



United States Department of Agriculture
Grain Inspection Packers and Stockyards Administration
Federal Grain Inspection Service

Federal Grain Inspection Service

Strategic Business Plan

2011-2015

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About FGIS

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.

About FGIS Business Plan

The FGIS Strategic Business Plan is intended to provide all employees with a snapshot of our current and near-term (i.e., through fiscal year 2015) major projects and initiatives. Some of the projects and initiatives may be new and have clearly defined beginning and completion dates. Others may be on-going projects, such as designating official service providers and updating moisture meter calibrations. While we certainly have not captured all on-going projects, we have attempted to capture those that require a major portion of a Division's energies and budget and have an associated plan or schedule. For example, we have included the designation review process, because this process is a major aspect of what the Compliance Division does, and the division maintains a schedule of when each review will be conducted. We have not, however, included an item for grain inspection. While this certainly constitutes the major aspect of what FGIS does, it would be difficult, if not impossible, for the Field Management Division to develop a plan or schedule that adequately captures all grain inspection activities.

Although this plan provides just a brief descriptor for each project and initiative, responsible organizational units are responsible for developing and maintaining more exhaustive work plans. These work plans provide greater detail about each project, such as project sponsor and lead, key milestones and their projected completion dates, and resource needs. This document is intended to be a living document, and, as such, it will be revised to reflect changing priorities brought about by changes in the markets we serve.

Objective 2.1 Provide the Market with Terms and Methods for Quality Assessment

This objective reflects FGIS' ability to meet emerging market needs for the Official U.S. Standards, tests, and equipment that measure grain quality, and differentiate quality attributes and production/processing practices.

	Project	Division	
	Completed FY 08-10		
Assess Market Needs	1. Assessment of currently used bases of determination	TSD	
	2. Ethanol	PPMAB	
	3. Post Harvest Quality (Farm Gate) Studies	PPMAB	
	4. Standards Amendments – Sorghum	PPMAB	
	5. Standards Amendment - Wheat	PPMAB	
	6. Standards Amendment- Whole dry pea and split	PPMAB	
	7. Standards Assessments (Beans, Peas, Lentils, Green Lentils, Rice and Soybeans)	PPMAB	
Provide Quality Terms and Methods	8. Digital Stowage Exams (remote stowage examinations)	PPMAB	
	9. Implementation of new instrument in CNA lab	TSD	
	Current FY 11-15	Division	Target Completion Date
Assess Market Needs	10. Customer Survey	ODA	June 2011
	11. Corn Standard Assessment	PPMAB	TBD
	12. Rice Standard Assessment	PPMAB	April 2011
	13. Sorghum odor line validation	PPMAB & TSD	March 2012
Provide Quality Terms and Methods	14. Review and Update Mechanical Sampling Equipment Processes	TSD	September 2015
	15. Develop a Rapid Test for Iron Enrichment in Rice	TSD	September 2011
	16. Develop Projects for Describing Wheat Functionality		
	17. Standardize the Farinograph Method	TSD	TBD
	18. Develop methods for the identification of wheat varieties	TSD	September 2011
	19. Develop rapid viscoelastic method	TSD	TBD
	20. Evaluate ReadRite® Falling Number Rapid Test	TSD	December 2015
21. Yamamoto Implementation	PPMAB	September 2011	
International Market Access and Development	22. Reduce/Eliminate International trade Barriers	DIIA	TBD
	Ongoing		
Assess Market Needs	23. Establish standards' review schedule	PPMAB	

Provide Quality Terms and Methods	24. Develop and Evaluate Grain Inspection Equipment Methods	TSD
	25. Refine and support Unified Grain Moisture Algorithm	TSD
	26. Investigate New NIR Methods	TSD
	27. Evaluate Reference Methods for Wheat Functionality	TSD
	28. Respond to Inadvertent Release of Biotechnology Traits into the Marketplace	TSD
	29. Harmonize Biotechnology Reference Methods	TSD
	30. Biotechnology Proficiency Program	TSD
	31. Rapid Test Evaluation Program	TSD
	32. Develop Pesticide Residue Methods	TSD
	33. Develop Reference Mycotoxin Methods	TSD
	34. Develop calibration plan for the Single Kernel Characterization System	TSD
International Market Access and Development	35. Partnership and International Outreach	DIIA

Objective 2.1 Performance Measures

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

Baseline 2009: 87%
Target 2015: 96%

Year	Actual	Target
2009	87% ¹	
2010	85%	
2011		87%
2012		88%
2013		90%
2014		94%
2015		96%

¹ 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.

² In FY 2011, GIPSA modified its target percentages based on funding levels.

Description

This measure evaluates GIPSA's effectiveness at facilitating the marketing of grain and related commodities through the establishment and revision of grain standards (e.g., the U.S. Standards for Corn) and the standardization of testing methods used to quantify or quantify attributes in grain and related commodities (e.g., measurement of linolenic acid levels in soybeans).

Calculation

The measure is calculated based on the number of grades and factors FGIS currently meets and the list of potential market needs identified by an FGIS Market Needs team at the beginning of a five-year cycle. The actual calculation is the Total number of needs provided by the agency divided by the total number of needs. The calculation is done at the end of the fiscal year.

Data Source

The data source is the list the FGIS Market Needs team developed, the list of needs previously met, and information from the Policies, Procedures and Market Analysis Group (grades) and the appropriate scientists at the Technical Services Division (factors). Directives, Program Notices, Work Instructions, and/or method validation reports are generally the underlying proof of completion.

Responsible Staff/Contacts:

For needs related to grading standards, the Policies, Procedures and Market Analysis Group is responsible. For needs related to individual factor analyses, the Technical Services Division is responsible.

Objective 2.2 Protect the Integrity of U.S. Grain and Related Markets

This objective reflects FGIS' ability to ensure markets for grain and related products are fair, transparent, and free from deceptive and fraudulent practices.

	Project	Division	
Completed FY 08-10			
Oversee the Official Inspection and Weighing System	36. Review Program	QACD	
Maintain Accuracy and Integrity of Official Inspection Methods	37. Provide updated Rice milling reference yield	PPMAB	
Current FY 11-15		Division	Target Completion Date
Oversee the Official Inspection and Weighing System	38. Container Regulations	PPMAB	TBD
Ongoing			
Maintain Marketwide Compliance and Oversight of the Official Inspection & Weighing System	39. Commercial Contract Review Program	QACD	
Oversee the Official Inspection and Weighing System	40. Quality Management System	QACD	
Maintain Accuracy and Integrity of Official Inspection Methods	41. NIST 2010 Metrology Lab Certification	PPMAB	
	42. Provide Check Samples and Proficiency Programs	TSD	
	43. Provide inspection equipment checktesting	TSD	
	44. Standardize official NIR methods. (SRS, monitoring, and check test)	TSD	
	45. Develop and maintain official NIR calibrations	TSD	
	46. Standardize official moisture methods (check test)	TSD	
	47. Develop and maintain official moisture calibrations	TSD	
	48. Reference Laboratory Services	TSD	
Standardize Commercial Grain Inspection Methods	49. Maintain accuracy of official NMR sunflower oil measurements	TSD	
	50. Standardize Commercial Grain Inspection Methods (Serve as NTEP laboratory for Grain Inspection Equipment)	TSD	

Provide Reference Analytical Results as Service	51. Pesticide Data Program (PDP)	TSD
	52. Export Cargo Sampling Program	TSD
Quality Assurance and Control	53. Program and Operational Audits	QACD
	54. Implement Inspector Calibration Tools (See Digital Media #87)	TSD
International Grain Quality Concerns	55. Quality and Weight Discrepancy Resolution Program	DIIA and TSD
	56. Grain Quality Surveys and Monitoring Projects	DIIA

Objective 2.2 Performance Measure

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

Baseline 2009:	66%
Target 2015:	75%

Year	Actual
2009	66%
2010	71%
2011	
2012	
2013	
2014	
2015	

Description: FGIS retains official file samples drawn at the time of the original inspection for 90 days after loading. When an importer reports a discrepancy within that period, we send the samples to the Technical Services Division laboratory for analysis. The field office sends all pertinent documents regarding the shipment to DIIA for review. The purpose of the review is to verify whether the original quality inspection and certification were in fact correct and to determine, if possible, what factors may have contributed to a discrepancy in results at destination.

Calculation: Complaints during FY 2010: 17. Complaints answered within 30 days of receiving all information: 12

Data Source: DIIA Complaint Data Spreadsheet

Responsible Staff/Contacts: Byron Reilly and Jennifer Zuckman, Office of Departmental Initiatives and International Affairs.

Objective 2.3 Provide Official Grain Inspection and Weighing Services

This objective reflects FGIS' ability to provide official inspection and weighing services and certificates that accurately and reliably reflect the quality and quantity of grains purchased.

	Project	Division	
Alignment	Completed FY 08-10		
Inspection and Weighing Services	57. Mycotoxin Testing Services	FMD	
Certification	58. Rice testing for European Union	FMD	
Partnerships to Improve Service Availability and Cost Effectiveness	59. Contracting Pilots	FMD	
	60. Phytosanitary Certificate Issuance	FMD	
Policies and procedures	61. Blue corn inspection – establish procedures	PPMAB	
	62. Grain Inspection Handbooks (II, III)	PPMAB	
	63. Establish policy/procedure review program and schedule	FMD	
	64. Railcar Procurement	FMD	
	Current FY 11-15	Division	Target Completion Date
Policies and procedures	65. Pea and Lentil handbook Revision	PPMAB	TBD
	66. Railcar Procurement	PPMAB	October 2011
	Ongoing		
Inspection and Weighing Services	67. Rice Handbook – revise	FMD	
	68. Pesticide Analysis Service (PAS)	TSD	
	69. Board of Appeals and Review	TSD	
	70. Grading Services Laboratory	TSD	
	71. Commodity Testing Services (Processed Product and Sampling/Testing)	FMD/TSD	
	72. Fumigation – evaluate, improve procedures	FMD	
Partnerships to Improve Service Availability and Cost Effectiveness	73. Partnerships with State and Private Entities	FMD	

Objective 2.3 Performance Measures

2.3.1 Average time to issue an official certificate

Baseline 2009: 3 days
Target 2015: 1 day

Description

This measure reflects the time between the date of service provision and the date the official certificate is issued. The average time measures the efficiency of FGISOnline when issuing certificates as well as the time it takes the staff to enter the certificate information in the corresponding online application.

Calculation

Baseline: IDW for FGIS-only records dated October – December 2009 and excluded review inspection records, corrected certificate records, divided-lot records, and submitted sample records. Calculate the average number of days of all FGIS records only.

Data Source

IDW, Janine Goodson, Policies, Procedures and Market Analysis Staff.

Responsible Staff/Contacts

IDW, Janine Goodson, Policies, Procedures and Market Analysis Staff.

2.3.2 FGIS cost of official grain inspection and weighing service per metric ton

Baseline 2009: \$0.449/MT*
Target 2015: \$0.543/MT**

Description

Fiscal Year	Tonnage (MT) ¹	Cost	Cost/MT
2006	77,298,839		
2007	78,492,220		
2008	81,689,229		
2009	71,351,347		
2010	78,009,781	\$35,476,487	\$0.455
2011F	83,089,544	\$37,265,047	\$0.448
2012F	77,724,514	\$37,932,526	\$0.488
2013F	79,033,178	\$39,291,727	\$0.497
2014F	78,158,177	\$40,570,211	\$0.519
2015F	79,203,728	\$42,013,009	\$0.530
2016F	79,929,102	\$43,484,119	\$0.544

¹FY 2006-10, billable tonnage; FY 2011 based on WASDE forecasts; FY 2012-16 based on USDA/ERS Long Term Projections, February 2010, and historical FGIS inspection percentage.

²Cost excludes domestic field office, scale program, and TSD activities. For FY 2011-16, cost is assumed to increase 3 percent per year from the FY 2010 baseline.

Calculation

*In FY 2009, excluding domestic field office activities, scale program, and TSD, obligations were \$32,031,074 and tonnage was 71,386,927 resulting in \$0.449/MT.

** In FY 2015, assuming a 3 percent increase in costs per year, obligations are \$38,246,777 and baseline tonnage is 70,508,813 resulting in \$0.543/MT.

Data Source: Eric Jabs, Policies, Procedures, and Market Analysis Staff.

Strengthening Our Capabilities

This objective reflects FGIS' ability to implement organizational, technological, and program support enhancements that improve operational efficiency and effectiveness.

	Project	Division	
	Completed FY 08-10		
Organizational	74. Restructure Domestic Field Offices	FMD	
Financial	75. Inspection & Weighing –monitor/assess	FMD	
Planning	76. Develop Framework for FGIS-wide planning	ODA	
Program Support	77. FGISonline Support	FMD	
	Current FY 11-15		
		Division	Target Completion Date
Organizational	78. National Grain Center	TSD	March 2012
Financial	79. Official Agency- fuel surcharge and expand schedule to include more fees	FMD	TBD
	80. 520 Fee Assessment	FMD	October 2012
	81. 580 Fee Assessment (Commodity)	FMD	TBD
Program Support	82. Quality Assurance and Control Enhancement	QACD	March 2011
	Ongoing		
Financial	83. Track Scale Testing Program – AAR	FMD	
	84. Revenue Forecast	PPMAB	
Technological	85. FGISonline	FMD	
	86. International Trade Data System (ITDS)	DIIA	
Program Support	87. International Travel	DIIA	
	88. Digital Media Services	TSD	
	89. Food Emergency Response Network	TSD	

Investing in Our People

	Project	Division	
	Completed FY 08-10		
Employee Development	90. ACG Development Program for Graders – Nola, Portland, and Texas	FMD	
	91. ACT Career Ladder/Development Program for Graders	FMD	
	92. Specialized Enhancement Program (SEP) program	FMD	
	93. GIPSA Leadership Development Program	All December 2010	
	94. Develop e-learning modules for use at locally-delivered training on Act and regulations	TSD	
	95. Implement performance appraisal training for managers	All	
Improved Communication	96. FGISonline informational CD	FMD	
	Current FY 11-15		Division
			Target Completion Date
Employee Development	97. USDA Leadership Development SESCDP Other -- New Leader Program, Aspiring Leader Program, Executive Leader Program, Federal Executive Institute	All	TBD
Skilled, Diverse Workforce – Recruitment and Retention	98. Extend DC staff to KC to improve recruitment and retention	FMD	TBD
	99. Recruit new employees as needed to fill gaps in staffing	FMD	TBD
	100. Institute "apprentice grader program"	FMD	TBD
	101. Contract inspectors - use as appropriate	FMD	TBD
	Ongoing		
Succession Planning	102. Institutionalize Knowledge Management Program	ODA	
	103. Change Control Working Group	ODA	

Key External Factors

GIPSA's ability to meet the changing demands of the marketplace is influenced by a variety of external forces, including: (1) changing global production and marketing practices; (2) international trade influences; and (3) industry-wide use of emerging technologies.

- 1) Crops with new quality attributes are being introduced at a rapid pace. Consequently, 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, as well as production and processing practices.
- 2) International trade is influenced by global supply and demand, changing transportation costs, currency fluctuations, and consensus-based international standards entities, such as the Codex Alimentarius Commission (CODEX) and the International Organization for Standardization (ISO). GIPSA must continue to participate in these organizations' standard-setting activities and strengthen our outreach activities to maintain and expand U.S. market share in global commerce.
- 3) 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 new and innovative services and tests to the market.