

Center for Veterinary Medicine

Recruitment Plan

2016-2020



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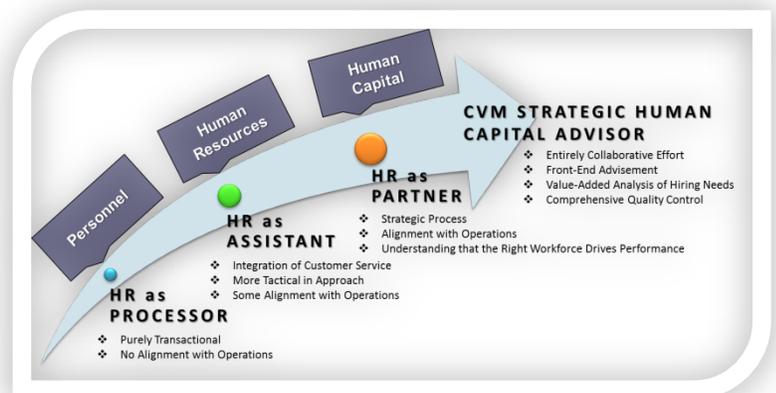
INTRODUCTION

As an internationally recognized, scientific and regulatory public health organization within the U.S. Food and Drug Administration (FDA), the Center for Veterinary Medicine (CVM) depends upon a large and dedicated workforce to inspect, monitor and review the efficacy of animal drugs, foods, devices, food ingredients and food additives while assuring that edible products from treated animals are safe for humans and the environment. Committed to our mission of protecting human and animal health, CVM recognizes the importance of multi-disciplinary teamwork in reaching superior and timely regulatory decisions. As such, the Center employs an expert staff consisting of scientific, technical, and managerial professionals who work together to successfully support the critical programs, policies, and initiatives of CVM, the FDA, and the Department of Health and Human Services (HHS).

The recruitment of this workforce is a vital operation for CVM as it is our employees who ultimately ensure mission success. The purpose of this Recruitment Plan, the first document of its kind at the Center, is to set goals to attract and attain an engaged and highly-qualified staff both now and in the future. This plan will be a living document – updated and amended as processes are refined and new tools and strategies are created.

BACKGROUND

Shortly before 2008, CVM’s Office of Management (OM) began recognizing the movement of the traditional function of federal human resources from that of paperwork processor to strategic partner.¹ This evolution took shape within OM’s what is now Human Capital Management Staff (HCMS) and in the form of our Center’s Strategic Recruitment Process. (Please refer to Appendix A for an overview.) The philosophy behind our organization’s recruitment efforts has always been to attract “the right person, for the right job, at the right time.” Our Strategic Recruitment Process involves a well-honed mixture of technical guidance, effective project management, collaboration with our Agency’s Office of Human Resources (OHR), ongoing communication and superlative customer service delivery in order to successfully realize this philosophy.



Graphic 1. Progression of Federal Human Resources Management at CVM

Our Strategic Recruitment Process also allows our hiring managers to dedicate their time to fulfilling the operational objectives of CVM’s mission. Furthermore, fine-tuning the process over the years has affected innovative change at practically every stage of our federal hiring. We now use a competency-based approach to recruit for our vacancies in order to garner highly-qualified and talented applicant pools. In addition, our process does not end once a CVM hiring manager makes a selection. New hires go through a highly personalized, supportive, and informational onboarding and orientation process so that they feel welcomed and engaged from the onset of their employment with our Center.

In essence, CVM’s recruitment operations mirror the components within the Office of Personnel Management’s (OPM) End-to-End Hiring Initiative which was executed over five years ago to ensure the Federal hiring process is “clear, communicative and effective.” With this effort, OPM designed a roadmap for hiring end-to-end, from workforce planning through the first year of a new employee’s orientation.

¹ A Model of Strategic Human Capital Management, Government Accountability Office (2002)

This Recruitment Plan is CVM’s roadmap to progressing our recruitment and hiring efforts in the five years to come in order for the Center to stay relevant in the face of our competitors as we continue to search for and acquire a creative, capable, and diverse workforce committed to our public health mission.

To determine the goals of this Plan, we had to assess our strengths and areas for improvement as well as assure we were aligning all of the Center’s current strategic human capital and workforce planning documents with the objectives that arose from the evaluation of our current state. These goals, outlined herein, will undoubtedly bring our Center’s recruitment management strategies full-circle as they fill in any gaps that couldn’t be adequately addressed in other human capital planning initiatives.

STRENGTHS

CVM’s existing strengths will help craft a well-designed recruitment strategy. Our assets are as follows:

- A. We conduct **human capital planning** and create **human capital programs** that support employee recruitment, retention, development, and engagement; these programs are aligned with CVM’s mission, goals, and organizational objectives.*

Our first **Strategic Human Capital Plan** (SHCP) (FY 2012-2016), FY 2013 Addendum, and second iteration of the SHCP (FY 2017-2021 – yet to be finalized) outline human capital goals that directly or indirectly support our operational priorities. This alignment is key. It ensures that the actions we take allow us to obtain a workforce that is best equipped to achieve our mission as well as sustain an environment in which employees wish to work.

- B. We **keep a pulse** on the size, attrition rate, skill mix, and structure of our **workforce** as well as understand the **competencies required** for successful job performance.*

The Center’s **Workforce Analyses**, published every two years, and our Workforce Dashboard, which is in the final stages of development, **highlight CVM’s workforce demographics, employment characteristics, and hiring and attrition trends**. This information allows management to better comprehend the workforce at-large and to make plausible staffing estimates when needed. Our **attrition projection model** is used to calculate Center attrition predictions based on historical attrition rates for various demographic factors such as occupation type, retirement eligibility, age range, etc. Used in conjunction with the overall workforce data, this projection tool provides much-needed insight into the Center’s future staffing vulnerabilities and can assist with recruitment planning based on anticipated turnover.

Not only do we understand the demographic make-up and movement trends of our workforce, we have successfully **determined the competencies** required for effective job performance in the majority of our mission critical occupations (e.g., Veterinary Medical Officer, Consumer Safety Officer, Microbiologist, Chemist, Biologist, Animal Scientist, Mathematical Statistician, and Toxicologist). In addition, we have verified (in the Core Competency Model) the general knowledge, skills, and abilities required for all CVM staff, regardless of position, to support our mission. Leadership competency models have been devised as well so that there is accurate footing on which to recruit management officials at the Team Leader and Division Director levels.

High performing organizations stay alert to emerging mission demands and human capital challenges and remain open to reevaluating their human capital practices in light of their demonstrated successes or failures in achieving the organization’s strategic objectives.

-Government Accountability Office

Since 2010, these technical, core and leadership models have provided the basis for CVM’s competency-based approach to recruitment. We developed **standardized position descriptions** using the technical models as a foundation so as to both streamline the hiring process and to better reflect the skill-set and expertise required of our scientific occupations. Beginning in early 2015, we began creating a comprehensive set of **competency-based assessment questions** to further advance our hiring. These assessment items focus on Center-specific, competency-based behaviors and activities, rather than general statements, to ensure differentiation between superior and average job applicants. They focus on the tangible skills warranted for positions that can be verified on a resume. Soft skills, reflected in the core and leadership models, have been used widely by hiring officials in the interview process as these capabilities are more easily and accurately assessed during this phase of recruitment. The competency models, standardized position descriptions, and assessment questions were all thoroughly developed, reviewed, and validated by Center Subject Matter Experts (SMEs) across all Offices and occupations. Since we began creating the competency models in 2009, **over 15 workshops have been conducted with over 80 high-performing employees** to substantiate the models as well as subsequent competency-based resources.

A CVM Core Competency Interview Guide for Hiring Managers and a “how-to” for conducting effective reference checks have been developed to bring our competency-based approach to recruitment full-circle, helping to assure the selection of highly-skilled employees for our vacancies.

C. Our Human Capital Management Staff (HCMS) acts as “Strategic Partner” to hiring managers with the HCMS’ Recruitment Team consulting with management to develop, implement, and assess recruitment strategies to achieve the organization’s shared vision.

We employ a Strategic Recruitment Process that yields results. Several years ago, faced with reflexive recruitment and hiring processes both internal and external to the organization, the Center created and implemented the Strategic Recruitment Process to combat these routine and transactional procedures so as to ultimately increase the efficiency, effectiveness, and deliberateness of our hiring. Through our Strategic Recruitment Process, Human Capital Management Staff (HCMS) members **engage hiring managers from the very beginning of the hiring process** by conducting an in-person meeting – a requirement for every vacancy. In this discussion, managers become involved with and guided through the necessary strategic thinking regarding open position, targeting, marketing, and assessment approaches. Required recruitment information is gathered in a manner to minimize the hiring manager’s time while maximizing the value of their input. Expectations are set regarding time and resources required and managers are kept informed throughout the process as to the progress of their hiring action. Through this process, a strategic partnership is formed between hiring managers and members of the HCMS assuring accountability at all levels.

This strategic partnership is evaluated annually to ascertain opportunities for improvement. As mentioned, the process and resulting collaboration continually produce extremely positive results with selection rates remaining particularly high. In FY 2015, CVM had an 81% selection rate from its certificate of eligibles and in FY 2014 the selection rate was 89%. Moreover, the latest survey evaluation of our Center’s Strategic Recruitment Process, deployed in 2015, found that at least 90% of participating hiring managers indicated that their HCMS Human Capital Advisor:

- 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;
- kept them informed throughout the recruitment process; and
- was prompt in responding to any questions throughout the process.

Additionally, 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 Strategic Recruitment Process.

D. We employ a targeted approach to marketing and outreach in order to hire the best talent.

At CVM, **we realize that highly-qualified applicants will not present themselves solely through USAJOBS.** Through application of the Strategic Recruitment Process, we understand that a great deal of outside marketing and/or outreach may be necessary in order to find talented candidates for our vacancies. Accordingly, HCMS Human Capital Advisors provide a consolidated approach to advertising available positions, gleaned from hiring managers what venues and/or platforms would be most apt to yield qualified applicant pools by performing the actual marketing and associated logistics themselves so that managers can concentrate on their programmatic responsibilities. Since 2015, CVM positions have been advertised in/through roughly 60 publications, on-line journals, professional associations/organizations, and educational institutions.

E. We use available federal recruitment mechanisms to ensure the most highly-qualified candidates are reached.

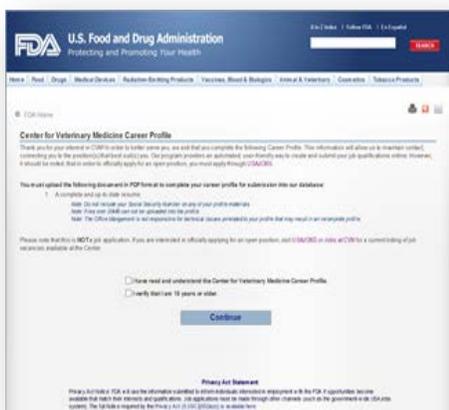
CVM applies two critical tools when recruiting for our vacancies so that we can support the attainment of quality candidates. Since 2013, we have implemented the **use of verification blocks** in the vacancy announcement phase of our hiring. Adopted by the Agency's Office of Human Resources (OHR), based on a proposal submitted by the Center, the incorporation of verification blocks in job announcements requires that applicants highlight where in their resumes they obtained the education and/or experience that coincides with their self-select responses to the task statements in the occupational questionnaire. This tool is highly effective at mitigating applicant misrepresentation and/or falsification of credentials, is helpful to SMEs and HR Specialists in conducting qualification reviews, and can save a great deal of time in the overall hiring process.

Our **use of SMEs in the applicant review stage** of the recruitment process is the other instrument that greatly improves a hiring manager's chance of obtaining a valuable certificate of eligibles. Center SMEs are more often used in our scientific and/or technical recruitment cases. They perform a great deal of quality control, vetting applicants qualifications in concert with specialized experience statements as well as verifying accuracy of candidates' self-select responses to task statements within the vacancies' occupational questionnaires. Questionable candidates cannot appear on the final certificate of eligibles without OHR first discussing their qualifications with the SME(s).

The verification blocks and SME usage go a long way in capturing the best qualified candidates for our available positions. **Our management's willingness to leverage other hiring authorities** (i.e., Staff Fellowships and Re-employed Annuitants) as well as **employ recruitment incentives** (i.e., Advanced Annual Leave Accrual, Telework, Above the Minimum pay, etc.) further help to attract and entice potential applicants to our Center's employment opportunities.

F. We leverage technology to support recruitment management efforts as well as to reach broad applicant pools.

CVM has created meaningful alignment and effectiveness between technology and the day-to-day operations of recruitment. In 2013 and in response to an ever-increasing number of job and internship seekers, the Career and Student Profile Systems were developed to streamline the very front end of our recruitment process. Working in concert with the Office of Information Management, HCMS designed web-based resume applications for the following populations: (1) potential job candidates and (2) students interested in internship or



Graphic 2. CVM's Career Profile System

volunteer opportunities. The profile systems have proved invaluable as they provide a systematic method for storing candidate credentials, allow for real-time tracking and response capabilities for HCMS, improved qualification searches for our hiring managers, and afford increased opportunities for non-competitive hires to include Peace Corps Volunteers, veterans, and people with disabilities.

Our Center also has a dedicated email address – CVMOpportunities@fda.hhs.gov – through which applicants can send their qualifications to apply to positions advertised outside of Title 5 as well as direct questions to HCMS Human Capital Advisors.

HCMS uses SharePoint to support and enhance operational performance as it pertains to the hiring process. A user-friendly and agile tracking system has been developed and is continually fine-tuned to track each stage of OHR’s FDA Accelerated Staffing Track (FAST) hiring model for every CVM recruitment action. By monitoring recruitment metrics against OHR’s Key Performance Indicators (KPIs), trends and challenge areas can be discerned, communicated, and addressed with the Agency.

In terms of advertising open positions, CVM makes good use of its available online platforms to communicate our vacancies. Most positions are regularly advertised on our Twitter feed, external internet page, and via our intranet website.

G. We place a high significance on *diversity and fairness* and have developed a comprehensive Diversity and Inclusion Strategic Plan by which to monitor our progress towards promoting these virtues.

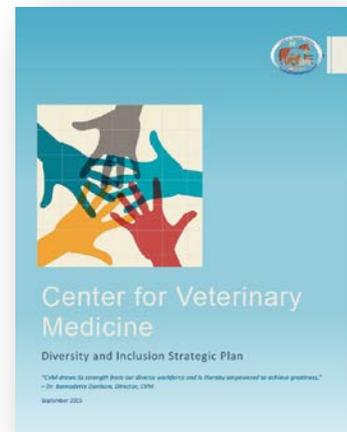
Our commitment to diversity and inclusion, although enduring, has only recently been **documented in our first Diversity and Inclusion Strategic Plan**. Issued in September 2015, the Plan highlights three goals we as a Center are committed to achieving:

1. Maintain a diverse workforce through recruitment, development, and retention efforts.
2. Improve workplace inclusion by cultivating a collaborative, flexible, and fair culture.
3. Sustain CVM’s commitment to diversity and inclusion.

The first two goals, in particular, and their associated strategies and actions (as defined in the Plan) will help assure our Center is comprised of a workforce represented from all segments of society, background, and thought and that our workplace remains a supportive and welcoming environment.

H. We foster an engaged culture and workplace and provide an unparalleled new hire experience.

Center Federal Employee Viewpoint Survey (FEVS) scores have repeatedly revealed that our employees have a passion for the work that they do and are satisfied with the environment CVM provides as it enables them to be successful and thrive. **Our culture is a priceless selling point for potential employees**. Additionally, we, as a Center, recognize that the beginning days and weeks of a new job can sometimes be overwhelming, albeit exciting, for the newly hired employee. To help support new employees as they transition into fully-contributing members of the CVM workforce, we implemented both the New Employee Onboarding and Integration Programs in 2010. Together these programs provide a **specialized support system for all new hires** – affording them information and resources to acclimate to CVM culture, navigate the work environment, and find answers to questions. Individual meet-and-greets with members of the Center Executive Board (CEB) as well as personalized orientation sessions enrich the experience we afford new hires.



Graphic 3. CVM's Diversity and Inclusion Strategic Plan

CHALLENGES

Our primary hurdles can be found below:

A. *We have a lack of a consistent recruitment brand and insufficient recruitment brand management.*

Though we use tailored verbiage in our vacancy announcements that clearly and creatively explains our mission, culture and position preview, there is much more the Center can do to improve recognition and familiarity with CVM during recruitment and in conducting outreach. A brand is the face and message an organization shows to the world and a strong brand serves to differentiate an organization or product within the marketplace, and produce an emotional attachment among stakeholders.² Developing a strong recruitment branding campaign for CVM to include logo placement, a tagline, color scheme, and consistent communication templates (e.g., recruitment pamphlets, PowerPoint presentations, etc.) will vastly increase the Center's visibility among potential applicants. This visibility is imperative as we are competing with the private sector and academia for talented candidates. A 2006 study by the Corporate Leadership Council showed 31% of employees entering organizations that demonstrate a strong degree of Employment Value Proposition (EVP), the perceived balance of rewards and benefits an employee receives for performing at work, compared to only 3% at organizations with a weak EVP.³

Benefits of recruitment brand development include:

- More effective communication of our mission and vision to job seekers;
- Development of a larger applicant pool for vacancies;
- Consistency in informational materials to improve recognition and trust among potential applicants; and
- Differentiation of ourselves among other governmental agencies and the larger public health sector to improve Center awareness and highlight the benefits of our unique culture and career opportunities.

Our mission, vision and the overall efficacy of our unique workplace culture warrant a clear, thoughtful, and innovative recruitment brand through which we can attract job seekers.

B. *We are absent from certain social media platforms.*

With the exception of Twitter and our external and internal websites, there is a shortage of social media presence for CVM. Social platforms, with the largest audiences available, have become marketing platforms. Hiring managers and recruiters are increasingly turning to the social web to market their companies to job seekers. To keep up with these seekers, hiring managers, and recruiters must understand and utilize social media for recruiting with a focus on building and reinforcing their talent brand in that space.⁴ Although the Federal government has to work within certain information technology restrictions that may not apply to private companies, the need to successfully market one's organization through social media is no less true for government entities. Social media isn't the future, it's the present.⁵ It is the way to garner the attention of our Center's future leaders.



Graphic 4. CVM's Twitter Feed

² Forbes, What is a Brand, Anyway? (December 21, 2011)

³ 2006 Corporate Leadership Council – Attracting and Retaining Critical Talent Segments

⁴ Entrepreneur – 3 Ways to Be Constantly Recruiting Star Talent Through Social Media (April 23, 2015)

⁵ The Washington Post, Using Social Media for Your Federal Agency (March 18, 2015)

C. We can better leverage our employees as recruitment ambassadors for our organization.

Just as Center staff educate and develop partnerships with our customers in order to maximize the efficiency and quality of our regulatory and research mission requirements, so too could they assist HCMS in communicating the virtues of a CVM career as well as informing job applicants and students about their responsibilities and the impact of their work. Simple actions are often the most impactful. But even before this can occur, there must be internal resources available and a general awareness of vacancies, planned recruitment events, and other activities so that the workforce can steer the right message outward.

GOALS, OBJECTIVES, AND STRATEGIES

The goals, objectives and strategic actions outlined in this plan are designed to summarize our recruitment and outreach aspirations over the next five years. They are aligned with CVM’s new Strategic Human Capital Plan FY 2017 –2021 (currently in development) as well as with our Diversity and Inclusion Strategic Plan. (A crosswalk between all plans can be found in Appendix B.) In fact, an entire goal of this plan is centered on implementing the actions embodied within Goals 1 and 2 of our Diversity Plan (Goal 1: Maintain a diverse workforce through recruitment, development, and retention efforts; Goal 2: Improve workplace inclusion by cultivating a collaborative, flexible, and fair culture). In addition, we will focus on executing strategies that will assist us in overcoming the major challenges explained in the previous section such as developing a strong employment brand and online social media presence, enhancing grassroots recruitment efforts, and strengthening our existing relationships with colleges and universities, professional associations, local, and diverse communities.

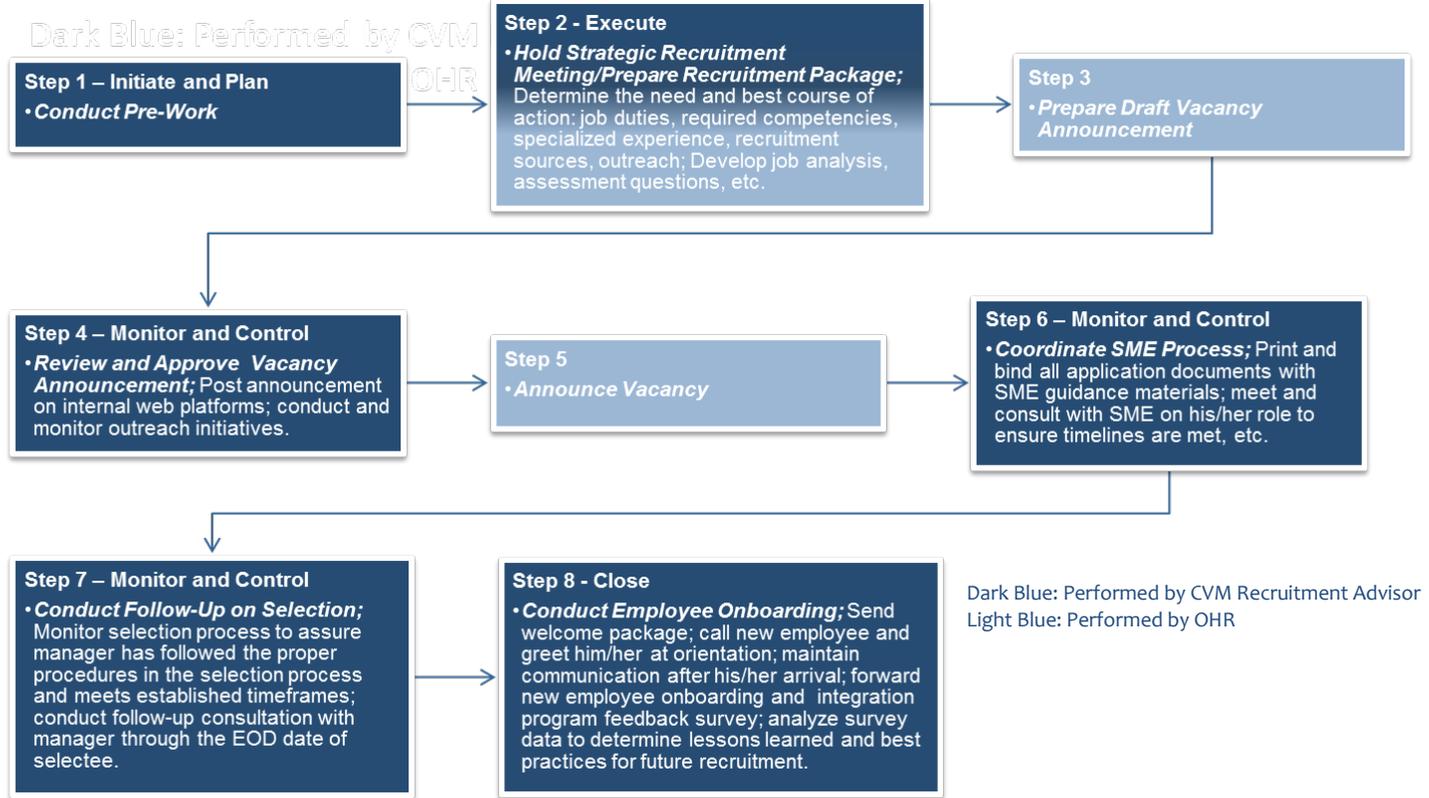
GOAL	OBJECTIVES	STRATEGIC ACTIONS
Goal #1 Strengthen and Develop Recruitment Strategies through Our Online Presence and Branding	1.1: Develop a strong and active social media and online presence	1.1.1: Continue to leverage CVM’s Twitter feed to communicate vacancy announcements 1.1.2: Revise the content on the Center’s “Jobs at the Center for Veterinary Medicine” Agency internet page with verbiage geared to attract prospective applicants 1.1.3: Begin using Twitter to communicate upcoming career fair attendance as well as perform live tweeting from recruitment events 1.1.4: Develop a Facebook pilot to create traffic to CVM’s website (Please refer to Appendix C for an example Agency Pilot) 1.1.5: Utilize FDA’s LinkedIn page for recruitment and outreach 1.1.6: Develop standard operating procedures that reflect social media management and coordination 1.1.7: Increase participation in virtual career fairs
	1.2: Develop and promote a consistent recruitment brand	1.2.1: Develop a branding guide for internal use by HCMS 1.2.2: Develop marketing collateral for the Center’s recruitment and outreach efforts 1.2.3: Explore video and other electronic means through which CVM can be marketed as a desirable employer

GOAL	OBJECTIVES	STRATEGIC ACTIONS
Goal #2 Enhance Internal Recruitment Activities and Procedures	2.1: Cultivate recruitment ambassadorship at all levels of the organization	2.1.1: Stage round-table, question and answer sessions with hiring managers and HCMS staff regarding the federal recruitment process 2.1.2: Promote social media use, career and student profile systems, as well as advertise current vacancies and scheduled career fair attendance during Center-wide “All-Hands” sessions 2.1.3: Make recruitment collateral available to all employees 2.1.4: Develop a recruitment toolkit for Center staff
	2.2: Augment applicant evaluation processes	2.2.1: Develop a pilot for a second evaluation phase in the applicant selection process 2.2.2: Continue to assist hiring officials with creating structured interview procedures
	2.3: Capitalize on the functionality of the Career and Student Profile Systems	2.3.1: Disperse bi-annual, internal data reports 2.3.2: Evaluate the need for system updates 2.3.3: Continue to identify individuals within the profile systems whose skill sets match open vacancies and communicate employment and/or internship opportunities
Goal #3 Execute Action Items in CVM’s Diversity and Inclusion Strategic Plan Relevant to Recruitment, Hiring and Nurturing Our Unique Work Environment	3.1: Design and perform strategic outreach and recruitment to reach all segments of society	3.1.1: Collect and analyze applicant flow data and other diversity statistics 3.1.2: Coordinate outreach and recruitment strategies to maximize the ability to recruit for a diverse, broad spectrum of potential applicants including a variety of geographic regions, academic sources, and professional disciplines 3.1.3: Use clear and consistent communication materials and media to educate diverse populations on CVM’s mission and to promote intern and employment opportunities
	3.2: Continue to leverage strategic hiring initiatives for people with disabilities and for veterans to promote diversity within the workplace	3.2.1: Reinforce Special Emphasis Programs (SEPs) and other strategic hiring initiatives within CVM’s Strategic Recruitment Process
	3.3: Cultivate a supportive, welcoming, inclusive and fair work environment	3.3.1: Hold focus groups to explore ways CVM can improve its perceived fairness 3.3.2: Continue to promote wellness activities at CVM 3.3.3: Add a diversity and inclusion component to CVM’s onboarding/orientation materials 3.3.4: Support participation in employee affinity and resource groups 3.3.5: Conduct an Employee Engagement initiative in one CVM office; implement actions to improve the work environment based on the findings
Goal #4 Strengthen Recruitment Relationships with External Entities	4.1: Improve Collaboration with the Local Community	4.1.1: Develop connections with local “CareerOneStop” centers in the greater Washington, DC metropolitan area 4.1.2: Explore relationships with regional non-profit organizations specializing in career exploration, training and jobs for the public at-large
	4.2: Enhance Relationships with and Messaging to Colleges and Universities	4.2.1: Create a database to organize and track contacts at college/university student career centers 4.2.2: Utilize free job posting services at educational institutions 4.2.3: Disseminate an annual bulletin to college/university contacts to share relevant CVM news, upcoming Center recruitment events, current vacancies and/or internship opportunities, as well as other Federal employment resources geared toward students 4.2.4: Promote the Pathways program

CONCLUSION

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, we are positioning ourselves in the best way possible to ensure our hiring needs will be fulfilled successfully and in keeping with the legacy of our Center's distinctive, organizational culture. Over the course of the next few months, HCMS will develop action plans for each of the strategies listed to include timelines, major milestones, and metrics for evaluating success. Ultimately, the effectiveness of our efforts requires the continued commitment on the part of each employee, manager and supervisor to invest in recruitment measures that are vital to our success as an organization.

APPENDIX A – CVM’S STRATEGIC RECRUITMENT PROCESS





CENTER FOR FOOD SAFETY AND APPLIED NUTRITION (CFSAN) FACEBOOK PILOT

BACKGROUND

CFSAN uses the shared FDA Facebook account for weekly posts to engage the public regarding CFSAN specific topics and regulations. Currently, Facebook is the number one platform for increasing website traffic, increasing CFSAN’s Facebook activity will result in increased awareness and public engagement. In addition, Facebook gives CFSAN an opportunity to have a voice by responding to food related posts.

The Center for Drug Evaluation and Research (CDER) participated in a Facebook pilot program that allowed them to post regular comments directly to the FDA Facebook account. Prior to the pilot CDER did not actively engage in posting CDER actions. During the 90-day pilot CDER made 15 Facebook posts, monitored and responded to various comments/posts.

As a result of the participating in the pilot, CDER found that Facebook significantly expanded their communications reach, increased consumer awareness and understanding while allowing them to change and correct perspectives and attitudes.

CDER plans to continue actively using Facebook as a main platform for communicating to the public. To support this effort, CDER will train and build a Facebook response team, standard operating procedures (SOPs), Facebook Frequently Asked Questions (FAQ) and a Practice Worksheet (to monitor comments and draft responses).

SERVICES

Through enhanced Facebook activity CFSAN will be better equipped to improve public experience and conduct targeted outreach with those who have a distinct interest in overall regulations, services and advancements of CFSAN, in addition to providing CFSAN with access to a broader public network.

Participating in the Facebook pilot will assist CFSAN’s efforts to:

- Increase awareness of CFSAN mission
- Highlight the work of various program offices
- Change public perspective regarding CFSAN
- Decrease false beliefs and rumors and become the ‘go to’ source for information relating to CFSAN regulated products
- Improve subscriber/follower experience
- Improve CFSAN’s understanding of stakeholder/public needs and expectations
- Increase stakeholder/public relationships
- Increase and improve targeted communications
- Provide improved metrics and enable CFSAN to develop specific messages; resulting in an improved gauge on impact/impressions

CONCERNS

Ensuring that information on the website is not only current but also reflects the “agency’s current thinking.” It may be beneficial to speak with program offices to inform them of this effort and stress the importance of having up-to-date information on their web pages.