

(7) Analyzing violation case data to identify trends in noncompliance patterns, highlighting the possible need for changes in APHIS regulations, and identifying needed changes in enforcement resources and/or priorities.

(b) *Animal Care.* (1) Inspecting and re-inspecting USDA licensed and registered facilities under the Animal Welfare Act.

(2) Performing inspections at horse shows, sales and auctions. Monitoring Designated Qualified Person programs under the Horse Protection Act.

(3) Maintaining liaison with the regulated industries and with humane organizations, other Federal agencies, and State and local governments.

(4) Responding to complaints and inquiries from industry, humane groups, and private citizens.

(5) Developing operational plans and procedures for the national animal care programs; performing analyses, assessments, and reviews of animal care activities; and providing necessary reports and recommendations.

#### §371.8 International Services.

The IS Operational Support unit and the IS Regional offices, under the administrative direction of the Administrator and the functional and technical direction of the Deputy Administrator, IS, are responsible for:

(a) *IS Operational Support.* (1) Developing specific plans and providing technical backup for IS programs that prevent, control, or eradicate animal and plant diseases and pests that threaten American agriculture.

(2) Developing and evaluating programs in foreign countries designed to enhance the export of U.S. plants and animals, and their products.

(3) Providing technical consultants to APHIS international personnel as well as to other Federal international agencies and foreign governments.

(4) Providing operational planning and internal review capability as needed to support plant and animal health activities as carried out by APHIS international services personnel.

(5) Coordinating the development and planning activities necessary for APHIS to initiate new programs or special projects as determined appropriate by APHIS, other Departmental agen-

cies, or other international organizations and countries.

(6) Maintaining liaison with the Agricultural Research Service, the Foreign Agricultural Service, the Office of International Cooperation and Development, the Department of State, the Department of Commerce, and military officials with regard to APHIS international services activities.

(7) Working with foreign governments on scientific and technical exchanges when deemed mutually beneficial.

(b) *IS Regional Offices.* IS regional offices are responsible for:

(1) Participating with the Deputy Administrator for IS and other agency officials in the overall planning and formulation of all policies, programs, and activities as they relate to foreign plant programs in which APHIS has an interest.

(2) Planning, providing leadership and coordinating Cooperative Plant Health programs and activities within a Region (comprised of several countries). Developing and maintaining a system for monitoring and reporting on foreign pest situations and evaluating their significance and potential hazard to U.S. agriculture.

(3) Maintaining contact and exchanging plant pest and disease information with research and regulatory officials of foreign countries and with staffs of the Foreign Agricultural Service, the State Department and its Agency for International Development, the United Nations Food and Agriculture Organization, the Pan American Health Organization, and similar international organizations.

(4) Implementing and evaluating programs in foreign countries designed to facilitate the export of U.S. plants and plant products.

#### §371.9 Policy and Program Development.

The units of Planning and Evaluation, Policy Analysis and Development, Regulatory Analysis and Development, Plant Protection Management Systems, and Animal Health and Depredation Management Systems, under the

administrative direction of the Administrator and the functional and technical direction of the Director, PPD, are responsible for:

(a) *Planning and Evaluation.* (1) Sharing with the Director the responsibility for advising the APHIS Administrator and his top staff on strategic planning, operational planning, and agency evaluations.

(2) Designing, implementing, and managing the agency's strategic planning processes that establish the basic framework for overall planning and formulation of all policies and critical agency programs. Ensuring that operational and multi-year plans conform to the strategic plan.

(3) Providing a system that monitors and analyzes world events and trends that may effect the future of the organization. Assessing the APHIS organizational environment to identify strengths that might help, and weaknesses that might hinder, the accomplishment of agency goals.

(4) Designing, implementing, and coordinating the agency evaluation system; developing an annual evaluation plan; monitoring performance of the system; and establishing a mechanism for follow-up and for ensuring that results are fed into the decisionmaking process.

(5) Conducting and coordinating studies and analyses of present programs and support functions and estimating their potential and expected results. Evaluating results against established goals and objectives and evaluating program effectiveness and progress.

(6) Representing APHIS in maintaining liaison with the various planning and evaluation staffs of the Department. Maintaining close cooperation with program staffs and serving as a consultant on the application of planning and evaluating analytical measures and techniques.

(7) Providing advice and assistance in the development, review, modification, and updating of the APHIS component of the Department's multi-year program and financial planning system.

(8) Providing guidance and expertise for training in planning and evaluating techniques and analytical methods.

(b) *Policy Analysis and Development.*

(1) Designing, implementing, and man-

aging an agency decisionmaking process that provides for timely identification and analysis of emerging issues. Providing guidelines for the identification and prioritization of critical issues. Organizing and coordinating interdisciplinary committees to identify desired outcomes and to develop proposed options for achieving them. Conducting and coordinating timely analysis of potential impacts; providing recommendations, and when requested, action plans for the Administrator; and tracking the progress of each critical issue.

(2) Conducting short- and long-term analyses of agency issues, programs, and policies using benefit cost analysis, econometric analysis, decisionmaking under uncertainty and other analytical techniques to provide top management with estimates of the impacts of alternative policy options.

(3) Conducting regulatory analyses in support of the critical issues management system; analyzing the impacts of APHIS regulations on affected industries, consumers and the economy as a whole. Conducting regulatory flexibility analyses to determine the impact of regulations on small businesses and to analyze alternatives to minimize the impact.

(4) Providing guidance to other APHIS staffs on analytical techniques for investigating APHIS policy issues; reviewing and critiquing analytical reports prepared by other APHIS staffs as well as working papers and research done for APHIS by outside contractors.

(5) Providing expertise for training in analytical techniques and developments in quantitative methods, economic analysis and other topics relevant to bringing a modern analytical approach to APHIS program and policy issues.

(c) *Regulatory Analysis and Development.* (1) Advising the Administrator and other key officials on matters pertaining to APHIS regulatory policy, including matters relating to FEDERAL REGISTER documents.

(2) Developing and drafting proposed/ final regulations and other documents for publication in the FEDERAL REGISTER (dockets). Reviewing dockets for adequacy, clarity, and compliance with

APHIS program policies, USDA policies, and applicable laws and regulations.

(3) Coordinating, as appropriate, intra- and inter-agency review of FEDERAL REGISTER dockets. Establishing and maintaining an agency-wide clearance and control system for FEDERAL REGISTER documents, and related documents.

(4) Maintaining a system for monitoring existing regulations to determine their need, enforceability, and burdens consistent with Departmental policies and statutory requirements.

(5) Maintaining the official administrative record for APHIS FEDERAL REGISTER documents.

(6) Serving as focal point for analysis of agency and public comments on proposed APHIS rules.

(7) Conducting public hearings concerning proposed APHIS regulatory actions.

(8) Maintaining liaison with the OGC and with other Government agencies, including the Office of the Federal Register, and Office of Management and Budget, the Small Business Administration, the Environmental Protection Agency, and the Department of the Interior concerning APHIS FEDERAL REGISTER documents.

(9) Providing advice to agency personnel in the preparation of various materials for agency or public distribution concerning APHIS FEDERAL REGISTER documents, such as press releases, economic analyses, regulatory impact statements, and replies to public inquiries.

(d) *Plant Protection Management Systems.* (1) Identifying, analyzing, and selecting viable scientific and technical options, design approaches and research needs in order to design new Plant Protection and Quarantine (PPQ) programs and major changes to existing programs within the framework of the agency's strategic plan.

(2) Establishing major PPQ program goals, objectives, measurement criteria, and data needs for evaluating program outcomes.

(3) Developing emergency program plans, including response strategies, guidelines, and emergency action and contingency plans capable of controlling and eradicating any exotic disease

or pest that might threaten crops, other plant life, or plant products of the nation.

(4) Monitoring and evaluating assigned project designs performed elsewhere in the agency and providing technical guidance as necessary to ensure consistency and adequacy of approach and design.

(5) Overseeing the integration of PPQ operational plans to ensure that they support the long-term goals of the agency.

(6) Coordinating and developing systems or models to assess the risk of exotic plant organisms entering the U.S. and becoming established and the potential biological and economic impacts and appropriate regulatory strategies to manage the risk.

(7) Conducting risk assessments on significant newly introduced exotic plant organisms, thereby providing the technical and scientific basis for subsequent policy formulation, planning, and regulatory activities.

(8) Conducting risk assessments of exotic plant pests and diseases.

(9) Conducting exotic organism entry pathway studies.

(10) Conducting epidemiological investigations of introduced pests, diseases, and weeds.

(11) Conducting assessments of regulatory strategies designed to prevent the introduction of exotic organisms.

(12) Providing scientific and technical support to PPD programs and activities.

(e) *Animal Health and Depredation Management Systems.* (1) Within the framework of the agency's strategic plan, designing new VS and ADC programs and major changes to existing programs requiring the identification, analysis, and selection of viable scientific and technical options, design approaches and research needs.

(2) Establishing major VS and ADC program goals, objectives, measurement criteria, and data needs for evaluating program outcomes.

(3) Developing emergency program plans, including response strategies, guidelines, and emergency action plans and contingencies capable of controlling and eradicating any exotic disease or pest that might threaten the U.S. animal industry.

(4) Monitoring and evaluating assigned project designs performed elsewhere in the agency and providing technical guidance as necessary to ensure consistency and adequacy of approach and design.

(5) Overseeing the integration of VS and ADC operational plans to insure that they support the long-term goals of the agency.

(6) Coordinating and developing systems or models to assess the risk of exotic animal organisms entering the United States and becoming established and the potential biological and economic impacts and appropriate regulatory strategies to manage the risk.

(7) Conducting risk assessments of significant newly introduced exotic animal organisms as well as predator control projects, thereby providing the technical and scientific basis for subsequent policy formulation, planning, and regulatory activities.

(8) Conducting risk assessments of exotic animal pests and diseases.

(9) Conducting exotic organism entry pathway studies.

(10) Conducting epidemiological investigations of introduced pests and diseases.

(11) Conducting assessments of regulatory strategies designed to prevent the introduction of exotic organisms.

(12) Providing scientific and technical support to PPD programs and activities.

#### **§371.10 Recruitment and Development.**

The units of Career Systems and Recruitment; Management, Technical Training, and Development; Professional Development Center, and Professional Development Coordination and Training, under the administrative direction of the Administrator and the functional and technical direction of the Director, R&D, are responsible for:

(a) *Career Systems and Recruitment.* (1) Formulating and recommending recruitment and career development policies and procedures consistent with APHIS's overall personnel policies.

(2) Identifying recruitment needs, intermediate and long-range, and forecasting needs for specialized occupational expertise.

(3) Developing and maintaining a database to identify appropriate external sources of personnel and expertise.

(4) Developing strategies and plans for recruitment.

(5) Conducting recruitment activities independently and with program personnel.

(6) Establishing and maintaining a system for evaluating the recruitment process and its results.

(7) Identifying and developing options within APHIS for career movement.

(8) Devising mechanisms for enabling employees to choose and pursue alternative career paths.

(b) *Management, Technical Training, and Development.* (1) Developing and recommending supervisory and management development programs.

(2) Developing and managing selection processes for entry to supervisory and management development programs.

(3) Designing, developing, and delivering, or arranging for delivery of training and development experience for all employees.

(4) Working with senior executives to identify and carry out opportunities for growth in leadership skills.

(5) Developing and administering a system for evaluating the effectiveness of participant selections and programs.

(6) Recommending improvement of management practices to promote and enhance the payoff of management training and development.

(c) *Professional Development Center.* (1) Designing, processing, and working with supervisors and managers to implement processes to identify training and development needs of employees carrying out plant health programs and related biological support activities.

(2) Designing and developing instructional programs for employees engaged in carrying out plant health programs, nationally and internationally.

(3) Delivering and arranging for others to deliver courses and developmental assignments, and evaluating those programs to determine their effectiveness and any need for change.

(4) Developing and keeping up-to-date operational models for use in