kind developed in CVM's history and sets the course of action for the Center to recruit and maintain a committed, talented, and diverse workforce as well as sustain an engaging and welcoming work environment.

This plan builds upon the many successes that resulted from the implementation of our first SHCP, leverages our unique culture, and coincides with our key operational initiatives in order to successfully guide us in meeting our future workforce needs and so that we may continue to excel in the attainment of our mission. We've been successful in accomplishing several significant public health objectives such as implementing the Food Safety Modernization Act and sustaining growing momentum in the areas of antimicrobial resistance, compounding, and unapproved animal drugs primarily due to our skilled workforce and creative workplace.

The human capital goals highlighted in this Plan will continue to support us as we move forward down a path undoubtedly marked with future organizational achievements. I am truly excited to begin bringing these goals to fruition.



Tracey H. Forfa, J.D.

Acting Director, Center for Veterinary Medicine



## EXECUTIVE SUMMARY

CVM's human capital vision is *to be a center of professional excellence for individuals who have a passion for protecting human and animal health*. The Center's FY17-21 Strategic Human Capital Plan (SHCP) is intended as a roadmap for making this human capital vision a reality, while advancing the Center's vision of *excellence, innovation, and leadership* and mission of *protecting human and animal health*.

This SHCP is focused on ensuring that CVM has the workforce and work environment necessary to succeed now and in the future. To that end, this Plan outlines our strategic human capital goals and their associated objectives and actions. Our two overarching goals are as follows:

- Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce; and
- Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment.

The development of these goals involved a multi-faceted strategic planning process that took into account many factors: our human capital accomplishments that were a result of our first SHCP; alignment to Departmental and Agency human capital priorities; and the internal and external drivers facing our organization. All of these elements were examined under our High Performance Organization (HPO) operating model and reflect sustained momentum toward the strategic management of our workforce and workplace, and a recognition that our talented workforce plays a critical role in maximizing the Center's impact on the nation's public health.

Ultimately, we wish to identify those individuals who can contribute their talent, passion, and energy to drive our HPO forward and, once we have them as part of our team, ensure that they are welcomed and build a deep connection to our mission. With this as our focus, this SHCP establishes a framework of goals and objectives that will guide the Center's execution of its human capital vision for the next five years.



*An HPO is an organization that (1) continually improves and works toward its mission by responding to input from inside and outside the organization and (2) relies on balancing Operations, Staff, and Culture to be successful. \**

*\*Source: CVM HPO Training*

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## SECTION I: INTRODUCTION

### About the Center for Veterinary Medicine

CVM is a specialized product and research center under the Office of Foods and Veterinary Medicine (OFVM) that works to fulfill the U.S. Food and Drug Administration's (FDA) public health mission. We foster public and animal health by approving safe and effective products for animals and by enforcing applicable provisions of the Food, Drug, and Cosmetic Act and other authorities. These include animals, from which human foods are derived, as well as pet (or



companion) animals. To achieve our mission of **“Protecting Human and Animal Health”** we approve animal drug products for marketing; monitor the safety and effectiveness of animal drug and devices on the market; approve food additives; make sure food for animals is safe; conduct research that helps FDA ensure the safety of animal drugs, food for animals, and food products made from animals; and help make more animal drugs legally available for minor species, such as fish, hamsters, and parrots, and for minor (infrequent and limited) uses in a major species, such as cattle, turkeys, and dogs.

Our primary key operational initiatives are focused on the Strategic Goals, Objectives, and Strategies outlined in the *Foods and Veterinary Medicine (FVM) Program Strategic Plan FY2016-2025* and will guide the Center in delivering on its human and animal health mandate. They include:

- Food Safety Modernization Act (FSMA) Implementation
- Antimicrobial Resistance Strategy
- Compounding & Unapproved Animal Drugs
- Animal Drugs
- Emerging Technologies

We are a proactive public health organization that looks towards the future to anticipate potential opportunities and challenges, and develops viable plans such as this one to ensure that resources are used as efficiently and effectively as possible.

### Strategic Human Capital Goals

This SHCP was developed to ensure that CVM maintains its focus on the workforce and workplace and continues to demonstrate the benefits of a successful human capital management program in fulfilling our operational priorities. Our strategic human capital goals for FY17-21 are focused on the Center's **people** and **work environment**:

- Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce; and
- Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment.

Achieving these goals will ensure that our workforce is not only prepared to meet any future challenges, but will continue to be leaders and innovators in our field. While these goals are

meant to prevail over the long-term, we will be intentional about evaluating their relevance as well as any advancements made towards these objectives over the course of the next five years.

### Structure of the Plan

This Plan provides the roadmap for making our human capital vision a reality and is organized into the following sections:

- *Section II: FY12-16 Human Capital Accomplishments.* Provides a summary of recent and notable OM accomplishments related to human capital.
- *Section III: Current Human Capital Environment.* Describes the broader environmental context both within and outside the Center that influences the scope, nature, and implementation of human capital management at CVM as well as provides a snapshot of our workforce and its composition.
- *Section IV: Strategic Human Capital Direction and Alignment.* Reveals how the goals outlined in this SHCP align with the overall mission and vision of our organization and that of the FVM program as well as the strategic human capital goals and objectives of the Department and Agency.
- *Section V: Strategic Human Capital Goals, Objectives, and Actions.* Conveys our planned human capital goals, objectives, and strategic actions that we intend to implement over the course of the next five years.

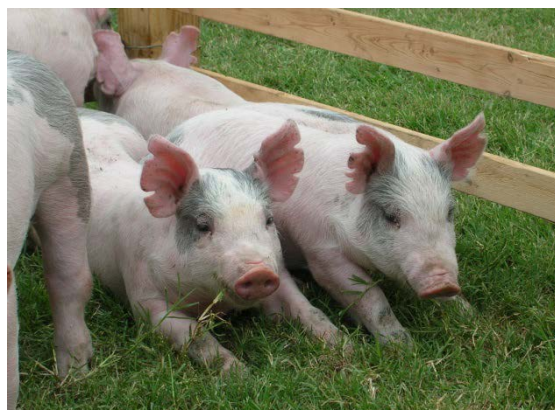




## SECTION II: FY12-16 HUMAN CAPITAL ACCOMPLISHMENTS

### Overview

Over the past five years, we have achieved many accomplishments aligned with the goals and objectives outlined in our previous SHCP. Overall, we have continued to refine our relationship-based approach to achieving CVM's mission through effective human capital management strategies and associated employee recruitment, development, retention, and engagement programs. Our Center leadership greatly supports this collaborative approach and devising and employing innovative strategies and solutions that span the employee lifecycle in order to meet our organization's human capital needs. The following section highlights some of the Center's noteworthy and forward-thinking achievements over the past few years.



### Continued Development of Competency-based Recruitment Tools

The following competency-based recruitment tools were developed based on the Center's technical competency models:

- (1) Standardized position descriptions (PDs) for three of the Center's eight mission-critical occupations (MCOs) to include Mathematical Statistician, Toxicologist, and Animal Scientist (the PDs for the other five MCOs were developed prior to our first SHCP);
- (2) Standardized, competency-based Interdisciplinary PDs for the Office of New Animal Drug Evaluation (ONADE);
- (3) Standardized PDs for the Office of Research (OR) for Research Support positions to include Chemist, Biologist, and Microbiologist for the GS-9-12 levels; and
- (4) Competency-based assessment questions for ONADE Consumer Safety Officer (CSO), Microbiologist, Toxicologist, Residue Chemist, and Manufacturing Chemist, Biologist and Microbiologist positions; and Office of Surveillance and Compliance (OSC) CSO, Animal Scientist, Biologist, and Toxicologist positions.

These recruitment tools have significantly streamlined the Center's recruitment process, and have helped to provide hiring managers with highly qualified applicants to consider for available vacancies. Since position-specific competencies have been identified and are incorporated into all aspects of the hiring process, potential candidates are evaluated for their demonstration of these characteristics in their past experiences. Since the implementation of these tools, the number of certificates in which no prospective candidate was selected has decreased dramatically.

## Refinement of Strategic Recruitment Process

We continued to perfect our Strategic Recruitment Process, which has served as an Agency best practice. CVM's Strategic Recruitment Process involves a well-honed mixture of technical guidance, effective project management, collaboration with FDA's Office of Human Resources (OHR), ongoing communication, and superlative customer service delivery.



We designed a survey evaluation which is administered annually to all applicable Center hiring managers to determine the benefits and challenges of the overall process. The results from the FY15

evaluation revealed the following:

- At least 90% of participating hiring managers indicated that their Human Capital Advisor: (1) demonstrated knowledge about the needs of their organization and felt confident that the information shared in the strategic meeting would lead to finding the best fit for the position; (2) kept them informed throughout the recruitment process; and (3) was prompt in responding to any questions throughout the process;
- At least 90% of respondents indicated that recent new hires consistently perform at a level that meets expectations and fit well within the CVM culture; and
- 100% of respondents indicated overall satisfaction with CVM's recruitment process.

## Development of Career and Student Profile Systems

Utilizing the latest in human capital management best practices in order to optimize the Center's hiring and recruitment practices, the automated Career and Student Profile Systems were created to improve the efficiency of our recruiting activities. These systems have provided numerous benefits including: (1) a systematic method for storing candidate credentials; (2) increased efficiency and communication for the job and internship seeker; (3) real-time tracking and response capabilities for CVM; (4) improved qualification searches for Center hiring managers; (5) increased opportunities for non-competitive hires to include Peace Corps volunteers, veterans, and people with disabilities; and (6) enriched recruitment and return on investment data for Agency reporting and Center workforce analyses.

The email communications generated by the systems have lent a personalized touch unmatched by the typical USAJOBS federal hiring process and the Center is seeing a return on its investment with outside advertising and marketing being conducted for open vacancies. Used in concert with and as a supplement to our extremely effective Strategic Recruitment Process, the profile systems have been a technological advancement delivering tangible results for our organization.



## Development of CVM's Recruitment Plan

CVM's first *Recruitment Plan*, developed in 2016, is designed to set goals to attract and attain an engaged and highly qualified staff. The goals of this Plan reinforce innovative and alternative methods in order to secure the workforce resources necessary for us to accomplish our mission, reach our vision, and maintain our high-performing values. By embracing these recruitment strategies, the Center will be positioned to fulfill its hiring needs successfully and uphold the legacy of our distinctive organizational culture.

## Development of CVM's Diversity and Inclusion Strategic Plan

CVM's first *Diversity and Inclusion Strategic Plan* was developed and disseminated across the Center in 2015. This Plan establishes the foundation for providing structure and support to our inclusive culture and creates a salient path for the organization moving forward so that we can maintain a high standard of excellence by cultivating individual growth and potential. Specifically, the Plan sets forth the goals and strategies necessary to recruit and develop a diverse, highly capable workforce, continue to build an inclusive, equal-opportunity work environment, and ensure ongoing progress and commitment. Although we have long-fostered a diverse, encouraging, and equitable work environment, by taking a tactical approach to diversity and inclusion, CVM renewed its commitment to advance the already high engagement and satisfaction levels of the workforce.



## Establishment of a Comprehensive Employee Training Curriculum

CVM's Core Curriculum was established to delineate the foundational leadership training for staff at the Center. The Curriculum is required for all new employees and is offered for experienced employees based on their identified competency needs. Through this approach, the Curriculum helps staff develop a rich skillset in the CVM Core Competencies needed for success at our organization. As a result, the Curriculum strengthens our culture of high performance and helps ensure that we continue to meet our mission with "*Excellence, Innovation, and Leadership*" into the future.

A cross-Center workgroup developed the CVM Heritage Series, which explores our history and evolution as a regulatory agency. The series provides staff with a greater awareness of landmark issues the Center has faced and actions we have taken. Every Heritage Seminar is recorded for on-demand viewing, ensuring the retention and preservation of critical institutional knowledge.

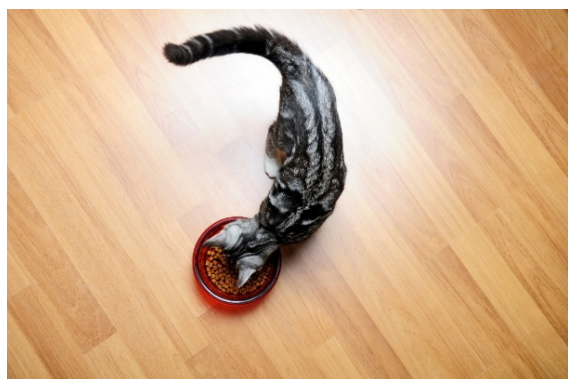
To support diversity and inclusion at the Center, we have available at our disposal a number of courses focused on helping employees understand the strength and value of diversity in teams, identify and mitigate conscious and unconscious biases, and provide supervisors with tools to effectively manage a diverse workforce. These courses have therefore helped cultivate and

promote an inclusive culture that maximizes the talent, skills, and diversity that “live” within CVM.

In the spirit of continuous improvement, a comprehensive training evaluation process was implemented to evaluate the effectiveness of each training, provide data on how future trainings can be improved, and identify additional staff training needs.

### **Development of Professional Growth Opportunities and Programs**

A number of professional growth opportunities and programs were developed to harness the potential of CVM’s staff. CVM’s Individual Development Plan and Executive Development Plan processes enable staff at all levels of our organization to pursue competency-based, individual development goals with intentionality and purpose (i.e., “beginning with the end in mind”) through a planning process and clearly defined roadmap of activities.



CVM also expanded its commitment to relationship-based learning through the development of an enhanced-mentoring program and a targeted-coaching program. The enhanced-mentoring program harnesses the richness of naturally occurring mentoring relationships through the CVM Mentor Pool, a centralized mentoring hub that mentors and mentees can use to establish mentoring relationships. Additionally, CVM’s Mentoring Workbook, provides strategies, tips, and tools to support mentors and mentees in each

phase of mentoring, from forming their relationships to ending or redefining them. CVM’s Targeted-Coaching Program provides staff with a focused coaching opportunity in which they work one-on-one with an experienced coach to pursue growth in a specific development area(s).

A pilot of an Experiential Learning Program was designed and initiated to provide staff with job-shadowing and rotation opportunities to observe and experience the tasks performed in other positions within our Center, diversify skillsets, and learn new and different ways of completing work. These experiences enhance collaboration and grow relationships across Offices and Divisions, as well as improve our staff’s enterprise-wide knowledge and understanding of work performed at the Center.

## Enhancements to Learning Through Technology

As our work environment continues to evolve, we continuously strive to keep pace with trends in learning technology. Increasingly, our Center's educational and developmental offerings are provided in a variety of learning modalities, such as live-virtual and on-demand. This diversity in modalities allows a broader reach to employees at remote work sites and field offices as well as increased flexibility for participating in training, greatly increasing our staff's ability to seamlessly integrate professional development activities into their work schedules. In addition, wherever possible, electronic training materials are provided to increase the seamlessness of virtual attendance and engagement.



The Center's eLearning capabilities have also been greatly expanded and enhanced. We have access to a diverse set of high-quality courses through cutting-edge eLearning platforms, such as Lynda.com. Additionally, the Talent Development Learning Center's Library of Recordings contains an archive of past internal trainings so staff can view recorded content when they need it.

Significant advancements in maximizing the functionality of the Center's Learning Management System (LMS) have also been made. One significant achievement pertains to streamlining the registration process for training. OM has configured the LMS to send iCalendar notifications to registrants for courses offered at CVM as well as courses available FDA-wide.



## SECTION III: CURRENT HUMAN CAPITAL ENVIRONMENT

### Overview

Building upon the noted progress of the past five years, we engaged in a strategic human capital planning process that not only reflects the current state of our workforce and organizational culture, but also considers how internal and external factors may shape and influence the work of the Center. This section provides a brief overview of the internal and external drivers that will likely impact our work, and in turn, our workforce, as well as a snapshot of the Center's existing human capital environment to include an overview of our unique workforce and culture. Our FY17-21 strategic human capital goals, objectives, and actions are grounded in this context and are based on an understanding that our human capital strategies will have to continually evolve with the needs of our organization and the internal and external forces impacting our programmatic objectives.



### Workforce At-a-Glance

CVM's workforce consists of renowned, highly engaged technical and management experts. We have 567 employees working in over 40 occupations across six offices. Our workforce has shown considerable stability with most demographic variables (i.e., age, gender, supervisor status) remaining steady or shifting only slightly between FY10 and FY15. Though stable in composition, our workforce has continued to grow in concert with our increased regulatory and research demands. In fact, the Center saw a 9.7% increase in population from FY14 to FY15 (517 to 567). This is the largest annual increase in the number of employees working at CVM since FY10.

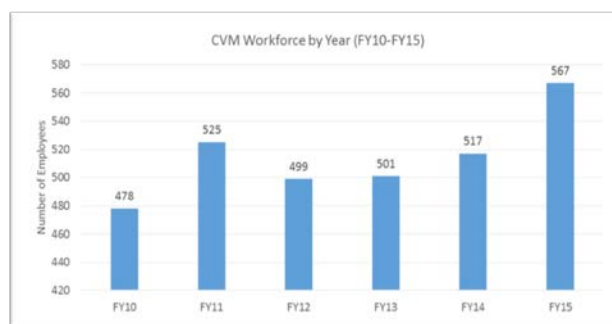


Figure 1. CVM Workforce by Year (FY10-FY15)

Women continue to be highly represented in the Center and as such, we set high standards for other scientifically focused federal organizations. Specifically, women comprise 64% of CVM's workforce, compared to 43% of the workforce population government-wide and 62% of our Science, Technology, Engineering, and Math (STEM) occupations are held by women, compared to only 26% of STEM occupations government-wide.<sup>1</sup>

<sup>1</sup> Source: CVM Workforce Analysis FY2015

As a Center, we've been highly successful at retaining our staff, as made evident by our 4% attrition rate, which is well below the federal rate (11%). Our inclusive and rewarding work environment occupies a significant role in our ability to sustain a thriving workforce.

### Other At-a-Glance Statistics:<sup>2</sup>

- We have experienced a 51% increase in total population since FY06, the year we began to pull workforce data for trends analysis.
- Education levels within our workforce significantly exceed federal benchmarks: 52% of our total employee population holds a doctorate degree with the Center's STEM workforce holding a higher percentage of doctorates (66%) compared to the STEM workforce at FDA (57%), U.S. Department of Health and Human Services (HHS) (46%), and government-wide (10%).
- 88% of GS employees are at or above the Journeyman level (GS 12-13).
- Women hold 61% of supervisory positions at CVM, compared to 34% government-wide.

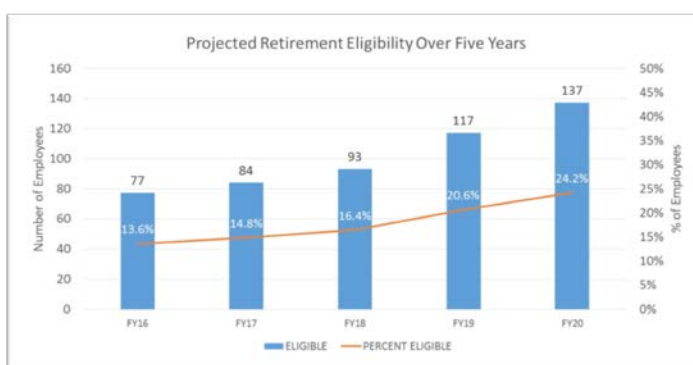


Figure 2. CVM Projected Retirement Eligibility Over Five Years

Currently, approximately 11% of our workforce is eligible for retirement (25% by FY20), and across occupations, CSOs are the most susceptible to retirement with 21% retirement eligible. Therefore, as our Center continues to grow, it will become increasingly important to sustain activities that enrich our culture in order to continue to attract prospective candidates to our organization as well as employ succession management tools and knowledge transfer initiatives given the projected retirement statistics of our workforce.

### Culture

CVM only achieves excellence or high performance when, as individuals and groups, we work together to share responsibility for the entire organization. The tenets of the HPO operating model require us to continually evaluate what is happening within the organization and to decipher what needs to occur in order for us to improve our performance. At CVM, the theories behind the HPO operating model are applied within a work environment wherein each employee is viewed as an active and responsible member of the decision-making process within the Center.<sup>3</sup>

Consistent with our HPO culture, we are dedicated to shaping our work environment through employee feedback. Though we administer, analyze, and report on survey data associated with CVM program evaluations across the employee lifecycle, no other assessment is reviewed as

<sup>2</sup> Source: CVM Workforce Analysis FY2015

<sup>3</sup> Source: CVM's Diversity and Inclusion Strategic Plan

stringently as are Center employee responses to the Federal Employee Viewpoint Survey (FEVS). Each year, upon receiving the FEVS data, the Center's top five positive-rated and negative-rated items are analyzed. Based on these Center-wide findings, specific analyses are conducted for each individual Office with focus groups often performed to glean additional context around the workforce's replies to the FEVS questions. Results are shared and respective action plans are developed in collaboration with senior leaders.<sup>4</sup>

Consistent with prior years' scores, CVM's 2015 FEVS results are outstanding. Overall, our Center scored higher than FDA, HHS, and government-wide on all evaluative measures. Of the 71 index items within the survey, 59 (83%) are considered strengths of CVM and none are considered a challenge by this standard.<sup>5</sup> These scores and indices are important because they provide one indicator of how we are doing across a range of human capital areas (e.g., performance management, training, and leadership).

Looking first at the many strengths of CVM, it is clear that our employees are generally satisfied with their positions, are consistently looking for ways to do their jobs better, and are remarkable organizational citizens. While there are a number of strengths that stand out in the FEVS results, the most prominent areas of relative opportunity revolve around performance management. These items have ranked among the highest negatively-rated on the FEVS since 2010 within CVM, FDA, HHS, and government-wide.<sup>6</sup>



Although actively monitoring engagement and creating actionable strategies to address issues are a critical part of nurturing the culture of our organization, CVM also works to provide a variety of other offerings that are designed to enhance the workplace culture and experience of our employees. Examples of the kinds of services and benefits available to CVM employees include a variety of programs designed to enhance work-life effectiveness, such as telework and alternative work-schedule options. As a Center, we are also deeply committed to the wellbeing of our staff and offer a comprehensive Wellness Program and other initiatives to enhance employee welfare and physical health. Finally, our New Employee Onboarding and Orientation Programs serve as the cornerstone to CVM's efforts for establishing, promoting, and enhancing the culture of our organization, and do so by quickly immersing and engaging new employees in the work environment that has made CVM so successful in attracting and retaining a talented and diverse workforce.

<sup>4</sup> Source: CVM's Diversity and Inclusion Strategic Plan

<sup>5</sup> OPM defines a strength as any item on the FEVS that is rated at least 65% positive by respondents and a challenge as any item that is rated at least 35% negative. For more information refer to the 2015 Federal Employee Viewpoint Survey Results, CVM (January 2016).

<sup>6</sup> Source: 2015 Federal Employee Viewpoint Survey Results, CVM (January 2016)

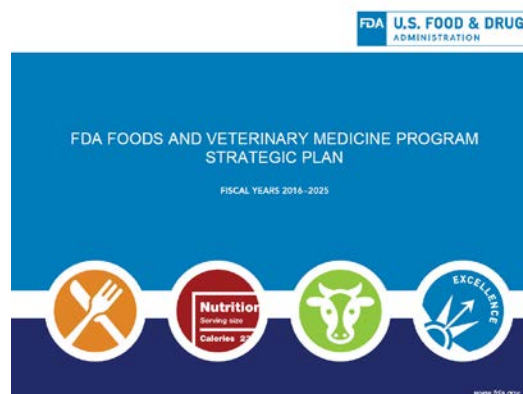


## Approach to Human Capital Management

As evidenced by our high FEVS scores and the significance our Center places on employee engagement and satisfaction, CVM's approach to human capital management is centered on the belief that our workforce is the organization's most important asset. Accordingly, human capital programs and processes are designed to support and empower employees not only in a holistic sense, but also in the everyday execution of their job responsibilities. In addition to the New Employee Onboarding and Orientation Programs mentioned above, a couple of prominent illustrations include: our Strategic Recruitment Process, which allows our Hiring Managers to dedicate their time to fulfilling the Center's regulatory charge; and the personalized professional development opportunities offered through the Talent Development Learning Center, which provide a full suite of in-person and virtual training courses, coaching and mentoring, and experiential learning programs.

## Internal and External Drivers

CVM leadership identified broad actions to implement in 2016-2018 that support the following five cross-cutting strategic initiatives: (1) FSMA Implementation (2) Antimicrobial Resistance Strategy; (3) Compounding and Unapproved Animal Drugs; (4) Animal Drugs; and (5) Emerging Technologies. These initiatives are informed by FDA's Foods and Veterinary Medicine Program Strategic Plan FY2016-2025 and will be performed in concert with FVM's other programmatic objectives. Below is a summarized account of additional external and internal drivers that have shaped the strategic human capital goals articulated in this Plan.



Many of these drivers are more difficult to anticipate than others and it also can be challenging to understand the likelihood or magnitude of their impact. However, it is critical that we acknowledge and plan for these potential eventualities by solidifying a human capital management approach that will maintain an engaged, diverse, and talented workforce regardless of their effect.

*Table 1. Internal Drivers*

Internal Drivers
<p><b>Recruitment and Outreach:</b> We have continued to fine-tune our Strategic Recruitment Process such that the Center now uses a highly effective, competency-based approach to recruit for our vacancies. Our tailored job advertising, outreach, and marketing also helps to ensure we garner highly qualified and talented applicant pools. We will continue to make advancements in our recruitment efforts and overall strategies and will monitor the impact these efforts have on attracting new employees to the Center.</p> <p><i>Source: CVM Strategic Human Capital Plan FY2012-2016</i></p>

**Leadership Development:** Leadership is a critical component of our vision and additional developmental opportunities are necessary to ensure that our leaders develop and maintain the skills and talents required to excel within their occupations. Through targeted job experiences, formal training, developmental opportunities, and mentorship, we will continue to equip our workforce with the tools needed to accomplish CVM's mission.

*Source: CVM Strategic Human Capital Plan FY2012-2016*

**Attrition Spikes:** We navigated two attrition spikes in the past four years. Although we would expect some ebb and flow of attrition, we may be entering a time of greater flow of employees into and out of the organization. Continuing to monitor our attrition numbers going forward will help us to determine whether the spikes are anomalies or reflect a broader shift in the workforce, and in turn, anticipate and proactively plan for future attrition.

*Source: CVM FY15 Workforce Analysis Report*

**Retirement Eligibility:** Retirement eligibility continues to be a government-wide concern. While retirement eligibility is not a major issue for CVM at this time, nearly a quarter of the workforce is expected to be retirement eligible by FY20. We need to continue to actively monitor our retirement eligible population and focus our succession planning efforts on Offices and/or occupations with the highest eligibility. Currently, that includes the Office of Surveillance and Compliance and our CSO workforce.

*Source: CVM FY15 Workforce Analysis Report*

**Generational Shifts in the Workplace:** The generational shift in the workplace presents both opportunities and threats. Opportunities include succession planning and virtual work. Threats include loss of historical knowledge in retirement and communication gaps. As our workforce continues to telework and collaborate virtually, we will need enhanced infrastructure and training in order to ensure effective communication. In addition, as more of our workforce becomes retirement eligible, we will need to continue our focus on succession management and sharing and retaining institutional knowledge.

*Source: CVM 2015 Environmental Scan*

**Increased Emphasis on Diversity and Inclusion:** Fostering a multicultural, collaborative, and inclusive work environment that promotes the exchange of different ideas, philosophies, and perspectives continues to be a top priority at our Center, our Agency, and at our Department. We will continue to make inroads in executing our organization's first Diversity and Inclusion Strategic Plan as well as remain committed to monitoring and working to improve our New Inclusion Quotient (the New IQ) index scores on the Federal Employee Viewpoint Survey.

*Source: CVM 2015 Diversity and Inclusion Plan*

*Table 2. External Drivers*

External Drivers
<p><b>Political Changes:</b> As with any administration change, there is likely to be an infusion of new people and ideas across the government. As government priorities shift, the mission and vision of federal agencies, and their corresponding human capital services, processes, and strategies may also need to evolve.</p>
<p><b>OPM Guidance and Policy Changes:</b> The Office of Personnel Management (OPM) will likely issue new policies and guidance (e.g., President's Management Agenda) in the coming months and years that are likely to influence human capital policies, processes, and technology.</p>
<p><i>Source: <a href="#">Our Public Service</a> (pg. 18)</i></p>

**Evolving Role of Cross-Agency Institutions:** Chief Operating Officers (COOs) and Performance Improvement Officers (PIOs) will drive a renewed emphasis on cross-agency partnerships and shared services, which will impact human capital workflow and relationships with stakeholders. At the federal government level, COOs and PIOs will focus on increasing the visibility of targeted human capital programs and change expectations about measuring performance.

Sources: [Our Public Service](#) (pg. 13); [Harvard Business Review](#)

**Social Networking:** Social Networking is changing the way that organizations recruit, manage, and develop their employees. Prospective applicants are demonstrating increased usage and reliance on social networking tools to search for jobs, and organizations are using social networks as a way to not only recruit, but also to communicate with current and prospective employees. At CVM, we will continue to work towards integrating effective social networking tools and strategies into our recruitment, development, and retention strategies.

**Federal Climate and Competition from Industry:** The private sector continues to have a large impact on recruitment and selection within the public sector. Because private sector companies are often able to offer higher salaries and bonuses, and in many cases, increased flexibility, we must continue to attract potential hires with our mission focus and robust government benefits. We must also endeavor to use workplace flexibilities and other benefits programs as a way to attract and retain employees. More broadly, the current federal employment environment also provides some challenges with recruiting and retaining employees. Outside of some of the pay and benefits issues addressed, there is often increased scrutiny of federal programs and policies in combination with many current federal employees feeling undervalued.

**Continued Virtualization of Workforce:** The continued virtualization of the workforce is making it easier for employees to complete their work from any location at any time. However, this shift in workstyle can leave some employees feeling disconnected from the workforce and the organization's mission. Virtualization can also have both positive and negative impacts on productivity depending upon the organization, occupation, and employee. We will continue to monitor the processes, policies, technology, and tools needed to support a virtual workplace and expand its potential pool of talent.



Table 2. External Drivers (cont.)

External Drivers
<p><b>FSMA Implementation and Fluctuating Funding:</b> Through FSMA, FDA has the mandate and the authority to construct a modern integrated food safety system that establishes shared responsibility for food safety among all participants and strengthens accountability for the prevention of foodborne illnesses. Implementation efforts will require the Center to establish food safety preventive control standards as well as increase collaboration with a variety of partners to conduct training and outreach to ensure the successful execution of these preventive controls and aligned systems. We will also need to develop and implement improved laboratory practices that can assist with our increased surveillance and response capacity. Additionally, CVM must contend with fluctuating funding levels for FVM program activities. The constantly changing funding levels means that we will have to work with OFVM to accomplish our FSMA initiatives with fewer resources and/or react and adapt to evolving mission and funding scenarios quickly.</p> <p><i>Source: FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025</i></p>
<p><b>Global Complexity of Human and Animal Health Issues:</b> The Center's role as part of the FVM Program is essential in reducing human and animal illness and death from FDA-regulated animal health products. Antimicrobial resistance is becoming one of our nation's most serious health threats. The growing use of compounded animal drug products and the intricacy of today's global food system also carry unique challenges to CVM staff. Now more than ever, Center employees have a heightened responsibility to perform comprehensive pre-market reviews, surveillance, and compliance activities. Performing these activities enables CVM to adequately respond to and contain foodborne-illness outbreaks, remove harmful and illegal products from the market, and collect data needed to inform future policymaking and standard setting.</p> <p><i>Source: FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025</i></p>

*"While the environment surrounding the FVM Program is increasingly challenging and complex, stakeholders rely on FDA to continue to uphold effective safety standards to protect health and maintain the confidence of consumers worldwide."*

*\*Source: FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025*

Taken together, both the internal and external drivers highlight the dynamic and complex nature of the factors that influence both CVM's mission and its ability to attract and retain a talented and diverse workforce. We will work to anticipate, monitor, plan, and react to these drivers in the coming months and years as we carry out both our human capital and operational goals.

## SECTION IV: STRATEGIC HUMAN CAPITAL DIRECTION AND ALIGNMENT

### Strategic Human Capital Direction

The Center's FY17-21 strategic human capital goals are focused on people and environment, which align with the *Staff* and *Culture* elements of the HPO operating model. Engagement is one of the key tenets of an HPO – “organizations will be able to create high performance when they have the discretionary effort of their people”.<sup>7</sup> We understand that talented people, who have a passion for the Center's mission, have many choices. They can decide where to work, how to learn and develop, and how to spend their time – particularly as it relates to the discretionary effort to pursue their passions. Once talented individuals are part of CVM's workforce, they need a work environment that is challenging, engaging, and enables them to sustain their passions.

#### Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce

Based on our recruitment/outreach strategy, we will seek out people whose talents and expertise match the Center's mission and business operations. We will continue to refine our hiring skills and processes to bring the best qualified and most diverse talent onboard as quickly



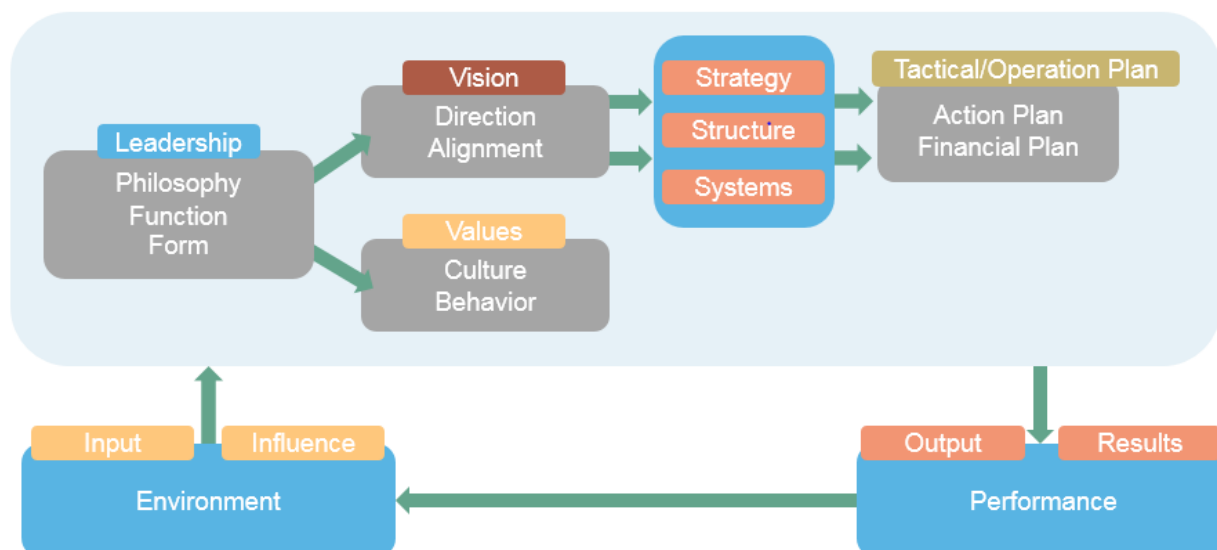
as possible. We will ensure that new employees are given opportunities to develop or refine their skills to be successful in CVM's unique environment. We understand that our employees seek professional growth and that adults learn through experience and by building meaningful connections in the workplace. We will expand opportunities for our people to engage in these activities. Finally, we understand that the most influential person in an employee's work life is his or her supervisor. We have talented

supervisors, and we will continue to provide them with developmental opportunities to enhance, inspire, and engage the workforce.

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<sup>7</sup> Source: CVM HPO Training

Figure 3. CVM's HPO Model



## Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment

We believe that the Center must have an engaging and welcoming work environment in order to nurture our employees' passions. We will continue to focus on the programs that most impact our work environment, including onboarding and integration, training and development, diversity and inclusion, recognition, wellness, work/life balance, and retention. We will ensure that employee engagement is monitored, so that we can evaluate how we are doing as an organization. Rapid advances in technology and shifting expectations of the workforce to collaborate successfully in virtual environments will impact our culture and how people work together. We will place special attention on this area to ensure that our people are able to connect, collaborate, and engage regardless of the environment in which they work.

### Strategic Alignment

We believe that CVM's strategic human capital goals should support and align with the mission and vision of both FDA and HHS and consider our operational priorities. Therefore, when we developed our strategic human capital goals for the next five years, we reviewed and drew from relevant HHS, FDA, FVM, and CVM strategic plans and documents to ensure proper alignment. In addition, we referenced OPM's Human Capital Assessment and Accountability Framework (HCAAF) (see Figure 4), which "consists of five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government".<sup>8</sup>

<sup>8</sup> Source: <https://www.opm.gov/policy-data-oversight/human-capital-management/#url=Framework>



Figure 5 and Table 3 provide a high-level overview of the aforementioned alignment. In addition, Appendix A includes a detailed chart, which illustrates the alignment between CVM’s FY17-21 goals, objectives, and actions and the key components of relevant strategic plans and documents.

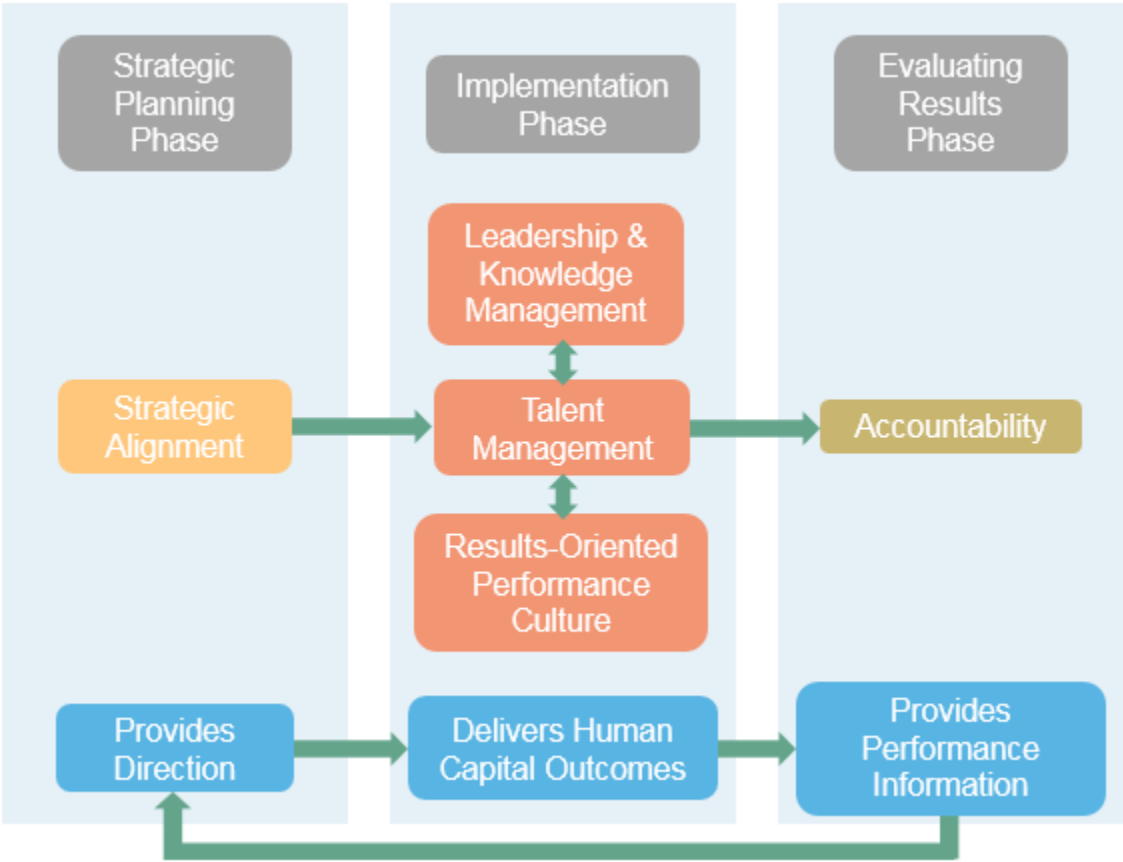


Figure 4. OPM’s HCAAF

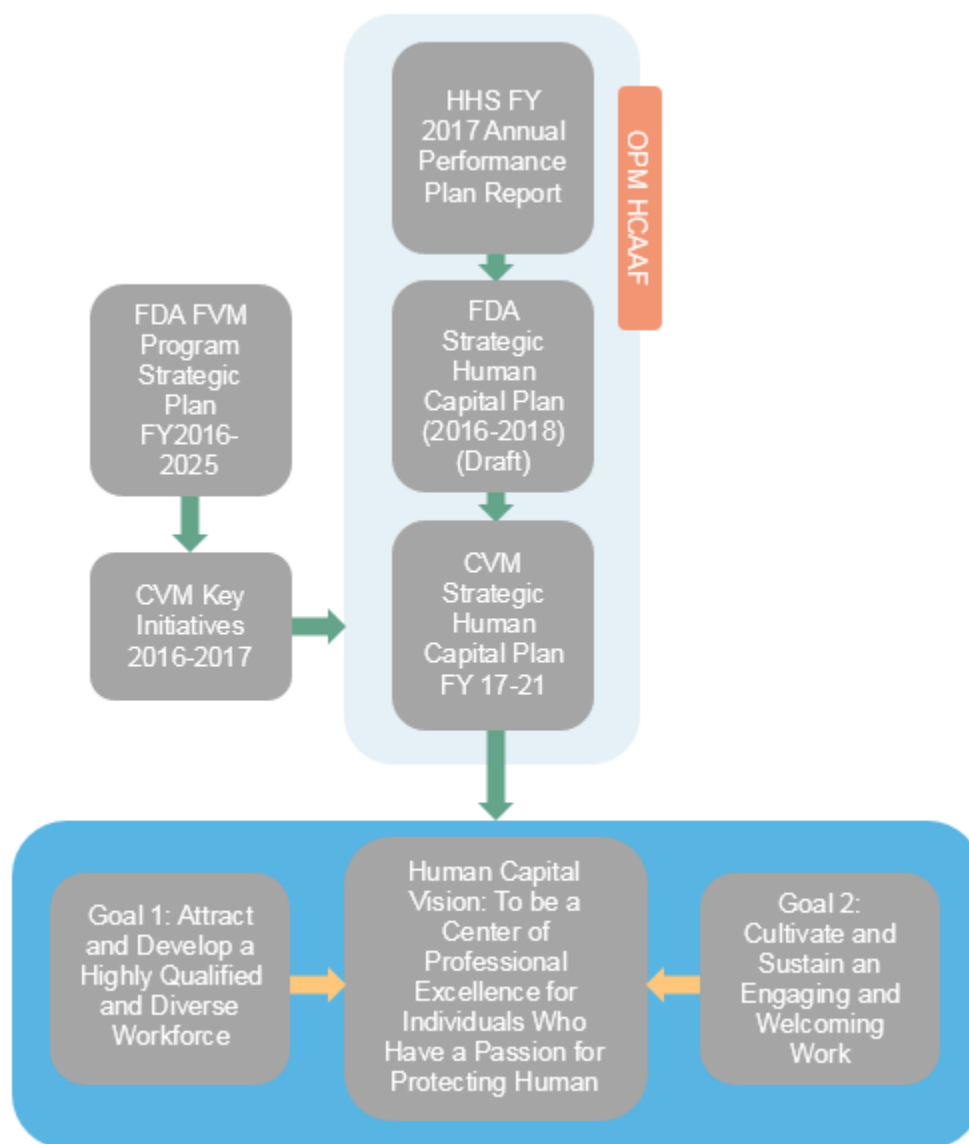


Figure 5. Alignment between CVM's FY17-21 Human Capital Goals and Relevant Strategic Plans/Documents

Table 3. Alignment between CVM's FY17-21 Human Capital Goals and Relevant Strategic Plans/Documents

	CVM Diversity & Inclusion Strategic Plan	CVM Environmental Scan (2015)	CVM Recruitment Plan (2016-2020)	FDA Diversity & Inclusion Strategic Plan (2014-2017)	FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025	FDA Strategic Human Capital Plan (2016-2018) (Draft)	FDA Strategic Priorities (2014-2018)	HHS FY 2017 Annual Performance Plan and Report	HPO Operating Model
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>									
Objective 1.1: Implement Strategies to Meet Our Future Workforce Requirements	X	X			X	X	X	X	
Objective 1.2: Develop a Comprehensive Recruitment/Outreach Strategy that Sustains Our Competitive Edge	X		X	X	X	X	X	X	X
Objective 1.3: Promote a Holistic Approach to Learning and Development		X			X	X	X	X	X
Objective 1.4: Promote and Support Supervisory Excellence		X			X	X	X	X	X
<b>Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment</b>									
Objective 2.1: Sustain and Enhance Employee Engagement	X			X	X	X	X	X	X
Objective 2.2: Sustain a Welcoming Work Environment	X			X	X		X	X	X
Objective 2.3: Ensure Quality and Effectiveness in Our Virtual Collaboration		X						X	X
Objective 2.4: Ensure Excellence through the Widest Variety of Background, Thought, and Perspective	X		X	X			X	X	X

## SECTION V: STRATEGIC HUMAN CAPITAL GOALS, OBJECTIVES, AND ACTIONS

### Overview

The actions presented in this SHCP serve as a launching point for achieving CVM's human capital goals and objectives. The actions are designed to be dynamic; they should be continuously prioritized, planned, implemented, evaluated, and reshaped. New strategic actions should be added based on new challenges or drivers. Our understanding of CVM's present and future states will grow and evolve over the course of implementing this SHCP. Therefore, the actions that we take to achieve our objectives and goals must also grow and evolve. This section includes our FY17-21 strategic human capital goals, objectives, and actions and summarizes how we plan to measure our progress.

### FY17-21 Strategic Human Capital Goals, Objectives, Actions Chart

Table 4. FY17-21 Strategic Human Capital Goals, Objectives, Actions

Human Capital Goals	Objectives	Actions
Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce	Objective 1.1: Implement Strategies to Meet Our Future Workforce Requirements	1.1.1: Conduct an in-depth workforce analysis every two years
		1.1.2: Develop a succession management strategy
		1.1.3 Refine and revalidate our technical competency models
		1.1.4 Continue to develop valid assessment questions for our MCOs
	Objective 1.2: Develop a Comprehensive Recruitment/Outreach Strategy that Sustains Our Competitive Edge	1.2.1: Develop and promote a consistent employment brand
		1.2.2: Leverage social media for recruitment/outreach
		1.2.3: Sustain a strategic approach to competency-based recruitment and hiring
		1.2.4: Continue to educate hiring managers about recruitment and selection
		1.2.5: Promote outreach to diverse candidates and communities
		1.2.6: Evaluate effectiveness of recruitment/outreach efforts



Human Capital Goals	Objectives	Actions
Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce	Objective 1.3: Promote a Holistic Approach to Learning and Development	1.3.1: Develop strategies to share and retain institutional knowledge
		1.3.2: Develop options for job shadowing and job rotation opportunities
		1.3.3: Continue to enhance our mentoring program
		1.3.4: Continue to enhance and evolve Talent Development Learning Center (TDLC) curricula
		1.3.5: Continue to nurture and guide employee development at all levels by maintaining existing resources (e.g., EDP (Executive Development Plan) and IDP (Individual Development Plan) Forms and Completion Guides, TDLC Intranet page)
	Objective 1.4: Promote and Support Supervisory Excellence	1.4.1: Continue to provide communication training for supervisors to ensure employees receive meaningful feedback to guide their development
		1.4.2: Enhance supervisory skills pertaining to employee engagement through training on how to motivate and retain staff
Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment	Objective 2.1: Sustain and Enhance Employee Engagement	2.1.1: Develop and implement a focused strategy for monitoring employee engagement linked to our strategic human capital goals
		2.1.2: Design and deliver recognition programs that create engagement with the mission and a connection between people
		2.1.3: Continue our exit interview program to assist with developing targeted retention solutions

Human Capital Goals	Objectives	Actions
Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment	Objective 2.2: Sustain a Welcoming Work Environment	2.2.1 Continue to facilitate a welcoming experience for new employees through our onboarding and integration program
		2.2.2 Sustain our emphasis on wellness and work/life balance
	Objective 2.3: Ensure Quality and Effectiveness in Our Virtual Collaboration	2.3.1: Conduct workshops on successful facilitation and participation in virtual work activities
		2.3.2: Continue to enhance our virtual training and development opportunities
	Objective 2.4: Ensure Excellence through the Widest Variety of Background, Thought, and Perspective	2.4.1: Sustain our commitment to diversity and inclusion by implementing our first Diversity and Inclusion Strategic Plan

## Measuring our Progress

In the federal environment, the linkages between strategic planning and human capital management are governed by a robust legal and regulatory framework. In 2010, Congress passed the *Government Performance and Results Act Modernization Act* (GPRA-MA) to strengthen, reinforce, and harmonize the strategic planning process across the entire federal government. There is an increased focus on accountability and performance under GPRA-MA, and CVM is committed to adhering to all FDA and HHS requirements and supporting their human capital goals and strategies.



## Next Steps

In order to ensure that we are accountable to the goals and objectives contained in this Plan, we will develop performance measures for each of the strategic actions and collect data on each measure; conduct meaningful analysis to assess our progress; and report back any advancements to Center leadership and staff. More broadly, we will develop a corresponding implementation plan for this SHCP with timeframes related to the various accountability efforts outlined. This implementation plan will ensure that our endeavors to measure progress and performance are well understood and managed effectively.

## SECTION VI: CONCLUSION

The mission of CVM is critical to both the health and safety of humans and animals alike. The Center's passionate, committed, and talented staff lies at the heart of our ability to make CVM's mission a success. As we have laid out in this Plan, we are committed to ensuring that we both attract and develop our highly qualified and diverse workforce and that we cultivate and sustain an engaging and welcoming work environment where they can thrive. CVM's employees are the reason that we can achieve our mission of *protecting human and animal health* through a shared vision of *excellence, innovation, and leadership*.

Accordingly, we are excited about the development of our latest iteration of the Center's SHCP, which guides the execution of our human capital vision *to be a center of professional excellence for individuals who have a passion for protecting human and animal health*. As part of the development of this Plan, we took a careful and comprehensive look at all of the facets of both human capital and the operational environment at CVM. We assessed our processes, policies, technology, as well as our unique culture that we want to sustain and nurture. In addition, we examined the environment in which we operate, including relevant external factors such as the impending change in administration and the complex regulatory framework of CVM and FDA. Collectively, we used all of this information to inform our strategic human capital goals, objectives, and actions presented in this Plan.

The strategic human capital planning process has been a great success for CVM, and we have achieved many tangible and high-impact results. We look forward to building on that success under this Plan over the next five years and beyond.



## APPENDIX A. ALIGNMENT BETWEEN CVM'S SHCP FY17-21 AND KEY STRATEGIC PLANS AND DOCUMENTS

Table 5. Alignment between CVM's SHCP FY17-21 and Key Strategic Plans/Documents

FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>	
<b>Objective 1.1: Implement Strategies to Meet Our Future Workforce Requirements</b>	
1.1.1: Conduct an in-depth workforce analysis every two years	<ul style="list-style-type: none"> <li>• CVM Diversity &amp; Inclusion Strategic Plan: Goal 1: Maintain a diverse workforce through recruitment, development, and retention efforts</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.1.2: Develop a succession management strategy	<ul style="list-style-type: none"> <li>• CVM Environmental Scan (2015): Theme: Generational shift in the workplace; Opportunity: Succession planning</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 1: Track development and advancement of mission critical and leadership expertise through workforce and succession planning</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> </ul>



FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>	
<b>Objective 1.1: Implement Strategies to Meet Our Future Workforce Requirements</b>	
1.1.3 Refine and revalidate our technical competency models	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.1.4 Continue to develop valid assessment questions for our MCOs	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
<b>Objective 1.2: Develop a Comprehensive Recruitment/Outreach Strategy that Sustains Our Competitive Edge</b>	
1.2.1: Develop and promote a consistent employment brand	<ul style="list-style-type: none"> <li>• CVM Recruitment Plan (2016-2020): Goal 1: Strengthen and develop recruitment strategies through our online presence and branding</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> </ul>

FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>	
<b>Objective 1.2: Develop a Comprehensive Recruitment/Outreach Strategy that Sustains Our Competitive Edge</b>	
1.2.2: Leverage social media for recruitment/outreach	<ul style="list-style-type: none"> <li>• CVM Recruitment Plan (2016-2020): Goal 1: Strengthen and develop recruitment strategies through our online presence and branding</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.2.3: Sustain a strategic approach to competency-based recruitment and hiring	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.2.4: Continue to educate hiring managers about recruitment and selection	<ul style="list-style-type: none"> <li>• CVM Recruitment Plan (2016-2020): Goal 2: Enhance Internal Recruitment Activities and Procedures</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HPO Operating Model: Staff: Enabling, Empowering</li> </ul>

FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>	
<b>Objective 1.2: Develop a Comprehensive Recruitment/Outreach Strategy that Sustains Our Competitive Edge</b>	
1.2.5: Promote outreach to diverse candidates and communities	<ul style="list-style-type: none"> <li>• CVM Diversity &amp; Inclusion Strategic Plan: Goal 1: Maintain a diverse workforce through recruitment, development, and retention efforts</li> <li>• CVM Recruitment Plan (2016-2020): Goal 3: Execute Action Items in CVM's Diversity and Inclusion Strategic Plan Relevant to Recruitment, Hiring and Nurturing Our Unique Work Environment</li> <li>• CVM Recruitment Plan (2016-2020): Goal 4: Strengthen Recruitment Relationships with External Entities</li> <li>• FDA Diversity &amp; Inclusion Strategic Plan (2014-2017): Goal 1: Conduct effective outreach that targets qualified applicants from highly diverse candidate pools</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 2: Hire and retain highly qualified scientific, medical, analytical, legal, and management talent</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.2.6: Evaluate effectiveness of recruitment/outreach efforts	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>

FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>	
<b>Objective 1.3: Promote a Holistic Approach to Learning and Development</b>	
1.3.1: Develop strategies to share and retain institutional knowledge	<ul style="list-style-type: none"> <li>• CVM Environmental Scan (2015): Theme: Generational shift in the workplace; Threat: Loss of historical knowledge in retirement</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.3.2: Develop options for job shadowing and job rotation opportunities	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 2: Hire and retain highly qualified scientific, medical, analytical, legal, and management talent</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>



FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>	
<b>Objective 1.3: Promote a Holistic Approach to Learning and Development</b>	
1.3.3: Continue to enhance our mentoring program	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 2: Hire and retain highly qualified scientific, medical, analytical, legal, and management talent</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.3.4: Continue to enhance and evolve TDLC curricula	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> </ul>
1.3.5: Continue to nurture and guide employee development at all levels by maintaining existing resources (e.g., EDP and IDP Forms and Completion Guides, TDLC Intranet page)	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Staff: Employee Development Competencies</li> </ul>

FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 1: Attract and Develop a Highly Qualified and Diverse Workforce</b>	
<b>Objective 1.4: Promote and Support Supervisory Excellence</b>	
<p>1.4.1: Continue to provide communication training for supervisors to ensure employees receive meaningful feedback to guide their development</p>	<ul style="list-style-type: none"> <li>• CVM Environmental Scan (2015): Theme: Generational shift in the workplace; Threat: Communication gaps</li> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 2: Hire and retain highly qualified scientific, medical, analytical, legal, and management talent</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 3: Improve opportunities for mission critical training, continuous learning, and career development throughout FDA's workforce</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HPO Operating Model: Staff: Interpersonal Relations, Motivating, Energizing</li> </ul>
<p>1.4.2: Enhance supervisory skills pertaining to employee engagement through training on how to motivate and retain staff</p>	<ul style="list-style-type: none"> <li>• FDA Foods and Veterinary Medicine Program Strategic Plan FY2016-2025: Goal 4: Organizational Excellence: Continuously improve the leadership, management, staffing, and organizational capacity of the FVM program to protect public health</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 2: Hire and retain highly qualified scientific, medical, analytical, legal, and management talent</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 3: Improve opportunities for mission critical training, continuous learning, and career development throughout FDA's workforce</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Staff: Interpersonal Relations, Motivating, Energizing</li> </ul>

FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment</b>	
Objective 2.1: Sustain and Enhance Employee Engagement	
2.1.1: Develop and implement a focused strategy for monitoring employee engagement linked to our strategic human capital goals	<ul style="list-style-type: none"> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Culture: Climate</li> </ul>
2.1.2: Design and deliver recognition programs that create engagement with the mission and a connection between people	<ul style="list-style-type: none"> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 5: Foster a culture of collaboration, participation, and excellence</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Culture: Climate</li> </ul>
2.1.3: Continue our exit interview program to assist with developing targeted retention solutions	<ul style="list-style-type: none"> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 2: Hire and retain highly qualified scientific, medical, analytical, legal, and management talent</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Culture: Climate</li> </ul>

FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment</b>	
<b>Objective 2.2: Sustain a Welcoming Work Environment</b>	
2.2.1 Continue to facilitate a welcoming experience for new employees through our onboarding and integration program	<ul style="list-style-type: none"> <li>• CVM Diversity &amp; Inclusion Strategic Plan: Goal 2: Improve workplace inclusion by cultivating a collaborative, flexible, and fair culture</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 5: Foster a culture of collaboration, participation, and excellence</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Culture: Climate</li> </ul>
2.2.2 Sustain our emphasis on wellness and work/life balance	<ul style="list-style-type: none"> <li>• CVM Diversity &amp; Inclusion Strategic Plan: Goal 2: Improve workplace inclusion by cultivating a collaborative, flexible, and fair culture</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): HC Goal 5: Foster a culture of collaboration, participation, and excellence</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HPO Operating Model: Culture: Climate</li> </ul>
<b>Objective 2.3: Ensure Quality and Effectiveness in Our Virtual Collaboration</b>	
2.3.1: Conduct workshops on successful facilitation and participation in virtual work activities	<ul style="list-style-type: none"> <li>• CVM Environmental Scan (2015): Theme: Generational shift in the workplace; Opportunity: Virtual work</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Culture: Practices</li> </ul>
2.3.2: Continue to enhance our virtual training and development opportunities	<ul style="list-style-type: none"> <li>• CVM Environmental Scan (2015): Theme: Generational shift in the workplace; Opportunity: Virtual work</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Culture: Practices</li> </ul>



FY17-21 Goals/Objectives/Actions	Alignment with Strategic Plans/Documents
<b>Goal 2: Cultivate and Sustain an Engaging and Welcoming Work Environment</b>	
Objective 2.4: Ensure Excellence through the Widest Variety of Background, Thought, and Perspective	
<p>2.4.1: Sustain our commitment to diversity and inclusion by implementing our first Diversity and Inclusion Strategic Plan</p>	<ul style="list-style-type: none"> <li>• CVM Diversity &amp; Inclusion Strategic Plan: Goal 3: Sustain CVM's Commitment to Diversity and Inclusion</li> <li>• CVM Recruitment Plan (2016-2020): Goal 3: Execute Action Items in CVM's Diversity and Inclusion Strategic Plan Relevant to Recruitment, Hiring, and Nurturing Our Unique Work Environment</li> <li>• FDA Strategic Human Capital Plan (2016-2018) (Draft): Goal 3: Cultivate and promote an inclusive culture that maximizes the talent, skills, and diversity within the FDA community</li> <li>• FDA Strategic Priorities (2014-2018): Goal 4: Strengthen Organizational Excellence and Accountability</li> <li>• HHS FY 2017 Annual Performance Plan and Report: Goal 4. Objective C: Invest in the HHS workforce to help meet America's health and human service needs</li> <li>• HPO Operating Model: Culture: Climate, Practices</li> </ul>

## APPENDIX B. LIST OF ACRONYMS

COO: Chief Operating Officer

CSO: Consumer Safety Officer

CVM: Center for Veterinary Medicine

EDP: Executive Development Plan

FDA: U.S. Food and Drug Administration

FEVS: Federal Employee Viewpoint Survey

FSMA: Food Safety Modernization Act

FVM: Foods and Veterinary Medicine

GPRA-MA: Government Performance and Results Act Modernization Act

GS: General Schedule

HCAAF: Human Capital Assessment and Accountability Framework

HHS: U.S. Department of Health and Human Services

HPO: High Performance Organization

IDP: Individual Development Plan

LMS: Learning Management System

MCOs: Mission-critical occupations

OFVM: Office of Foods and Veterinary Medicine

OHR: Office of Human Resources

ONADE: Office of New Animal Drug Evaluation

OPM: Office of Personnel Management

OR: Office of Research

OSC: Office of Surveillance and Compliance

PD: Position description

PIO: Performance Improvement Officer

SHCP: Strategic Human Capital Plan

STEM: Science, Technology, Engineering, and Math

TDLC: Talent Development Learning Center