



**RÉPUBLIQUE
FRANÇAISE**

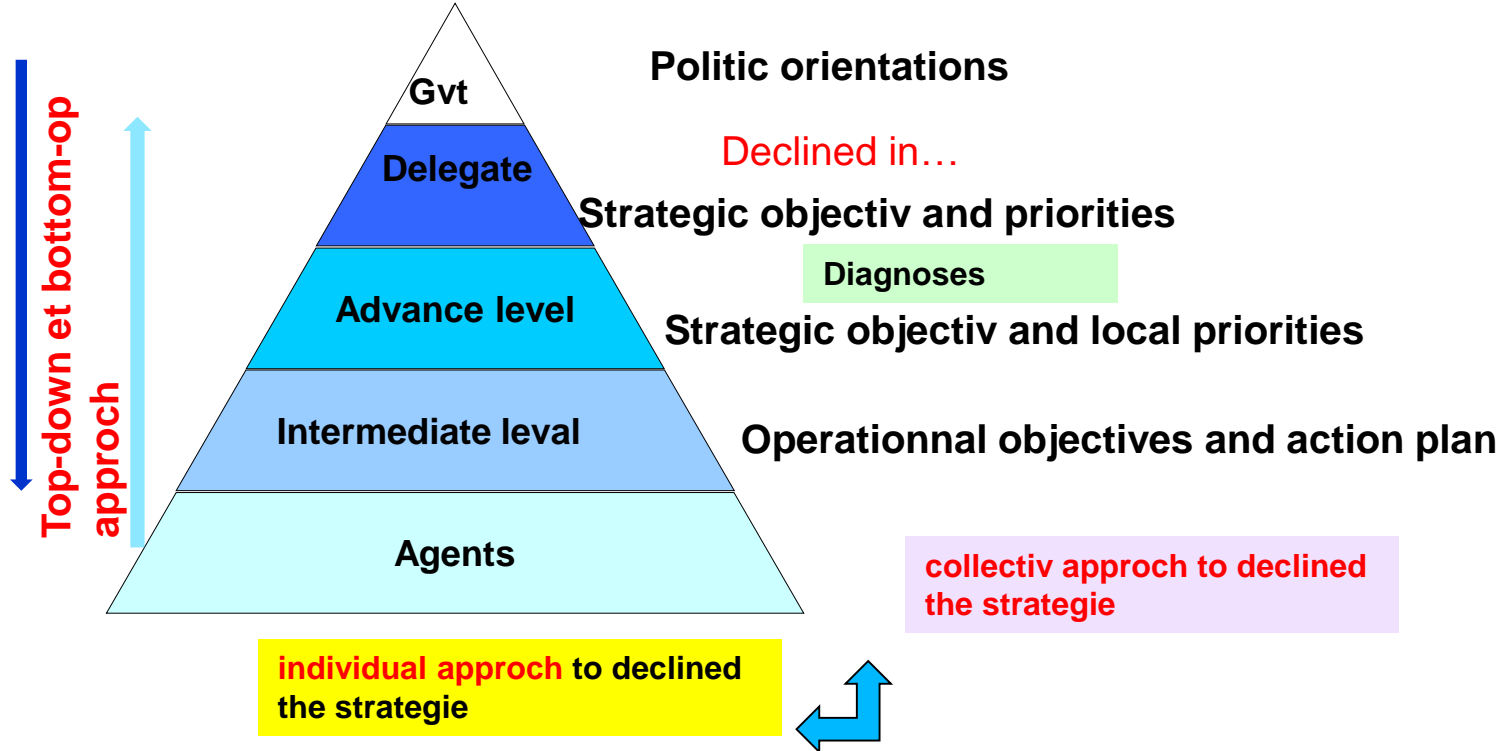
*Liberté
Égalité
Fraternité*

**Leadership in veterinary services
Management by objective and
strategic plan**



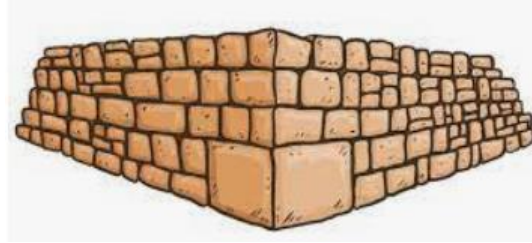
VetAgro Sup

The strategic plan building



Why management by strategic plan?

It' a **cornerstone** of the governance of the policy
What declines at all level of the organization
The WHY, the WHAT and the HOW



- To **formalize the orientations and the priorities** to the collaborator and external partners
- To **give sens** to the carrying of missions by their declinaison in a territory
- To **give clarity** of the missions to federate the teams around a goal
- To **implement management by objectives with performance indicators** with ressources (skills and means)

How to do: the steps



Define the methodes
to evaluate the results
and the impacts

Define an annual
ou multi annual
action plan (programmation)

Define a strategic plan
and expected contributions of differents entity
in terms of strategic and operationnal objectives

Choise strategic objectives
within given horizon (annual or pluri annual)

Share a diagnoses

Identify strenghts and weaknesses, assets and threats
(SWOT)



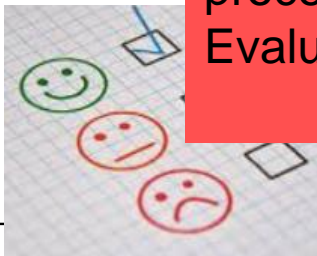
How to do: the steps



Project
management
methods



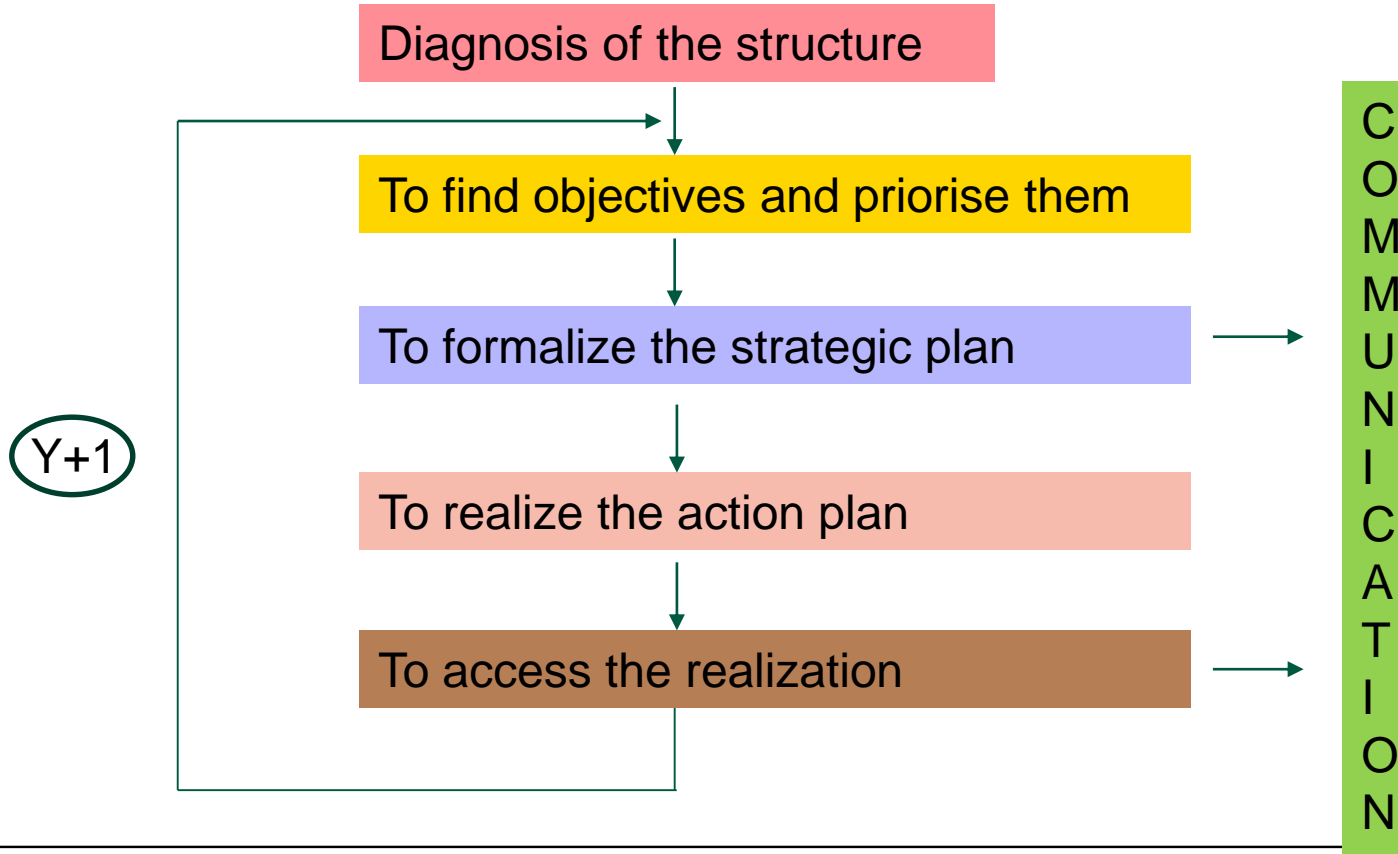
Modality and type
of consultation
and coordination



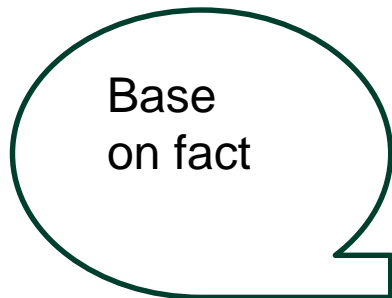
Assesment
process or
Evaluation



Internal and
external
communication
plan



Diagnoses: SWOT METHODOLOGIE



	ASSET	HANDICAP
INTERNE	<p>S</p> <p>STRENGTHS</p>	<p>W</p> <p>WEAKNESSES</p>
	OPORTUNITES	MENACES
EXTERNE	<p>O</p> <p>OPPORTUNITIES</p>	<p>T</p> <p>STREATS</p>

"**SWOT**" is a tool of strategic analysis to find development strategy»



Différent types of objectives

The strategic objectives

The operationnal objectives (strategic objectives declined insind services or at local level)

The individuals objectives (operationnal objectives declined for each colleague in a team)



Strategic objectives

- they express a political vision and translate into guidelines
- They concretely express the purpose and the desired effect of the entity's policy
- They must be defined in a limited number to guaranty their readability and their effectiveness
- They related the most important issues
- They always included an internal and an external component:
 - the territory target audiences
 - internal functioning

**They answer to the question « FOR WICH IMPACTS »
(« WHY, for WHAT effect, to answer TO WHICH Issues...»)**

Operationnals objectives

To be assesseble an operationnel objective must be observable and measurable

- To find « **SMART** » objectives
 - **Spécific**: représentative of the programme
 - **Measurable**: with indicators
 - **Accepted and Reached**: achievable by the agent of the entity
 - **Realistic**: taking into account existing means and resources
 - **Timed** : Done on a given date

Action plan

It's all actions planed to succes operationnal objectives

What: **whose actions?**

How: **Whose methodology and communications ?**


With who: **Whose partners?**

With what: **ressources, budget, competences?**

When and what steps? : **whose schedule, planning?**

For whose results: **whoses expected benefit and whose impacts ?**

Action plan

Objectives	what	How	who	With who	With what	when	result
Axis 1. Strategic objective							
1.1 operationnal objective	action	details	HS	Partners		date	target
1.2 operationnal objective							target
1.3 operationnal objective							target
Axis 2. Strategic objective							target
2.1 operationnal objective							
2.2 operationnal objective							

Formulate indicators



- Indicators must be concret, « **flashing variable** » used as measures, **wich will signify a realty of a result or a performance**
- They are always associated to an objectiv or a goal we **want to assess.**
- An objective **without indicator has no sens** because we never know if we success



The type of indicators (result or impact)

- **quantity:** To define a quantity or pourcent (training's number, percentage of people trained)
- **cost:** to stabilize or reduse coast (Vacations, vaccination, analysis.)
- **Time limit:** The planing of an action.
- **quality:** to improve the quality (of satisfaction, of an implementation of regulation..)





The quality of the indicators

- 1- his utility (usefull for the strategy of the Direction)
 - 2- His relevance (it measures a résultat, an impact, an expected evolution...)
 - 3- his simplicity and- his clarity (to be anderstood and facilitize decision)
-



Exemple of indicators

A ratio can translate

- **effectiveness**: result obtained/ Objective
 - **efficiency**: result/ressources committed
 - **Profitability**: profit/investment
 - **A quality level**: number of defects/total number
-

To federate a team

- To give sens
- Empower
- Create a link
- Facilitize the interpersonnal communication

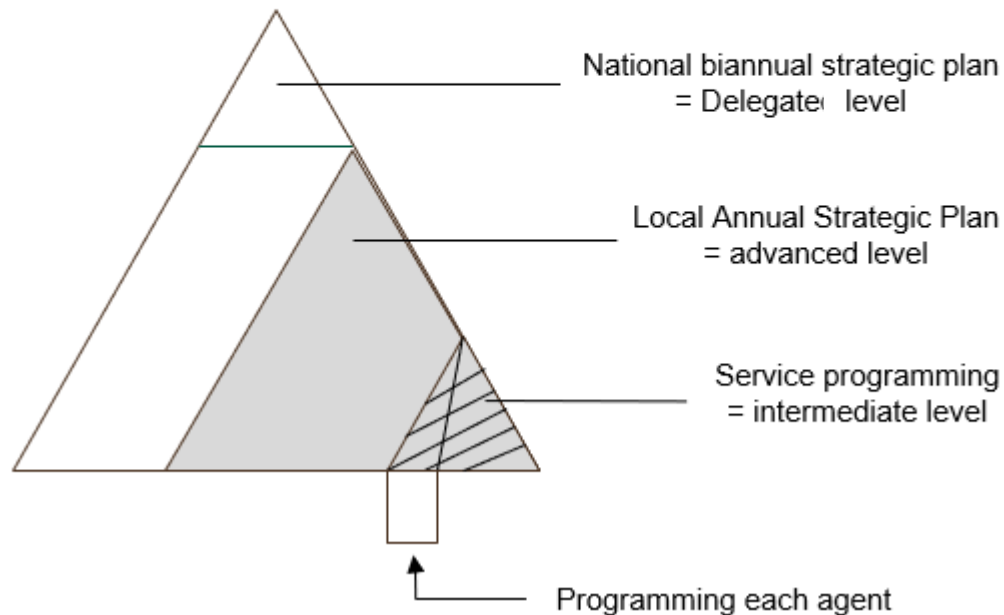


Management by strategic plan National level

A multi-annual strategic plan at national level for the veterinary services is imperative:

- to display and communicate the priorities set in terms of public policies for health controls and incentive policies
 - To be implemented in action plans at the national, provincial and local levels and to measure the implementation of the national strategic plan by means of:
 - activity indicators (number of controls conducted, number of analyses carried out, etc.)
 - performance indicators (percentage of farms or establishments brought into compliance) or improvement of a health situation following a vaccination campaign, etc.
 - In order to be able to demonstrate the results expected and obtained, allowing the achievement of an "officially disease-free" health level and to be authorised to export animals or animal products, for example.
-

National, provincial and local
Objectives articulation
of the three levels of supervision:
intermediate, advanced, delegated



National, provincial and local
Objectives articulation
of the three levels of supervision:
intermediate, advanced, delegated

And not:

National level priorities (delegate)

National level priorities (advanced)

National level priorities (intermediate)

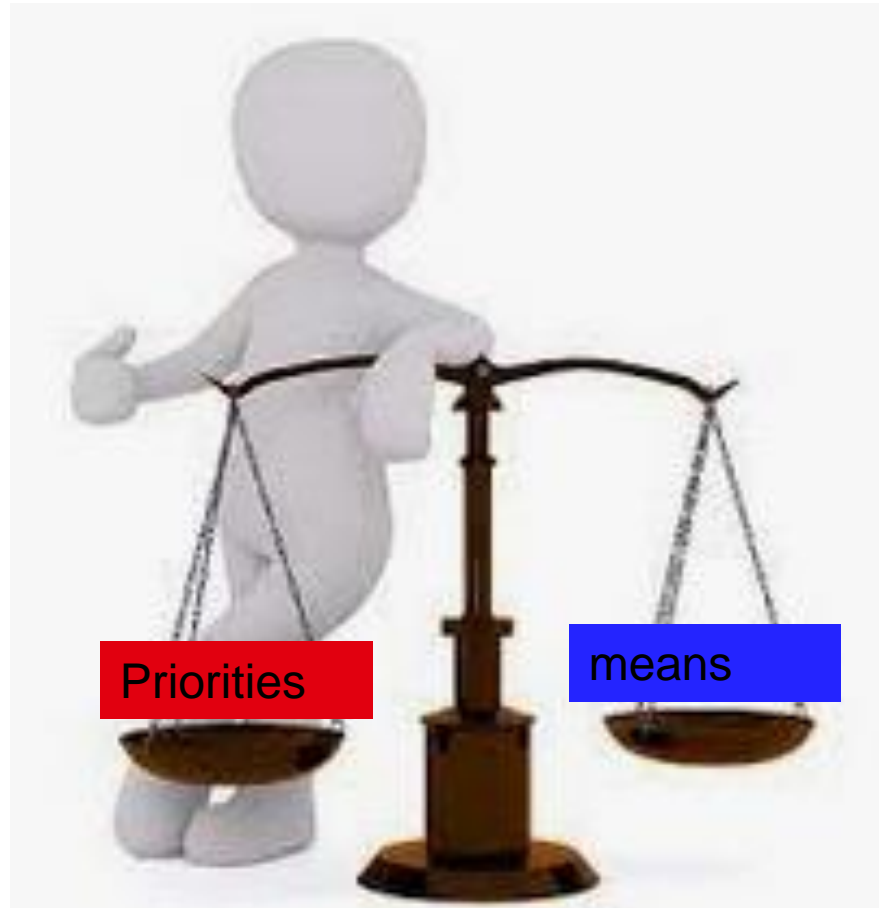


Agent:

This national strategic plan should be based on strategic priorities discussed or developed **at the higher decision-making level:**

- **Regional priorities,**
 - European regulations for the Veterinary Services of Member States,
 - the framework of the Mediterranean Network for animal health (REseau MEditerrannéen de Santé Animale, so called REMESA)
 - decisions taken at the federal level (United States)...
 - **Ministerial priorities of the ministries responsible for Veterinary Services** (ministries in charge of agriculture, health, environment, etc.)
 - **Inter-ministerial priorities:**
 - Ministry of Health,
 - Homeland Security,
 - Foreign Affairs, budget
 - inter-ministerial arbitration bodies
- One health field:**
- Zoonoses
 - Food outbreak
 - AMR
-

the delegate should
contact the
departments
responsible for the
budget and human
resources





- Priorities arising from **the results of the previous plan**
 - to continue an action,
 - to take corrective action
 - on the contrary, to open up new areas of work resulting from emerging risks,
 - **WOAH PVS audits**
 - to integrate new recommendations and measures
 - to be implemented to reach the highest level of integration of WOAHA recommendations
 - **Opinions of risk assessors**, national agencies, national reference laboratories on the need to take into account emerging risks.
 - **National initiatives, proposals** for action according to the health situation of livestock, animal products or animal origin
 - **Taking into account quality approaches** such as ISO 9001 or 17020 standards relating to inspection.
-

This strategic plan may include priorities:

- **Technical or vertical priorities by area of activity:** animal health, animal protection, food safety, export/import
 - **Cross-cutting priorities**, such as prioritisation of control or surveillance plans, control follow-up policy, import/export, etc.
 - **Organisational or managerial**, the setting up of organisational bodies,
 - **In terms of training:** prioritisation of training for veterinary officers, mentoring of officers,
 - **In terms of internal or external communication**
 - **In terms of IT**
 - Finally, on **quality and safety at work**
-

It is important **that this strategic plan be worked on in consultation with the veterinary service staff** who will have to implement it.

This participatory approach makes it possible **to involve them at a very early stage in the development and prioritisation of priorities**



To this end, it may be useful to set up :

1. **Steering committee** which
 1. defines the main lines of the strategic plan,
 2. decides on the methodology for working on the strategic plan,
 3. the composition of the working groups,
 4. evaluates the proposals for actions and sub-actions
 5. decides on the objectives and order of priority of the action plan.

 - 2. **Working groups composed**
-



To this end, it may be useful to set up :

-2. **Working groups composed** of :

1. **Central government staff**

2. Staff from **provincial and/or local deconcentrated services**

3. **Staff in charge of training veterinary services agents** (veterinary public health schools, WOAHA collaborating centre)

4. **Staff representing other ministries**, especially for inter-ministerial axes,

5. **Representatives of national beneficiary organisations** (farmers, consumers, veterinary surgeons, etc.)

6. **Representatives of support or cross-cutting services:** communication, IT, quality assurance....

This iterative construction has several objectives to:

- **Make the staff:**
 - a **stakeholder** in the definition of national objectives
 - a **force for proposals**
 - a **player in their implementation,**
- **Communicate on the process** of developing this strategic plan and on the priorities
- **Obtain a guarantee of its technical and financial feasibility**
- **Have an integrated approach to each of the action plan's axes,**
 - a technical component,
 - an IT component
 - a communication component
- **Enable robust indicators and realistic deadlines** to be defined by drawing on the experience of the departments
- **Illustrate the principles with practical,** on-the-ground examples to anchor the action plan in reality and facilitate its implementation.

Motivation
Involvement

the implementation of a monitoring plan

This strategic plan must

- be, **once validated**,
- be **widely distributed** in several formats:

- **Addressed to staff** as the roadmap for veterinary services
 - **Addressed to principals partners**
 - **Published on the Internet** by the veterinary services or the supervisory ministry
 - **Explained at national seminars**,
 - **Used at the international level**, particularly for a specific action (AMR)
 - Communication can be made at trade fairs, via newsletters or media communications depending on the subject, particularly on social issues (animal protection, health safety, etc.)
-

This **action plan** is implemented at the central administration (national veterinary services), provincial and local levels by senior staff. But it is important **to evaluate the application regularly**.

- **periodically** (frequency to be defined) in the central services in charge of coordinating its application
 - **In management dialogue** with the provincial implementers to evaluate the results obtained, redirect actions or redistribute them geographically in the event of difficulties (crisis management, lack of personnel, etc.)
 - **Make assessments to the donors of orders** to discuss with them the results aggregated at national level or the difficulties encountered,
 - **Carry out annual implementation reviews** that will contribute to the final review (three or five years) depending on the duration of the plan.
-

Leadership model – Management by objectives- Strategic plan- Delegated level

Preliminary
Group
work



Annual intermediate
report

Annual intermediate
report

Final
evaluation



Communication

Evaluation of
the previous
plan

General Assembly
Website
Transmission to staff

to partners

Reintegration
into the
following plan

Ex. Three-year strategic plan

Plan stratégique et organisation de la direction générale de l'alimentation 2021-2023



Janvier | Février | Mars | Avril | Mai | Juin | Juillet → Novembre

1

Impulsion

Cette phase a permis de définir une vision partagée de l'ambition, valider la démarche et mobiliser les personnels autour de la rédaction du plan stratégique.



Séminaire vision en CODIR élargi

A

Revue des missions

Analyse des retours des services de la DGAL

2

Co-construction

Cette phase inclut plusieurs temps forts ayant mobilisé les personnels de la DGAL, tant en administration centrale qu'en services déconcentrés. Les travaux de cette phase, ayant débuté fin février, ont pu se poursuivre à distance, malgré les impacts liés à la crise sanitaire et au confinement, grâce à la mobilisation des équipes et au recours à des modalités d'animation innovantes. Les travaux menés mêlent travaux d'analyse en chambre et animation d'ateliers de co-construction réunissant les personnels.



B
Enquête auprès des personnels DGAL
Enquête auprès des services déconcentrés

Analyse des résultats d'enquête



Atelier CODIR



C
4 ateliers thématiques réunissant personnels AC et SD

Analyse des contributions des personnels et restitutions des ateliers



2 ateliers CODIR pour consolidation et finalisation des contributions

Hiérarchisation, rédaction du PS



Finalisation du PS et proposition d'organisation

3

Validation

Suite aux temps de co-construction, la phase de validation consolide l'ensemble des contributions. Cette phase doit aboutir à une version finale de rédaction du PS et de l'organisation retenue.



Séminaire de présentation aux personnels

II. Axes stratégiques

Construit collectivement et par itérations successives, le plan stratégique de la DGAL s'articule autour de **4 axes, déclinés en 8 objectifs et 17 actions**, qui concernent l'ensemble des attributions de la Direction.

Chacun des axes se décline en 2 objectifs stratégiques dont la réalisation est subordonnée à des actions opérationnelles qui concrétisent le plan de transformation pour les mois et années à venir.

Synthétisées en section IV du présent document, ces actions seront portées par des groupes projets au plan stratégique et opérationnel.



Axe 3 Attirer, mobiliser et valoriser les bonnes compétences

Axes stratégiques

Axe 1 : orienter l'effort du collectif sur des objectifs à fort enjeu.

Axe 2 : promouvoir une vision intégrée de l'alimentation, partagée avec la société.

Axe 3 : attirer, mobiliser et valoriser les bonnes compétences.

Axe 4 : améliorer l'environnement de travail.

Objectifs

1.1. Renforcer l'action de la DGAL sur la prévention et l'analyse de risques.

1.2. Améliorer la capacité d'anticipation de la DGAL.

2.1. Interagir avec nos partenaires dans un cadre de responsabilités respectives réaffirmé.

2.2. Renforcer la relation de confiance vis-à-vis de la société civile et des élus.

3.1. Sécuriser l'acquisition et le maintien des compétences clés, qu'elles soient détenues en externe ou en interne.

3.2. Favoriser l'attractivité et la diversité des parcours de carrières.

4.1. Favoriser une culture professionnelle intégrant le bien-être au travail, des modes de travail innovants et des outils adaptés.

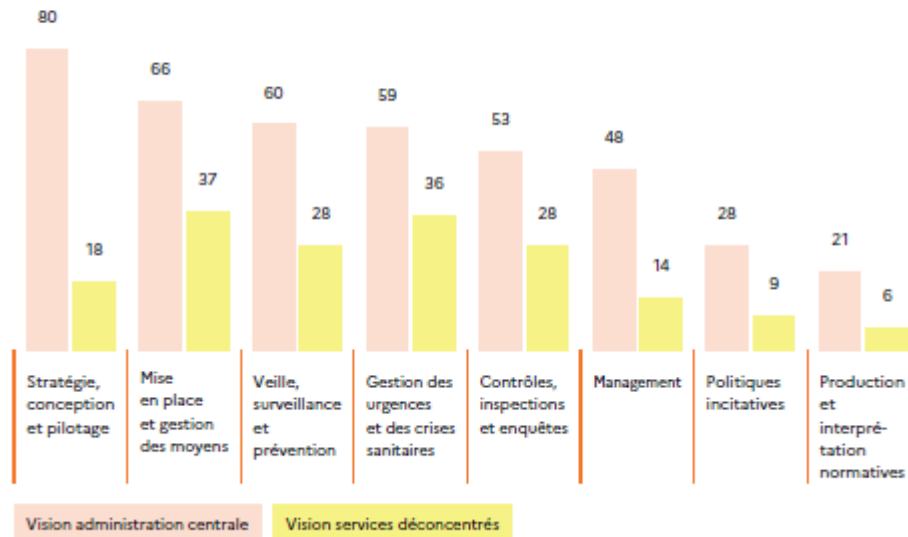
4.2. Rénover le pilotage des activités.

Orienter l'effort du collectif sur les actions à fort levier / impact

Priorisation des missions au regard des enjeux portés par la DGAL

Thématiques prioritaires à investir

Question 5 : parmi les thématiques suivantes, **quelles sont les 3 thématiques** sur lesquelles vous considérez nécessaire d'investir davantage pour répondre aux enjeux de la DGAL ?



Charlotte Grastilleur, cheffe de la mission des urgences sanitaires (MUS)



Pourquoi vous être engagés dans cette aventure ?

S'inscrire dans un groupe de travail du Plan stratégique est un excellent moyen de faire progresser la qualité de l'organisation interne de la DGAL en se mettant au service de son collectif, et de permettre de remettre à jour ou perfectionner des processus internes essentiels. En l'occurrence, le GT sur l'organisation de crise fait écho aux missions de planification et de préparation aux crises de la MUS mais aussi à son souci d'être en phase avec l'organisation centrale, via le HFDS (haut fonctionnaire de défense et de sécurité) en particulier, et territoriale, au service de tous les échelons de la crise DRAAF,

DDecPP mais aussi préfectures de zones de défense et de sécurité, avec nos collègues CMDZ. C'est donc, en résumé, l'occasion, au bénéfice de notre collectivité de travail, de penser l'organisation de crise pour demain.

Anne Girel-Zajdenweber, sous-directrice adjointe de la santé et de la protection des végétaux

Avez-vous commencé à constituer votre équipe ?



Nous avons reçu des premières candidatures et j'encourage vivement un plus grand nombre de collègues à nous rejoindre, pour que le groupe de travail puisse représenter toutes les composantes de la direction, en terme de métiers et de positionnement. Ne vous censurez pas car c'est ensemble que nous déterminerons aussi comment nous souhaitons travailler, et l'étape du démarrage me semble celle où il est le plus nécessaire de rassembler un maximum de contributeurs. D'ailleurs, tout au long de la démarche du projet stratégique, n'hésitez pas à nous écrire, Clara et moi, pour partager vos idées.

Quel premier objectif vous êtes-vous fixé ?

Prendre connaissance déjà de tout ce qui a déjà pu être évoqué et proposé dans les ateliers thématiques réunis après la revue des missions pour capitaliser sur cette expérience, on ne part pas de zéro et je souhaite que l'on puisse rassembler le plus grand nombre de constats, propositions et conseils pour pouvoir construire la proposition de mandat de notre groupe de travail.

The **strategic plan at the advanced level** is a variation of the national multi-annual strategic plan of the veterinary services **but applied to the field of responsibility of the advanced level manager**:

- **It may be in a given technical sector** (e.g. export or animal welfare in the central administration, at the national level, only the axes of the national strategic plan concerning the activity will be implemented in the strategic plan of the service or sub-directorate,
- **It may be in a given geographical sector** at provincial or local level to be
 - adapted locally according to the activities,
 - Adapted to production
 - Adapted to health context on the basis of a risk assessment.

This is known as the principle of subsidiarity.

This strategic plan is based on the priorities of the various principals but is adapted to

- the local context and in particular to the local production fabric
- the health situation of the farms and production establishments.

Flexibility

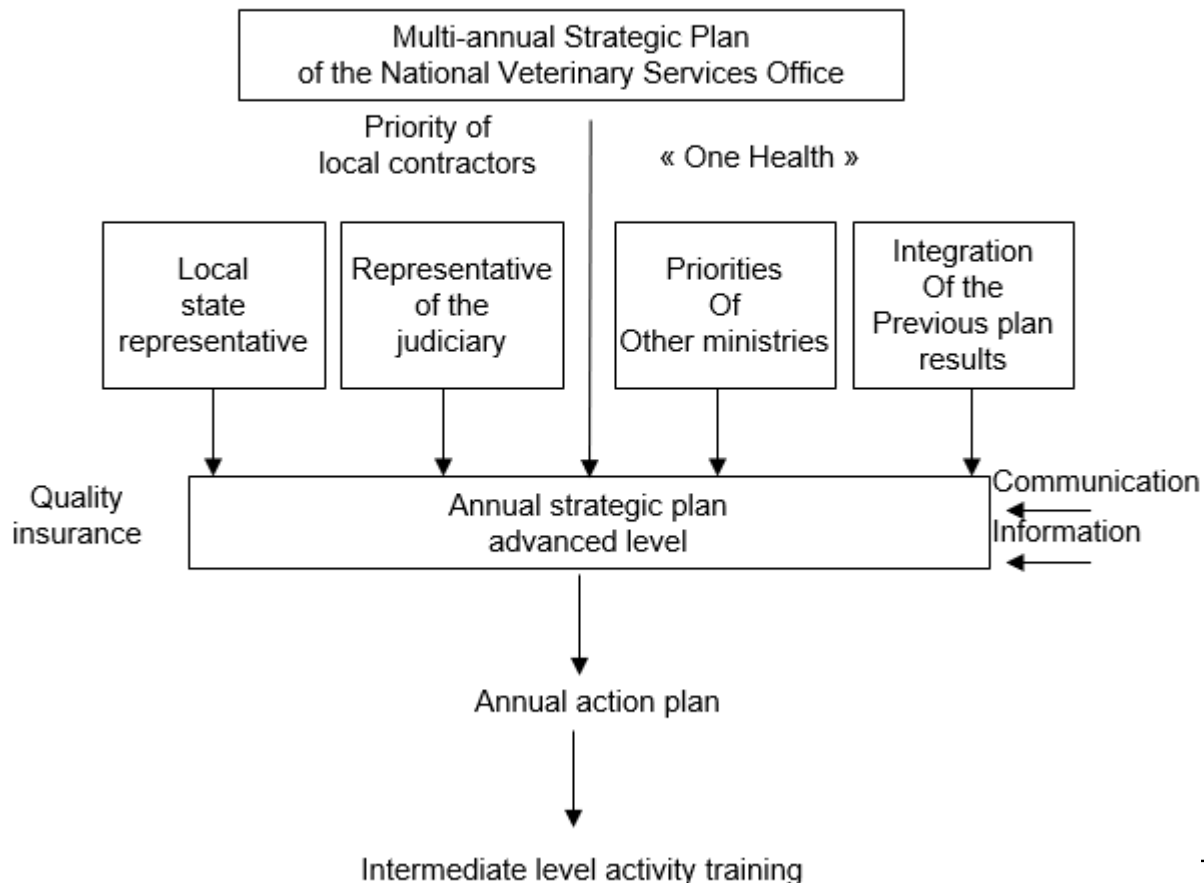




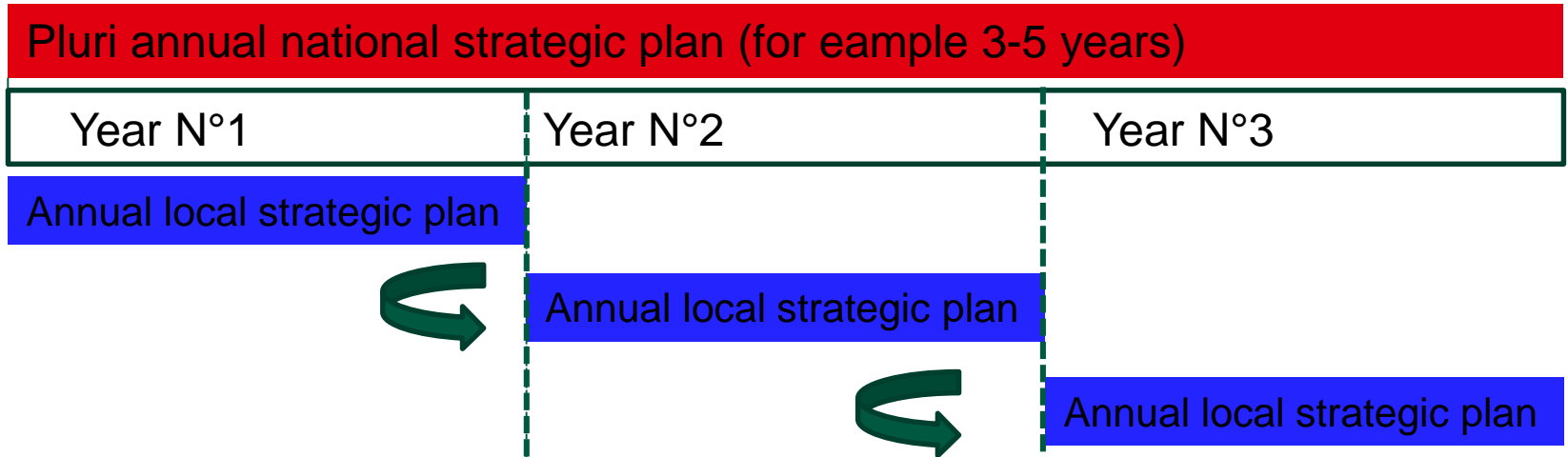
The **priorities** became from:

- **the national strategic plan** of the national Veterinary Services
 - But also from local **principals** (local State representative) who may wish to develop such and such an incentive mission on their local territory (promotion of short supply circuits, active implementation of the ecoantibio plan, etc.)
 - **The judicial authorities**, which, depending on the offences committed, may direct controls on a particular sector of activity, or the implementation of a particular legal procedure,
 - **The results obtained from the local strategic plan for year N-1**, the missions that will have been carried over to year N, for example in the event of a health crisis
 - **The set of priorities and projects that the executive of the advanced level** will wish to develop or promote, generally based on a diagnosis of the territory and a risk analysis.
 - Finally, like the national strategic plan, the local strategic plan must include all the **technical objectives** to be achieved but also **the cross-cutting**, organisational, IT, AQ
-

Objectifs and priority Strategic plan Advance level



This strategic plan may be of **shorter duration** (generally 1 year)
in order to be **extremely operational**, directly linked to **current events**,
regularly evaluated and renewed or **modified according to the results obtained**.

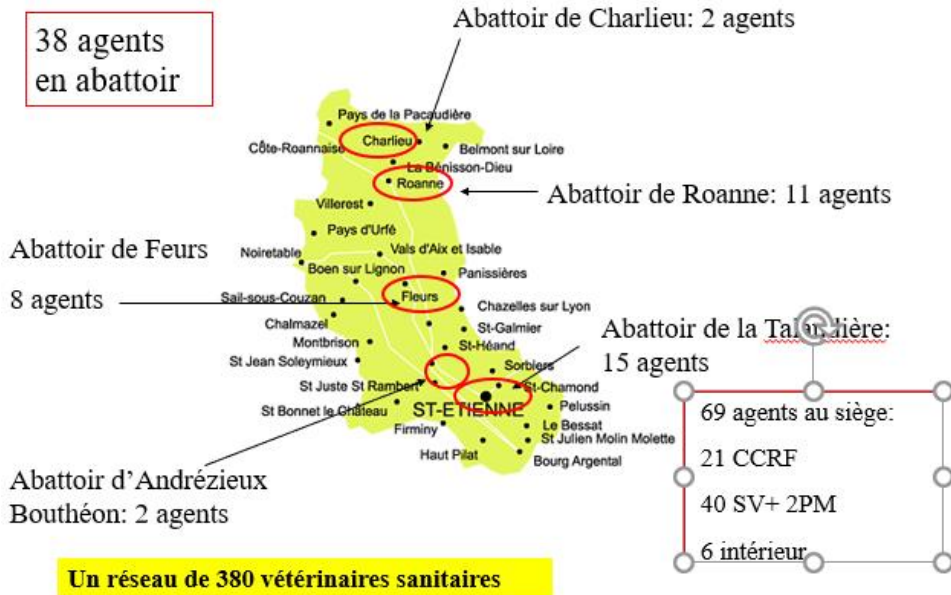


The objective of the strategic plan is:

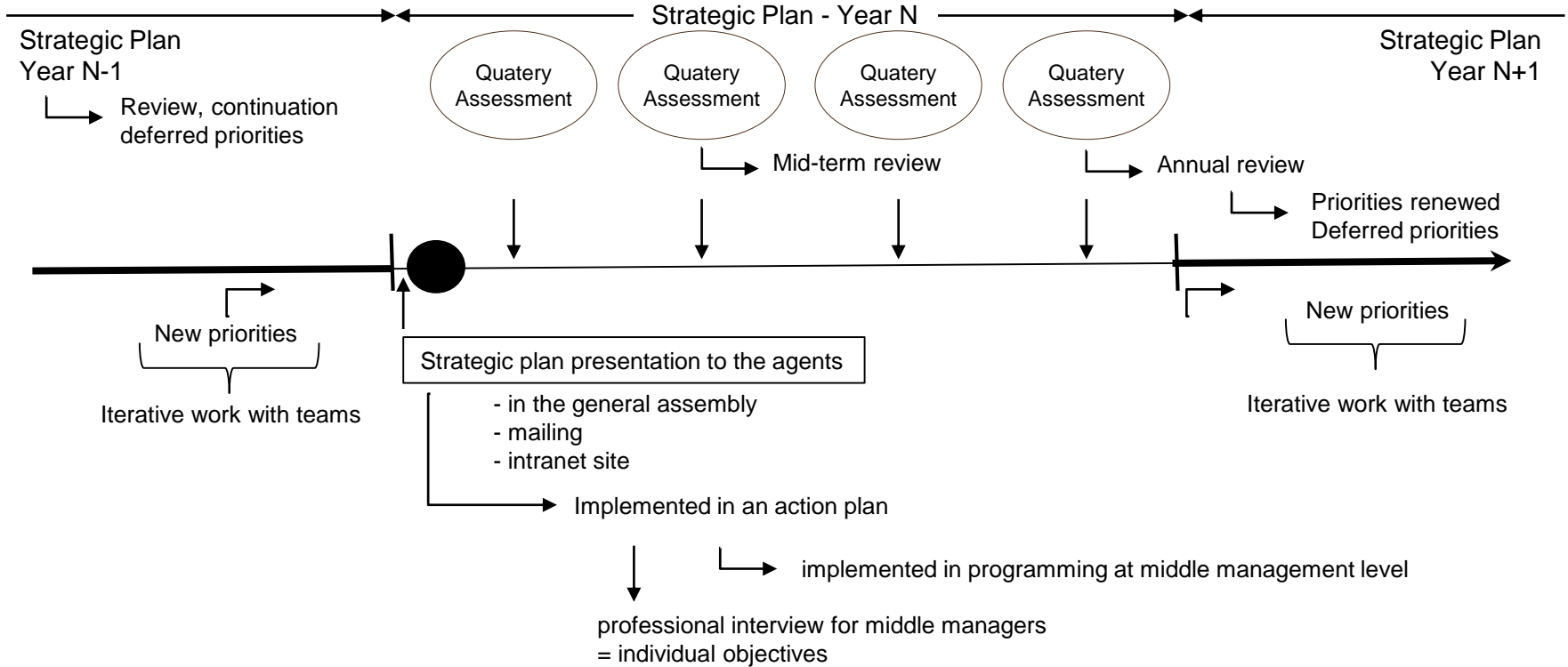
- **to provide a roadmap** for veterinary officers at the provincial or local level
 - **To give sens** to their tasks of control, vaccination, etc., by including them in a coherent programme of objectives to be achieved by the service or local directorate,
 - **This overall presentation** of the service's objectives enables all the agents of the local veterinary service to know what the colleague is doing and why, so that they can act in synergy with him.
 - **To be implemented at the local level in a local activity plan** aimed directly at the activities concerned, breeding, production, processing, export, slaughterhouse....
 - **Produce results that can be evaluated quarterly** and allow for the possible reorientation of priorities during the year in the event of emerging risks or new regulations
 - **Produce quarterly and annual reviews to communicate** on the activity of veterinary services, the results obtained, and to reorientate the objectives for the following year
-

In particular, it enables teams to **work together** to implement common objectives.

This is particularly important in the case of **remote sites** (headquarters of Veterinary Services, slaughterhouses, border inspection posts, branches, etc.)

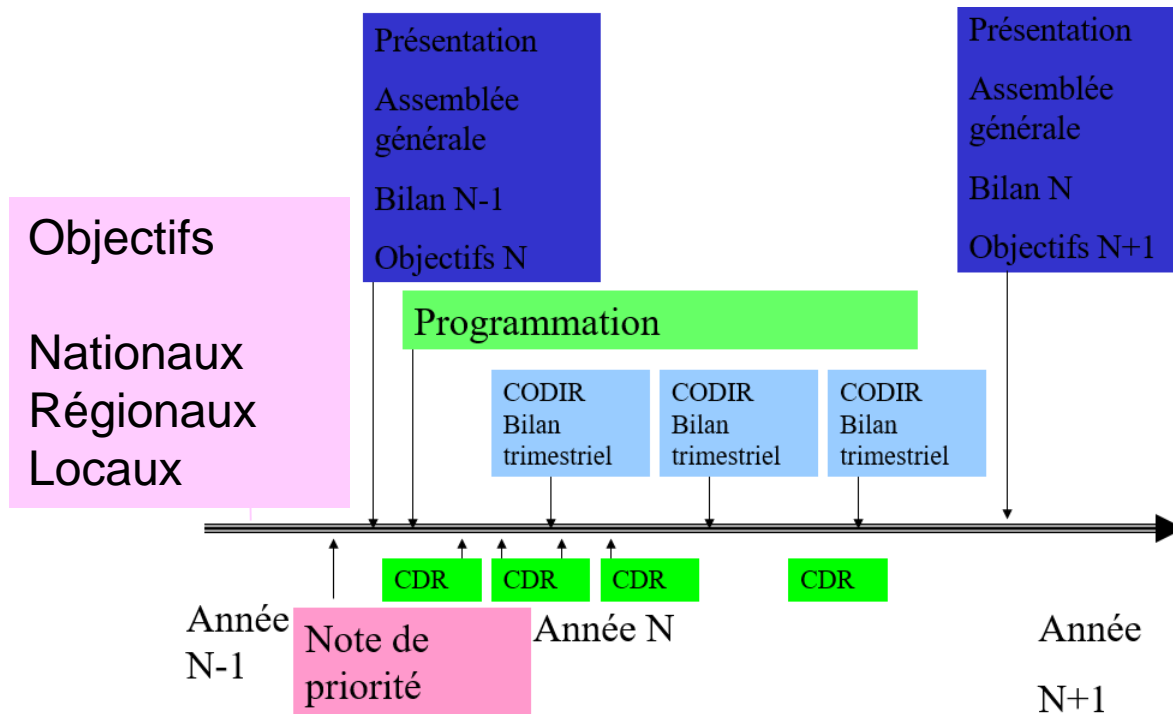


Advanced leadership scheme – Management by objectives- strategic plan





Management en direction départementale de la protection des populations

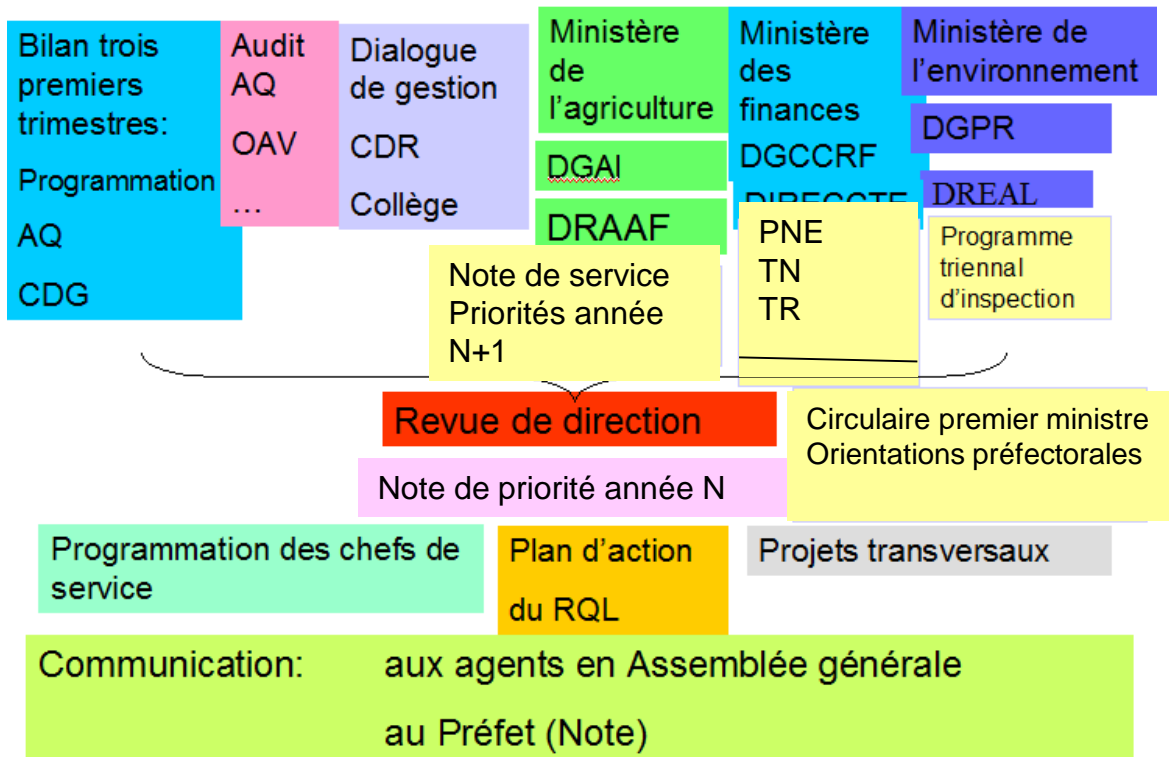




Management en direction départementale de la protection des populations

Le bilan de l'année N

Les priorités de l'année N+1





Management en direction départementale de la

Exemple: Note de priorité



PRÉFET DE LA LOIRE

Ce document a pour objectif de fixer les priorités de la direction départementale de la protection des populations de la Loire pour l'année 2018. Celles-ci résultent de la déclinaison des objectifs nationaux, des enjeux régionaux et des priorités départementales. Son élaboration repose sur :

- La circulaire du Premier ministre du 30 juillet 2015 relative aux mesures à prendre dans le cadre de la crise de l'élevage,
- Les nouvelles règles en matière de « reporting » fixées par instruction du Premier ministre N°5747/SG du 28 octobre 2014, dite protocole des relations entre les administrations centrales et les services déconcentrés,
- La circulaire du ministère de l'intérieur N° NORINT1621377J du 22 juillet 2016 relative aux orientations en matière de sécurité civile,
- La directive nationale d'orientation pour le pilotage et la mise en œuvre au niveau territorial des politiques du ministère de l'agriculture, de l'agroalimentaire et de la forêt du 12/07/2016 (Instruction du gouvernement SG/SM/SDPS/2016-571),
- Les orientations stratégiques et priorités 2018 pour l'organisation DGAl issues de la NS DGAL/SDPRAT/2017-736 du 13/09/2017,
- Le protocole de gestion pour 2018 du programme 206 «Sécurité et qualité sanitaires de l'alimentation» de la note de service DGAL/SDPRAT/2017-626 du 25/07/2017,
- La note de service relative aux modalités de contrôles officiels dans le domaine de la sécurité sanitaire des aliments conformément au processus d'inspection DGL/SDSSA/2017-856 du 8/11/2017 détaillant notamment la stratégie de programmation des contrôles,
- La note stratégique du préfet de région du 28 août 2017,

Note de priorités

Service Populations Animales

1) Certification aux échanges et à l'exportation : Rigueur à la certification et consolidation des vétérinaires mandatés (missions régaliennes)

2) Poursuivre l'animation du réseau des vétérinaires, le renforcer dans le secteur canin, le pérenniser auprès des vétérinaires nouvellement habilités dans le département

3) Surveillance, Prévention et lutte

Influenza aviaire et mesures de biosécurité :

Salmonelles, mesure de surveillance et de biosécurité :

Tuberculose

Apiculture

FCO variant 8 et 4 :

3) Protection animale

Formaliser la mise en place de la cellule de veille de la maltraitance

4) Mettre en œuvre le programme national d'inspection 2018

E Réaliser 100% des contrôles conditionnalité

E Réaliser 100% des inspections du programme national.

5) Pharmacie et poursuite du plan Ecoantibio (Antibiotiques critiques)

6) Assurer la bascule de la base de données SIGAL sur RESYTAL

7) Assurer le contrôle systématique des plaintes, des mises en demeure et des APMS

8) Assurer l'accueil du nouveau vétérinaire adjoint au chef de service,

	Réalisé 2017	Programmé 2017	% PCR C	% programmation	Commentaires
CRA	0	12	0%	0%	
Conditionnalité – Action sanitaire en élevage – paquet hygiène	0	40	0%	0%	
Conditionnalité – Protection animale	0	80	0%	0%	
Conditionnalité – Identification bovine	0	36	0%	0%	
Conditionnalité – Identification ovine/caprine	0	11	0%	0%	
Conditionnalité – Identification porcine	0	3	0%	0%	
Contrôles officiels PA - Animaux de rente	0	95	0%	0%	
PSPC	0	100	0%	0%	Dont 4 prélèvements de poissons
Aviculture	0		0%	0%	
Salmonelles	0	21	0%	0%	
Charte	0	4	0%	0%	
PA	0	8	0%	0%	
Contrôle des mesures de biosécurité dans les élevages de volailles	0	30	0%	0%	



Management en direction départementale de la protection des populations

Suivi en CODIR

	Trimestre écoulé	Année 2016	% PCRC	% programmation
CRA	2	9/11	50	81%
Conditionnalité	39	55/123	45%	45%
PSPC	49	59/95	62%	62%
Aviculture				
Salmoselles	9	12/21	57%	57%
Charte	4	4/4	100%	100%
PA	3	4/8	50%	50%
Palmipèdes gras - gavage	7	7/7	100%	100%
Pharmacie en élevage hors conditionnalité	6	7/12	58%	58%
Pharmacie dans les lycées agricoles	2	3/3	100%	100%
Pharmacie cabinets vétérinaires	2	4/4	100%	100%
PA - Carnivores domestiques (OAV)	1	7/8	87,5%	87,5%
PA - Equidés (OAV)	0	5/5	100%	100%



Management en direction départementale de la protection des populations

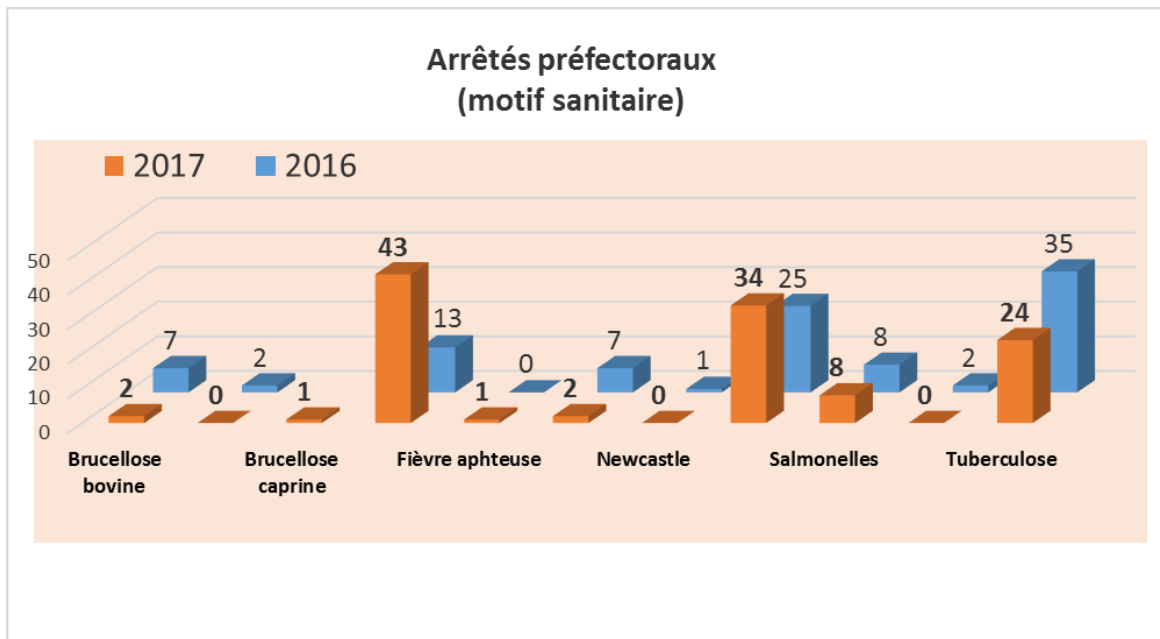
Suivi de la performance - Pôle C de la DIRECCTE Auvergne-Rhône-Alpes

		Du 01/01/17 au 31/12/2017											A jour au 11/03/2018						
		DDI 01	DDI 03	DDI 07	DDI 15	DDI 26	DDI 38	DDI 42	DDI 43	DDI 63	DDI 69	DDI 73	DDI 74	DIRECCTE	Résultat régional	Objectif régional 2017	Ecart	Résultat national	Objectif national
1	Part des visites avec anomalies dans le total des visites	34,18%	45,19%	34,94%	38,42%	38,29%	35,10%	33,90%	44,03%	30,48%	42,59%	25,95%	42,25%	25,27%	36,73%	33,00%	8,27%	36,03%	32,00%
	<i>Nb total de visites</i>	1 296	624	1 394	583	1 238	2 467	1 590	461	1 099	3 611	1 715	2 139	1 146	19 363			164 764	
2	Nombre de visites par EPT	94,97	72,91	145,46	93,78	82,05	83,65	85,91	78,25	67,68	83,36	123,53	91,87	22,18	75,62	81,00	-6,64%	71,84	77,00
	<i>Nb d'EPT</i>	13,65	8,56	9,58	6,22	15,09	29,49	18,51	5,89	16,24	43,32	13,88	23,28	51,67	255,00	81,00		2 293,47	77,00
3	Taux de respect de la programmation des contrôles des établissements RPMM (*)	100,00%	94,12%	100,00%	100,00%	100,00%	100,00%	95,80%	100,00%	98,18%	97,35%	100,00%	98,21%	100,00%	98,50%	95,00%	3,68%	98,15%	95,00%
	<i>Nb de RPMM</i>	90	17	25	20	63	104	119	33	55	113	30	56	7	732	95,00%		5 507	95,00%
4	Taux de couverture CPMV des établissements à risque élevé	100,00%		100,00%		100,00%	100,00%	100,00%		87,50%	90,00%	100,00%	100,00%		95,56%	100,00%	-4,44%	98,02%	100,00%
	<i>Nb de RPMM à risque élevé</i>	7	0	1	0	1	7	3	1	8	10	4	3	0	45	100,00%		253	100,00%
5	Taux de vérification des établissements ayant fait l'objet de mesures administratives	97,87%	78,95%	89,53%	93,75%	91,46%	78,33%	83,04%	83,87%	77,91%	86,52%	86,42%	73,43%	79,31%	84,26%	90,00%	-6,38%	79,48%	90,00%
	<i>Nb d'établissements avec MPA</i>	141	38	86	32	82	203	112	31	59	141	81	175	58	1 239			10 480	
6	Part des suites correctives et répressives dans le total des suites	57,47%	44,35%	30,37%	38,04%	39,24%	48,87%	36,42%	23,76%	31,08%	27,33%	27,96%	31,09%	53,42%	36,04%	30,00%	20,13%	36,35%	29,00%
	<i>Nb total de suites</i>	870	611	1 014	489	971	1 866	1 060	303	695	3 136	862	2 033	292	14 202			126 971	
7	Part des suites correctives et répressives dans le total des suites PCR en DiR/ECCTE													52,40%	52,40%	50,00%	4,80%	55,33%	45,00%
	<i>Nb total de suites PCR en DiR/ECCTE</i>													229	229			2 017	
8	Taux de réponse aux plaintes traitées dans le délai de 2 mois	96,67%	64,71%	91,67%	91,30%	79,71%	69,77%	76,19%	93,75%	78,57%	71,11%	95,92%	74,68%	18,18%	76,31%	74,00%	3,12%	73,19%	69,00%
	<i>Nb de dossiers sur plaintes</i>	30	17	49	23	69	43	63	16	28	360	49	158	11	916			6 090	
9	Taux de réponse aux demandes d'information dans les 10 jours	99,07%	93,55%	95,28%	94,62%	96,88%	95,88%	97,96%	99,10%	98,62%	93,99%	98,28%	96,11%	91,94%	95,90%	93,00%	3,12%	95,45%	93,00%
	<i>Nb de demandes d'information</i>	431	186	212	93	448	607	392	111	290	1 248	232	592	335	5 177			49 270	
10	Délai moyen d'enquête des dossiers transmis aux BIEC													9,8	9,8	11,0	10,91%		11,0
	<i>Nombre de dossiers en cours et ancienneté moyenne (en mois)</i>													7 (5,4)	7 (5,4)				
	(*) Indicateur 3 (CPMV) au 01/01/2017	65,91%	64,71%	65,38%	80,00%	68,75%	69,16%	78,99%	61,29%	79,25%	60,17%	60,00%	76,36%	58,33%		70,68%			67,50%
	(**) Objectif indicateur 3 (CPMV) au 31/12/2017	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%	95,00%			95,00%



Management en direction départementale de la protection des populations

Bilan par service





Management en direction départementale de la

Rapport d'activité de la DDPP

4

ASSURER
la sécurité des citoyens

Rapport d'activité
des Services de l'État
dans la Loire



La DDPP assure également une inspection de qualité sur le plan sanitaire et sur le plan de la protection animale et de l'environnement dans les cinq abattoirs fixes du département qui représentent une production annuelle de 81419 tonnes de viande, soit le premier département d'abattage de viande de boucherie du Sud-Est de la France. Parallèlement, un site d'abattage temporaire a été mis en place dans le cadre de l'Aid el Kébir avec la réalisation de l'inspection permanente des 3200 animaux abattus dans des conditions sanitaires conformes

The local strategic plan must to be

- **Prepared with middle management**, in a bottom-up approach with their staff. This then increases the involvement of the teams in the implementation of the action plan.
 - **Presentation at a general meeting** of staff so that all veterinary staff can be informed, interact and ask questions
 - **Communicated** fairly widely to principals, partners and the general public in a version
 - **Broken down into very concrete action plans**; vaccination campaigns, inspection operations, preparation of emergency response plans.... With the definition of a person responsible for implementation, a deadline and an activity or, better still, performance indicator.
 - **Regularly evaluated**, e.g. quarterly, in particular in the form of quarterly interim reviews in order to be able to monitor the implementation of the strategic plan
 - **Communicate the results obtained** in order to **enhance the value** of the staff's action both internally and externally.
-

This **strategic plan** will be broken down into **action plans**

- at departmental level for the middle manager,
- at individual level

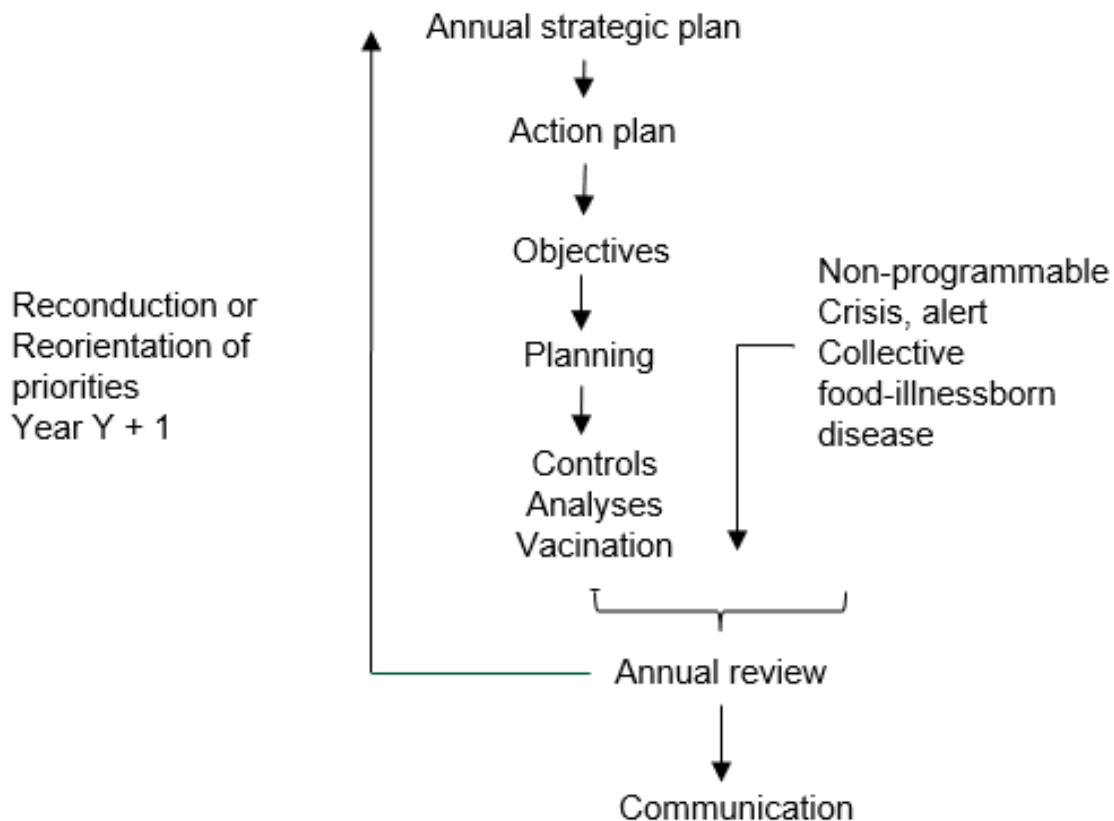
Professional interviews can be conducted at the beginning of the year to:

- review the achievements of the strategic plan for year N-1
- to set out the expected objectives for year N.

Normally, only **non-programmable activities** (crises, outbreaks of epizootics, zoonoses, food-borne toxins, etc.) can **be added to the activity plan**.

- priority will be given to managing the crisis
 - the evaluation of the implementation of the action plan will take into account the impact of the crisis
 - will postpone the achievement of the objective concerned (in year N+1).
-

Intermediate level leadership
Project management



A change of direction is possible in the course of the year in order to adapt the objectives to the monitoring of an emerging risk or to a change in the target of controls (alert on a product or a sector).

In this case, the actions provided for in the action plan will simply be replaced by the actions initially planned.

An action plan has the merit of formalising everything that is planned, but:

- it must be constantly adapted
 - must not make the leader's action rigid,
 - but only make it readable for everyone in order to encourage support.
-



Action plan and programming of actions for veterinary agent services

- number of controls to be carried out,
- number of samples and analyses to be planned,
- incentive measures to be implemented....

This schedule must be :

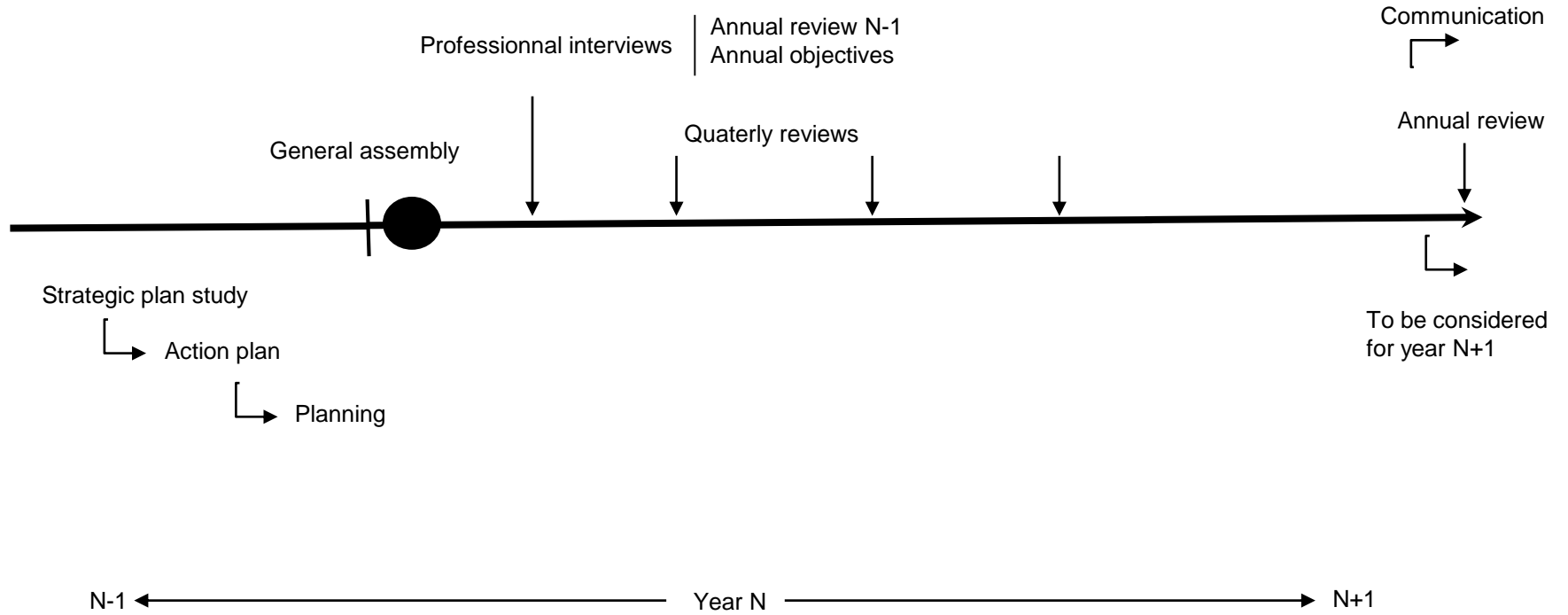
- part of the service's action plan
- directly operational for the agents,

Ex: number of controls, where, when, how on which animals, etc.

At the local level, it is truly:

- **the service's roadmap**
 - **the roadmap of each agent** (individual interviews: result Y-1, Objectiv Y, needs of training, promotion)
-

Intermediate leadership level – Management by objectives Strategic plan



Programming is generally ;

- **The implementation** of the local strategic plan
 - **Adapted**
 - to the establishments (livestock, slaughterhouse, production and processing of animal products)
 - their health level on the basis of a risk analysis nationally or locally
 - **Declined according to the means available** to the intermediate level manager for their implementation (human and financial means)
 - **Evaluated quarterly** so that it can be readjusted according to the results of the previous period
 - **Be the subject of a final assessment** which should be used to reorientate the controls for the coming year or **simply to communicate**.
-

This programming should be realistic.

- **be based on the reality** of the previous year's achievements
 - **Evaluate prospectively** what can be done by the service's agents and then individually at the level of each agent
 - **Be translated into a control plan**, a sampling plan and tasks to be carried out by the department's agents, based on a risk analysis,
 - **Be adapted or re-evaluated** if the resources prove insufficient or if another priority is added to the roadmap (crisis, alert, outbreaks, etc.)
 - **Be evaluated quarterly** by the agent and the middle manager in order to monitor its application or redirect it if necessary with the support of other agents or by readjusting the target if necessary
 - **Finally, be the subject of an individual assessment** (professionnel interview)
-



Programming must therefore include:

- everything that is **programmable**,
- a time allocation **for non-programmable and predictable tasks**.

For example, if a number of suspicions, outbreaks or food poisoning occur regularly each year, we obviously do not know when they will occur, we cannot programme them, but we must take into account the time needed to manage them and set aside time so that we do not programme 100% of an agent's time

Depending on the sector of activity, tasks are more or less programmable.

- 75% programmable in the food safety sector,
 - 50% in animal health and protection,
 - less than 10% in import/export, where the service agent will be closely dependent on animal or product flows.
-

This programming and its evaluation can and should be communicated:

- in departmental meetings,
 - to staff, middle management and possibly partners,
 - the results must be fed into the action plan of the local veterinary service and contribute directly to the implementation of the national strategic plan
 - they can be presented at a general meeting by the agent who carried out the action in order to reinforce the participatory aspect and to enhance its value.
-

These methodological elements, **programming, professional interviews, departmental meetings, quarterly reviews and annual reviews** will establish the middle manager's leadership by directly contributing to:

- **demonstrating their strategic** vision and **making it known**
 - demonstrating their mastery of their field of activity and **enabling them to meet their responsibilities**
 - **communicating and promoting the achievements** and integrating them into public policies conducted at local and national level
 - **to initiate new projects** or propose new orientations according to the observations made and the results obtained.
-



Thank you for yor attention
