



United States

International Trade Commission

**Annual
Performance
Plan, FY 2023–24
and Annual
Performance
Report, FY 2022**



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Abbreviations and Acronyms

Acronyms	Term
AD/CVD	antidumping/countervailing duty
ALJ	Administrative Law Judge
AMCA	American Manufacturing Competitiveness Act of 2016
ATO	Authority to Operate
CBERA	Caribbean Basin Economic Recovery Act
CBP	U.S. Customs and Border Protection (Department of Homeland Security)
CCM	Cost Center Manager
CDO	Chief Data Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
Commission	U.S. International Trade Commission
COR	Contracting Officer's Representative
DATA Act	Digital Accountability and Transparency Act of 2014
DataWeb	Interactive Tariff and Trade Data System
DEI	Diversity, Equity, and Inclusion
DGB	Data Governance Board
EC	Office of Economics
EDIS	Electronic Document Information System
ER	Office of External Relations
ERM	enterprise risk management
FIN	Office of Finance
GC	Office of the General Counsel
GPRA	Government Performance and Results Act
HR	Office of Human Resources
HTS	Harmonized Tariff Schedule of the United States
ICA	Office of Industry and Competitiveness Analysis
ID	initial determination
IDS	Investigations Data System
INV	Office of Investigations
IT	information technology
MTB	miscellaneous tariff bill
MTBPS	Miscellaneous Tariff Bill Petition System
NAFTA	North American Free Trade Agreement
NTM	nontariff measure
OALJ	Office of the Administrative Law Judges
OARS	Office of Analysis and Research Services
OAS	Office of Administrative Services
OB	Office of Budget

Acronyms	Term
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OEEQ	Office of Equal Employment Opportunity
OIG	Office of Inspector General
OP	Office of Operations
OUII	Office of Unfair Import Investigations
PALT	Procurement Action Lead Time
PMSPC	Performance Management and Strategic Planning Committee
PR	Office of Procurement
SE	Office of the Secretary
SSS	Office of Security and Support Services
TATA	Office of Tariff Affairs and Trade Agreements
TRAO	Trade Remedy Assistance Office
URAA	Uruguay Round Agreements Act
USITC	U.S. International Trade Commission
USMCA	United States-Mexico-Canada Agreement
USTR	U.S. Trade Representative
WCO	World Customs Organization
WTO	World Trade Organization

Message from the Chairman

I am pleased to transmit the U.S. International Trade Commission's ("Commission") Annual Performance Plan for FY 2023-2024 and Annual Performance Report for Fiscal Year (FY) 2022. These are structured around the Commission's strategic goals and their supportive objectives outlined in our FY 2022-2026 Strategic Plan. Specifically, this annual report documents the Commission's programmatic and management goals through FY 2024, our performance and accomplishments for FY 2022, and our challenges going forward.

Statutory Mandates

The Commission has three long-standing, statutory mandates: (1) investigate and make determinations in proceedings involving imports claimed to injure a domestic industry or violate U.S. intellectual property rights; (2) provide independent analysis and information on tariffs, trade, and competitiveness to the Congress and the President; and (3) maintain the Harmonized Tariff Schedule of the United States (HTS).

In carrying out these mandates, the Commission independently and objectively investigates unfair trade complaints, impartially administers the relevant trade laws, and helps the President and Congress make informed policy decisions by providing accurate, timely, and insightful analysis on an evolving range of international trade matters.

Program Accomplishments in FY 2022

I would like to highlight the following accomplishments during the last fiscal year. The Commission made substantial progress toward achieving its strategic objectives in FY 2022; it met or exceeded most of its annual performance goals and improved upon agency performance in other areas. This year, the agency commenced 148 new investigations and completed 152 investigations in the areas of import injury, intellectual property, and industry and economic analysis.

Investigate and Decide

In FY 2022, the Commission instituted 65 antidumping and countervailing duty investigations and reviews under Title VII of the Tariff Act of 1930. In these proceedings, the Commission determines whether a U.S. industry is materially injured or is threatened with material injury, or whether the establishment of an industry is materially retarded, by reason of dumped or subsidized imports. Under the Trade Act of 1974, the Commission is also responsible for conducting global safeguard (escape clause) and market disruption investigations. In FY 2022, import injury investigations covered a variety of products across several industry sectors

including agricultural products such as preserved mushrooms, white grape juice concentrate, and lemon juice; chemical products such as sodium nitrite, barium chloride, and superabsorbent polymers; and steel-related products such as oil country tubular goods, steel nails, and freight rail couplers and parts. In conducting these investigations, the Commission continued efforts to streamline proceedings and advance the use of electronic data collection.

The Commission also commenced 71 new investigations under section 337 of the Tariff Act of 1930 during the fiscal year. In these investigations, the Commission determines whether imports have infringed intellectual property rights or injured a domestic industry through unfair competition or other unfair acts such as trade secret misappropriation. These investigations most frequently involve allegations of patent, trademark or copyright infringement, although misappropriation of trade secrets, passing off, false advertising, and antitrust violations also can be litigated under section 337. These investigations are demanding, often involving multiple parties and claims. The wide range of technologies and products at issue during FY 2022 include: mobile and wireless devices and other computer and telecommunications products, pharmaceuticals and medical devices, transportation-related products, and products such as artificial eyelashes, smart thermostat systems, smart speaker systems, swabs used in medical testing, water filter systems, interactive fitness devices, and pillows and seat cushions.

Trade Policy Support and Information

Drawing on its extensive expertise, the Commission provided state-of-the-art economic modeling and analyses to the President and Congress to fill critical information gaps for policy makers. In FY 2022 the Commission commenced 12 factfinding investigations covering a variety of topics, such as the effects of foreign censorship on trade and U.S. businesses, the effects of agricultural imports on U.S. seasonal markets and geographic regions, and the effects of trade on U.S workers and underserved communities. Commission staff met with USTR and Congressional staff to discuss topics such as statutory reports, potential factfinding investigations, trade policy support, draft legislation, tariff affairs, safeguards, miscellaneous tariff bills, and other issues.

During FY 2022 the Commission also compiled, updated, and published the Harmonized Tariff Schedule (HTS) 17 times to reflect policy changes implemented during the fiscal year.

Organizational Excellence

The Commission took important steps to ensure that we used taxpayer dollars efficiently in FY 2022. These measures included improvements to our information collection processes and analytic methods for investigations, resulting in continued timeliness of the Commission's determinations, despite a historically high caseload. The Commission also continued efforts to

improve data management and, when appropriate, made underlying data and analytic tools available to the public. The agency invested in information technology services to allow us to continue to effectively operate in a virtual environment and facilitate the public's ability to continue engaging with the Commission. The Commission also continued enhancing our information technology security, human resources administration, and management of its financial resources. Going forward, the Commission will continue to develop additional ways to make information pertaining to our statutory investigations more readily accessible to the public.

In FY 2022, the Commission continued to apply enterprise-risk-management principles in our planning and budget formulation processes to improve the efficiency and effectiveness of its decision-making in these areas. Moreover, the Commission made strides in improving our data governance activities. The Commission's Data Governance Board advanced enterprise-wide data governance policies covering data sharing, data quality benchmarks, and data management standards. The Commission also expanded the release of data on our Open Data page.

Looking Forward

Trade has become a larger part of the U.S. and global economies, with changes in supply chains, policies, and technologies shaping these trade flows. These dynamics in international trade have increased the complexity and scope of the Commission's analyses. The Commission endeavors to remain at the forefront of informing trade policy, through its analysis of trade and competitiveness-related industry, economic, legal, and nomenclature issues.

During the past fiscal year, the Commission and its staff have excelled in carrying out our mission. Despite the many challenges posed by the pandemic, maintaining a hybrid telework environment, and a historically high workload in all mission areas, the Commission met all our statutory deadlines and received positive feedback from stakeholders. I expect the Commission to continue to provide high-quality, cutting-edge analysis of international trade issues to the President, Congress, and the American public, and to remain a highly regarded and independent expert that informs U.S. trade policy in the coming year.

Working with the President, the USTR, and Congress, as well as U.S. industries, workers, and the public, the agency will continue to execute its mission with independence, integrity, trust, and transparency.

FY 2023 and 2024 Annual Performance Plan and FY 2022 Annual Performance Report

The U.S. International Trade Commission’s Annual Performance Plan is based on the FY 2022–FY 2026 Strategic Plan. This plan describes the specific performance goals and strategies we have laid out to make progress on our strategic goals and strategic objectives through FY 2024. Also included in this document is the Commission’s Annual Performance Report for FY 2022. It compares our FY 2022 results with the performance goals we published in our FY 2022 Annual Performance Plan. Our planning process is carried out in accordance with the provisions of the Government Performance and Results Act of 1990 (GPRA), as amended by the GPRA Modernization Act of 2010, and related guidance from the Office of Management and Budget.

Mission Statement

Investigate and make determinations in trade remedy proceedings; analyze and provide information on tariffs, trade, and competitiveness; update and maintain the U.S. tariff schedule; and execute the agency's mission with independence, integrity, trust, and transparency.

Agency Information

Overview

International trade and investment are integral to U.S. and global economic performance. Tariff and nontariff measures influence the level and composition of global investment and trade. International and global trade and investment policies and an ever-changing competitive environment can significantly impact industries, workers, and consumers, affecting local, national, and international economies. The Commission’s statutory responsibilities in the trade and investment arena are described below.

The Commission has specific responsibilities in the application of U.S. trade remedy laws. As the influence of trade in the U.S. and global economies has expanded, our role in applying these laws to allegations of unfair trade has remained a key mechanism on which U.S. firms and workers can rely to help ensure a level playing field in the U.S. market. Our timely completion of import injury investigations contributes to the confidence of U.S. companies and workers in a

fair and impartial international trading system. U.S. industries also value timely resolution of allegations of unfair acts in import trade, most often involving intellectual property disputes. We also assist U.S. Customs and Border Protection (CBP), as needed, to support effective enforcement of Commission orders to exclude unfairly traded imports.

By law, the Commission analyzes the many ways that changes in trade and competitiveness affect U.S. economic growth and employment, and the overall health of the U.S. economy. As an independent, nonpartisan agency, we fulfill our mandate to provide the House Committee on Ways and Means, the Senate Committee on Finance, the President, and, by delegation, the U.S. Trade Representative (USTR), with independent, objective, and timely analysis and information on trade and competitiveness issues. We deploy substantial expertise to supply objective, accurate, cutting-edge insights to Congress and the Administration. Commission reports explain and estimate the effects of policy changes on producers, consumers, workers, and the U.S. economy as a whole.

Since its founding in 1916, the Commission has had a major role in maintaining and analyzing the nation's tariff schedule. Since 1988, we have been responsible for maintaining the official legal document that specifies the tariffs, if any, that apply to all imported goods. We ensure that the tariff schedule is up-to-date and accurate, reflecting all implemented trade agreements. We also chair the interagency Committee for Statistical Annotation of the Tariff Schedules. These efforts facilitate international trade by contributing to efficient clearance of goods through the nation's 328 ports of entry, enabling the accurate collection of tariff revenues, and permitting the collection and reporting of the nation's trade statistics. In an environment of rapidly changing technology and products, our representation of the United States at the World Customs Organization and our timely maintenance of the U.S. tariff schedule serve to improve the quality of trade information.

Our key statutory responsibilities are shown in box 1.1.

Box 1.1 Key statutory responsibilities¹

Tariff Act of 1930

Under Title VII of the Tariff Act of 1930, the Commission and the U.S. Department of Commerce (Commerce) are responsible for conducting antidumping (AD) and countervailing duty (CVD) (subsidy) investigations and five-year (sunset) reviews. Commerce determines whether imports under investigation are dumped or subsidized, and if so, the margin of dumping or amount of subsidy. The Commission determines whether a U.S. industry is materially injured, threatened with material injury, or the establishment of an industry in the United States is materially retarded by reason of the imports under investigation. If both Commerce and the Commission reach affirmative final determinations, Commerce issues an antidumping duty order to offset the dumping or a countervailing duty order to offset the subsidy. (See Title VII, Tariff Act of 1930, 19 U.S.C. § 1671 et seq.)

Under section 337, the Commission investigates unfair methods of competition and unfair acts involving imported articles, including infringement of U.S. patents, trademarks, and copyrights. If a violation is found, the Commission may issue one or both types of remedial orders authorized by the statute. Exclusion orders direct U.S. Customs and Border Protection (CBP) to prohibit the importation of infringing articles. Cease and desist orders prohibit, among other things, the sale, marketing, or distribution of infringing articles. (See section 337, Tariff Act of 1930, 19 U.S.C. § 1337.)

Under section 332, the Commission investigates a wide variety of trade matters. Upon request from the House Committee on Ways and Means, the Senate Committee on Finance, or the President, and, by delegation, the U.S. Trade Representative (USTR), or upon its own motion, the Commission conducts factfinding investigations and prepares reports on matters involving tariffs, trade, and competitiveness. (See section 332, Tariff Act of 1930, 19 U.S.C. § 1332.)

Under section 484, the Commission also cooperates with the Secretary of the Treasury and the Secretary of Commerce to establish statistical subdivisions of the Harmonized Tariff Schedule (HTS) for articles imported into the United States and seeks to ensure that these statistical subdivisions are compatible with domestic statistical programs. (See section 484(f), Tariff Act of 1930, 19 U.S.C. § 1484(f).)

Trade Act of 1974

At the request of the President, the Commission provides advice as to the probable economic effect on domestic industries and consumers of modification of duties and other barriers to trade that may be considered for inclusion in any proposed trade agreement with foreign countries. (See section 131, Trade Act of 1974, 19 U.S.C. § 2151.)

At times, certain articles may be designated as eligible for duty-free treatment when imported from designated developing countries. The Commission advises the President as to the probable economic effect on the domestic industry and on consumers of such designations. (See sections 131 and 503, Trade Act of 1974, 19 U.S.C. § 2151, 2163.)

The Commission conducts “safeguard” investigations under sections 201–204 of the Trade Act of 1974. The Commission conducts investigations under section 202(b) to determine whether an article is being imported into the United States in such increased quantities as to be a substantial cause of serious injury, or the threat thereof, to the domestic industry producing a like or directly competitive article. If the Commission finds serious injury or threat, it recommends to the President the action that would address the serious injury or threat thereof and be most effective in facilitating the efforts of the domestic industry to make a positive adjustment to import competition. The President makes the final decision on whether to take an action and, if so, the form, amount, and duration of the action. During the time that a remedy action is in effect, the Commission, under

¹ The American Manufacturing Competitiveness Act of 2016 (AMCA) established a process under which the Commission, in accordance with a procedure and timetable set out in the statute, would request and receive petitions for temporary duty suspensions and reductions, seek public comment on petitions received and input from the Department of Commerce and U.S. Customs and Border Protection, and place each of the petitions into one of six categories based on the requirements of the Act.

The statute authorized two petitioning cycles, with reports due to the House Committee on Ways and Means and Senate Committee on Finance in August 2017 and August 2020, respectively. A miscellaneous tariff bill based on the Commission’s first report was enacted in 2017 and expired at the end of 2020. No bill has been enacted in response to the Commission’s 2020 report. (See AMCA, 19 U.S.C. § 1332 note.) Should the AMCA be reenacted, it would once again be a key statutory responsibility of the Commission.

section 204(a)(1), monitors developments within the domestic industry and, under section 204(a)(2), may be required to provide a report to the President and the Congress on its monitoring. The Commission may also be required under section 204(a)(4) to provide advice to the President regarding a modification of the action and, under section 204(c), investigate to determine whether the action should be extended. After the action terminates, the Commission, under section 204(d), must evaluate the effectiveness of the action and submit a report to the President and the Congress. (See sections 201–204, Trade Act of 1974, 19 U.S.C § 2252–2254.)

In addition, the USTR, following receipt of a request from a domestic industry that produces a perishable agricultural product or citrus product, may request the Commission to monitor and investigate imports of the concerned product under section 332(g) of the Tariff Act of 1930 (19 U.S.C. 1332(g)) for the purpose of expediting an investigation under section 202(b) of the Trade Act with respect to imports of such perishable agricultural product or citrus product. (See section 202, Trade Act of 1974, 19 U.S.C § 2252.)

Omnibus Trade and Competitiveness Act of 1988

The Commission is responsible for compiling and publishing the HTS and for keeping it under review. The Commission is also responsible for recommending to the President modifications it considers necessary or appropriate to conform the HTS with amendments to the HS Convention, to ensure that the HTS is kept up to date, and to relieve unnecessary administrative burdens. (See section 1205, Omnibus Trade and Competitiveness Act of 1988, 19 U.S.C. § 3005.)

Along with the Departments of Treasury and Commerce, the Commission is responsible for representing the U.S. government concerning the activities of the World Customs Organization Council (WCO) relating to the Harmonized System (HS) Convention covering the international classification of traded goods. We also work with the Departments of Treasury and Commerce to formulate U.S. government positions on technical and procedural issues relating to the Convention. (See section 1210, Omnibus Trade and Competitiveness Act of 1988, 19 U.S.C. § 3010.)

Bipartisan Congressional Trade Priorities and Accountability Act of 2015

Under the Bipartisan Congressional Trade Priorities and Accountability Act of 2015, the Commission provides the President and the Congress with reports that assess the likely impact of trade agreements entered into with foreign countries, such as the USMCA. The President’s authority to enter into trade agreements expired on June 30, 2021. Section 105(f) of the Act required the Commission to submit to the House Committee on Ways and Means and Senate Committee on Finance two reports, one in 2016 and a second in 2021, on the economic impact of trade agreements with respect to which Congress has enacted an implementing bill under trade authorities’ procedures since January 1, 1984. (See section 105(c), Bipartisan Congressional Trade Priorities and Accountability Act of 2015, 19 U.S.C. § 4204.)

United States-Mexico-Canada Agreement Implementation Act

The United States-Mexico-Canada Implementation Act provided new responsibilities for the Commission:

Under section 322 of the United States-Mexico-Canada (USMCA) Implementation Act, the Commission must conduct investigations and make determinations with respect to whether grants of authority, received or requested by Mexican trucking firms or drivers to provide long-haul trucking services in the United States, cause or threaten to cause material harm to U.S. long-haul trucking firms and drivers. (See section 322, USMCA Implementation Act, 19 U.S.C. § 4501 note)

Section 202(A) of the USMCA Implementation Act created special rules for automotive goods. That section created an interagency committee, of which the Chair of the Commission is a member, that advises on and reviews matters concerning the USMCA automotive rules of origin. The Commission also is tasked with preparing biennial reports concerning the economic impact of those rules of origin; the first of which was instituted in FY 2022. (See section 202(A) of USMCA Implementation Act, 19 U.S.C. § 4501 note)

Organizational Structure

Commissioners

The USITC is headed by six commissioners, who are nominated by the President and confirmed by the U.S. Senate. David S. Johanson, a Republican, is serving as Chairman of the Commission for a term ending June 16, 2024. Other commissioners currently serving are, in order of seniority, Rhonda K. Schmidlein, Jason E. Kearns, Randolph J. Stayin, and Amy A. Karpel.²

Each commissioner serves a term of nine years, unless appointed to fill an unexpired term. The terms are set by statute and are staggered such that a different term expires every 18 months.³ A commissioner who has served for more than five years is ineligible for reappointment. A commissioner may, however, continue to serve after the expiration of his or her term until a successor is appointed and confirmed. No more than three commissioners may be members of the same political party. The Chairman and the Vice Chairman are designated by the President and serve for a statutory two-year term. If the President does not designate a Chairman, the most senior commissioner of the relevant political party becomes Chairman by operation of law. The Chairman may not be of the same political party as the preceding Chairman, nor may the President designate two commissioners of the same political party to serve as the Chairman and Vice Chairman. Currently three Democrats and two Republicans serve as commissioners.

USITC Staff

Our staff is organized into offices designed to support our mission. These include:

- Office of Administrative Services (OAS), and its subordinate Offices of the Secretary (SE), Human Resources (HR), and Security and Support Services (SSS);
- Office of Equal Employment Opportunity (OEEO);
- Office of External Relations (ER);
- Office of Inspector General (OIG);
- Office of Internal Control and Risk Management (OICRM);
- Office of Operations (OP), and its subordinate Offices of Investigations (INV), Industry and Competitiveness Analysis (ICA),⁴ Economics (EC), Tariff Affairs and Trade

² Currently, there is one vacancy.

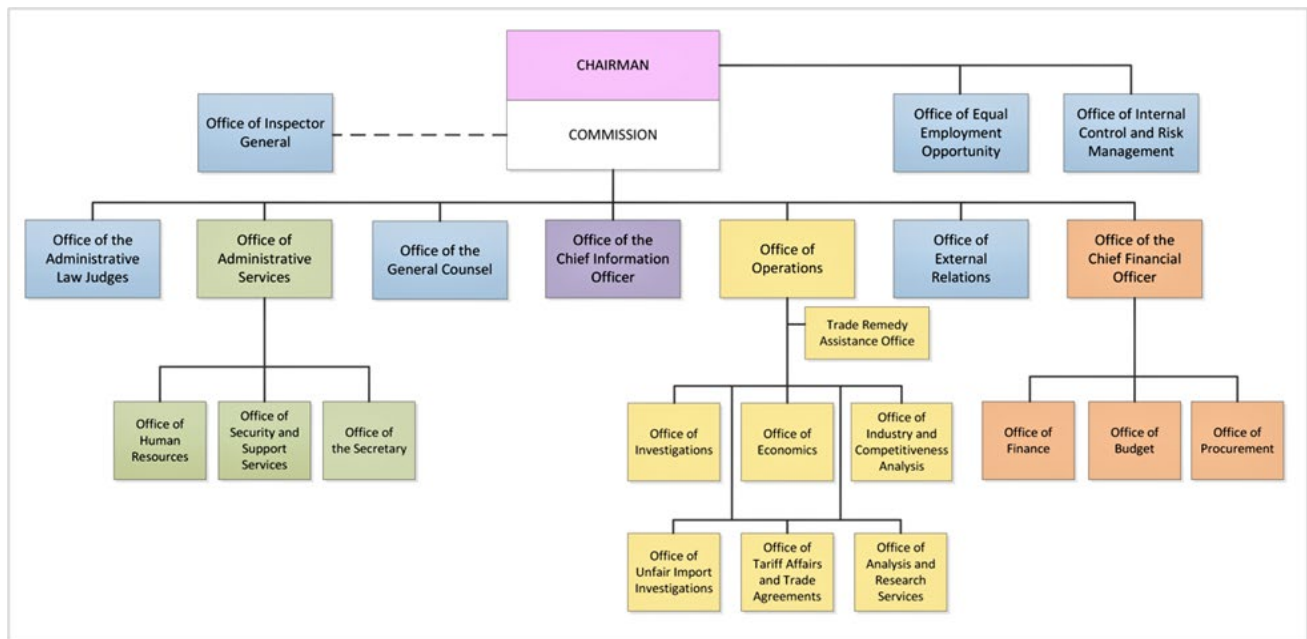
³ 19 U.S.C. § 1330.

⁴ In FY 2022 the Office of Industries became the Office of Industry and Competitiveness Analysis to better align with the complex analytical nature of the work of that office

Agreements (TATA), Unfair Import Investigations (OUII), Analysis and Research Services (OARS), and Trade Remedy Assistance (TRAO);

- Office of the Administrative Law Judges (OALJ);
- Office of the Chief Financial Officer (OCFO), and its subordinate Offices of Budget (OB), Finance (FIN), and Procurement (PR);
- Office of the Chief Information Officer (OCIO); and
- Office of the General Counsel (GC).

See appendix A for more information on the individual offices of the USITC.



Major Management Priorities, Challenges, and Risks

The Commission recognizes the importance of improving the use of agency resources by including a strategic goal focused on effective and efficient management—to “execute and advance organizational excellence”—in its FY 2022–FY 2026 Strategic Plan. The plan highlights five priority areas: human resources, financial management, information technology, data, and operational effectiveness. Our priority areas and specific annual performance goals align well with various government-wide initiatives such as improving mission-support operations, strengthening cybersecurity, enhancing enterprise risk management, and ensuring open data. The Commission’s Office of Inspector General (OIG) has identified managing data and internal controls as management challenges, and, as such, they are also priorities for the Commission.

Properly managed data are essential for the development of timely, reliable, and accurate reporting. Properly designed reports with relevant and timely information serve to help effectively manage day-to-day operations, support the decision-making process, evaluate performance, and communicate information across the organization. The Commission has identified and begun to implement systems that will automate and improve the effectiveness of the Commission’s operations. These ongoing projects include developing an integrated data system that covers administrative data from import injury, unfair import, and factfinding investigations (IDS), improving the agency’s Electronic Document Information System (EDIS), and continuing to refine the Harmonized Tariff Schedule (HTS) business processes and data management system. Furthermore, in connection with the second management challenge, the OIG noted that the Commission continues to recognize the importance of having strong internal controls and that although work in this area needs to continue, the senior management team has demonstrated an awareness of internal control and implemented a system for ongoing leadership discussions on where controls need to be strengthened. As such, management will continue the work to strengthen the Commission’s system of internal controls.

Several of the annual performance goals supporting our strategic goals are designed to address these challenges, by focusing on increasing access to various types of programmatic and financial data to support decision making, and continuing efforts to update and improve internal controls. In addition, IT management remains one of the agency’s priorities with goals that focus on cybersecurity and IT services.

In FY 2022, the Commission continued its data governance activities. This last year, the Commission's Data Governance Board (DGB) worked on developing enterprise-wide data inventory and updating data governance policies covering data sharing, data quality benchmarks, and data management plans. The Commission also continued to expand the release of data on its Open Data page. Additionally, the Commission continued to strengthen its cybersecurity posture, continued to upgrade our IT infrastructure, and made progress improving our reporting capabilities. We received our twelfth consecutive unmodified opinion from financial auditors operating independently under the authority of the OIG. In addition, we continued to strengthen our enterprise risk management efforts. In FY 2023, we expect to continue to improve access to program and financial data to provide more refined management reports to agency leaders.

The COVID-19 pandemic continued to pose a significant challenge during the fiscal year as the agency planned for its return to the USITC building and implementing hybrid technology to facilitate smooth operations. The Commission transitioned from a maximum telework posture to a return of the staff to the USITC building in May 2022, and a reopening of the USITC building to the public on September 29, 2022. Agency leadership continued to maintain guidelines to ensure employee safety and developed protocols for a safe, methodical approach to a return to the building. Senior management also continued to develop and refine procedures for fully electronic processes. Additional investments in platforms to support hybrid events (facilitating in-person and remote participation) provided the agency with flexibility to conduct hearings and conferences for its statutory investigations.

The Commission continued to research and identify better tools and strategies for efficiently and effectively carrying out its mission. Many of these improvements require adequate funding to support upfront investments to implement, including time spent training staff.

Limited resources, particularly in staffing, posed a significant challenge as our statutory workload increased significantly throughout FY 2022. Despite these challenges, the Commission met statutory deadlines for its import injury and factfinding investigations.

Reviews and Evaluations

Each quarter, agency leaders and other senior staff review progress on our strategic and management objectives and identify and discuss enterprise risks. These reviews, along with the evidence related to specific performance goals and associated risks identified by our managers, inform the development of our Annual Performance Plan and Congressional Budget

Justification. We continue to evaluate how to improve our planning and enterprise risk management (ERM) processes and how to make more effective use of the data we collect.

The Commission evaluates risks through the Agency-wide Management Committees. Committees provide information to the Performance Management and Strategic Planning Committee (PMSPC) on changes to the risks. The PMSPC makes a final determination on risks, as they relate to the Top Agency Risks. This process is designed to ensure an in-depth analysis of risks and their importance to the Commission as it monitors challenges and risks associated with its ability to meet the mission and achieve performance goals. In addition, the CDO and the DGB support the agency's ongoing efforts to more systematically use evidence to support planning and decision-making. Furthermore, PMSPC identified a performance goal to conduct annual evaluations of programs or processes identified as priorities.

In FY 2022, we made progress on all strategic and management objectives. Appendix B describes our data sources for each of the strategic and management objectives, as well as our verification and validation process.

Structure of the Report

The remainder of this report consists of sections for the Commission's strategic goals:

- **Investigate: Conduct Reliable and Thorough Investigations**
- **Inform: Develop Sound and Informed Analyses and Determinations**
- **Perform: Execute and Advance Organizational Excellence**

Each section describes objectives and corresponding performance goals through FY 2024 along with the strategies used to make progress on these goals. The sections also highlight significant accomplishments, as well as areas in which we did not meet our annual targets, and list areas in which we will seek to improve performance in FY 2023 and FY 2024. Where possible and relevant, the sections provide historical performance information.

Strategic Goal 1

Investigate: Conduct Reliable and Thorough Investigations

The Commission's investigations often involve products or industries that are critical to U.S. productivity, innovation, and competitiveness, and policymakers and businesses may make important decisions based on Commission analysis and determinations.

In its trade remedy proceedings, the Commission administers and applies U.S. laws concerning allegations of subsidized and dumped imports that injure a domestic industry, surges of imports that allegedly injure a domestic industry, and imports that allegedly infringe domestic intellectual property rights or are otherwise involved in unfair acts or methods of competition. U.S. laws and U.S. international obligations require the Commission to conduct thorough investigations and sound factfinding. The resulting determinations must be timely and consistent with the law.

Under its statutory responsibilities, the Commission also provides relevant and independent information, analysis, and data to the Congress, the President, and the United States Trade Representative on a timely basis to inform and support decision-making and policy development to address increasingly complex trade and competitiveness-related issues. The Commission's specialized ability to collect, develop, and synthesize primary data and information and provide multidisciplinary analysis supports the development of sound trade policy. Achieving this goal in a timely manner assists policymakers with decisions related to trade negotiations, enacting legislation, or taking other policy actions that affect U.S. workers and the competitiveness of U.S. industries and the overall U.S. economy.

By statute, the Commission publishes and maintains the Harmonized Tariff Schedule of the United States (HTS), which serves as the legal basis for the collection of customs duties and the compilation of trade data. The HTS is vital to U.S. businesses, government agencies, and other stakeholders interested in international trade activity.

The increasing complexity of the Commission's investigations, the variable and increased case load, and resource constraints challenge the Commission's ability to complete investigations and provide information and analysis in a timely manner. The Commission must balance the competing goals of timeliness, transparency, due process, and thorough and high-quality determinations and reports.

In FY 2022, the Commission continued to experience sustained high caseload levels in the import injury mission area. Due to several years of above-average filings, the average number of instituted and completed investigations has almost doubled in the last decade, with commensurate increases in monthly import injury activity levels. While stabilizing, workload is expected to remain at high levels due to an increased number of investigations regularly returning for five-year reviews. Although AD/CVD investigations represent the bulk of import injury activity, the Commission continued preparatory work for potential long-haul trucking investigations, handled litigation-related activity, and completed follow-on safeguard-related investigations.

In FY 2022, the total number of active unfair import (section 337) investigations increased to another record-high, indicating an increasing workload in this mission area. The Commission continued to work through a backlog of investigations. Unfair Import evidentiary hearings continued this year without delay via the FedRAMP certified videoconferencing platform, which ensures that confidential business information is protected. The high caseload, administrative law judge departures, and resource limitations continued to present challenges in this area.

In FY 2022, the workload for factfinding investigations and trade policy support exceeded the five-year average in number of cases instituted and ended the fiscal year near the high-water mark in hours worked. The increasing complexity of the topics, ranging from censorship to foreign trade zones to the economic impact of rules of origin in textiles and autos, as well as multi-sector surveys, accounted for much of the increase in hours. In addition, travel restrictions in the first half of the fiscal year sometimes limited the ability of staff to gather qualitative information to inform an analysis.

Strategic Objective 1.1

Reliable: Conduct expeditious and transparent proceedings⁵

The Commission is charged with conducting timely and transparent proceedings. Our proceedings involve many different industries, product markets, and parties often representing a broad array of interests, from single inventors (as in some unfair import investigations) and corporations with revenues of less than one million dollars, to the largest multinational corporations and unions representing thousands of workers. All these groups benefit from

⁵ The leader for this strategic objective is the Director of the Office of Unfair Import Investigations (OUII).

Commission proceedings that are fair, timely, and transparent consistent with applicable U.S. law.

Expeditious, reliable decisions are critical to affected industries and policy makers. In import injury proceedings, timely decisions are critical to domestic industries who are injured due to unfairly priced or subsidized imports or surges of imports. The Commission will continue to advance data collection analysis tools and vehicles to collect information from and provide information to internal and external stakeholders to enhance participation in, understanding of, and reliability of the record for import injury investigations. In unfair import proceedings, timely decisions are critical because of the relief they provide industries injured by unfair trade and to avoid legal uncertainties created by prolonged litigation. In factfinding proceedings, timely investigations are critical to the policymakers trying to better understand the effects of domestic and foreign trade policies, to understand competitive conditions in markets being investigated, or to prepare for negotiations.

The Commission strives to act expeditiously in all our proceedings. The Commission will continue to report on the timeliness of meeting our statutory requirements and the length of time it takes to complete unfair import investigations. The Commission will also report whether new techniques to shorten investigations are successful.

Transparency is also critical to ensuring reliable proceedings. The Commission is working to expand public access to Commission documents and statistical information and to ensure that other stakeholders remain knowledgeable about its investigative processes and procedures. We have created performance objectives to promote greater transparency and a fuller understanding of the Commission's factfinding, import injury, and unfair import investigations for all stakeholders by ensuring that accurate public information about our proceedings is easily accessible as soon as practicable.

This past fiscal year, we met most of the performance goals we set for Strategic Objective 1.1. We continued to make strides in assessing whether various procedures increased efficiencies or reduced costs to parties. We continued to evaluate these procedures and use the assessments to measure whether the procedures are helping us to meet our strategic objective.

The Commission is facing several challenges that may make it more difficult to achieve this strategic objective in future years. These challenges include the increasing or sustained high levels of workload across the Commission's statutory responsibilities over the last several years. We cannot control the number, timing, or breadth of investigation requests or petitions we receive. By statute and regulation, we must respond to these requests and petitions and complete these proceedings within the statutory deadlines, requester-imposed deadlines, or

the earliest practicable date. While we have continued to meet our statutory deadlines and requestor-imposed deadlines, our ability to issue decisions in section 337 investigations within target dates has been challenged, in particular due to sustained high caseloads and staffing constraints across this mission area. In addition, budgetary uncertainty hampers the Commission's ability to manage human capital, enhance systems, and improve processes. Lack of resources also hampers the ability to efficiently update public facing applications thereby delaying notice of Commission activities. The lack of staffing resources directly impacts meeting performance goals and timeliness of issuing determinations. There have also been challenges and difficulties conducting proceedings due to external factors, such as lapses in funding and the COVID-19 pandemic. The Commission will continue to streamline information collection and further develop analytical tools to address the increased caseload and identify resources to increase overall productivity.

The performance goals for this strategic objective are set forth in tabular form and then described below.

Performance goal 1.11:

Deliver 100 percent of import injury investigation determinations and reports to meet the statutory deadline

	FY 2023	FY 2024
Target (%)	100	100
Results (%)	Pending	Pending
Status	Pending	Pending

Performance indicator: Submission of Commission determinations and reports to Commerce.

Performance goal 1.11 seeks to ensure the timeliness of the Commission's import injury investigation determinations and that reports meet statutory deadlines. During an ongoing import injury investigation, uncertainty exists for the industry and markets affected. Making timely determinations and meeting statutory deadlines can mitigate this uncertainty. Despite the statutory deadlines for import injury investigations, the Commission faces challenges to achieve this goal due to the substantial increase in import injury filings coupled with uncertain and bifurcated scheduling of many import injury final phase investigations and the large and increasing buildup of 5-year import injury review investigations.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target (%)	100	100	100	100	100
Results (%)	100	100	100	100	100
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Submission of Commission determinations and reports to Commerce.

In FY 2022, despite sustained high caseload levels, we continued to meet our statutory deadlines. Resource constraints across the agency may challenge our ability to continue to meet these deadlines in FY 2023 and FY 2024.

Performance goal 1.12:

Deliver 100 percent of statutory factfinding investigations by the deadlines set by statute or the requestor

	FY 2023	FY 2024
Target (%)	100	100
Results (%)	Pending	Pending
Status	Pending	Pending

Performance indicator: Submission of Commission reports to Requester.

Performance goal 1.12 seeks to ensure the timeliness of the Commission's statutory factfinding investigations by requiring that every report is delivered to the requestor by the date as stated in the request letter or statute. Resource constraints, the increased complexity of investigations, and expanded policy priorities will make meeting statutory deadlines increasingly challenging in FY 2023 and FY 2024.

Results

	FY 2022
Target (%)	100
Results (%)	100
Status	Target met

Performance indicator: Submission of Commission reports to Requester.

In FY 2022, despite sustained high factfinding workload, we continued to meet our statutory deadlines. Meeting these deadlines in FY 2023 and FY 2024 will continue to be challenging because of resource constraints across the agency.

Performance goal 1.13:

Prepare timeliness measurements and transparency goals, if warranted, related to any future reenactment of the AMCA

FY 2023	
Target	Update recommendation for performance goals for inclusion in FY 2024 APP
Results	Pending
Status	Pending

Performance indicator: Submission of report to Commission.

Performance goal 1.13 is directed towards the possible reauthorization of the AMCA, which requires the Commission to review, investigate and make recommendations regarding tariff relief to aid domestic manufacturers. This goal serves to update timeliness and transparency performance goal recommendations, made in FY 2022, should a process to consider miscellaneous tariff bill petitions be reauthorized in FY 2023. We plan to retire this performance goal, if a process is not reauthorized by the end of FY 2023. ⁶

Results

FY 2022	
Target	Report outlining recommended performance goals for inclusion in FY 2023 APP
Results	The legislation did not move out of conference in FY 2022; therefore, no additional work was completed in FY 2022.
Status	N/A

Performance indicator: Submission of report to Commission.

Reauthorization of AMCA has not yet occurred. If it is reauthorized, the Commission will then recommend appropriate performance goals. Those recommendations will be informed by continued resource constraints across the agency.

Performance goal 1.14:

Conclude investigations into alleged section 337 violations within timeframes that are consistent with the Uruguay Round Agreements Act implementing report by FY 2026^a

	FY 2023	FY 2024
Target	15 months	15 months
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Annual average length of investigations concluded on the merits.

⁶ We revised the FY 2023 target to reflect that we will review and update the report produced in FY 2022. The FY 2023 target was "Report outlining recommended performance goals for inclusion in FY 2023 APP" in the FY 2022 Annual Performance Plan.

Performance goal 1.14 is directed to the timeliness of Commission final determinations by completing section 337 investigations within timeframes consistent with the Uruguay Round Agreements Act implementing report. Specifically, we are seeking to reduce the average length of these investigations to an average of 15 months by FY 2026. This goal continues to be a challenge for the Commission due to the sustained high level of active investigations and novel issues raised including types of unfair acts alleged, complex domestic industry analysis, complex technology, the COVID pandemic and, due to budget constraints, continued lack of resources to support this mission area. This remains an important goal to ensure that domestic industries have an expeditious remedy available to respond to unfair acts (such as infringement of intellectual property rights) during the lifecycle of a product.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	—	—	—	—	15 months
Results	15.85 months	17.7 months	18.6 months	18.2 months	17.1
	On track to meet FY 2022 target	Not on track to meet FY 2022 target	Not on track to meet FY 2022 target	Not on track to meet FY 2022 target	On track to meet target in FY 2026
Status					

^a S. Rep. No. 103-412 at 119 (1994). The report states that “Under current law, the ITC must make its determination within one year (or 18 months in more complicated cases). Although the fixed deadlines for the completion of section 337 investigations have been eliminated, the [Senate Finance] Committee expects that, given its experience in administering the law under the deadlines in current law, the ITC will nonetheless normally complete its investigations in approximately the same amount of time as is currently the practice.” Based on the current composition of 337 investigations, the Commission determined that a 15-month average timeframe satisfies the intent of the Committee Report.

Performance indicator: annual average length of investigations concluded on the merits.

In FY 2022, the Commission made some progress in reducing the average length of section 337 investigations from 18.2 months in FY 2021 to 17.1 months in FY 2022. This overall reduction occurred despite the challenges of a large number of cases filed in FY 2021 and an investigation backlog. Further reduction may be impacted by continued resource constraints in this mission area.

Performance goal 1.14(a):

Shorten average time between section 337 Final ALJ Initial Determination (ID) and the Commission's final determination

	FY 2023	FY 2024
Target	Average length of time between Final ID and completion of the Commission's final determination is less in FY 2023 than it was in FY 2022	Average length of time between Final ID and completion of the Commission's final determination is less in FY 2024 than it was in FY 2023
Result	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of months between Final ID and the issuance of the Commission's final determination.

Performance goal 1.14(a) allows the Commission and its stakeholders to assess in a more granular way whether process improvements need to be made to increase efficiencies to reduce overall target date length to meet Performance goal 1.14. Performance goal 1.14(a) looks at the average time an investigation is before the Commission (the period between the Final Initial Determination and the Commission's Final Determination). These time periods may be affected by many factors, such as number of active investigations, the overall Commission workload, novel or complex legal issues, and lack of resources due to funding constraints.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Average length of time between Final ID and completion of Commission review is less in FY 2018 than it was in FY 2017	Average length of time between Final ID and completion of Commission review is less in FY 2019 than it was in FY 2018	Average length of time between Final ID and completion of the Commission's final determination is less in FY 2020 than it was in FY 2019	Average length of time between Final ID and completion of the Commission's final determination is less in FY 2021 than it was in FY 2020	Average length of time between Final ID and completion of the Commission's final determination is less in FY 2022 than it was in FY 2021
Result	4.51 months (less than the 5-month average in FY 2017)	5.26 months	5.43 months	4.94 months	4.5 months (0.44 months less than the previous year)
Status	Target met	Target not met	Target not met	Target met	Target met

Performance indicator: Number of months between Final ID and the issuance of the Commission's final determination.

Note: Prior to FY 2020, the goal was "Improve average time between section 337 Final ALJ Initial Determination (ID) and completion of Commission review."

This performance goal is intended to help the Commission assess, in a more granular way, where process improvements have increased efficiencies. During FY 2022, the

length of time decreased between the final ID and completion of the investigation.

Performance goal 1.14(b):

Average length time between institution of the investigation and issuance of the final ID is consistent with the timeframe set forth in Commission's goal 1.14 and Commission Rule 210.42(a)(1)(i)

	FY 2023	FY 2024
Target	Average length of time between the institution of an investigation and the issuance of the final ID is less in FY 2023 than it was in FY 2022	Average length of time between the institution of an investigation and the issuance of the final ID is less in FY 2024 than it was in FY 2023
Result	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of months between institution of investigation and issuance of Final ID for investigations in which a final Commission determination on the merits has issued during the fiscal year.

Performance Goal 1.14(b) looks at the average length of time an investigation is before the Administrative Law Judge (the period between institution and the issuance of the Final Initial Determination). This goal is being amended to focus simply on whether the average time period an investigation decided on the merits before the ALJ is consistent with the Commission's overarching goal set forth in Performance Goal 1.14 while taking into account the four months for Commission review proscribed by Commission Rule 210.42(a)(1)(i). Understanding the length of this time period also helps the Commission and its stakeholders identify process improvements to increase efficiencies to reduce overall target date length to meet Performance goal 1.14. These time periods may be affected by many factors, such as the number of active investigations, the number of ALJs, novel or complex legal issues, and lack of resources due to funding constraints.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Establish average length of time between the institution of investigation and issuance of the final ID in FY 2018	Average length of time between the institution of an investigation and the issuance of the final ID is less in FY 2019 than it was in FY 2018	Average length of time between the institution of an investigation and the issuance of the final ID is less in FY 2020 than it was in FY 2019	Average length of time between the institution of an investigation and the issuance of the final ID is less in FY 2021 than it was in FY 2020	Average length of time between the institution of an investigation and the issuance of the final ID is less in FY 2022 than it was in FY 2021
Result	11.34 months	12.48 months	13.21 months	13.26 months	12.6 months
Status	Target met	Target not met	Target not met	Target not met	Target met

Performance indicator: Number of months between institution of investigation and issuance of Final ID for investigations in which a final Commission determination on the merits has issued during the fiscal year.

Note: Prior to FY 2020, the goal was "Improve average time between institution of investigation and issuance of final ID."

This information allows the Commission to assess whether process improvements need

to be made to increase efficiencies. During FY 2022, the length of time decreased between institution and the final initial determination, despite discovery delays due to the pandemic and the departures of two administrative law judges.

Performance goal 1.14(c):

Assess effectiveness of early disposition program and implement changes if appropriate

	FY 2023	FY 2024
Target	Information assessed; improvements implemented	Information assessed; improvements implemented
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Report on assessment of effectiveness.

Pursuant to Commission Rule 210.14(b)(3), the Commission may order the ALJs to decide a potentially case-dispositive issue (an issue that would resolve the entire case) within the first 100 days of an investigation. For Performance goal 1.14(c), the Commission assesses whether the issue identified for early disposition was dispositive of the investigation and how placement of the investigation in the early disposition program impacted the assigned ALJ's docket in terms of length of that investigation, the impact on other investigations on the ALJ's docket, and overall investigation length of all investigations. This assessment includes recommendations for improvements to this program, if appropriate.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Information assessed; improvements implemented	Information assessed; improvements implemented	Information assessed; improvements implemented	Information assessed; improvements implemented	Information assessed; improvements implemented
Results	Assessment completed; recommendations made; changes implemented	Assessment completed; recommendations made	Assessment completed; recommendations made	Assessment completed; recommendations made	Assessment completed; recommendations made
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Report on assessment of effectiveness

In FY 2022, the Commission conducted the requisite assessment. There were no new investigations placed in the early disposition program this fiscal year because of the complaints filed none met the criteria for the program. As a result, there were no changes recommended to this program at this time, except to continue to assess the effectiveness of the early disposition program using revised criteria developed in FY

2018. The Commission will continue to monitor the use of the program in view of complaints filed and necessary resources to meet mission goals.

Performance goal 1.14(d):

Assess effectiveness of severing rules and implement changes, if appropriate

	FY 2023	FY 2024
Target	Complete assessment and implement changes, if warranted	Complete assessment and implement changes, if warranted
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Assessment; proposal.

In FY 2018, the Commission promulgated new rules regarding severing investigations (*i.e.*, dividing one complaint into multiple separate investigations) when complaints involve multiple technologies or unrelated patents. For Performance goal 1.14(d), the Commission will assess how and when these rules were used and whether there was an impact on caseload management and overall length of the investigation. This assessment may also include recommendations for improvements to this program, which would then be discussed and implemented if appropriate.

Results

	FY 2019	FY 2020	FY 2021	FY 2022
Target	Complete assessment and provide proposal, if warranted	Complete assessment and provide proposal, if warranted	Complete assessment and provide proposal, if warranted	Complete assessment and implement changes, if warranted
Results	Assessment completed	Assessment completed	Assessment completed	Assessment completed
Status	Target met	Target met	Target met	Target met

Performance indicator: Assessment; proposal.

Note: See the USITC's Annual Performance Plan, FY 2019–FY 2020 and Annual Performance Report, FY 2018, for previous goals designed to shorten average target dates.

This year, we assessed how and when these rules were used and whether there was an impact on caseload management. Looking at a series of investigations that stemmed from the same complaints, there was a positive impact on overall investigation length. In the three complaints that have been severed to date, only one of the resulting investigations proceeded to a decision on the merits after an evidentiary hearing. Two resulted in violations based on motions for summary determination on violation. With respect to the remaining investigations, the allegations were either withdrawn or the parties settled and the investigations were terminated.

Performance goal 1.15:

Improve the timeliness of section 337 ancillary proceedings by meeting targets for or reducing the average length of ancillary proceedings

	FY 2023	FY 2024
Modification		
Target	6 months	6 months
Results	Pending	Pending
Status	Pending	Pending
Advisory		
Target	9 months	9 months
Results	Pending	Pending
Status	Pending	Pending
Enforcement		
Target	12 months	12 months
Results	Pending	Pending
Status	Pending	Pending
Federal Circuit remand		
Target	12 months	12 months
Results	Pending	Pending
Status	Pending	Pending
Consolidated ancillaries		
Target	15 months	15 months
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Length of ancillary proceedings concluded on the merits.

Contextual indicator: Whether evidentiary hearing is held; whether matter needs to be delegated to the ALJ.

Note: prior to FY 2019, the goal was: "Improve the timeliness of ancillary proceedings by reducing the average length of ancillary proceedings as follows."

Performance goal 1.15 provides the public and parties with the Commission's goal for the average length of various ancillary proceedings (these proceedings occur after there has been a finding of violation and remedial orders have been issued) in unfair import investigations. Conducting these proceedings in a timely way is important to reduce the business uncertainty caused by these disputes, especially in markets where fast-changing technologies can quickly make products obsolete.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Modification					
Target	6 months	6 months	6 months	6 months	6 months
Results	7.9 months	None	0.03 months	5 months	0.03 months
Status	Target not met	—	Target met	Target met	Target met
Advisory					
Target	9 months	9 months	9 months	9 months	9 months
Results	None	None	None	None	None
Status	—	—	—	—	—
Enforcement					
Target	12 months	12 months	12 months	12 months	12 months
Results	17 months	14.7 months	None	None	12.76 months
Status	Target not met	Target not met	—	—	Target not met
Federal Circuit remand					
Target	12 months	12 months	12 months	12 months	12 months
Results	None	2.97 months	18.32 months	27.2 months	4 months
Status	—	Target met	Target not met	Target not met	Target met
Consolidated ancillaries					
Target	15 months	15 months	15 months	15 months	15 months
Results	None	None	None	None	None
Status	—	—	—	—	—

Performance indicator: Length of ancillary proceedings concluded on the merits.

Note: prior to FY 2019, the goal was: “Improve the timeliness of ancillary proceedings by reducing the average length of ancillary proceedings as follows.”

During this fiscal year there were a number of ancillary proceedings commenced and several completed on the merits, including one enforcement proceeding, three Federal Circuit remands, three advisory proceedings, and two modification proceedings. Some of these ancillaries were placed in the Commission’s pilot program on ancillaries and, as a result, the time for completion may have been modified to comply with the pilot timelines, which differ depending on the office assigned the ancillary.

Starting in FY 2019, we have not included ancillaries (advisories and modifications) that are part of the pilot in the calculations for performance goal 1.15. The length of ancillaries (advisories and modifications) in the pilot are recorded in Performance goal 1.16 below. While the Commission met its targets for the length of advisories, outside the pilot program, and Federal Circuit remands, the Commission did not meet its performance targets for completions of enforcements this year.

Performance goal 1.16:

Individual offices complete their portions of section 337 modifications and advisory proceedings under the pilot program within specified timeframes

	FY 2023	FY 2024
Modification: GC		
Target	2–3 months	2–3 months
Results	Pending	Pending
Status	Pending	Pending
Modification: OUII		
Target	3–6 months	3–6 months
Results	Pending	Pending
Status	Pending	Pending
Modification: ALJ		
Target	6–9 months	6–9 months
Results	Pending	Pending
Status	Pending	Pending
Advisory: GC		
Target	2–3 months	2–3 months
Results	Pending	Pending
Status	Pending	Pending
Advisory: OUII		
Target	3–6 months	3–6 months
Results	Pending	Pending
Status	Pending	Pending
Advisory: ALJ		
Target	6–9 months	6–9 months
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of months to complete 337 modifications and advisory proceedings covered by the pilot program.

Performance goal 1.16 tracks the time particular Commission offices take to conduct such ancillary proceedings under the Commission’s ancillary pilot programs. To reduce business uncertainty, the Commission initiated this pilot program to determine whether redesigned products are within the scope of a Commission remedial order under more expeditious timeframes for certain ancillary proceedings (advisory opinion and modification proceedings). The Commission will continue to track these time frames to determine whether the timeframes for modifications and advisories can be reliably reduced.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Modification: GC					
Target	2–3 months	2–3 months	2–3 months	2–3 months	2–3 months
Results	1.2 months	3.4 months	None	None	None
Status	Target met	Target not met	—	—	—
Modification: OUII					
Target	3–6 months	3–6 months	3–6 months	3–6 months	3–6 months
Results	None	None	None	None	None
Status	—	—	—	—	—
Modification: ALJ					
Target	6–9 months	6–9 months	6–9 months	6–9 months	6–9 months
Results	10.4 months	11.6 month	7.2 months	10.4 months	None
Status	Target not met	Target not met	Target met	Target not met	—
Advisory: GC					
Target	2–3 months	2–3 months	2–3 months	2–3 months	2–3 months
Results	None	None	None	3 months	3.2 months
Status	—	—	—	Target met	Target not met
Advisory: OUII					
Target	3–6 months	3–6 months	3–6 months	3–6 months	3–6 months
Results	None	None	None	None	None
Status	—	—	—	—	—
Advisory: ALJ					
Target	6–9 months	6–9 months	6–9 months	6–9 months	6–9 months
Results	7.4 months	None	None	6.2 months	3.9 months
Status	Target met	—	—	Target met	Target met

Performance indicator: Number of months to complete 337 modifications and advisory proceedings covered by the pilot program.

The Commission was successful at meeting its target for advisories before the ALJs under the pilot program. The Commission did not meet the target for advisories before the Office of the General Counsel under the pilot—the fiscal year figure, 3.2 months, was above the upper range of the target, 3 months.

Performance goal 1.17:

Post information on import injury investigations within specific time frames

FY 2023	
Target	85% of information posted within 48 hours and 90% within 72 hours of issuance; evaluate changes to products and processes to conform to implementation of investigations data system.
Results	Pending
Status	Pending

Performance indicator: Investigation-related information posted.

Note: Performance goal 1.17 supports expeditious, though manual, provision of import injury-related information. During FY 2023, while maintaining this goal, we plan to leverage the ongoing efforts to develop an investigations data system to more efficiently provide similar information with more limited manual intervention. We will update the FY 2024 performance goal 1.17 to reflect the transition of information dissemination via the new IDS platform.

Making statistical and procedural information in import injury investigations available to the parties and the public promotes transparency. Performance goal 1.17 ensures the prompt availability of investigative information enhances the ability of parties to participate in import injury proceedings, providing the Commission with a more complete record upon which to base sound determinations. Furthermore, rapid availability of information on deadlines, determinations, and scopes of investigations can help mitigate uncertainty for firms in the marketplace. This performance goal drives comprehensive information dissemination; we have set performance goals through FY 2023 to ensure that information about our investigations is available in a timely way. Successful implementation of import injury (Title VII) functionality in the new Investigations Data System (IDS), which is scheduled for public release in FY 2023, will provide consistent information access to parties and the public and may permit the modification or retirement of this performance goal.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	85% of information posted within 48 hours and 90% within 72 hours of issuance	85% of information posted within 48 hours and 90% within 72 hours of issuance	85% of information posted within 48 hours and 90% within 72 hours of issuance	85% of information posted within 48 hours and 90% within 72 hours of issuance; evaluate changes to products and processes to conform to implementation of investigations data system.	85% of information posted within 48 hours and 90% within 72 hours of issuance; evaluate changes to products and processes to conform to implementation of investigations data system
Results	Posting targets were met or exceeded during the FY	Posting targets were met or exceeded during the FY	Posting targets were met or exceeded during the FY	Posting targets were met or exceeded during the FY	Posting targets were met or exceeded during the FY
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Investigation-related information posted.

Note: Posting targets were met or exceeded during the FY 2016 and FY 2017.

We continued to track the posting of documents during FY 2022 and sought opportunities to do so more efficiently and comprehensively during the year. In FY 2022, the Commission posted more than 97 percent of documents issued by the agency or published in the Federal Register within two business days, and more than 98 percent within three business days.

Performance goal 1.18:

Post documents to the Electronic Document Information System (EDIS) within specified timeframes

	FY 2023	FY 2024
Import injury: 24 hours		
Target (%)	85	85
Results (%)	Pending	Pending
Status	Pending	Pending
Import injury: 48 hours		
Target (%)	95	95
Results (%)	Pending	Pending
Status	Pending	Pending
Section 337: 24 hours		
Target (%)	85	85
Results (%)	Pending	Pending
Status	Pending	Pending
Section 337: 48 hours		
Target (%)	95	95
Results (%)	Pending	Pending
Status	Pending	Pending

Performance indicator: Percentage of documents posted.

Performance goal 1.18 reflects the Commission’s effort to improve the transparency of the documents filed in its trade remedy investigations. The Commission has set a goal to upload documents onto EDIS within certain timeframes so that interested parties may readily access them. There are challenges in meeting this goal including the continued high investigative workload in section 337, and substantial increases in investigative workload in Title VII.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Import Injury: 24 hours					
Target (%)	85	85	85	85	85
Results (%)	94.3	96.8	97.5	98.1	97.4
Status	Target met	Target met	Target met	Target met	Target met
Import Injury: 48 Hours					
Target (%)	95	95	95	95	95
Results (%)	98.8	99.1	99.7	99.6	99.7
Status	Target met	Target met	Target met	Target met	Target met
Section 337: 24 hours					
Target (%)	85	85	85	85	85
Results (%)	95	95	98.9	99.4	98.0
Status	Target met	Target met	Target met	Target met	Target met
Section 337: 48 Hours					
Target (%)	95	95	95	95	95
Results (%)	98.7	97.2	99.8	99.8	99.7
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Percentage of documents posted.

Despite the challenges associated with transitioning back to in-person activity, devoting additional resources to support agencywide IT projects, the continued increase in section 337 investigations, and sustained higher-than-average Title VII investigations workload, we met this performance goal in FY 2022.

Performance goal 1.19:

Post public versions of confidential section 337 final IDs and Commission opinions within specified timeframes

	FY 2023	FY 2024
Target	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less
Result	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of days between issuance of confidential Commission section 337 opinions and posting of the public version.

Like Performance goal 1.18, Performance goal 1.19 is directed to Commission efforts to promote transparency in its unfair import investigations. Commission Rules require the Commission to issue public versions of these decisions within 30 days absent good cause.⁷ It is important to release public versions of Final IDs and Commission opinions in section 337 investigations in a timely manner to allow the public to understand the Commission reasoning for its determinations. Good cause may include delays caused by private parties' disagreement regarding whether some information is confidential. This goal ensures that we are meeting the requirement to issue these opinions in a timely manner.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less
Result	26 days to issue public final IDs and 23.7 days to issue public version of Commission Opinions	25.3 days, on average, to issue public final IDs and 35.5 days, on average, to issue public version of Commission Opinions	31.1, days on average, to issue public final IDs and 21.2 days, on average, to issue public versions of Commission Opinions	24 days on average to issue public final IDs and 22 days on average to issue public Commission Opinions	28.1 days on average to issue public final IDs and 26.9 days on average to issue public Commission Opinions
Status	Target met	Target not met	Partially met	Target met	Target met

Performance indicator: Number of days between issuance of confidential Commission section 337 opinions and posting of the public version.

During FY 2022, the Administrative Law Judges and the Commission issued public versions of final initial determinations and Commission opinions in compliance with the Commission Rules.

⁷ 19 CFR 210.5(f).

Strategic Objective 1.2

Thorough: Engage the public, including stakeholders and experts, and collect all relevant data to inform and support investigations⁸

The Commission is committed to the rigorous examination and thoughtful assessment of the trade and competitiveness-related issues that come before it. This commitment extends across all mission areas and to stakeholders and the public at large, as well as to requestors and other policymakers.

Substantive engagement and comprehensive information collection are fundamental characteristics of the Commission's adjudicative-focused and factfinding activities and are essential to sound decision-making and preservation of the public trust. Regular engagement of U.S. and international legal and technical expertise ensures the accuracy and reliability of the HTS, thereby providing a sound basis for decision-making and compliance.

Public engagement and access to agency information and processes promote transparency and stakeholder understanding of Commission proceedings. The Commission regularly conducts outreach and solicits feedback from its requestors and key stakeholders, including providing informal advice and assistance to support small entities' access to available remedies and benefits under the trade laws. The Commission uses formal tools such as *Federal Register* notices, surveys, and briefings to solicit feedback and to identify emerging areas of interest from stakeholders and other private parties. The Commission updates the public on its activities through the agency's website and mailing lists. Commission staff also engage stakeholders at key points during proceedings and in the process of developing requested analysis and information. Information received from stakeholders is regularly reviewed and integrated as necessary into investigation, as well as process and communication improvement efforts.

To maintain an environment that encourages public engagement as well as the collection of data relevant to that Commission's mission areas, the Commission has established a number of performance goals. The performance goals for this strategic objective are set forth in tabular form and then described below.

⁸ The leader for this strategic objective is the Director of the Office of Investigations (INV).

Performance goal 1.21:

Conduct outreach to bar groups and other stakeholders in import injury and unfair import investigations to ensure they understand Commission capabilities and processes

	FY 2023	FY 2024
Target	Efforts made each quarter	Efforts made each quarter
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Outreach efforts.

Performance goal 1.21 seeks to ensure stakeholder understanding of Commission investigative capabilities and procedures to support better decision-making by and efficient interactions with stakeholders throughout the investigative process. Commission staff use regular outreach and other in-person (including remote) efforts to engage our stakeholders by explaining our investigative process to the public. For example, speaking at and attending conferences allow Commission staff an opportunity to discuss and answer questions about a variety of topics relating to import injury and unfair import investigations and procedures, thereby enhancing stakeholder engagement and operational transparency. Moreover, Commission staff have combined public outreach with efforts to broaden data collection, particularly in proceedings involving participants that are not familiar with the agency's investigative process. These public outreach efforts will continue.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Efforts made each quarter	Efforts made each quarter	Efforts made each quarter	Efforts made each quarter	Efforts made each quarter
Results	Outreach conducted	Outreach conducted	Outreach conducted	Outreach conducted	Outreach conducted
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Outreach efforts.

During FY 2022, Commission staff conducted substantial and substantive outreach efforts throughout the fiscal year to a diverse set of stakeholders. These interactions provided firms the confidential opportunity to better understand and receive feedback on their draft petitions and the statutory requirements and process for import injury investigations. Such information reduces potential hurdles for filing firms and improves counsel's ability to effectively advocate for their clients' industry. Commission staff, in collaboration with other federal agencies, explained the investigative process to a wide variety of seasonal and perishable fruit and

vegetable producers throughout the United States.⁹ These sessions provided information on the different avenues available for seeking import injury relief in order to facilitate effective decision-making by industry representatives.

In unfair import investigations, Commission staff regularly attend meetings of the attorneys' bar to inform the relevant stakeholders of new rulings, new IT upgrades to EDIS and data resources, and changes at the Commission. Staff also are panelists at conferences discussing topics relevant to practice before the Commission in unfair import investigations. Preparing for and participating in these panel discussions provides staff with the opportunity to obtain and provide data to facilitate effective decision-making by both the Commission and entities seeking unfair import relief and to inform the public about this area of the agency's mission.

Performance goal 1.22:

Engage Commission requestors and other U.S. and international experts to enhance agency capabilities in order to inform and support analysis, data, and nomenclature services

FY 2023–FY 2024	
Target	Briefings and meetings with requestor and non-requestor experts and a wide range of stakeholders generate actionable feedback
Results	Ongoing
Status	Ongoing

Performance indicator: Feedback provided during briefings and meetings.

Other indicator: Share of delivered, Commission requestor requested products for which briefings are conducted.

Note: Prior to FY 2020, the goal was "Engage Commission customers and other U.S. and international experts to enhance agency capabilities in order to provide effective and responsive analysis, data, and nomenclature services." Similar changes were made to subsidiary performance goals designated "a" and "b" and "c".

Performance goal 1.22 seeks to ensure substantive engagement with Commission requestors regarding their priorities that may affect current or future Commission investigations. This goal also seeks to ensure engagement with other stakeholders to ensure the Commission is informed about trade-related developments that may inform future Commission work. Strategies employed to advance this goal include engaging directly with requestors and with interested stakeholders and experts. We engage policymakers, stakeholders, and other experts such as representatives from industries, unions, non-governmental organizations (NGOs), and academics on emerging issues to showcase Commission research, and to gain valuable feedback on Commission products. This engagement includes meetings, presentations,

⁹ Examples include the American Frozen Food Institute; the North American Blueberry Council; the United States Highbush Blueberry Council; and the Wild Blueberry Committee.

seminars, and Commission roundtables. These discussions are essential to remaining informed on our requestors' priorities and to help us target Commission capacity-building efforts for future requests.

Performance goal 1.22(a):

Engage Commission factfinding requestors on Commission work products, understand their priorities, and seek feedback for future Commission work

	FY 2023	FY 2024
Target	Engagement with factfinding requestors related to Commission work product generates feedback; actions taken, as appropriate.	Determine benchmarks for engagement with factfinding requestors related to Commission work products; updates to ongoing or future work products taken in response to feedback where appropriate.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Feedback provided during briefings, meetings, and other engagements; actions taken.

Performance goal 1.22(a) seeks to ensure regular and substantive engagement with Commission factfinding requestors to understand emerging priorities that may affect Commission work. The Commission aims to use the information gathered through this engagement to improve the effectiveness of upcoming investigations and build capacity to analyze emerging issues in advance of future requests.

Results

	FY 2019	FY 2020	FY 2021	FY 2022
Target	Engagement with customers related to Commission reports and other products generates feedback; actions taken, as appropriate	Engagement with requestors related to Commission reports and other products generates feedback; actions taken, as appropriate.	Engagement with requestors related to Commission reports and other products generates feedback; actions taken, as appropriate.	Engagement with requestors related to Commission work product generates feedback; actions taken, as appropriate.
Results	Post-delivery briefings were conducted in FY 2019, including numerous briefings for USMCA, GSP, and the US-UK SME reports. Staff participated in meetings, forums, sessions and workshops concerning subjects such as best practices in trade policy modeling and measurement of integration in global value chains. Feedback from meetings and briefings informed research priorities set under performance goal 2.11.	Post-delivery briefings were conducted in FY 2020, including briefings for the Kenya report, GSP, and MRL reports. Staff participated in meetings concerning subjects such as barriers to international trade in services. Feedback from meetings and briefings informed research priorities set under performance goal 2.11.	Post-delivery briefings conducted in FY 2021, including briefings for the TPA Retrospective and Raspberries reports. In addition, we provided USTR briefings on the distributional effects of trade and multiple other topics. We also provided multiple industry briefings on the Hill: on EV battery supply chains and semiconductors. Feedback from meetings and briefings informed research priorities set under performance goal 2.11.	Post-delivery briefings conducted in FY 2022, including briefings for the Cucumbers and Squash reports and for Foreign Censorship Part 1 and Part 2 reports. In addition, we continued to provide USTR briefings on distributional effects of trade and multiple other topics. Feedback from meetings and briefings informed ongoing factfinding reports and research priorities set under performance goal 2.11
Status	Target met	Target met	Target met	Target met

Performance indicator: Feedback provided during briefings, meetings, and other engagements; actions taken

For performance goal 1.22(a), we met our FY 2022 targets. Our staff regularly engaged our requestors to discuss analytical capabilities and priorities, with at least 70 meetings over the fiscal year. Staff provided briefings on completed reports, most notably the Cucumbers and Squash reports and the reports related to the two Foreign Censorship investigations. Staff and Commissioner aides also met with requestors to discuss possibilities for analysis on topics of interest. Some of these discussions led to the request letters for factfinding investigations covering trade and investment issues in Haiti, the AGOA program, and the Pacific Islands.

Performance goal 1.22(b):

Engage non-requestor experts and stakeholders to expand staff expertise, diversify knowledge base, and improve analytical tools to inform and support agency capabilities in factfinding reports

	FY 2023	FY 2024
Target	Engagement with a wide range of academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.	Engagement with a wide range of academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Feedback provided during hearings, briefings, meetings, and other engagements; actions taken.

Performance goal 1.22(b) tracks regular and substantive engagement with other stakeholders, such as academics, NGOs, and industry representatives, to ensure the Commission is informed about trade-related developments that may influence future Commission work. Such engagement also provides valuable feedback on recent Commission products.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Engagement with academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.	Engagement with academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.	Engagement with academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.	Engagement with academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.	Engagement with academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.
Results	Engaged with academics, NGOs, and industry representatives on issues related to trade research and analysis	Engaged with academics, NGOs, and industry representatives on issues related to trade research and analysis	Engaged with academics, NGOs, and industry representatives on issues related to trade policy modeling and integration in global supply chains	Engaged with academics, NGOs, other government agencies (TPSC, GAO), and industry representatives and international organizations on issues related to trade policy modeling and integration in global supply chains	Engaged with academics, NGOs, other government agencies (ODNI, NSC), and industry representatives on issues related to trade policy modeling, foreign investment drivers, digital trade developments, and integration in global supply chains
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Feedback provided during briefings, meetings, and other engagements; actions taken.

For performance goal 1.22(b), we met our FY 2022 targets. Our staff regularly engaged non-requestors to discuss analytical capabilities and priorities, holding 39 meetings with non-requestor experts and stakeholders. For example, staff discussed the extent of global supply chain disruptions with international experts at the OECD, which was followed by new research by Commission staff estimating the impacts of these disruptions.

Performance goal 1.22(c):

Engage requestors, industry experts, and other key stakeholders by hosting at least one trade issue roundtable as well as at least one additional event each fiscal year

	FY 2023	FY 2024
Target	At least one roundtable and one additional outreach event held per fiscal year	At least one roundtable and one additional outreach event held per fiscal year
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Roundtables held.

Performance goal 1.22(c) allows the Commission to target engagement to stakeholders with expertise in specific fields, such as services trade or economic modeling of trade policy. Such engagement allows the Commission to get focused and detailed information and feedback in priority areas that may not be readily available from other sources or fora.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	At least one roundtable hosted in FY 2018	At least one roundtable held in FY 2019	At least one roundtable held in FY 2020	At least one roundtable held in FY 2021	At least one roundtable and one additional outreach event held per fiscal year
Results	Held Services Roundtable	Held Services Roundtable	Held Services Roundtable	Held Services Roundtable	Held Services Roundtable, modeling symposium, and global value chains symposium
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Roundtables held.

For performance goal 1.22(c), we met our FY 2022 targets. The Commission held its annual Services Roundtable, a symposium on the measurement and impact of free trade agreements, and a symposium on current developments in global value chains. These events brought together academic, private sector, and other leading experts and provided the Commission up-to-date information on emerging events and trends.

Performance goal 1.23:

Collect feedback from stakeholders and/or the public to assess effectiveness and efficiency of investigative processes and procedures and implement proposed new processes/procedures as appropriate

	FY 2023	FY 2024
Target	Collect feedback, and assess and modify processes and/or procedures, as appropriate	Collect feedback; assess and modify processes and/or procedures, as appropriate.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Survey issuance or use of other feedback collection vehicle; process/procedure updates.

Performance goal 1.23 provides for the engagement of stakeholders and/or the public to better understand their experiences and ways to improve our investigative processes.¹⁰ Investigation participants can provide critical insight and feedback on how best to improve the agency's processes and procedures. In recent years, the Commission has collected feedback on preliminary-phase import injury investigation activities and modified pre-conference staff procedures to provide clearer communication between staff and counsel representing parties to Commission investigations. We have solicited feedback on web- and extraction-enabled collection options across several vehicles used to obtain investigative information, and subsequently used this information to inform our development of requirements for the structure and features of the web-based portal for responses to notices of institution and ongoing efforts to improve the questionnaire collection process. Most recently, to inform future efforts for antidumping and countervailing duty investigation hearings and staff conferences, the Commission collected feedback on the benefits and challenges associated with its virtual hearings and conferences. In the future we look to expand these efforts to include factfinding investigative procedures.

¹⁰ The current goal relies on a single feedback collection vehicle, surveys, which may not be the most effective method for collecting different types of information, particularly in an increasingly dynamic environment. To facilitate better alignment of the type of feedback sought and the method of collection, we are updating the FY 2023 goal (previously, "Survey issued") to reflect broader avenues for feedback collection and concurrent assessment and application of improvements, as warranted.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Processes and/or procedures updated	Surveys issued	Assess survey responses and update processes and/or procedures	Surveys issued, responses compiled, and assessed	Based on assessment of survey, update processes and/or procedures
Results	Feedback incorporated into staff conference preparation process.	Survey issued and responses assessed.	Features of ongoing NOI portal structure reflects feedback gained from external survey.	External survey issued on the benefits and challenges of virtual hearings and conferences. Responses were assessed and summary was provided to internal stakeholders.	Survey feedback provided to agencywide working group, where appropriate certain feedback was integrated into Commission plans.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Survey issuance; process/procedure updates.

In FY 2022, we reviewed survey-based feedback on virtual staff conferences and hearings, including the benefits and challenges of virtual staff conferences and hearings for external parties. We used this information to assess and inform the ongoing efforts to implement virtual/hybrid options and features for hearings and conferences.

Performance goal 1.24:

Develop and implement an online vehicle and related processes to streamline the collection, analysis, and presentation of responses to notices of institution for sunset/review investigations

	FY 2023	FY 2024
Target	Continue pilot project; assess and update requirements and process; transition to alternative collection vehicle and process	Assessment of collection vehicle and process; implementation of modifications, as appropriate
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of responses filed; options to reduce reporting burden

Under current practice, the notice of institution, issued at the outset of each five-year review, is issued as a multi-page *Federal Register* notice. Responses to this notice, in turn, are provided in paper or PDF format, but are not extractable. Transitioning from non-extractable hard-copy submissions to extractable submissions would reduce the reporting and processing burden associated with our current practice. This performance goal is designed to provide the basis for this transition. Successful completion of an online vehicle to collect relevant data electronically will allow us to retire this performance goal.

Results

	FY 2019	FY 2020	FY 2021	FY 2022
Target	Report the number of responses filed; develop requirements to transition responses to notices from non-extractable to extractable formats	Refine requirements based on FY 2019 external feedback survey; initiate pilot project	Continue pilot project; assess and update requirements and process; transition to alternative collection vehicle and process	Continue pilot project; assess and update requirements and process; transition to alternative collection vehicle and process
Results	Memos provided to management summarizing responses and requirements based on survey and subject matter experts.	Initial internal INV-Office testing was completed, and the process of engaging other ITC stakeholders began, but not the externally focused pilot test due to prioritization of the Investigations Database System (IDS) and limited staff and management bandwidth coupled with historically high caseload.	Commission staff developed and tested a portal for collection of information submitted in response to notices of institution. Challenges were presented with interoffice processing and rules. Commission staff will be collaborating with internal stakeholders to address these constraints, where possible.	OINV pivoted from web portal to development and use of an extractable spreadsheet for NOI-responses. Testing and feedback were collected from external parties. Beginning in August 2022, requests for firms to use the electronic form was included in FR notices, and staff was trained on use of the new process.
Status	Target met	Target partially met	Target partially met	Target met

Performance indicator: Number of responses filed; options to reduce reporting burden

The external testing of a new portal capable of accepting extractable submissions was delayed during FY 2020 due to resource constraints. After an internal assessment in 2021 determined that the intended software platform would not meet multiple administrative requirements, we pivoted to a different data collection approach. In FY 2022, we developed a standard spreadsheet structure to collect quantitative information in the responses to the notice of institution, solicited and updated the submission spreadsheet based on feedback from external stakeholders' firms, tested use with a subset of firms, updated documents and systems to reflect the new process, and deployed the new collection vehicle for future responses to notices of institutions. We plan to continue to collect feedback on the experiences of external stakeholders using the spreadsheet and update the spreadsheet and processes based on that feedback.

Performance goal 1.25:

Complete development of electronic service of confidential documents by the end of FY 2022 to improve the flow of information to authorized parties.

Performance goal 1.25 is directed at improving the way in which the Commission serves documents on external parties in its various proceedings. In FY 2023 and beyond, completion of this goal and future electronic service efforts will be addressed in Performance goal 3.44, to better reflect the interdependent nature of the Commission's database systems improvement efforts.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Serve Commission documents subject to Administrative Protective Order on the parties via electronic means	Serve Commission public documents on the parties via electronic means and finalize requirements for service of documents subject to Administrative Protective Orders	Advance efforts to serve public documents and begin to develop electronic service of Commission confidential documents subject to Administrative Protective Order on the parties via electronic means	Continue developing ability to serve Commission confidential documents subject to Administrative Protective Order on the parties via electronic means	Serve Commission confidential documents subject to Administrative Protective Order on the parties via electronic means
Results	Development of electronic service of documents was deferred to complete the EDIS re-engineering effort.	Definition of functional requirements for electronic services completed; development activities were not initiated	Development for electronic service of public documents via EDIS has made substantial progress, including capabilities to capture participant and representative information, manage service lists, and prepare certificates of service, as well as implanting most integration points with IDS. Additional functionality remains to be implemented, including the actual service of documents	Development of the capability to electronically serve public documents in 337 investigations was completed and deployed as EDIS 3.11. All primary required features were implemented including: 1) capture of participants and representatives when filing Complaints and Notices of Appearance, 2) electronic management of service lists, 3) selection and generation of a Certificate of Service for a document to be served, and 4) accessibility of served documents in the Service Inbox of the selected service recipients.	Development on electronic service of confidential documents was minimal due to prioritized focus on EO 14028 compliance and addressing critical security vulnerabilities, including implementation of multi-factor authentication and necessary technology upgrades. Development on confidential e-service is expected to resume and be completed in FY 2023.
Status	Target not met	Target not met	Target partially met	Target met	Target not met

Performance indicator: Feedback provided during briefings, meetings, and other engagements; actions taken.

In FY 2018, the EDIS system was re-engineered and deployed with new technologies and new secure-baselined infrastructure to establish the secure platform for implementing electronic

service of confidential documents. Although development of the electronic service requirements began in FY 2019, the 35-day lapse in funding and the onset of work needed on the MTB portal slowed development. In FY 2020, the Commission continued to develop much of the functionality for public service and to develop Commission requirements for confidential service. During FY 2021, the Commission made significant progress implementing many primary features including: 1) capture of participants and representatives, 2) electronic management of service lists, 3) selection and generation of a Certificate of Service for a document to be served, and 4) accessibility of served documents. All features needed to electronically serve public documents in 337 investigations were completed, enabled, and deployed as EDIS 3.11, while development of e-service for confidential documents in import injury investigations focused on implementing a new authentication mechanism to comply with Executive Order (EO) 14028 and to fulfill e-authentication requirements. In FY 2022, development efforts on e-service of confidential documents slowed due to re-prioritization of efforts to implement security features required by EO 14028 and to make technology upgrades needed to address critical security vulnerabilities. Development efforts on e-service are expected to resume and be completed in FY 2023.

Performance goal 1.26:

Maintain timeliness of trade remedy assistance information provided in response to emails submitted through the online TRAO help system and telephone calls to the TRAO phone number

	FY 2023	FY 2024
Target	97% of emails received through the TRAO online help system and phone calls to the TRAO phone number receive responses within 3 working days	97% of emails received through the TRAO online help system and phone calls to the TRAO phone number receive responses within 3 working days
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Email and telephone responses to trade remedy inquiries.

Performance goal 1.26 is directed to providing timely responses to small businesses and individuals who have questions about their trade remedy options. The TRAO Program Manager and subject matter experts are tasked with responding to email and telephone inquiries within three business days.

Strategic Goal 2

Inform: Develop Sound and Informed Analyses and Determinations

In recent years, changes in the global trading environment have brought new issues to the Commission's investigations and determinations, while policymakers have expanded the complexity and scope of analysis they have requested from the Commission. Policymakers need high-quality information to evaluate complex tradeoffs between competing policy goals and to inform and support their decision making. To fulfill its mission, the Commission must independently provide sound and informed analysis to U.S. policymakers, whether they are engaged in trade negotiations or considering legislation or other trade-related policy actions that affect the U.S. economy and industry competitiveness.

By law, the Commission is responsible for providing advice, analysis, data, and other information to Congress, the President, and the Office of the U.S. Trade Representative (USTR). In response to U.S. policymakers' requests or upon its own motion, the Commission supplies sound and informed analysis on numerous trade and competitiveness topics. Our unique ability to collect, develop, and synthesize primary information and provide multidisciplinary analyses supports the development of well-informed trade policy. To ensure that we develop and maintain the technical expertise needed to fulfill our statutory responsibilities, we also identify and pursue research on priority issues in international trade, industry competitiveness, and the U.S. and global economies.

The Commission is responsible for administering and applying U.S. laws concerning allegations of subsidized and dumped imports that injure a domestic industry, surges of imports that allegedly injure a domestic industry, and imports that allegedly infringe domestic intellectual property rights or are otherwise unfairly imported. U.S. laws, court decisions, and U.S. international obligations require the Commission to reach its determinations based on transparent procedures and a well-developed record.

In addition, we publish and maintain the Harmonized Tariff Schedule of the United States (HTS), which serves as the basis for collecting customs duties, compiling trade data, and formulating many trade actions. We play a significant role in developing the terminology used worldwide to classify traded goods. We also help U.S. businesses seeking U.S. classification information and guide the development of the statistical categories used to monitor trade. Our staff provides

advice to all involved agencies on the implementation of tariff-related actions under U.S. laws and ensures that such actions are properly reflected in the HTS. Our HTS-related work is vital to U.S. businesses, government agencies, and other stakeholders interested in trade related activity and that depend upon accurate, current tariff rates and useful trade data.

In FY 2022, we instituted seven factfinding investigations and completed three, as well as produced reports for five recurring investigations (appendix C). Our staff continued to provide significant technical assistance to agency requestors throughout the fiscal year. In FY 2022, we also prepared and published the HTS 17 times to implement tariff actions taken by the U.S. government. This high level of activity is enabled by the agency's continual efforts to maintain and improve its tariff information in digital form.

Strategic Objective 2.1

Sound: Apply innovative analysis and make objective determinations¹¹

The Commission applies innovative analysis to address the requests we receive from policymakers that cover growing priorities in global trade, which often have not been evaluated extensively by academics or policy analysts. The requests may involve applying different analytic approaches and cover topics on which there is limited publicly available data. These circumstances require us to continually improve our expertise and enhance our information collection processes, analytical methods, and ways of maintaining and providing information.

The Commission is responsible for making objective determinations in trade remedy proceedings and ensuring the objectivity of its factfinding investigations. The active and engaged efforts of the agency's staff are necessary to produce objective work products and support expeditious, efficient, and technically sound decisions. Import injury and factfinding investigations typically are staffed with a multidisciplinary team of investigators, economists, industry and financial analysts, statisticians, and attorneys. The Commission must also develop and maintain expertise to respond quickly and effectively to policymakers and to petitions filed with the Commission. To continually strengthen its technical expertise, the Commission also identifies priority research areas related to new developments in trade, industry competitiveness, and the U.S. and global economies. To accomplish our mission, we must

¹¹ The leader for this strategic objective is the Director of the Office of Economics (EC).

ensure appropriate acquisition of reliable information, development of analytical tools, and investment in human capital.

The Commission continues to advance data collection analysis to address the increasing levels of complexity in its investigations and to maintain record integrity essential to reliable and objective determinations. Complexity is driven by evolving industry structures, investigations involving a large number of subject countries, and new and emerging products and industries.

Statutory and requestor requirements drive our efforts to develop the knowledge and skills needed to anticipate policymakers' priorities, spot emerging international trade trends, and develop or adopt advances in analytical techniques and methods. These efforts include developing new economic models and databases, enhancing analytical skills and tools, examining firm and industry behavior, and finding and acquiring new information resources.

Moreover, policymakers and other members of the trade community rely on us to develop and maintain up-to-date HTS nomenclature information. This includes tariff-related trade actions under U.S. trade laws, some of which had not been used for decades until recently. Accurate tariff information is essential in collecting the correct duties and generating accurate information on U.S. trade flows.

The Commission's strategies for meeting these goals include remaining engaged with policymakers to understand their priorities and to prioritize strategic investment in analytic tools and staff skills based on its analysis of anticipated policy priorities and trade needs.

In FY 2022, we completed reports on a variety of topics in analytically complex investigations, including the identification of censorship practices in key foreign markets and their effects on U.S. businesses, and the effects of imports on domestic seasonal markets for cucumbers and squash.

The performance goals for this strategic objective are set forth in tabular form and then described below.

Performance goal 2.11:

Enhance capabilities to analyze priority issues in trade and industry competitiveness

	FY 2023	FY 2024
Target	<p>Prioritize research initiatives within the following areas and advance analytical capabilities for the prioritized initiatives.</p> <p>a. Expand research on: modeling of trade and trade policy on the U.S. economy and key sectors; the effects of global economic disruptions and the war in Ukraine; impact of trade and trade policy on employment, wages, and their distributional effects; global supply chains; methods to assess industry competitiveness and market conditions; effects of non-tariff provisions in agreements and non-tariff measures (NTMs) affecting goods and services; foreign direct investment; China; and trade and climate change/environment.</p> <p>b. Deepen expertise on trade agreement provisions, trade-related agreements, and U.S. trade relationships.</p>	<p>Prioritize research initiatives within the following broad areas and advance analytical capabilities for prioritized initiatives.</p> <p>a. Economic modeling techniques (e.g., gravity, general equilibrium, and sector-specific models)</p> <p>b. Impact of trade on workers and its distributional effects</p> <p>c. Industry competitiveness and market conditions</p> <p>d. Global supply chains and effects of global disruptions</p> <p>e. NTMs affecting trade in goods and services and foreign direct investment</p> <p>f. Trade and the environment</p> <p>g. Provisions, including non-tariff provisions, in U.S. trade agreements and their effects on U.S. trading relationships</p> <p>h. Emerging topics recommended by requestors</p>
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Priority areas identified and capabilities expanded.

Note: Prior to FY 2023, the goal language was “Identify and prioritize areas to enhance capabilities to analyze issues in trade and industry competitiveness.”

Performance goal 2.11 ensures the Commission is focused on enhancing its capabilities to analyze priority issues in trade and industry competitiveness so that it is prepared to be responsive to requests it may receive. The Commission regularly updates its research priorities based on the input it receives through engagement with stakeholders and aims to produce new analytical capabilities in these areas, subject to available resources.

Results

	FY 2019	FY 2020	FY 2021	FY 2022
Target	Improved capabilities in priority areas such as: 1. Expand research on: gravity modeling of trade and trade policy; the effects of trade on different U.S. geographic regions and different types of firms; partial equilibrium and sector-specific analysis; impact of trade and trade policy on workers and wages; global supply chains; methods to assess industry competitiveness; trade in digital goods and services; NTMs affecting goods and services; foreign direct investment; and China. 2. Increase expertise on trade-related agreements and U.S. trade relationships.	Improved capabilities in priority areas such as: 1. Expand research on: gravity modeling of trade and trade policy; the effects of trade on different U.S. geographic regions and different types of firms; partial equilibrium and sector-specific analysis; impact of trade and trade policy on workers and wages; global supply chains; methods to assess industry competitiveness; trade in digital goods and services; NTMs affecting goods and services; foreign direct investment; China; and the impact of trade policy uncertainty on trade and investment. 2. Increase expertise on trade-related agreements and U.S. trade relationships.	Improved capabilities in priority areas such as: 1. Expand research on: gravity modeling of trade and trade policy; the effects of the 2020 economic downturn on the U.S. economy; partial equilibrium and sector-specific analysis; impact of trade and trade policy on workers, wages, and inequality; global supply chains; methods to assess industry competitiveness; NTMs affecting goods and services; foreign direct investment; China; and the impact of trade policy uncertainty on trade and investment. 2. Increase expertise on trade-related agreements and U.S. trade relationships.	Enhance capabilities to analyze priority issues such as: 1. Expand research on: gravity modeling of trade and trade policy; the effects of the 2020 economic downturn on the U.S. economy; partial equilibrium and sector-specific analysis; impact of trade and trade policy on employment, wages, and their distributional effects; global supply chains; methods to assess industry competitiveness; NTMs affecting goods and services; foreign direct investment; China; and trade and climate change/environment. 2. Deepen expertise on trade agreement provisions, trade-related agreements, and U.S. trade relationships.
Results	Significant improvements in capabilities in all priority areas	Significant improvements in capabilities in all priority areas	Significant improvements in capabilities in all priority areas	Significant improvements in capabilities in all priority areas
Status	Target met	Target met	Target met	Target met

Performance indicator: Priority areas identified and vetted.

Note: Prior to FY 2023, the goal language was "Identify and prioritize areas to enhance capabilities to analyze issues in trade and industry competitiveness."

In FY 2022, we continued to upgrade our economic modeling capabilities, in part by working with experts at U.S. universities and leading international institutions, including Purdue University's Center for Global Trade Analysis, the Center of Policy Studies in Melbourne, Australia, Duke University, Drexel University, University of Notre Dame, and the University of Maryland. Additionally, we continued working with ICF International to improve our surveying capabilities in factfinding reports. These experts contributed to our understanding and analytical capabilities with respect to dynamic trade models, gravity analysis, the impact of trade on U.S. workers, drivers of foreign direct investment, and trade policy uncertainty.

Additionally, we established new relationships with the University of Wisconsin and University of Bern, which will help further develop our analytical capabilities in areas such as subnational modeling and labor-related effects of trade agreements.

We have expanded our modeling capabilities to improve the analysis and information that we provide to our requestors. We have improved the estimation of labor market effects in our trade and trade policy models, with the goal of better capturing distributional effects, regional effects, unemployment, and labor mobility. We have also improved our capabilities in sector-specific analysis and made numerous models available to the public through the working paper series and in factfinding reports.

Performance goal 2.12:

Incorporate new capabilities and improved analytical tools in statutory work products

	FY 2023	FY 2024
Target	70% of capacity-building research is reflected in statutory work products	70% of capacity-building research is reflected in statutory work products
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Share of staff research time reflected in statutory products.

As noted in previous goals, the Commission engages stakeholders to understand emerging priorities and builds analytical capacity in areas in which it expects it may receive requests. Performance goal 2.12 assesses the Commission's ability to anticipate and prepare for incoming requests, by analyzing the share of staff research time devoted to areas in which the Commission subsequently received requests for investigations. Because research is forward-looking, it often takes some time before it is applied in requested work, so we examine the application of our strategic research over a rolling 3-year window.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Improved analytical tools and new capabilities are reflected in statutory work products	Improved analytical tools and new capabilities are reflected in statutory work products	Improved analytical tools and new capabilities are reflected in statutory work products	Improved analytical tools and new capabilities are reflected in statutory work products	70% of capacity-building research is reflected in statutory work products
Results	Over 80 percent of the strategic research generated in 2015 was used in statutory work products by 2018.	Over 70 percent of the strategic research generated in 2016 was used in statutory work products by 2019.	Over 70 percent of the strategic research generated in 2017 was used in statutory work products by 2020.	Over 70 percent of the strategic research generated in 2018 was used in statutory work products by 2021.	Over 80 percent of the strategic research generated in 2019 was used in statutory work products by 2022.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Share of staff research time reflected in statutory products.

Note: In an update and standardization of methodology, we have determined that thresholds such as "over 80 percent" are the appropriate metrics to report results for this goal. Historical results have been validated and updated with this new methodology.

Over eighty percent of staff time spent on research in 2019 was devoted to topics that were incorporated into one or more statutory products by the end of FY 2022. Since 2019, our factfinding reports have made frequent use of staff research into global supply chains, sector-specific modeling, and economy-wide (general equilibrium) modeling.

Strategic Objective 2.2

Informed: Provide clear, relevant, and accurate information in Commission work product¹²

To fulfill its mission, the Commission must provide clear, relevant, and accurate information and analysis to its requestors and stakeholders in a timely manner. Clear and accurate information in Commission work product underpins the Commission's reputation as an objective and unbiased adjudicator of import injury and unfair import proceedings and a reliable, objective, and independent provider of advice, analysis, data, and other information to the Congress, the President, and USTR. The Commission's specialized ability and multidisciplinary approach to synthesize primary data and information, identify relevant

¹² The leader for this strategic objective is the Director of the Office of Industry and Competitiveness Analysis (ICA).

information and present it clearly and accurately supports the development of well-informed trade policy.

The Commission continually seeks to improve public access to Commission documents and statistical information and the underlying data that support its products, subject to legal requirements to protect proprietary and confidential information. Its efforts to provide public access to underlying data and information contribute to greater transparency and understanding of Commission work product. The Commission has also developed and implemented the initial, internal release of what will be a public searchable database that compiles and tracks information concerning Commission investigations including import injury, unfair import, and factfinding investigations. The Commission is expanding its use of interactive graphics and other ways of improving the accessibility and availability of data used in Commission reports. The Commission continues to increase accessibility of work product through compliance with Section 508 of the Rehabilitation Act of 1973.

Under its statutory mandate, the Commission publishes and maintains the Harmonized Tariff Schedule of the United States (HTS), which is a system used to classify imported goods and serves as the legal basis for the collection of customs duties and the compilation of trade data. The HTS provides critical product-specific information for the public and serves as an integral part of other government agencies' work. As the agency responsible for maintaining the HTS, the Commission plays a significant role in drafting and updating both national and international nomenclature and guiding the development of the statistical reporting numbers used to monitor trade.¹³

The Commission strategies for meeting these goals include continuously assessing the accuracy and accessibility of Commission products and information as well as identifying tools and distribution strategies to enhance these products.

The performance goals for this strategic objective are set forth in tabular form and then described below.

¹³ Improving HTS search and HTS data management is addressed in greater detail in performance goals 3.42, 3.43, and 3.44, from the perspective of data integrity, management, and governance.

Performance goal 2.21:

Improve utility of tariff and trade information for requestors and the public by developing and producing digital and interactive Commission products

	FY 2023	FY 2024
Target	At least one new or updated digital or interactive Commission product available to requestors and the public	At least one new or updated digital or interactive Commission product available to requestors and the public
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: New digital or interactive Commission product produced for requestors and the public

Performance goal 2.21 focuses on providing information in a more accessible way, by upgrading the content and performance of web-based products. To meet this goal, we are applying information technology solutions to make our products more accessible, flexible and useful with interactive digital products to allow users the ability to tailor the outputs to their own needs.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	One additional new or updated digital or interactive Commission product available to customers and the public	One additional new or updated digital or interactive Commission product available to customers and the public	One additional new or updated digital or interactive Commission product available to requestors and the public	One additional new or updated digital or interactive Commission product available to requestors and the public	At least one new or updated digital or interactive Commission product available to requestors and the public
Results	Enhanced interactive graphics were published for <i>Trade Shifts 2017, Recent Trends in U.S. Services Trade, Year in Trade 2017</i> and a new interactive data portal was deployed for Gravity Data	Enhanced interactive graphics were published for <i>Trade Shifts 2018, Recent Trends in U.S. Services Trade, Year in Trade 2018</i> ; and a new public portal was deployed for sector-specific partial equilibrium modeling	Enhanced interactive graphics were published for <i>Trade Shifts 2019, Recent Trends in U.S. Services Trade, Year in Trade 2019, and MTB Effects investigations</i>	Enhanced interactive graphics were published for <i>Recent Trends in U.S. Services Trade 2021, Raspberries for Processing, and Year in Trade 2020</i> .	Enhanced interactive graphics were published for <i>Trade Shifts 2021, Recent Trends in U.S. Services Trade 2022, and Year in Trade 2021</i>
Status	Target met	Target met			Target met

Performance indicator: New digital or interactive Commission product produced for requestors and the public.

For FY 2022, the Commission developed interactive digital products for three reports, Trade Shifts 2021, Recent Trends in U.S. Services Trade 2022 Annual Report, and Year in Trade 2021.

These interactive products allow the public to customize data presentations on trade topics such as source and destination markets for sectoral imports and exports.

Performance goal 2.22:

Improve the accessibility and clarity of Commission factfinding investigations by providing underlying data and models when appropriate

	FY 2023	FY 2024
Target	Publish non-proprietary and non-confidential input data and source code that underlie Commission factfinding investigations completed in the fiscal year, for all investigations for which disclosure is appropriate	Publish non-proprietary and non-confidential input data and source code that underlie Commission factfinding investigations completed in the fiscal year, for all investigations for which disclosure is appropriate
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Information posted to the Commission's website.

Performance goal 2.22 focuses on the Commission's effort to improve the accessibility and clarity of Commission factfinding investigations. Providing the underlying information and approaches in Commission work products allows for replicability of our results and improves the credibility of our analysis. It also supports international economic research by expanding access to the techniques and information generated in our investigations.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Publish non-proprietary data that underlie Commission estimates in factfinding investigations completed in FY 2018	Publish non-proprietary input data that underlie Commission estimates in factfinding investigations completed in FY 2019	Publish non-proprietary input data that underlie Commission estimates in factfinding investigations completed in FY 2020	Publish non-proprietary input data that underlie Commission estimates in factfinding investigations completed in FY 2021	Publish non-proprietary input data and source code that underlie Commission factfinding investigations completed in the fiscal year, for all investigations for which disclosure is appropriate
Results	Published non-proprietary input data for Investigation 332-564 (U.S. Trade and Investment with sub-Saharan Africa: Recent Developments)	Published non-proprietary input data for Investigation TPA 105-003 (USMCA); provided all input data and model for Investigation 332-227 (CBERA)	Published non-proprietary input data for several investigations including Inv. 332-571 (Sub-Saharan Africa); Inv. 332-565 (AMCA); Inv. 332-576 (COVID-19)	Published non-proprietary input data for several investigations including: 332-574 (Renewable Electricity); 332-575 (Seafood Obtained via Illegal, Unreported, and Unregulated Fishing); 332-577 (Raspberries for Processing); TPA-105-005 (Economic Impact of Trade Agreements Implemented Under Trade Authorities Procedures); and 332-227 (CBERA)	Published non-proprietary data for Inv. 332-584 (Squash) and Inv. 332-583 (Cucumbers)
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Information posted to the Commission's website.

During FY 2022, the Commission made available underlying data from its investigations on squash and cucumbers. As all data and models used in the reports were non-proprietary, the Commission provided datasets and models that enable the user to replicate all model results in these two reports.

Performance goal 2.23:

Improve 508 compliance of public information

	FY 2023	FY 2024
Target	Inventory remaining types of documents that are not 508 compliant to prioritize for compliance to improve accessibility.	Prioritize inventory for developing templates and processes to transition to 508 compliant documents and expand 508 compliance to additional documents.
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Prioritized inventory, new templates developed and/or updated processes.

Performance goal 2.23 focuses on improvement to the accessibility of Commission information. The Commission will continue its efforts to increase the accessibility of its written materials by taking inventory of the remaining types of documents not yet 508 compliant and then prioritizing that inventory for developing new templates and processes. This supports broader efforts to provide better customer service.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	100% 508 compliance for factfinding investigation documents posted to the USITC website; 100% 508 compliance for staff research products (JICE and working papers) posted to the USITC website; develop templates to expand scope of compliance	Continue to develop templates or processes for additional types of public documents; Use templates developed in FY 2018 to produce a wider range of 508 compliant documents	Continue to develop templates or processes for additional types of public documents; Use templates developed in FY 2019 to produce a wider range of 508 compliant documents	Continue to develop templates or processes for additional types of public documents; Use templates developed in FY 2020 to produce a wider range of 508 compliant documents	Continue to develop templates or processes for additional types of public documents; use templates developed in FY 2020 to produce a wider range of 508 compliant documents
Results	All factfinding investigations, staff working papers, and JICE articles were 508-compliant; Commission staff developed a plan to bring Title VII investigation documents into compliance.	All published factfinding investigations, staff working papers, JICE articles, and administrative reports were 508-compliant; Significant progress was made on Title VII investigation documents, with report text compliant by end of FY 2019. Figures and tables are expected to be compliant by the end of Q1 of FY 2020.	All published factfinding investigations, staff working papers, JICE articles, and administrative reports were 508-compliant; Although Commission staff made progress in meeting 508 compliance for Title VII investigation documents, historically high statutory workload levels, constrained staffing, and the effort required to adjust processes to accommodate fulltime telework made it difficult to fully meet this performance goal.	All published factfinding investigations, staff working papers, JICE articles, and administrative reports were 508-compliant. Commission reports for Title VII investigations included 508 compliant formatting, text, and tables.	All published factfinding investigations, staff working papers, JICE articles, and administrative reports remain 508 compliant. Commission reports for Title VII investigations included 508 compliant formatting, text, and tables.
Status	Target met	Target met	Target partially met	Target met	Target met

Performance indicators: USITC.gov content analysis report and number of templates created for 508 conversions.

In FY 2022, we continued to publish 508-compliant factfinding reports as well as various staff publications. In addition, other non-investigative agency publications were 508-compliant. Commission staff made significant progress on bringing Title VII publications into 508

compliance, and by the end of FY 2022, all preliminary and final phase, as well as full review investigation reports contained 508-compliant formatting, text, and tables. During the fiscal year, OINV management continued to promulgate guidance, reminders, and training for staff across the contributing offices. We continued to monitor feedback and address stakeholder concerns regarding readability, including different table structure or more detailed table breakouts.

Performance goal 2.24:

Improve the accuracy of published version of the HTS

	FY 2023	FY 2024
Target	HTS updates are at least 98% error-free on publication	HTS updates are at least 98% error-free on publication
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Identified and corrected information.

Performance goal 2.24 ensures we continue to monitor and maintain the level of accuracy in the HTS. The accuracy of the HTS is of utmost importance to the trade community, other government agencies, and the public. The Commission is committed to improving its processes to better ensure its accuracy.

Results

	FY 2019	FY 2020	FY 2021	FY 2022
Target	HTS updates are at least 98% error-free on publication	HTS updates are at least 98% error-free on publication	HTS updates are at least 98% error-free on publication	HTS updates are at least 98% error-free on publication
Results	6,760 total cumulative changes made to HTS in 16 publications during the fiscal year, with only 22 post-publication errors. Accuracy rate for FY 2019 is 99.7%.	15,148 total cumulative changes made to the HTS in 31 publications during the fiscal year, with 27 post-publication errors. Accuracy rate for FY 2020 is 99.8%	4,318 total cumulative changes made to the HTS in 18 publications during the fiscal year, with 11 post-production errors. Accuracy rate for FY 2021 is 99.7%	7,344 total cumulative changes made to the HTS in 17 publications, with 30 post-productions errors. Accuracy rate for FY 2022 is 99.6%
Status	Target met	Target met	Target met	Target met

Performance indicator: Identified and corrected information.

We have used the HTS Data Management System (DMS) to produce all updates of the HTS since FY 2016. Given the continued high number of HTS revisions, this goal is critical to maintaining high-quality data for public and private users, and will be continued in FY 2023 and FY 2024. We met our performance targets for the last three fiscal years. In FY 2022, the Commission continued to complete revisions to the HTS at a historically high level. In FY 2022, we prepared and published the HTS 17 times to implement multiple tariff changes.

Performance goal 2.25:

Define, document, and implement the requirements to reengineer the HTS DMS and HTS Search.¹⁴

The HTS is a critical resource for the trade community and other government agencies. Improving and upgrading the HTS DMS is integral to ensuring system reliability and accuracy for both internal users for investigative and research work and for external users, such as private companies and other government entities, for accurate tariff classification. In FY 2023 and beyond, this goal is addressed in Performance goal 3.44.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Identify all search terms with more than 10 “no results” outcomes	Identify all search terms with more than 10 “no results” outcomes	Identify all search terms with more than 10 “no results” outcomes	Define and document requirements for improvements to the HTS DMS and HTS Search by end of FY 2021	Develop and implement requirements for improvements to HTS DMS and HTS Search by end of FY 2022
Results	OCIO provided information on all searches for which a specific term provided “no results” more than 10 times for the year. This will enable TATA to provide a lexicon to OCIO in FY 2020 to pull into HTS Search, in compliance with the FY 2020 performance goal.	FY 2019 data extraction added to the data extraction conducted in FY 2018. Due to the volume of data, the number of search terms was limited to 5,000 to prioritize analysis of the most used search terms.	Commission staff were unable to work on this during FY 2020 due to the unusually heavy workload.	Business requirements for improving HTS DMS and HTS were drafted.	The business requirements for improving the HTS DMS and Search system were finalized. The OCIO development team began implementing technology updates to comply with Executive Order 14028 to improve system stability and security. Development efforts will continue in FY 2023 to implement required functional improvements to the HTS DMS.
Status	Target met	Target met	Target not met	Target met	Target partially met

Performance indicator: Requirements for improvements.

Note: This goal originally was “Develop and deploy capability within HTS Search to use terms in thesaurus to reduce “no results” outcomes.” In 2021, the Commission revised the goal because it has become evident that it would be more efficient to more comprehensively update and improve the HTS DMS as well as HTS search functionality.

¹⁴ The HTS data management and search is addressed in greater detail in performance goals 3.42, 3.43, and 3.44, from the perspective of data integrity, management, and governance and future enhancements are part of performance goal 3.44.

During FY 2021, the Commission began the process of evaluating the existing HTS DMS to begin the project of updating/re-engineering the system. The HTS-DMS re-engineering working group completed the solicitation of comments from clients (users).

In FY 2022, that feedback was incorporated into the final list of system requirements with a goal of completing the updates in FY 2022. Due to new security requirements mandated by Executive Order 14028 and a need to address critical security vulnerabilities, additional development time was spent on necessary technology updates and integration of new security features. As a result of this necessary, additional development time, the scope of feature development has been largely limited to improvements to the HTS DMS. Improvements to the search application are largely deferred to future HTS development cycles. Development of all required improvements to the HTS DMS system is expected to be completed in FY 2023.

Performance goal 2.26:

Improve timeliness of tariff and customs information provided in response to emails submitted through online help system

	FY 2023	FY 2024
Target	97% of emails received through online help and search systems receive responses within 7 working days	97% of emails received through online help and search systems receive responses within 7 working days
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Email responses to HTS inquiries.

Performance goal 2.26 is directed to providing timely responses to users of the HTS to promote accurate use of the HTS by external entities. Subject matter experts are tasked with responding to email inquiries within seven days, but when there are high levels of work load this task becomes increasingly challenging.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	96% of emails received through online help system receive responses within 7 working days	97% of emails received through online help system receive responses within 7 working days	97% of emails received through online help and search systems receive responses within 7 working days	97% of emails received through online help and search systems receive responses within 7 working days	97% of emails received through online help and search systems receive responses within 7 working days
Results	For the full year 2,084 of 2,162 responded to within the 7-day window, for 96.4% compliance rate.	For the year, the response rate was 1,712 responses within the target range out of 1,920 email requests or an 89.2% success rate. The 35-day government shutdown prevented the staff from meeting this goal.	For this year, 1,791 of 1,862 (96.2%) responses were within the target range.	For FY 2021, 1,280 of 1,323 (96.7%) responses were within the target date range.	For FY 2022, 1,129 of 1,155 (97.7%) responses were within the target date range.
Status	Target met	Target not met	Target not met	Target not met	Target met

Performance indicator: Email responses to HTS inquiries.

In FY 2022, Commission staff produced 17 HTS publications, including the Basic Edition, which made several thousand changes to the HTS to conform with the 2022 Harmonized System adopted by the WCO, and a July revision, which made several hundred changes to account for, among other things, the activity of the 484(f) Committee. Despite this high tariff-related workload for the Commission, this goal was met (97.7% result).

Performance goal 2.27:

Evaluate internal factfinding processes and procedures and implement ways to make this process more efficient and effective

	FY 2023	FY 2024
Target	Prioritize, implement, and evaluate improvements to the factfinding processes and procedures.	Prioritize, implement, and evaluate improvements to the factfinding processes and procedures.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Factfinding process improvements identified, prioritized, and implemented. Evaluations of improvements completed.

Performance goal 2.27 encourages staff to monitor factfinding investigative processes to promote processes that prove effective and efficient in producing high-quality reports and encourage consistency across investigations. Factfinding processes and procedures play an important role in ensuring the relevance, accuracy, and clarity of Commission work product.

Results

FY 2022	
Target	Evaluate factfinding review processes and procedures and make recommendations for improvements and implement those improvements as appropriate
Results	Staff proposed new factfinding review process and began incorporating it into scheduled reports as appropriate
Status	Target met

Performance indicator: Factfinding process improvements identified and implemented.

In FY 2022, staff dedicated significant resources to reviewing the factfinding process from initial drafting through all review stages to publishing of the final report. In particular, a new review schedule was proposed that eliminates 20 business days of review time to allow more time for staff to research and draft text. Draft roles were also written for each staff member (e.g., author, supervisor, office director, editor) to reduce overlapping responsibilities and increase the accuracy of our factfinding reports. New internal procedures were drafted for fact-checking and review of regulatory issues. Some of these recommendations were incorporated into schedules for ongoing projects in 2021, while the new process will be fully implemented and evaluated in FY 2023.

Strategic Goal 3

Perform: Execute and Advance Organizational Excellence

The Commission is committed to continuous process improvement and support for the agency's strategic goals and mission. The five strategic objectives described below support our strategic goal of executing and advancing our mission by achieving organizational excellence. The objectives focus on: human resources; budget, acquisitions, and finance; information technology; data; and organizational effectiveness. The performance goals identified for FY 2023 and FY 2024 reflect our management priorities.

Strategic Objective 3.1

People: Attract, develop, and retain a skilled, diverse, and versatile workforce¹⁵

To carry out our mission in a constantly evolving business environment, we must recruit, develop, and retain a diverse and versatile workforce sufficient in number to meet the demands of our increasing workload. Efficiency and effectiveness in all human capital management practices are vital to our ability to position ourselves as an attractive employer in a highly competitive labor market. Meeting service level agreements for hiring actions, providing accurate status reports, maintaining accurate and up-to-date records, and striving to maximize stakeholder satisfaction with human capital management practices contribute to optimal efficiency and effectiveness. We will continue to strive for improved performance in these areas. The Commission regularly seeks feedback from its requestors, stakeholders, and employees on various aspects of its operations. Among other information sources, we use results from the Federal Employee Viewpoint Survey (FEVS) to prioritize improvements to agency operations.

These performance goals include (1) assessing employee job satisfaction and engagement and identifying key gaps in employee engagement within the Commission, (2) ensuring that recruitment actions are accomplished in an efficient and effective manner that is satisfactory to

¹⁵ The leader for this strategic objective is the Chief Human Capital Officer (CHCO).

the USITC workforce, (3) assessing employee satisfaction with career development opportunities, (4) establishing an agency-wide intern program, consistent with diversity, equity, and inclusion (DEI) principles, that provides opportunity for permanent employment, and (5) sponsoring selected employees for participation in a variety of development programs.

The Position Description (PD) Project ended its four-year project review. The goal of the PD project was to review and classify 15-20 PDs per quarter and review 99 employee positions per year. OHR has met its four-year goal to review and classify outdated PDs, with the exception of the Senior Executive Service (SES), three positions awaiting desk audit and the Deputy Chief of Staff position descriptions. Given this, the performance goal has been retired and replaced with a performance goal on timely recruitment actions (3.13). This updated performance goal focuses on the successful completion of milestones within service level agreements executed by OHR and relevant selecting officials.

The performance goals for this strategic objective are set forth in tabular form and then described below.

Performance goal 3.11:

Maintain or improve general employee satisfaction, engagement, and satisfaction with DEI efforts at the Commission

FY 2023–FY 2024	
Target	Maintain or improve employee satisfaction, engagement, and satisfaction with DEI efforts at the Commission
Results	Ongoing
Status	Ongoing

Performance indicator: FEVS results related to global satisfaction, employee engagement, and DEI.

General employee satisfaction and engagement reflects the perception that the USITC is a desirable workplace. The Office of Personnel Management (OPM) has identified and indexed questions on the FEVS that are probative to both employee satisfaction (the “Global Satisfaction Index”) and employee engagement (the “Employee Engagement Index”). Using these indices to indicate general employee satisfaction and engagement aids in both recruitment and retention efforts (performance goal 3.11(a)). Further, the President’s management agenda calls upon agencies to “(i)ncrease agency Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index (EEI) scores by narrowing agency-identified gaps in EEI by employee group or organizational unit.” The USITC has identified the units indicating the lowest level of engagement on each year’s FEVS and worked to address the gap between them and units indicating greater engagement (performance goal 3.11(b)). This performance sub-goal will be retired after FY 2024. The Commission staff remain highly engaged such that the lowest

scores by sub-office remain higher than comparable indices. We will continue to monitor and analyze results of engagement to ensure it remains high as part of performance goal 3.11(a).

Additionally, the Commission acknowledges the importance of promoting and advancing diversity, equity, and inclusion (DEI) in accomplishing its mission. In FY 2023, we will primarily use the FEVS results to establish metrics to monitor, improve, and sustain the Commission's ongoing commitment to DEI (performance goal 3.11(c)). This will enable us to identify and build upon our strengths, assess and address our weaknesses, set and monitor the establishment of sustainable goals, and provide our employees with confirmation that DEI is a critical component of the Commission's culture.

Performance goal 3.11(a):

Maintain employee engagement and satisfaction at the Commission.

	FY 2023	FY 2024
Target	Maintain or improve over FY 2022 baseline	Maintain or improve over FY 2023 results
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to global satisfaction and employee engagement.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Improvement over FY 2017 results on identified questions	Improvement over FY 2018 results on identified questions	Maintain FY 2019 results	Maintain FY 2019 results	Set baseline based on results
Results	Global Satisfaction = 5.37% positive response increase over 2017	Global Satisfaction Index 2019 Improvement = +1.94% over FY 2018	Global Satisfaction Index 2020 = - 1.11% below FY 2019	N/A- FY 2021 FEVS not deployed until November 2021	Global Satisfaction Index Baseline = 71%
	Employee Engagement = 4.29% positive response increase over 2017	Employee Engagement Index 2019 Improvement = +1.38% over FY 2018	Employee Engagement Index 2020 = +1.27% over FY 2019		Employee Engagement Index Baseline = 81.3%
Status	Target met	Target met	Target partially met	N/A	Target met

Performance indicator: FEVS results related to global satisfaction and employee engagement.

Note: Prior to FY 2020, the goal was "Improve agency results in specific areas measured in the FEVS."

Baselines for global satisfaction and employee engagement were reestablished in FY 2022 at a lower rate than the peak in FY 2019. This is partially attributable to the Commission's workforce requirements gap during a period of sustained high workload.

As part of its annual FEVS action planning, OAS will work with staff and management to identify issues and set priorities to address them in both areas.

Performance goal 3.11(b):

Improve employee engagement of bottom 20 percent of assessable offices.

	FY 2023	FY 2024
Target	5 percentage point improvement over FY 2022	5 percent improvement over FY 2023
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to employee engagement.

Results

	FY 2020	FY 2021	FY 2022
Target	Improvement of 5 percent over FY 2019 results on identified questions that compose employee engagement index (EEI) for bottom 20 percent of assessable offices or aggregations of offices with too few responses to be listed separately.	Improvement of 5 percent over FY 2020 results on identified questions that compose employee engagement index (EEI) for bottom 20 percent of assessable offices or aggregations of offices with too few responses to be listed separately.	Set baseline for identified questions that compose employee engagement index (EEI) for bottom 20 percent of assessable offices or aggregations of offices with too few responses to be listed separately
Results	Of the 12 assessable organizations from FY 2019, the Offices of the General Counsel (GC), Economics (EC), and Investigations (INV) (~25% of assessable orgs) scored lowest on EEI: 75%, 78%, and 74% respectively. GC FY 2020 EEI Result: 81% EC FY 2020 EEI Result: 86% INV FY 2020 EEI Result: 91% Total average improvement for all three offices: 10.43%	N/A- FY 2021 FEVS not deployed until November 2021	The bottom 20 percent of assessable offices on the EEI were identified and baselines were established for each. Of the 18 assessable organizations from FY 2022, the Office of the Chief Financial Officer (CFO), the Office of Economics (EC), the Office of the General Counsel (GC), and the Office of the Secretary (SE) scored lowest on EEI. The Office of the General Counsel's low score was driven primarily by its Title VII division. Baselines: CFO FY 2022 EEI Result: 75.8% EC FY 2022 EEI Result: 76.9% SE FY 2022 EEI Result: 75.6% GC FY 2022 EEI Result: 68.4%
Status	Target met	N/A	Target met

Performance indicator: FEVS results related to employee engagement.

In FY 2022, of the 18 assessable organizations from FY 2022, the Office of the Chief Financial Officer (CFO), the Office Economics (EC), the Office of the General Counsel (GC), and the Office of the Secretary (SE) scored lowest on EEI. As part the Commission's annual FEVS action planning, OAS will work with staff and management from these

offices to determine how best to identify, understand, and address issues with employee engagement.

Performance goal 3.11(c):

Improve workforce satisfaction of the Commission's ongoing initiatives and efforts to promote and advance diversity, equity, and inclusion in the workplace.

	FY 2023	FY 2024
Target	Baseline established and initial priorities set.	Priorities set annually.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to DEI.

Performance goal 3.12:

Increase stakeholder satisfaction with the extent to which recruiting efforts bring in the right human capital in an efficient way

	FY 2023	FY 2024
Target	Improvement over FY 2022 results	Improvement over FY 2023 results
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: FEVS results related to satisfaction with the extent to which recruiting efforts bring in the right human capital in an efficient way.

Satisfaction with hiring practices reflects the perception of the efficiency and effectiveness of our performance in that area (performance goal 3.12). Low satisfaction in this area signals a need for corrective action, whether by concentrating on securing appropriations sufficient to fund the right(sized) human capital, process improvements within the Office of Human Resources (HR) to increase effectiveness and efficiency, or educational efforts with hiring officials in program offices to ensure they are familiar with the various recruitment processes and to support their role. Feedback from employees via the FEVS helps management to see which facets of hiring they are most concerned about, and therefore helps us focus our efforts to improve employee satisfaction with efficiently hiring the right human capital. We will continue our efforts to elicit feedback from employees during the upcoming fiscal years to gauge satisfaction with hiring practices.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Improvement over FY 2017 average in rate of positive responses to FEVS questions, or, if 2017 results indicate widespread satisfaction, maintain 2017 satisfaction level	Improvement over FY 2018 average in rate of positive responses to FEVS questions, or, if 2018 results indicate widespread satisfaction, maintain 2018 satisfaction level	Improvement over FY 2019 average in rate of positive responses to FEVS questions, or, if 2019 results indicate widespread satisfaction, maintain 2019 satisfaction level	Maintain FY 2019 Results	Set baseline based on results
Results	5.37% positive response increase over 2017	Satisfaction with Hiring Practices Index 2019 Improvement = + 2.09% over FY 2018	Due to the change in questions on the 2020 FEVS, only one of the three questions comprising the Hiring Practices Index was asked. The positive response rate improved by 3% for that question.	N/A- FY 2021 FEVS not deployed until November 2021	Baseline established: 83.3%
Status	Target met	Target met	Target partially met	N/A	Target met

Performance indicators: FEVS results satisfaction with the extent to which recruiting efforts bring in the right human capital in an efficient way.

In FY 2022, OAS identified baselines for employee satisfaction with hiring practices. As part of its annual FEVS action planning, OAS will work with management and staff to determine how best to identify, understand, and address issues with satisfaction with the extent to which recruiting efforts bring in the right human capital in an efficient way.

Performance goal 3.13:

All hiring actions for permanent positions resulting in an acceptance of an offer meet service level agreements

	FY 2023	FY 2024
Target	Improvement over FY 2022	Improvement over FY 2023
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Signed service level agreement forms.

Efficient and effective recruitments are central to ensuring that the Commission can sustain its workforce. Performance goal 3.13 endeavors to minimize inefficiencies or avoidable delays in the hiring process that negatively impact the USITC's mission accomplishment. Adhering to previously established service level agreements (in which HR and hiring managers agree to reasonable timelines for their respective functions in the hiring process) is critical to mission

accomplishment. Commission workload is currently at record levels and shows no signs of abatement. Additional staff are needed in virtually all major areas. Departures and budget uncertainty have often impeded hiring initiatives. Current and projected workload levels make it imperative to add staff resources in critical areas.

Results

	FY 2022
Target	Meet 80% of overall Service Level Agreements (SLA)
Results	During FY 2022, there were 37 recruitment actions and at least 80% of the SLAs were met.
Status	Target met

Performance indicator: Signed service level agreement forms.

In FY 2022, the Office of Human Resources (HR) developed a recruitment management tool to cut down on inefficient delays in the hiring process between the hiring officials and HR. These delays often result in the loss of qualified candidates. Service Level Agreements (SLA) were established and, by Q3, 29 recruitment actions were added with 98% of all SLAs successfully met. HR will continue to meet with hiring officials to address concerns and identify process improvements to increase efficiency and accountability. HR anticipates continued challenges into FY 2023, given the agency's staffing shortages and the expectation that there will be a large uptick in recruitment this FY. HR will continue to closely monitor the SLAs and restructure the process in collaboration with the hiring officials as necessary.

Performance goal 3.14:

Improve stakeholder satisfaction regarding opportunities for professional development to help retain human capital

	FY 2023	FY 2024
Target	Improvement over FY 2022 results	Improvement over FY 2023 results
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to professional development.

Satisfaction with career development opportunities reflects the perception of the efficiency and effectiveness of our performance in that area (performance goal 3.14). Low satisfaction in this area may indicate insufficient funding for training, overloaded staff resources with little time to devote to career development goals or may signal a need for process improvements within HR or educational efforts with managers and employees to ensure they are familiar with career development opportunities. Feedback from employees via the FEVS helps management to see which facets of career development they are most concerned about, and therefore helps us focus our efforts to improve employee satisfaction. We will continue our efforts to elicit

feedback from employees during the upcoming fiscal years to gauge satisfaction with career development opportunities.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Improvement over FY 2017 average in rate of positive responses to FEVS questions, or, if 2017 result indicates widespread satisfaction, maintain 2017 satisfaction level	Improvement over FY 2018 average in rate of positive responses to FEVS questions, or, if 2018 result indicates widespread satisfaction, maintain 2018 satisfaction level	Improvement over FY 2019 average in rate of positive responses to FEVS questions, or, if 2019 result indicates widespread satisfaction, maintain 2019 satisfaction level	Maintain 2019 satisfaction level	Set baseline based on results
Results	4.29 percentage point increase over 2017 in positive response	Satisfaction with Career Development Opportunities Index 2019 Improvement = +4.49% over FY 2018.	Due to the change in questions on the 2020 FEVS, only two of the six questions composing the Career Development Opportunities Index were asked. The average positive response rate improved by 0.41% for those two questions.	N/A- FY 2021 FEVS not deployed until November 2021	Baseline established: 80.8%
Status	Target met	Target met	Target partially met	N/A- FY 2021 FEVS not deployed until November 2021	Target Met

Performance indicator: FEVS results related to professional development.

In FY 2022, OAS identified baselines for employee satisfaction with opportunities for professional development. As part of its annual FEVS action planning, OAS will work with management and staff to determine how best to identify, understand, and address issues with satisfaction regarding opportunities for professional development to help retain human capital.

Performance goal 3.15:

Foster an inclusive workplace environment by promoting transparency and fair criteria for training and development opportunities

FY 2023–FY 2024	
Target	Continuously improve training and development opportunities
Results	Ongoing
Status	Ongoing

The Commission is committed to fostering inclusivity in its workforce by transparently communicating training availability for employees to improve their skill and providing opportunities for them to develop professional expertise across a broad set of competencies critical to mission accomplishment, as well as by using internship opportunities to build a more diverse recruitment pool. There are three initiatives the Commission has pursued to improve job skills and diversity of opinions and viewpoints. First, to the extent resources allow, the Commission has placed employees, using transparent and fair criteria, in internal and external details that help employees gain competencies in different areas of federal service and expose them to alternate viewpoints (performance goal 3.15(a)). Next, the Commission sponsors employees for leadership development opportunities that bolster the leadership skills required to ensure the next generation of leaders is ready to step up in key leadership roles when the time comes (performance goal 3.15(b)). Finally, the Commission is working on establishing an internship program that provides opportunities for development of a potentially more diverse pool of external candidates in the future (performance goal 3.15(c)). Each of these actions is crucial to aid in the Commission's long-term goal of fostering inclusivity in its workforce.

Performance goal 3.15(a):

Identify and implement developmental details within the Commission

	FY 2023	FY 2024
Target	Provide at least 2 competitive opportunities for staff across the agency to apply for developmental details.	Provide at least 3 competitive opportunities for staff across the agency to apply for developmental details.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of Commission project-based or rotational/development details.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Provide opportunities for staff across the agency to apply for details	Provide opportunities for staff across the agency to apply for details	Provide opportunities for staff across the agency to apply for details	Provide opportunities for staff across the agency to apply for details	Provide at least 2 competitive opportunities for staff across the agency to apply for developmental details.
Results	OP's Pilot of Skill Share tool underway. Will transition the tool to broader use in FY19.	11+ detail opportunities provided during FY 2019. 3 USITC employees selected for detail to Commissioner Offices. 2 USITC employees were selected for external details. 6 USITC employees were placed in Executive Leadership Program, each participating in a detail as part of the program.	5 internal detail opportunities within the Commission were provided during FY 2020. 2 USITC employees selected for detail to Commissioner offices. 3 USITC employees selected for detail to the Office of Economics.	11 total detail opportunities. The Commission provided 10 internal and one external detail. 2 USITC employees selected for details to the commissioners' offices. Other internal details include Inspector General (2); Economics (3); OPs front office (1); OGC (1); and ALJ (1)	The Commission provided 14 internal and two external developmental detail opportunities. Of the 16 total detail opportunities, 4 offices offered 6 competitive details, meeting this performance goal. There were 6 competitive internal details in the following offices: a Commissioner's offices (1), in the front office of the Office of Operations (1), in the Office of Economics (1), and in the Office of the Secretary (3).
Status	Target partially met	Target met	Target met	Target met	Target met

Performance indicator: Number of Commission project-based or rotational/development details.

To provide employees with firsthand experience and knowledge of roles different than their own, the Commission promotes internal detail opportunities. These opportunities provide employees the ability to experience new perspectives and innovative approaches that are brought back when they return to their primary roles. To that end,

in FY 2022, the Commission sponsored 16 detail opportunities for its employees, 6 of which were competitive.

Performance goal 3.15(b):

Sponsor and promote through transparent and fair criteria, opportunities for Commission staff to participate in a variety of leadership development programs

	FY 2023	FY 2024
Target	Sponsor at least three individuals at the Commission in FY 2023	Sponsor at least three individuals at the Commission in FY 2024
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of individuals sponsored by the Commission.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Sponsor at least two individuals at the Commission in FY 2018	Sponsor at least two individuals at the Commission in FY 2019	Sponsor at least three individuals at the Commission in FY 2020	Sponsor at least three individuals at the Commission in FY 2021	Sponsor at least three individuals at the Commission in FY 2022
Results	The Commission has sponsored 12 staff members to participate in the Partnership for Public Service's Excellence in Government Fellowship, which focuses on developing new Federal leaders. Additionally, USITC sent a candidate to the International Career Advancement Program at the Aspen Institute.	10 employees sponsored for leadership programs. 6 employees were selected for the Executive Potential Program at the Graduate School; 3 employees were selected to attend the Federal Executive Institute; 1 employee was selected to attend the Harvard Senior Executive Fellows Program; and 2 employees were selected for the International Career Advancement Program.	20 employees sponsored: 6 started the Executive Potential Program at the Graduate School; 2 attended two-day leadership course sponsored by the SAC; 3 selected for the GS 7-11 New Leader Program at the Graduate School; 4 selected for executive coaching; 3 selected (1 recalled) for the Executive Leadership Program; 2 selected for the International Career Development Program	8 employees sponsored for leadership programs. 2 selected for Leadership and Management for Non-Managers and Aspiring Supervisors; 1 employee selected for New Leader Program at Graduate School; 1 employee selected for Executive Leadership Potential at Graduate School; 3 employees selected for Executive Leadership Program at Graduate Program; Additionally, USITC sponsored a candidate for the International Career Advancement Program.	7 employees sponsored for leadership programs. 5 selected for leadership coaching; 2 selected for the International Career Advancement Program.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Number of individuals sponsored by the Commission.

To provide employees with firsthand experience and knowledge of roles different than their own, the Commission promotes leadership development opportunities. These opportunities provide employees the ability to experience new perspectives and innovative approaches that are brought back when they return to their primary roles. To

that end, in FY 2022, the Commission sponsored 7 staff members for leadership development activities.

Performance goal 3.15(c):

Develop and implement summer paid internship program

	FY 2023	FY 2024
Target	Develop a program and issue Commission directive	Initiate program and implement least one internship for each office with over 10 employees
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Program policy issuance and internship levels.

By using a paid internship approach, the agency increases the access to such valuable internships by candidates from underserved communities. The cost of living in the DC metro area would otherwise prevent these candidates from participating in internship programs and would limit the candidates lacking outside funding.

Results

	FY 2022
Target	Develop and initiate program
Results	Program on hold due to budgetary constraints
Status	Target partially met

Performance indicator: Program policy issuance and internship levels.

The Summer Internship working group was established as of 11/30/2021, and held program development meetings. Those efforts were put on hold in FY 2022, when the Commission did not receive the necessary funding to move forward with the program.

Performance goal 3.16:

Improve stakeholder satisfaction regarding the performance management process

	FY 2023	FY 2024
Target	Set baseline based upon FY 2023 FEVS results	Maintain or improve upon FY 2023 baseline
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to performance management.

Satisfaction with USITC performance management reflects the perception of fairness and accuracy in that area (performance goal 3.16). Low satisfaction in this area signals a need for corrective action, whether by process improvements lead by HR to address concerns with the performance management system or by educational efforts with supervisors and employees to ensure they are familiar with performance management policies and procedures. Feedback from employees via the FEVS helps management to see which facets of performance

management employees are most concerned about, and therefore helps us focus our efforts to improve employee satisfaction. Recent efforts in this area include issuing an updated performance management Directive modernizing our performance management policies. We will continue our efforts to elicit feedback from employees during the upcoming fiscal years to gauge satisfaction with performance management.

Performance goal 3.17:

Improve stakeholder satisfaction regarding employee recognition

	FY 2023	FY 2024
Target	Set baseline based upon FY 2023 FEVS results	Maintain or improve upon FY 2023 baseline
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to recognition.

Satisfaction with USITC employee recognition, which may include awards and other forms of recognition, reflects the perception of fairness in that area (performance goal 3.17). Low satisfaction in this area signals a need for corrective action, whether by process improvements led by HR and working groups, or by educational efforts with employees' supervisors to ensure they are familiar with awards management policies and procedures and the various ways which employees can be recognized for their work and accomplishments. Feedback from employees via the FEVS helps management to see which facets of performance management employees are most concerned about, and therefore helps us focus our efforts to improve employee satisfaction. We will continue our efforts to elicit feedback from employees during the upcoming fiscal years to gauge satisfaction with performance management.

Performance goal 3.18:

Improve stakeholder satisfaction regarding the reasonableness of workload

	FY 2023	FY 2024
Target	Set baseline based upon FY 2023 FEVS results	Maintain or improve upon FY 2023 baseline
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS Results related to workload.

Satisfaction with USITC employee workload, reflects the perception of reasonableness in that area (performance goal 3.18). Low satisfaction in this area signals a need for corrective action, whether by agencywide efforts to ensure appropriate funding requests and execute the USITC budget in a way that best allocates resources to meet the agency's workload; process improvements led by HR, in conjunction with Hiring Managers, to improve recruitment and retention; or working with supervisors to determine whether workload can be better distributed within the agency. Feedback from employees via the FEVS helps management to

determine where workload may be an issue, and therefore helps us focus our efforts to improve morale and retention. We will continue our efforts to elicit feedback from employees during the upcoming fiscal years to gauge satisfaction with the reasonableness of their workload.

Strategic Objective 3.2

Money: Ensure good stewardship of taxpayer funds¹⁶

Financial oversight and stewardship of appropriated funds are fundamental to the accountability and transparency that taxpayers demand. Current and past administrations have directed federal agencies to improve their efforts in this area, to improve data management, and to deliver more and higher-quality services. To accomplish these objectives, we have created four performance goals: (1) assess the Commission's financial management operations, (2) maintain the efficiency and effectiveness of the acquisition process, (3) maintain an annual unmodified audit opinion on our financial statements, and (4) continually improve the budget process.

The strategies to achieve these performance goals are as follows:

- Evaluate the structure of the Office of the Chief Financial Officer, and its systems (accounting, procurement, budget, and travel), practices, and policies, to determine if they are suited to meet the current and future needs of the Commission.
- Review our contract award processes and contract files on a quarterly basis to ensure that the Office of Procurement's acquisition process meets the needs of its customers in a timely way; the files are accurate and complete; the Commission's Contracting Officer's Representatives are properly trained and are faithfully carrying out their duties; and we transition from paper to electronic files.
- Ensure that financial controls are documented, implemented, reviewed and refined on a regular basis in order to maintain an annual unmodified financial audit opinion, and to ensure DATA Act reporting is timely and accurate.

¹⁶ The leader for this strategic objective is the Chief Financial Officer (CFO).

- Require managers to tie budget requests for personnel and non-personnel funding to projected workloads and provide linkage to performance planning.

The four goals described above and reflected in the tabular presentations below demonstrate our commitment to provide good stewardship of taxpayer funds.

During FY 2022, the Office of the CFO (OCFO) continued its efforts to expand and improve its financial management practices and reporting capabilities. The Office of Budget continued to use its new budget object class review process to ensure that our use of Budget Object Class (BOC) codes aligns with Office of Management and Budget guidance and assists with Digital Accountability and Transparency Act (DATA Act) reporting and compliance. The Office of Budget also enhanced the Budget Nexus reporting tool and associated processes to provide a more user-friendly method for managers to plan and execute their budgets. Specifically, several new reports were included in the tool along with a revamped and easier-to-use interface.

The Director of Procurement again reviewed contract activity each quarter to determine the extent to which established Procurement Action Lead Times (PALT) deadlines were met, and to explore opportunities to streamline the contracting process. The Office of Procurement also continued to provide weekly reports on the status of, and the activity on, each outstanding procurement request, and measured customers' satisfaction with the procurement process through a survey. Training was again offered to Contracting Officer's Representatives (CORs), and the procurement office continued to review COR files. Finally, the Office of Procurement together with the Office of Finance successfully integrated the government-wide G-Invoicing program on schedule.

The Director of Finance continued to review, document, and test accounting processes each quarter to ensure that key financial controls are identified, documented, and are working as documented. These financial process and control evaluations supported the achievement of our twelfth consecutive unmodified financial audit opinion during FY 2022.

Performance goal 3.21:

Analyze current OCFO structure, compare it to similarly sized agencies, investigate and evaluate system offerings, review Commission policies, and align the foregoing with the operational needs and budgetary realities of the Commission

	FY 2023	FY 2024
Target	Continue to analyze existing OCFO office structure, systems, practices, and policies, and reach out to similarly sized agencies and existing government-wide councils and committees to identify best practices and determine what changes, if any, are needed to meet the needs of the Commission, and draw up change plans as appropriate	Begin to execute change plan within confines of budget
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Report our results of research and analysis, recommend changes and timelines by established deadlines, and begin to execute plans.

During FY 2023, the OCFO plans to analyze its existing structure, systems, practices, and policies to determine if they can meet the changing needs of the Commission going forward. Given that expanded telework is expected to be the future norm, this includes moving from paper to electronic files, automating manual processes, and determining if the current systems can support such changes. The OCFO will reach out to similarly sized agencies and existing government-wide councils and committees and identify best practices. Assuming necessary changes are identified, an execution plan that is consistent with available resources will be prepared. During FY 2023, the plan will be executed as the budget permits.

Results

	FY 2022
Target	Analyze current OCFO structure, compare to similar sized agencies, investigate and evaluate system offerings, review Commission policies, and align the foregoing with the operational needs and budgetary realities of the Commission
Results	Structural and process analysis completed.
Status	Target partially met

Performance indicator: Report our results of research and analysis, recommend changes and timelines by established deadlines, and begin to execute plans.

During FY 2022, the OCFO reviewed its structure and processes and had discussions with federal Shared Service Providers to compare their level of services, pricing, and availability. Based upon these efforts, and especially in light of budget realities and expected upcoming retirements, the OCFO drafted future OCFO staffing and process scenarios.

Performance goal 3.22¹⁷:

Maintain a high level of acquisition effectiveness and efficiency during FY 2023–FY 2024

FY 2023–FY 2024	
Target	Quarterly reviews and annual surveys indicate an effective and efficient acquisition process
Results	Pending
Status	Pending

Performance indicators: Timeliness and accuracy of procurement actions; customer feedback.

The Commission has continued to improve its acquisition processes over the last several years. This goal is transitioning to a monitoring goal in order to maintain our high level of effectiveness and efficiency. While we are reducing our stretch goal of 97 percent of procurement actions meeting the PALT to 95 percent of actions meeting the PALT in FY 2024, we are continuing to survey users to gauge their satisfaction with the process and the level of service they received.

In the five years we have had the stretch goal of 97 percent of procurement actions meeting the PALT, the highest percentage we have ever attained is 95.4. Given this, we believe the goal of 95 percent is attainable and reasonable. While meeting the PALT goal is significant, users' satisfaction with the process is in many respects even more important. We are also maintaining our goal of ensuring CORs are properly trained by offering COR training classes, sampling COR files for completeness and accuracy, and providing each COR supervisor input during the annual appraisal process on how the CORs performed their duties during the year.

Performance goal 3.22(a):

Maintain high-level targets of procurement actions meeting the Procurement Action Lead Time (PALT)

	FY 2023	FY 2024
Target	Quarterly PALT reviews show that 95% of procurement actions meet the PALT	Quarterly PALT reviews show that 95% of procurement actions meet the PALT
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Share of procurement actions that meet the PALT.

Performance goal 3.22(a) ensures a continued focus on meeting the PALT for procurement actions. As noted above, we are reducing our stretch goal of 97 percent of procurement actions meeting the PALT to 95 percent of actions meeting the PALT in FY 2024. In the five years we have had the goal of 97 percent of procurement actions meeting the PALT, the highest we have ever attained is 95.4 percent. Given this, we believe the goal of 95 percent is attainable and reasonable.

¹⁷ This goal was Performance Goal M1.22 in the FY 2021 Annual Performance Report.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Quarterly PALT reviews show that 97% of procurement actions meet the PALT in FY 2018	Quarterly PALT reviews show that 97% of procurement actions meet the PALT in FY 2019	Quarterly PALT reviews show that 97% of procurement actions met the PALT in FY 2020	Quarterly PALT reviews show that 97% of procurement actions met the PALT in FY 2021	Quarterly PALT reviews show that 97% of procurement actions meet the PALT
Results	95.3% of actions met the PALT	95.4% of actions met the PALT	92.9% of actions met the PALT	90.3% of actions met the PALT	93.2% of actions met the PALT
Status	Target not met	Target not met	Target not met	Target not met	Target not met

Performance indicator: Share of procurement actions that meet the PALT.

In FY 2022, the director of procurement completed an analysis of the processes and controls related to procurement actions and PALT expectations. The current goal continues to be an unattainable stretch goal of 97% of procurement actions meeting the PALT. While there were no lapses in services or delays in receiving equipment as a result, the target continued to be unmet in FY 2022.

Performance goal 3.22(b):

Gauge satisfaction with procurement process, including efforts to incorporate suggestions/feedback into process, via internal surveys

	FY 2023	FY 2024
Target	Maintain or improve satisfaction level relative to FY 2022	Maintain or improve satisfaction level relative to FY 2023
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Survey results.

Performance goal 3.22(b) ensures the Office of Procurement continues to meet stakeholder expectations in facilitating the effective purchase of needed products and services.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Improve satisfaction level relative to performance in FY 2017	Improve satisfaction level relative to performance in FY 2018	Maintain or improve satisfaction level relative to FY 2019	Maintain or improve satisfaction level relative to FY 2020	Maintain or improve satisfaction level relative to FY 2021
Results	Although the results of the survey were essentially the same as previous results, there was a much larger response rate, suggesting broader satisfaction with the process	Strong improvement, as the % of respondents indicating they strongly agreed, agreed, were neutral, or disagreed when asked if they were satisfied with the procurement process improved from 60/29/9/2 in FY 2018 to 88/11/1/0 in FY 2019	Continued improvement, as the % of respondents indicating they strongly agreed, agreed, were neutral, or disagreed when asked if they were satisfied with the procurement process improved from 88/11/1/0 in FY 2019 to 95/5/0/0 in FY 2020	The 2021 survey again returned very positive results, with a marginally better response rate in 2021 (44%) than in 2020 (39%). Seventy-five to one hundred percent of the respondents were very satisfied with the different measures of the procurement process, such as technical knowledge, professionalism, problem solving, and availability, while the remaining respondents were satisfied. Approximately 90% were very satisfied with the process overall.	Slightly increased from 2021, 79% to 100% of respondents were very satisfied with the different measures presented in the survey, and the remaining respondents were satisfied.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: Survey results.

The FY 2022 procurement survey returned a 40% response rate. Slightly increased from 2021, 79% to 100% of respondents were very satisfied with the different measures presented in the survey, and the remaining respondents were satisfied. No negative or neutral responses to questions were received. Approximately 93% of respondents were very satisfied with the process overall.

Performance goal 3.22(c):

Ensure that all agency Contracting Officer Representatives (CORs) have been properly trained and are maintaining proper COR files

	FY 2023	FY 2024
Target	At least 90% of sampled COR files are maintained properly, and COR training is offered as needed	At least 90% of sampled COR files are maintained properly, and COR training is offered as needed
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Random Sampling of Contract Files

Performance goal 3.22(c) ensures that all contracts are managed by highly trained and certified CORs. Continuing education is a critical component of the success of a well-managed contract, ensuring that contract funds are efficiently and effectively expended.

While this goal promotes the overall effectiveness and efficiency of the procurement process, it also serves as a grade of the performance of CORs throughout the agency. The procurement process is a team effort, and much depends upon the efforts and abilities of the CORs, which is why training is so important. Once a contract is completed and the product or service has been provided, we rely upon CORs to provide timely advice as to whether an invoice should be approved.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	At least 70% of sampled COR files are maintained properly	At least 85% of sampled COR files are maintained properly.	At least 85% of sampled COR files are maintained properly, and COR training is offered as needed	At least 90% of sampled COR files are maintained properly, and COR training is offered as needed	At least 90% of sampled COR files are maintained properly, and COR training is offered as needed
Results	Two well-attended on-site COR training classes were offered. While the sampling of COR files was delayed until FY 2019, new online COR workspaces were created during the FY and are ready for use.	Two well-attended on-site COR training classes were offered. The Office of Procurement also began sampling COR files and providing feedback to the CORs.	A well-attended on-site COR training class was offered; the Office of Procurement sampled COR files every quarter and found them to be complete and accurate; and, for the 1st time, the Office of Procurement provided each COR supervisor input during the annual appraisal process on how the CORs performed their duties during the year.	A well-attended and well-received on-site COR training class was offered; the Office of Procurement sampled COR files and found them to be complete and accurate; and, the Office of Procurement again provided each COR supervisor input during the annual appraisal process on how the CORs performed their duties during the year.	CORs were again provided with training, and the Office of Procurement again sampled COR files, which were found to be in good order with no serious deficiencies.
Status	Target partially met	Target partially met	Target met	Target met	Target met

Performance indicator: Random Sampling of Contract Files for Q2/Q3.

The Office of Procurement works closely with the Commission's Contracting Officer Representatives (COR) ensuring vendor compliance of awarded procurement actions. CORs are appointed, trained, and kept updated as needed to perform the oversight required. Electronic contract files are kept and randomly reviewed on a routine basis, all files reviewed were found to be in good order.

Performance goal 3.23:

Maintain a robust system of financial management and internal controls to achieve an annual unmodified audit opinion on the agency's financial statements, with no material weaknesses

	FY 2023	FY 2024
Target	Unmodified audit opinion, no material weaknesses	Unmodified audit opinion, no material weaknesses
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Audit opinion on the agency financial statements.

The Commission has met its goal of obtaining an unmodified audit opinion for 11 consecutive years, the last several years with no material weaknesses or significant deficiencies in the design and operation of internal controls over financial reporting. Thus, in FY 2022, we refined performance goal 3.23 by stipulating that, in addition to obtaining an unmodified opinion, our auditors would also not note any material weaknesses. To meet this goal, we constantly review, document, test, and refine our financial management practices.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Unmodified audit opinion	Unmodified audit opinion	Unmodified audit opinion	Unmodified audit opinion with no more than one material weakness	Unmodified audit opinion, no material weaknesses
Results	Unmodified audit opinion	Unmodified audit opinion	Unmodified audit opinion with no material weaknesses	Unmodified audit opinion with no material weaknesses	Unmodified audit opinion with no material weaknesses
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: Audit opinion on the agency financial statements.

Note: Beginning in FY 2020, the Commission strengthened the target by striving to limit or eliminate material weaknesses.

The goal of obtaining an unmodified audit opinion on the Commission's financial statements was met for the 12th consecutive year. Furthermore, the auditors found no material weaknesses or significant deficiencies in the design and operation of internal controls over financial reporting. In order to ensure we continue to receive an unmodified opinion, we constantly review, document, test, and refine our financial management practices.

Performance goal 3.24:

Maintain a budget process that broadly increases Commission participation and responsibility at all levels, and that clearly links budget formulation with performance planning

	FY 2023	FY 2024
Target	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests. Also ensure that any requests by Commissioners to amend/improve the process are addressed.	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests. Also ensure that any requests by Commissioners to amend/improve the process are addressed.
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Increased participation by managers in budget process; documentation to support resource requests.

The Commission has developed a well-defined budget process over the past several years. Performance goal 3.24 ensures that individual managers and the management committees continue to broaden their participation in the process. For example, managers must estimate and justify the personnel and non-personnel resources they need based upon projected workloads; budget formulation must be linked to performance planning in the justification process; and the process will be evaluated to ensure it is as transparent and inclusive as possible.

While the Commission has a well-defined budget and expenditure plan development process, we review the process every year and build upon it based upon comments received during the previous year. Our goal is to continue to increase management participation at every level while ensuring the Commissioners have the information necessary to make informed decisions as quickly as possible.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests. Also ensure that any requests by Commissioners to amend/improve the process are addressed.	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests. Also ensure that any requests by Commissioners to amend/improve the process are addressed.	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests. Also ensure that any requests by Commissioners to amend/improve the process are addressed.
Results	Managers at all levels projected workloads, estimated and justified the personnel and other resources needed, and clearly linked budget formulation to performance planning to provide justification for requests. Moreover, changes made to the process this year were well received and made the process more transparent and inclusive.	Managers at all levels projected workloads, estimated and justified the personnel and other resources needed, and clearly linked budget formulation to performance planning to provide justification for requests. Moreover, changes made to the process this year were well received and made the process more transparent and inclusive.	Managers again estimated and justified the personnel and non-personnel resources they needed based upon projected workloads; budget formulation was linked to performance planning in the justification process; and the process was modified this year to streamline it and make it even more transparent and inclusive. We received only positive comments on the Budget Review Board process from the Commissioners and their staff, and the Commissioners were able to unanimously approve the FY 2021 Expenditure Plan and FY 2022 Budget Request in a timely manner.	Needed personnel and non-personnel resources were again estimated and justified by managers based upon projected workloads, and budget formulation was linked to performance planning in the justification process. We received only positive comments on the Budget Review Board process from the Commissioners and their staff, and the Commissioners were able to unanimously approve the FY 2022 Expenditure Plan and FY 2023 Budget Request in a timely manner.	As in prior years managers again presented and justified personnel and non-personnel resources needed based upon projected workloads. While we generally received positive feedback from the Commissioners, they did have questions about the presentation of the personnel data, including the costs. Nonetheless, the Commissioners were able to unanimously approve the FY 2023 Expenditure Plan and the FY 2024 Budget request in a timely manner.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: Increased participation by managers in budget process; documentation to support resource requests.

The goal was met as individual managers and the management committees continued to broaden their participation in the process. Managers again estimated and justified the personnel and non-personnel resources they needed based upon projected workloads; budget formulation was linked to performance planning in the justification process; and the process was modified this year to streamline it and make it even more transparent and inclusive. While we generally received only positive comments on the budget review board process from the Commissioners and their staff, they did request that the personnel data, to include its costs, be presented more clearly going forward. In response, the OCFO will work with the OCAO, the Commission's Management Committees, and the Commissioners before the FY 2023 Budget Review Board to ensure the personnel data, including its naming conventions, are clearly presented. Despite the questions about the personnel data, the Commissioners were able to unanimously approve the FY 2023 Expenditure Plan and FY 2024 Budget Request in a timely manner.

Strategic Objective 3.3

Technology: Implement reliable and secure systems that promote resilience, innovation, and efficiency¹⁸

The USITC is committed to providing reliable and secure systems to its entire user community. These systems must not only promote resilience, thus ensuring availability and accessibility, but must also provide for innovation and efficiency. These systems must be comprised of current technologies and promote business process improvements and improved usability. These solutions must also comply with federal mandates. To support this objective, the Commission continues to provide technology, security, infrastructure, planning, consulting, acquisition, implementation, testing, and ongoing technical support for all its IT services.

The Commission continues to modernize its infrastructure, improve systems availability and accessibility, advance the agency's cybersecurity posture, and improve its operating efficiency. The Commission accomplishes this by implementing cloud solutions, supporting mobile technology initiatives, utilizing commercially available solutions, and taking advantage of shared services, where applicable, while strictly adhering to a secure configuration throughout its

¹⁸ The leader for this strategic objective is the Chief Information Officer (CIO)

architecture. The USITC recognizes the importance of effective information resources management and focuses significant effort and resources on addressing its needs in this area, including priorities contained in various federal initiatives.

Through its judicious management of IT resources and the implementation of new technologies, the Commission remains committed to implementing reliable and secure systems that promote resilience, innovation, and efficiency. Additionally, it will continue to meet all mandates, improve its security posture, and increase the availability of its systems.

Strategic Objective 3.3 is intended to ensure that IT resources support the USITC with performance goals for FY 2023 and 2024 that quantify how the Office of the Chief Information Officer (OCIO) intends to support this objective.

The performance goals for this strategic objective are set forth in tabular form and then described below.

Performance goal 3.31:

Implement reliable IT solutions that promote resilience, innovation, and efficiency to better support the Commission's user community

FY 2023–FY 2024	
Target	Continuation of program
Results	See 3.31 (a-b)
Status	Pending

Performance indicators: Continued refinement of program for tracking percentage availability to users of IT systems that are important to internal and external customers.

Performance goal 3.31 strives to maintain a high level of reliable delivery and support of IT services. This will be achieved by ensuring the availability and accessibility of core IT systems (performance goal 3.31(a)). Equally important is the ability to recover in the event of disaster or emergency, regardless of cause (performance goal 3.31(b)). We continue measuring the availability of core IT systems to ensure they consistently support our mission ensuring the agency can conduct its operations with little to no impact on efficiency and capability. We also measure the validity of core business application and function backups to further ensure the highest levels of resilience.

Performance goal 3.31(a):

Maintain availability of core IT systems

	FY 2023	FY 2024
Target	Maintain core IT system uptime of at least an average of 99.0% availability or meeting SLA for cloud-based services for all measured systems excluding scheduled maintenance.	Maintain core IT system uptime of at least an average of 99.0% availability or meeting SLA for cloud-based services for all measured systems excluding scheduled maintenance.
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Percentage of availability to users of the following core IT systems: Local Area Network (LAN), Remote Access, IS, HTS, DataWeb, and meeting SLA for MS 365.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Maintain system uptime of at least an average of 99.0% availability for all measured systems excluding scheduled maintenance.	Maintain system uptime of at least an average of 99.0% availability or meeting the service level agreement (SLA) for cloud-based services for all measured systems excluding scheduled maintenance.	Maintain system uptime of at least an average of 99.0% availability or meeting SLA for cloud-based services for all measured systems excluding scheduled maintenance.	Maintain system uptime of at least an average of 99.0% availability or meeting SLA for cloud-based services for all measured systems excluding scheduled maintenance.	Maintain system uptime of at least an average of 99.0% availability or meeting SLA for cloud-based services for all measured systems excluding scheduled maintenance.
Results	Four of six measured systems exceeded the baseline of 99.0% availability, which did not meet the target of all measured systems. Not meeting the baseline availability were Email at 96.23% and SharePoint at 98.21%.	All measured systems exceeded the established baseline of 99.0% availability.	All measured systems exceeded the established baseline of 99.0% availability.	All measured systems exceeded the established baseline of 99.0% availability.	All measured systems exceeded the established baseline of 99.0% availability.
Status	Target not met	Target met	Target met	Target met	Target met

Performance indicators: Percentage of availability to users of the following systems: Local Area Network (LAN), Remote Access, EDIS, HTS, and SharePoint. Meeting SLA for Cloud Email service.

Note: When services move to the cloud this uptime performance indicator may be modified to reflect the contractual SLA. Beginning in FY 2021, the HTS system will replace SharePoint which was moved to the cloud-based SharePoint Online service covered under the same contractual SLA as Cloud Email service.

In FY 2022, the Commission remained committed to maintaining the accessibility and availability of its IT systems. Through judicious management of its IT resources and the

implementation of enhanced monitoring, it was able to meet all mandates, improve its security posture, and maintain the availability of its systems.

Performance goal 3.31(b):

Verification and validation of backups. Backups are validated and verified twice a year, no less than three months apart

	FY 2023	FY 2024
Target	100% compliance with performance indicators	100% compliance with performance indicators
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Confirmation of validation and verification of backups for core business applications and functions: file shares, IS, HTS, DataWeb, and MS 365.

Performance goal 3.32:

Implement secure IT solutions that promote resilience, innovation, and efficiency to better support the Commission's user community

	FY 2023–FY 2024
Target	Continuation of program
Results	See 3.32 (a-d)
Status	Pending

Performance indicators: Development of capabilities consistent with government-wide priorities.

Performance goal 3.32 ensures agency compliance with federal cybersecurity priorities. The OCIO continues to mature its vulnerability, asset, and configuration management processes throughout the enterprise. The OCIO has matured the processes for securing configuration baselines. In FY 2023, the Commission is retiring performance goal 3.32(a) and adding attention to addressing all Known Exploited Vulnerabilities (KEV) so that they are remediated in accordance with the timelines set forth in the Department of Homeland Security Cybersecurity and Infrastructure Security Agency KEV Catalog (performance goal 3.32(b)); ensuring Commission information systems and FEDRAMP certified web-based applications have an active Authorization to Operate (ATO) (performance goal 3.32(c)) and verifying secure configuration baselines on all baselined workstations and servers (performance goal 3.32(d)).

Performance goal 3.32(a):

Implement and verify secure configuration baselines on all new workstations and servers for 100% of baseline settings

Results

	FY 2019	FY 2020	FY 2021	FY 2022
Target	Secure configuration baselines on 100% of new workstations and servers implementing 100% of baseline settings.	Secure configuration baselines on 100% of new workstations and servers implementing 100% of baseline settings.	Secure configuration baselines on 100% of new workstations and servers implementing 100% of baseline settings.	Secure configuration baselines on 100% of new workstations and servers implementing 100% of baseline settings.
Results	100% of new servers and workstations implemented with secure configuration baselines	100% of new servers (89/89) and workstations (262/262) implemented with secure configuration baselines.	100% of new servers and workstations implemented with secure configuration baselines.	100% of new servers and workstations implemented with secure configuration baselines.
Status	Target met	Target met	Target met	Target met

Performance indicators: Scans of new production devices show 100% compliance of baseline settings upon delivery to production. Reported as a percent of number of new devices issued which are 100% compliant. If one setting fails when issued, then the device is not compliant.

In FY 2022, the Commission continued to implement and verify secure configuration baselines on all new workstations and servers for 100% of baseline settings. This metric has successfully been met over the past four reporting cycles due to the implementation of automated processes and verified via manual checks. As such, this metric is being retired in FY 2023.

Performance goal 3.32(b):

Ensure all Known Exploited Vulnerabilities (KEV) are remediated in accordance with the timelines set forth in the Department of Homeland Security Cybersecurity and Infrastructure Security Agency (DHS –CISA) KEV Catalog

	FY 2023	FY 2024
Target	100%	100%
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of remediated KEVs found on ITCNET divided by the total number of applicable KEVs in the DHS CISA KEV Catalog, grouped by due date.

Performance goal 3.32(c):

Ensure Commission information systems and FEDRAMP certified web-based applications have an Ongoing Authorization to Operate (ATO) in place prior to entering operation or upon expiration of the previous ATO

	FY 2023	FY 2024
Target	100%	100%
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of Commission information systems plus number of FEDRAMP certified web-based applications with an Ongoing ATO divided by the total number of Commission information systems.

Note: During FY 2016-FY 2022, this goal was “Ensure Commission information systems have a valid Authorization to Operate.”

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	100%	100%	100%	100%	100%
Results	One out of three (33.33%) Commission information systems have a valid ATO.	All defined Commission systems have a valid ATO.	All defined Commission systems have a valid ATO. EDIS ATO re-issued in FY 2020.	All defined Commission systems have a valid ATO.	All defined Commission systems have a valid ATO.
Status	Target not met	Target met	Target met	Target met	Target met

Performance indicator: Number of Commission information systems with an ATO divided by the total number of Commission information systems.

The Commission continued to ensure that all systems maintained current ATOs throughout FY 2022 by utilizing a continuous monitoring program, ensuring ATOs remain valid so long as ongoing security requirements are met. Based on the success of this program, the Commission will be including its cloud certification program into this metric for FY 2023 and FY 2024.

Performance goal 3.32(d):

Maintain and verify secure configuration baselines on all baselined workstations and servers for 99% of baseline settings

	FY 2023	FY 2024
Target	Secure configurations maintained on baselined servers and workstations. Approved deviations documented and validated. Compliance rate equal to or higher than previous reporting period.	Secure configurations maintained on baselined servers and workstations. Approved deviations documented and validated. Compliance rate equal to or higher than previous reporting period.
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Performance indicator will be improvement over the previous year's score.

Results

	FY 2019	FY 2020	FY 2021	FY 2022
Target	99% of secure configuration baseline settings maintained on all baselined workstations and servers.	Monitoring of metric has provided an opportunity for improvement which requires a significant level of effort to implement. Improvements to be in place by end of FY 2020. Metric reporting to resume in FY 2021.	Secure configurations maintained on baselined servers and workstations. Approved deviations documented and validated. 100% compliance.	Secure configurations maintained on baselined servers and workstations. Approved deviations documented and validated. Compliance rate equal to or higher than previous reporting period.
Results	100% of sampled workstations maintained a secure baseline. 90% of servers maintained a secure baseline.	New security configuration monitoring plan in place. Enterprise compliance score calculated at end of Q4 to establish baseline metric.	Increased number of secure configurations maintained on baselined servers and workstations. Approved deviations documented and validated.	The number of secure configurations maintained on baselined workstations and servers decreased from 98.67% in FY 2021 to 89.15% in FY 2022.
Status	Target not met	Target met	Target met	Target not met

Performance indicators: Scans of production devices baselined upon issuance. Reported as a percent of compliant servers and workstations. Servers and workstations reported separately. The FY 2020 performance indicator is to establish a new security configuration monitoring plan and the baseline metric for an enterprise compliance score based on scans of production devices. The FY 2021 indicator is improvement over the previous year's score.

The Commission's goal for maintaining secure configurations on all of its workstations and servers is to meet a high level of compliance with all established baselines and/or documented approved deviations. As measured by computing an enterprise compliance score defined in its Security Configuration Baseline Monitoring Plan, the target is initially to exceed the score of the previous year, with an ultimate stretch goal of annually exceeding 99% compliance. During the reporting period, the goal was not met as the annual enterprise compliance score decreased by -9.51% from FY 2021 to FY 2022. The

compliance score for Windows workstations increased in FY 2022 by 0.29%, but the compliance for Windows servers decreased from the previous year's score by - 2.28%. The score for Linux servers also decreased and coupled with inconsistencies in the generation and reporting of previous years data resulted in an inability to compare like-to-like data and generate a viable score; thus it is being reported as not meeting the target for the goal.

Performance goal 3.32(e):

Ensure the Commission maintains an accurate, near real-time empirical inventory of authorized assets against which all aspects of continuous monitoring (to include but not limited to vulnerability scanning, patching, performance related, etc.) can be performed

	FY 2023	FY 2024
Target	75% accuracy of near real-time inventory	95% accuracy of near real-time inventory
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of authorized assets divided by the total number of assets identified via scanning of all nets and subnets.

Performance goal 3.33:

Utilize cloud services where feasible to promote resilience, innovation, and efficiency of business applications

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	All staff able to utilize email solution and access migrated content. Determine priorities for FY 2019.	Acquire and utilize cloud-based services for issuing surveys and providing Microsoft Office 365. Determine priorities for FY 2020.	Implement priorities established at the end of FY 2019	Implement priorities established at the end of FY 2020	Implement priorities established at the end of FY 2021
Results	Cloud-based email services were acquired, and most email accounts were migrated by the end of FY 2018.	Commission implemented enterprise wide, cloud-based solutions BOX and Qualtrics during the reporting period. Significant progress made on O365 implementation	Completed migration to Microsoft 365 for cloud-based email and Office services and SharePoint Online.	Continued adding enhanced MS365 functionality to portfolio.	Implemented ServiceNow
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: Identified services and infrastructure are fully migrated to the cloud provider. Contract for service to create and issue surveys and receive responses awarded. Survey service enabled and utilized. In-house survey tool de-commissioned. Contract to provide Microsoft Office 365 services awarded and utilized by staff. Email services fully migrated to cloud provider.

In FY 2022, the Commission utilized cloud services where feasible to promote resilience, innovation, and efficiency of business applications by implementing the priority established at the end of FY 2021, the implementation of a managed workflow and ticketing system in the cloud. This was accomplished with the deployment of ServiceNow, replacing an on-premises solution, with a more flexible cloud-based solution.

As of FY 2022, this goal is being retired as our Cloud Smart implementation has matured to being more focused on iterative implementations as we continue to move towards a zero-trust architecture in compliance with expanding mandates.

Strategic Objective 3.4

Data: Manage and leverage data as an asset¹⁹

Managing and leveraging data as an asset is critical to accomplishing the agency’s mission. To support Commission and government-wide goals and objectives, the Commission will continue to enhance its data governance policies and practices. Data is essential to all of the Commission’s work. These goals ensure a fully cohesive data-centered approach to supporting the agency’s mission.

We recognize the importance of leveraging data as an asset and are focusing significant effort and resources on addressing our needs in this area, including priorities contained in various federal initiatives. The Commission’s strategic objective 3.4 is intended to ensure that data support our mission. We will use several strategies to meet this strategic objective and our performance goals quantify how the Chief Data Officer (CDO) intends to support this objective.

The performance goals for this strategic objective are set forth in tabular form and then described below.

Performance goal 3.41:

Data governance guidance is issued that strengthens enterprise-wide data management

	FY 2023	FY 2024
Target	Priorities established annually	Priorities established annually
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Additions to the Data Governance Manual by the Data Governance Board (DGB).

Note: Consistent with the Evidence Act, the Commission established the DGB to ensure the effective collection, management, compilation, and presentation of agency data; effective data governance; transparency, accessibility, and release of agency data; appropriate controls and use of sensitive data; and the application of strong internal controls in order to optimize and leverage the value of Commission data assets. It is led by the CDO and its key members are the agency’s Performance Improvement Officer, CFO, CIO, and General Counsel. The Commission’s Director of Internal Control and Risk Management, the Assistant General Counsel for Administrative Law, and the Chief Freedom of Information Act Officer are advisory members.

Performance goal 3.41 strives to strengthen agency-wide data governance by establishing enterprise-wide strategies, objectives, and policies for managing data. A key strategy for this goal is to continue to update and expand the agency guidance on data governance.

¹⁹ The leader for this strategic objective is the Chief Data Officer (CDO).

Results

FY 2022	
Target	Priorities established annually
Results	Data governance guidance updated to strengthen enterprise-wide data management but not issued during FY 2022.
Status	Target not met

Performance indicators: Additions to the Data Governance Manual by the Data Governance Board.

As of September 30, 2022 the charter for the Data Governance Board was updated to include policies on data quality, data use standards, and data system documentation requirements. While progress was made to update the Commission's data governance guidance, due to competing priorities and resource constraints, we were unable to complete those efforts in FY 2022. In FY 2023, these data governance policies will be issued.

Performance goal 3.42:

To advance the agency's mission, identify, maintain, and make accessible accurate, timely, and complete information necessary to answer priority questions

	FY 2023	FY 2024
Target	Priorities established annually	Priorities established annually
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Documentation of prioritization of key management questions, data systems documentation, and reports deployed.

Performance goal 3.42 seeks to advance the agency's strategic use of data by identifying priority questions of decision makers and deploying accurate, timely, insightful, and relevant information to answer them. A key strategy to accomplish this goal is to leverage technology to make information available to decision makers in the form and format that they need.

Results

FY 2022	
Target	Priorities established annually
Results	Analytic tools used for legacy administrative data systems replaced with updated business intelligence tools.
Status	Target met

Performance indicators: Documentation of prioritization of key management questions, data systems documentation, and reports deployed.

During FY 2022, two data systems were prioritized for making accessible, accurate, timely, and pertinent information necessary to answer priority questions. The Labor Cost data system was prioritized because existing querying and analysis tools were based on outdated technology and analysis needs. After documenting stakeholder analytic and data accessibility needs, the labor cost data management plan was updated to include new maintenance instructions and a data

glossary. Once completed, the legacy data querying tool was replaced with a business intelligence tool that allows for greater access to information in the system.

With the imminent release of IDS to the public, this data system was also prioritized for making it accessible by using business intelligence tools to create systematic reports for data quality, and activity auditing purposes. These reports allow IDS users to validate the accuracy of data entered or migrated into the data system. Data verification tools were developed and added to the system which provide immediate warnings at the time of data entry.

Performance goal 3.43:

Core agency applications and administrative data systems are documented by FY 2026

	FY 2023	FY 2024	FY 2025	FY 2026
Target	20 percent of the identified data systems are documented	20 percent of the identified data systems are documented	20 percent of the identified data systems are documented	20 percent of the identified data systems are documented
Results	Pending	Pending	Pending	Pending
Status	Pending	Pending	Pending	Pending

Performance indicators: Meta data, inclusion in the managing data inventory, data quality plans, data glossaries, SOPs, data quality review practices.

Performance goal 3.43 ensures data are leveraged as a strategic asset by making them discoverable. To do this the Commission is committed to ensuring that data assets are identified, described, documented, and inventoried.

Results

	FY 2022
Target	20 percent of the identified data systems are documented
Results	13 percent of the identified data systems documented.
Status	Target partially met

Performance indicators: Meta data, inclusion in the managing data inventory, data quality plans, data glossaries, SOPs, data quality review practices.

As of September 30, 2022, there were 101 identified data assets. Of those, data owners reported that 27 have data glossaries, 3 have data management plans, and 19 have standard operating procedures. To have met the goal for FY 2022, 21 data assets must have been fully documented by the end of the fiscal year. To be fully documented a data system must have enough documentation to identify the data contained in the system (e.g., data dictionary), a description of how the data may be used and any caveats in using the data, and a description of how (and if) the data are maintained (e.g., data management plan and SOPs if appropriate). Data owners may document these elements separately and some may combine them.

Of the 101 inventoried data assets, 13 assets, mostly data releases and research portals, were fully documented in FY 2022. Static data releases were documented with readme files and

posted to the Commission’s publication library (data releases). Research portals were documented with professional publications and readme files. These were posted to research portals.

Performance goal 3.44:

Ensure application database systems are continuously maintained and periodically upgraded

FY 2022–FY 2026	
Target	Develop and implement strengthened functionality, capacity, and security across core Commission database systems by FY 2026.
Results	Pending
Status	Pending

Performance indicators: Requirement’s documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

Performance goal 3.44 strives to foster transparency by developing and deploying cutting-edge technologies to improve the flow of information and developing controls to ensure data are appropriately protected from creation through destruction. It also helps improve data access, transparency, and protections by deploying appropriate data systems that safeguard data while making it discoverable. To do this, data search and extraction tools must be maintained and periodically upgraded.

The Commission has several applications that help automate and/or improve the effectiveness of Commission operations. These core applications include integrated data systems that cover administrative data from import injury, unfair import, and factfinding investigations (IDS), improving the agency’s Electronic Document Information System (EDIS), the Data Management System for the Harmonized Tariff Schedule, and the trade data querying tool DataWeb.

Performance goal 3.44(a):

Continuously improve core Commission database systems

HTS DMS/HTS Search:

	FY 2023	FY 2024	FY 2025	FY 2026
Target	Develop and implement improvements to the HTS DMS.	Evaluate the effectiveness of the implemented solution and document deficiencies.	Document requirements for improving the deployed solution addressing deficiencies.	Develop and implement improvements to the HTS DMS and HTS Search.
Results	Pending	Pending	Pending	Pending
Status	Pending	Pending	Pending	Pending

Performance indicators: Requirement’s documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

The HTS DMS and HTS Search provide critical information to our stakeholders and the public. This goal ensures the HTS is being regularly reviewed and improved. Over the

next four years, the Commission plans to improve the HTS DMS by upgrading its search capabilities to improve the accuracy and clarity of the information in the HTS DMS, which will benefit both internal users (for investigative work) and external stakeholders (companies importing goods and other federal government agencies that rely on the HTS for their work).

Given that HTS development was not completed in fiscal year 2022, we have revised the FY 2023 target accordingly. The FY 2023 goal directs development that would improve the efficiency of administering, updating, and performing quality control reviews of the HTS. Future fiscal year targets are directed to review of the existing system; further improvements to the DMS; and improvements to functionality available to the public, such as view, search, and export. We note that, since HTS development will now occur in FY 2023, other targets under Performance Goal 3.44 have been revised accordingly.

Results

FY 2022	
Target	Develop and implement improvements to the HTS DMS and HTS Search
Results	The business requirements for improving the HTS DMS and Search system were finalized. The OCIO development team began implementing technology updates to comply with Executive Order 14028 to improve system stability and security. Development efforts will continue in FY 2023 to implement required functional improvements to the HTS DMS.
Status	Target partially met

Performance indicators: Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

During FY 2021, the Commission began the process of evaluating the existing HTS DMS to begin the project of updating/re-engineering the system. The HTS-DMS re-engineering working group completed the solicitation of comments from clients (users). In FY 2022, that feedback was incorporated into the final list of system requirements with a goal of completing the updates in FY 2022. Due to new security requirements mandated by Executive Order 14028 and a need to address critical security vulnerabilities, additional development time was spent on necessary technology updates and integration of new security features. As a result of this necessary, additional development time, the scope of feature development has been largely limited to improvements to the HTS DMS. Improvements to the search application are largely deferred to future HTS development cycles. Development of all required improvements to the HTS DMS system is expected to be completed in FY 2023.

DataWeb:

	FY 2023	FY 2024	FY 2025	FY 2026
Target	Review stakeholder feedback and update	Develop and implement improvements to DataWeb	Evaluate the effectiveness of the implemented solution	Document requirements for improving the

	FY 2023	FY 2024	FY 2025	FY 2026
	requirements improving the deployed solution.		and document deficiencies	deployed solution addressing deficiencies
Results	Pending	Pending	Pending	Pending
Status	Pending	Pending	Pending	Pending

Performance indicators: Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

DataWeb provides open access to U.S. trade data to our stakeholders and the public. Due to difficulties with current development projects, the need to address emerging security vulnerabilities in IT software, and budgetary constraints, development goals for DataWeb and other applications have shifted. This fiscal year the Commission will review feedback it has received and update its development requirements. While no performance goals were scheduled for DataWeb in FY 2022, Commission staff continued to liaise with the public regarding the existing application and has compiled a list of areas for additional improvements to the system once the project is prioritized for development. In FY 2023, Commission staff will update and re-issue the draft requirements documentation for the next major DataWeb system update.

EDIS:

	FY 2023	FY 2024	FY 2025	FY 2026
Target	Serve Commission confidential documents subject to Administrative Protective Order on the parties via EDIS	Evaluate the effectiveness of the implemented solution and document deficiencies.	Document requirements for improving the deployed solution addressing deficiencies.	Develop and implement improvements
Results	Pending	Pending	Pending	Pending
Status	Pending	Pending	Pending	Pending

Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

EDIS serves as the official record for Commission investigations. Due to difficulties with current development projects, the need to address emerging security vulnerabilities in IT software, and budgetary constraints, development goals for EDIS and other applications have shifted. During the pandemic, the agency leveraged an external, secure electronic platform to allow continued operations during maximum telework and the building closure and eliminated the need to use compact discs for service of confidential documents. While EDIS confidential e-service development continues in FY 2023, the Commission will continue to electronically serve parties with confidential documents via the external, secure platform.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Serve Commission documents subject to Administrative Protective Order on the parties via electronic means	Serve Commission public documents on the parties via electronic means and finalize requirements for service of documents subject to Administrative Protective Orders	Advance efforts to serve public documents and begin to develop electronic service of Commission confidential documents subject to Administrative Protective Order on the parties via electronic means	Continue developing ability to serve Commission confidential documents subject to Administrative Protective Order on the parties via electronic means	Serve Commission confidential documents subject to Administrative Protective Order on the parties via electronic means
Results	Development of electronic service of documents was deferred to complete the EDIS re-engineering effort.	Definition of functional requirements for electronic services completed; development activities were not initiated	Development for electronic service of public documents via EDIS has made substantial progress, including capabilities to capture participant and representative information, manage service lists, and prepare certificates of service, as well as implanting most integration points with IDS. Additional functionality remains to be implemented, including the actual service of documents	Development of the capability to electronically serve public documents in 337 investigations was completed and deployed as EDIS 3.11. All primary required features were implemented including: 1) capture of participants and representatives when filing Complaints and Notices of Appearance, 2) electronic management of service lists, 3) selection and generation of a Certificate of Service for a document to be served, and 4) accessibility of served documents in the Service Inbox of the selected service recipients.	Development on electronic service of confidential documents was minimal due to prioritized focus on EO 14028 compliance and addressing critical security vulnerabilities, including implementation of multi-factor authentication and necessary technology upgrades. Development on confidential e-service is expected to resume and be completed in FY 2023.
Status	Target not met	Target not met	Target partially met	Target met	Target not met

Performance indicators: Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

During FY 2021, the Commission made significant progress implementing many primary features including: 1) capture of participants and representatives, 2) electronic management of service lists, 3) selection and generation of a Certificate of Service for a document to be served, and 4) accessibility of served documents. All features to electronically serve public documents in 337 investigations were completed, enabled, and deployed as EDIS 3.11, while development of e-service for confidential documents in import injury investigations focused on implementing a new authentication mechanism to address an Executive Order and to fulfill e-authentication requirements. In FY 2022, development efforts on e-service of confidential documents slowed due to re-prioritization of efforts to implement security features required by EO 14028 and to make technology upgrades needed to address critical security vulnerabilities. Development efforts on e-service are expected to resume and be completed in FY 2023.

IDS:

	FY 2023	FY 2024	FY 2025	FY 2026
Target	Complete the development of advanced search functionality and release IDS to the public.	Evaluate the effectiveness of the implemented advanced search and update the requirements for improving the deployed solution addressing deficiencies.	Develop and implement improvements to IDS	Evaluate the effectiveness of the implemented solution and document deficiencies.
Results	Pending	Pending	Pending	Pending
Status	Pending	Pending	Pending	Pending

Performance indicators: Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

Investigations Database System (IDS) is an integrated data system that covers administrative data from import injury, unfair import, and factfinding investigations. This system, integrated with EDIS, manages investigations across the Commission. In FY 2022 the Commission deployed IDS to internal production to manage its investigations while continuing to develop advanced search functionalities. Once these development efforts for advanced search are completed in FY 2023, IDS will be released to the public, culminating a multiyear development effort to bring together siloed datasets and data management processes across the Commission into one unified system.

Results

	FY 2022
Target	Evaluate the effectiveness of the implemented solution and document deficiencies.
Results	Deployed solution evaluated and additional requirements documented for the next development cycle.
Status	Target met

Performance indicators: Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.

During FY 2022, the Commission made substantial advancement implementing the remaining required features for the IDS, including advanced search to prepare for public release in FY 2023. Commission staff continued to advance data cleaning efforts, as well as substantial collateral tasks associated with expected public release in FY 2023. In addition, IDS was closely integrated with EDIS to share investigation information and support electronic service of documents. IDS features that were not able to be included in this development cycle for IDS were documented and will be included in the next version of IDS.

Performance goal 3.44(b):

All new major systems deployed to production are Open Data compliant

	FY 2023	FY 2024
Target	Public data behind all new major systems deployed to production in FY 2023 will be available in machine-readable format and accessible on the USITC Open Data webpage.	Public data behind all new major systems deployed to production in FY 2024 will be available in machine-readable format and accessible on the USITC Open Data webpage.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Availability of information systems providing Open Data.

Performance goal 3.44 ensures the integrity, delivery, and usability of USITC data assets by enabling access to 100% of the Commission's applicable major datasets using Open Data-compliant machine-readable formats.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Public data behind all new major systems deployed to production in FY 2018 will be available in machine-readable format and accessible on the USITC Open Data webpage	Public data behind all new major systems deployed to production in FY 2019 will be available in machine-readable format and accessible on the USITC Open Data webpage	Public data behind all new major systems deployed to production in FY 2020 will be available in machine-readable format and accessible on the USITC Open Data webpage	Public data behind all new major systems deployed to production in FY 2021 will be available in machine-readable format and accessible on the USITC Open Data webpage	Public data behind all new major systems deployed to production in FY 2022 will be available in machine-readable format and accessible on the USITC Open Data webpage
Results	Updates were implemented to include all new 2018 datasets on the Open Data webpage, but technical issues have prevented all the data from currently appearing on the data.gov website.	Technical issues resolved by data.gov support. All applicable datasets available.	No new major systems were deployed in FY 2020. All eligible data sets identified by the Chief Data Officer are available and up to date on the Open Data website.	No new major systems were deployed in FY 2021. All eligible data sets identified by the Chief Data Officer are available and up to date on the Open Data website.	No new major systems were deployed in FY 2022. All eligible data sets identified by the Chief Data Officer are available and up to date on the Open Data website.
Status	Target partially met	Target met	Target met	Target met	Target met

Performance indicator: Availability of information systems providing Open Data.

In FY 2022, the Commission remained committed to improving the transparency, accessibility, and availability of its data systems. Through judicious management of its IT resources and the implementation of new technologies, it was able to meet all mandates, increase the availability of its systems, and increase the amount of information it makes available to the public.

Strategic Objective 3.5

Ongoing Operational Improvements: Evaluate and improve processes and communications²⁰

Operational effectiveness is about continually improving functional performance. To accomplish this, managers lead and control the functional activities within the agency, and continually measure and improve the processes for which they are responsible.

Strategies we will continue to use to meet this strategic objective include:

- using ERM to identify risks and establish priorities to inform agency decision makers
- refocusing available resources to support agency-wide policy development
- investing and modernizing our IT infrastructure and management systems

The Commission recognizes that resource constraints, unexpected external requirements, and other priorities may slow efforts to fully accomplish all its planned initiatives in the near future. However, we believe that recent developments—in particular, expanded IT capabilities both within and outside of the OCIO, and increased managerial focus on this and related issues—may mitigate these constraints.

In addition, the Commission is committed to maintaining a safe and secure operating environment for all its employees. We will continue to cultivate a culture of awareness of physical and personnel safety and security concerns. Strategies to promote physical and personnel safety and security include:

- Communicating important security information to promote employee confidence with the Commissions security posture
- Providing appropriate information regarding employee health and safety to address employee concerns about the Commission's working environment
- Providing agency-wide training for employees on security threats

²⁰ The leader for this strategic objective is the Director of Operations and appendix B provides information on the lead offices responsible for each of the performance goals supporting this strategic objective.

The performance goals for this strategic objective are set forth in tabular form and then described below.

Performance goal 3.51:

Improve the efficiency and timely delivery of Commission products by evaluating and implementing improved processes of the agency

	FY 2023	FY 2024
Target	Use internal and external performance audits, as well as performance management, ERM, budget and expenditure plan data, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; prioritize and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes	Use internal and external performance audits, as well as performance management, ERM, budget and expenditure plan data, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; prioritize and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Number of major processes identified; process improvements identified, prioritized, implemented, and evaluated.

Over the next few years, the Commission will continue to focus efforts on improving the production and delivery of Commission products and identifying other operational improvements that can be made to agency processes. The Commission will use several methods such as internal and external performance audits, as well as performance management, Enterprise Risk Management (ERM), and annual Statement of Assurance reporting activities, assessing the effectiveness of the Commission's internal control and financial management systems, pursuant to Sections 2 and 4 of the Federal Managers' Financial Integrity Act of 1982 (FMFIA), and budget and expenditure plan data to identify areas most in need of improvement. The agency will also evaluate the effectiveness of the process changes to determine whether the changes resulted in expected improvements in the quality or efficiency of the agency's operations.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Use internal and external performance audits, as well as performance management, ERM, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; evaluate and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes.	Use internal and external performance audits, as well as performance management, ERM, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; evaluate and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes	Use internal and external performance audits, as well as performance management, ERM, budget and expenditure plan data, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; evaluate and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes	Use internal and external performance audits, as well as performance management, ERM, budget and expenditure plan data, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; evaluate and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes	Use internal and external performance audits, as well as performance management, ERM, budget and expenditure plan data, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; evaluate and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes
Results	Continued refinement of various agency processes such as those pertaining to factfinding investigations, records retention, budget formulation, and the MTB petitions.	Continued refinement of various agency processes such as those pertaining to factfinding investigations, records retention, budget formulation, and the MTB petitions.	Continued refinement of various agency processes such as those pertaining to factfinding investigations, records retention, budget formulation, and expenditure plan execution.	Continued refinement of various agency processes such as those pertaining to factfinding investigations, records retention, budget formulation, and expenditure plan execution.	Continued refinement of various agency processes such as those pertaining to factfinding investigations, records retention, budget formulation, and expenditure plan execution.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: Number of major processes identified; process improvements identified, implemented, and evaluated.

During FY 2022, agency staff continued to improve processes for factfinding and other investigations, other agency reports, and its administrative matters. For example, staff dedicated resources to redesign the factfinding review process, proposing a new review schedule that adds internal controls and eliminates 20 business days of review time to allow more time for staff research and drafting, as discussed in performance goal 2.27. Also, staff participation in the budget formulation process increased across the agency, as we continued to integrate performance planning and enterprise risk management into the process. Also, with respect to the budget process, we incorporated certain process changes (lessons learned from previous years), leading to a streamlined and more transparent and inclusive process, and therefore an improved end product. We also revised, based upon user input and feedback, the financial management report during the year that combined detailed expenditure plan data

with a calendar containing due dates for requisitions. The tool provides Cost Center managers and the Office of Procurement an improved method to plan their workload, and also gives the Commission a comprehensive framework for tracking expenditure plan execution and projecting surpluses or deficits.

Performance goal 3.52:

Maintain an agency portfolio of enterprise risks

	FY 2023	FY 2024
Target	PMSPC reviews 100% of identified risks at least on a quarterly basis	PMSPC reviews 100% of identified risks at least on a quarterly basis
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Quarterly top agency risk summary generated by the Performance Management and Strategic Planning Committee (PMSPC) for the Chair's review.

The Commission uses an ERM framework to manage risks and consider opportunities related to achievement of objectives. This framework allows the Commission to monitor risks in all areas of the agency and better ensure organizational efficiency and effectiveness. Performance goal 3.52 ensures the Commission continues to mature the ERM framework by further integrating risk management practices into the organizational culture and processes.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	PMSPC reviews 100% of identified risks at least on a quarterly basis	PMSPC reviews 100% of identified risks at least on a quarterly basis	PMSPC reviews 100% of identified risks at least on a quarterly basis	PMSPC reviews 100% of identified risks at least on a quarterly basis	PMSPC reviews 100% of identified risks at least on a quarterly basis
Results	The PMSPC used the risk profile developed from the risks identified by Office Directors in the ERM database to rank risks from an agency-wide perspective. Risks were discussed, prioritized, and reviewed to provide the Chair and other Commissioners an assessment of the risks the agency faces arising from its operations and mission-support activities.	The PMSPC used the risk profile developed from the ERM database to rank risks from an agency-wide perspective. Risks were discussed, reviewed, and prioritized to provide the Chairman and other Commissioners an assessment of the risks the agency faces arising from its operations and mission-support activities.	The PMSPC used the risk profile developed from the ERM database to rank risks from an agency-wide perspective. Risks were discussed, reviewed, and prioritized to provide the Chairman and other Commissioners an assessment of the risks the agency faces arising from its operations and mission-support activities.	The PMSPC used the risk profile developed from the ERM database to rank risks from an agency-wide perspective. Risks were discussed, reviewed, and prioritized to provide the Chairman and other Commissioners an assessment of the risks the agency faces arising from its operations and mission-support activities. PMSPC met monthly and more frequently as needed.	The PMSPC used the risk profile developed from the ERM database to rank risks from an agency-wide perspective. Risks were discussed, reviewed, and prioritized to provide the Chairman and other Commissioners an assessment of the risks the agency faces arising from its operations and mission-support activities. PMSPC met monthly and more frequently as needed.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: PMSPC-generated quarterly top agency risk summary for Chair's review.

The Commission uses an Enterprise Risk Management (ERM) framework to manage risks and consider opportunities related to achievement of objectives. This framework allows the Commission to monitor risks in all areas of the agency and better ensure organizational efficiency and effectiveness. During FY 2022, senior executives and managers regularly assessed agency risks and used that information to inform planning and budget formulation decisions. The Commission refined its process of risk assessment by engaging Agency-wide Management Committees (e.g., Human Capital Committee, Budget Committee) to regularly discuss and evaluate risks related to the scope of the Committee's responsibilities. This allowed for more in-depth discussions at the Committee level which provided the PMSPC with better information to evaluate and rank top agency-wide risks.

Performance goal 3.53:

Develop and update key policies and procedures for issuance in the system of internal rules and meet key development and review deadlines in a timely manner

	FY 2023	FY 2024
Target	Meet 80 percent of established project deadlines for internal rule development, updating, and review.	Meet 85% of established project deadlines for internal rule development, updating and review.
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: IAC project plans

The Commission's system of internal rules communicates policies, procedures, guidance, and other material related to the activities of the agency. Policies delegate authority, designate roles, assign responsibilities, and require accountability to meet agency objectives. Policies also set the tone for employee conduct and expected behavior and set the direction for how the Commission complies with certain laws and regulations in its daily operations. For policies to be effective, they should be current, relevant, readily accessible, easily understood, and flagged by managers for staff so that employee questions are addressed. The Commission strives to provide personnel with information in the right place, at the right time, and in a useful format.

The Commission will revise its internal rules targets to focus on tracking how well participants in the rule development, updating, and review process meet timelines established in collaboration with the Internal Administration Committee.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Obtain Commission approval for new system of internal rules, issue or update mission and function Statement Directives for all USITC offices, issue or update all committee charter Directives for all agency-wide management committees, issue System of Internal Rules Handbook.	Fully deploy new internal rules application with improved metadata and search; identify and issue or update most critical policy Directives; identify and reissue most critical policies currently in Administrative Orders as (or consolidate into) Directives, and identify and issue most critical procedures as Handbooks.	Identify and issue or update most critical policy Directives, identify and reissue most critical policies currently in Administrative Orders as (or consolidate into) Directives, and identify and issue most critical procedures as Handbooks.	Establish a baseline for meeting project deadlines, with an initial goal of meeting at least 80 percent.	Meet 80 percent of project deadlines
Results	Commission approved new system. Multiple Directives and Designation issued.	New system of internal rules application deployed during Q3 of FY 2019; Critical policy Directives, including Directive for Merit Promotion and USITC's 508 Program issued	The USITC issued 9 Directives during FY 2020 and the Internal Administrative Committee has approved an additional 5 for Chair review and issuance.	The USITC issued 7 Directives during FY 2021	The USITC issued 9 Directives and 4 handbooks during FY 2022, 85 percent of project deadlines were met
Status	Target partially met	Target partially met	Target partially met	Target partially met	Target met

Performance indicators: IAC Priority Ranking Tool and System of Internal Rules Application; New and updated most critical policy Directives; most critical procedures Handbooks; repository of record for the system of internal rules deployed to all USITC employees.

Note: In FY 2020, the goal was "Update, issue, and consolidate most critical policies and procedures." In FY 2019, the goal was "Implement a new electronic repository of record that ensures accessibility and usability of rules and update of internal rules and update, issue, and consolidate most critical policies and procedures." In FY 2018, the goal was "Obtain Commission approval and begin implementation of proposed system of internal rules."

During FY 2022, the Commission issued nine Directives and four major Handbooks. This allowed for the CAO to downgrade a material weakness related to the System of Internal Rules. During Q1 and Q2, over 90 percent of project deadlines were met and for FY 2022 85 percent of project deadlines were met. However, after May 2022, the unexpected early departure of the former CAO displaced a significant amount of workload onto other officials. That event, certain external deadlines, and issues with drafts created significant delays in rule development and review during quarter 3 and, to a much greater extent, quarter 4 of FY 2022. The circumstances

surrounding the unexpected departure of the former CAO could not have been planned for. At its October meeting, the IAC developed an action plan for improved development and review of prioritized rules.

Performance goal 3.54:

Conduct annual evaluations of programs or processes identified as priorities

	FY 2023	FY 2024
Target	Evaluate one or more programs or processes	Evaluate one or more programs or processes
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Priority list developed; Evaluation conducted.

Performance goal 3.54 is a focus on improving resource use, performance management, and internal controls by using improved management reports. In recent years, the Commission has made significant improvements in the management of its administrative and program operations. Over the next two years, our goal is to enhance our overall efficiency and effectiveness by using our ERM process to identify priority areas for improving resource management.

Results

	FY 2022
Target	PMSPC develops priorities for evaluations
Results	Programs and processes identified for evaluation prioritized by the PMSPC.
Status	Target met

Performance indicators: Priority list developed; Evaluation conducted.

The PMSPC discussed the range of programs and processes that should be a priority for evaluation. As a result of the discussions held during FY 2022, the committee identified priority programs for review during FY 2023 and FY 2024.

Performance goal 3.55:

Continuously enhance the Commission’s web presence by integrating current technologies and standards in web design that benefit the Commission’s user community and lead to improvements in user satisfaction

	FY 2023	FY 2024
Target	Evaluate new methods for collecting and analyzing user feedback on the Commission’s web presence to establish a benchmark for user satisfaction, establishing near- and long- term goals.	Measure and improve user satisfaction to achieve near-term goal established in FY 2023.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Stakeholder feedback and internal assessments of use of new technologies.

In FY 2023 and FY 2024, the Commission will continue to maintain and enhance its website based on user feedback, operational need, and federal mandates. Planned activities include incorporating information related to both Title VII and section 337 investigations obtained from the new IDS, ongoing modifications to ensure compliance with the 21st Century Integrated Digital Experience Act, and upgrading the underlying technology of the website to maintain an available and secure web presence.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Overall satisfaction with Commission's website is consistent with the average for other executive branch agencies (not more than 3 points less than the average benchmark score for executive branch agencies); needs identified in annual assessments of technology portfolio are incorporated into planning and scoping documents	Overall satisfaction with Commission's website is consistent with the average for other executive branch agencies (not more than 3 points less than the average benchmark score for Executive Branch federal agencies); needs identified in annual assessments of technology portfolio are incorporated into planning and scoping documents	Overall satisfaction with Commission's website is consistent with the average for other executive branch agencies (not more than 3 points less than the average benchmark score for Executive Branch federal agencies); needs identified in annual assessments of technology portfolio are incorporated into planning and scoping documents	Overall satisfaction with Commission's website is consistent with the average for other executive branch agencies (not more than 3 points less than the average benchmark score for Executive Branch federal agencies); needs identified in annual assessments of technology portfolio are incorporated into planning and scoping documents	Overall satisfaction with Commission's website is consistent with the average for other executive branch agencies (not more than 3 points less than the average benchmark score for Executive Branch federal agencies); needs identified in annual assessments of technology portfolio are incorporated into planning and scoping documents
Results	USITC score of 72.0 is within +3 of benchmark score of 72.7 for executive branch federal agencies	USITC score of 72.1 is within +3 of benchmark score of 74.2 for executive branch federal agencies	USITC score of 74.2 is within +3 of benchmark score of 75.4 for executive branch federal agencies	USITC score of 70.1 is not within the +3 of benchmark score of 74.6 for executive branch federal agencies	USITC score of 69.2 is not within the +3 of benchmark score of 72.7 for executive branch federal agencies
Status	Target met	Target met	Target met	Target not met	Target not met

Performance indicator: ForeSee survey results, assessment of use of new technologies.

In FY 2022, the Commission did not meet its goal for user satisfaction with the public website, as measured using the score obtained through the Foresee survey service. Our user satisfaction score decreased by 0.9 points to 69.2 and was 3.5 points lower than the overall satisfaction score for all executive branch agencies (as measured by Foresee), which is used as the benchmark, and thus was not within the 3-point range of variability set forth in the target. This decline in satisfaction is the result of low scores from users of DataWeb who have responded negatively to additional security features added in FY 2021.

In FY 2023, the Foresee survey service will no longer be available so a new baseline satisfaction score will be established using a new survey service.

Performance goal 3.56:

Monitor and ensure the safety and security of our workplace

FY 2022–FY 2024	
Target	Improve awareness of physical and personnel safety and security policies and procedures, ensure appropriate security investigations and reinvestigations, and assess employee views on health, safety, and security at the Commission.
Results	Ongoing
Status	Ongoing

During FY 2023–FY 2024, the Commission will continue to assess employee views on health, safety, and security at the Commission. Ensuring that USITC employees feel adequately protected from hazards to their health and safety and that employees feel prepared to respond to security threats is a critical priority for the Commission. By providing physical and personnel safety and security trainings sessions (performance goal 3.56(a)) the Commission will ensure improvement in understanding of workplace health and safety. By analyzing employee perceptions of the organization’s efforts to protect each employee’s health and safety (performance goal 3.56(c)) and employee perception of agency preparedness for physical security threats (performance goal 3.56(d)), the Commission will ensure employee confidence that USITC is a safe and secure place to work. In FY 2022, performance goal 3.56(b) is being retired. This goal was related to a 5-year remedial project to update position descriptions and their associated position sensitivity designations. This project was completed in FY 2021 and all new recruitment actions will validate position descriptions and sensitivity designations going forward.

Performance goal 3.56(a):

Improve awareness of physical and personnel safety and security policies and procedures

	FY 2023	FY 2024
Target	Hold at least one physical and personnel safety and security training session annually. Disseminate regular agency-wide updates on physical and personnel safety and security issues.	Hold at least one physical and personnel safety and security training session annually. Disseminate regular agency-wide updates on physical and personnel safety and security issues.
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Physical and personnel safety and security sessions and updates.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Develop and hold at least one physical and personnel safety and security training session annually. Develop and disseminate regular agency-wide updates on physical and personnel safety and security issues.	Hold at least one physical and personnel safety and security training session annually. Disseminate regular agency-wide updates on physical and personnel safety and security issues.	Hold at least one physical and personnel safety and security training session annually. Disseminate regular agency-wide updates on physical and personnel safety and security issues.	Hold at least one physical and personnel safety and security training session annually. Disseminate regular agency-wide updates on physical and personnel safety and security issues. Promote awareness and compliance with CDC guidelines regarding COVID-19 remedial practices for facility and personnel management	Hold at least one physical and personnel safety and security training session annually. Disseminate regular agency-wide updates on physical and personnel safety and security issues. Promote awareness and compliance with CDC guidelines regarding COVID-19 remedial practices for facility and personnel management.
Results	Held two training courses with two sessions for each.	OSSS held "DC Emergency Awareness" presentations by the DC <i>Homeland Security and Emergency Management Agency</i> on May 14 and 16, 2019.	The USITC promoted "Cardiac Awareness Month" in Q1 and OSSS held American Red Cross CPR and First Aid certification training online during Q4.	Held online training sessions on three separate dates that covered numerous topics that included situational awareness in public areas, personal crime prevention, family-oriented operation security, and workplace violence. Continued to manage controlled facility access with adherence to CDC guidelines and observance of social distancing and masking requirements, and adjusted as necessary as new guidance became available.	OSSS provides Red Cross certification in First Aid/CPR/AED training biennially in even-numbered years. In FY 2022 training recipients received this training on 8/2, 8/9, and 8/18.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: Physical and personnel safety and security sessions and updates.

In FY 2022, the Commission improved employee awareness of physical and personnel safety and security by providing Red Cross certification in CPR, first aid, and Automated External Defibrillator (AED) usage. More specifically, the Commission provided Red Cross blended training and certification consisting of online computer based training sessions combined with three separate in-person skill tests led by a certified

instructor. These skill tests incorporating hands-on exercises in vital, life saving techniques that included CPR, first aid and the use of an AED. The certification is valid for two years. Further, the agency's physical and personnel security teams worked closely with USITC management to safely manage employee access to the USITC building during the COVID-19 pandemic.

Performance goal 3.56(b):

Ensure the appropriate security investigation for new employees and the appropriate reinvestigation for current employees based on the risk and sensitivity designation of their positions

As noted above, performance goal 3.56(b) is being retired. This goal was related to a 5-year remedial project to update position descriptions (PD) and their associated position sensitivity designations. This project was completed in FY 2021 and all new recruitment actions will validate position descriptions and sensitivity designations going forward.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	Coordinate and track the review of position risk and sensitivity designations with the Office of Human Resources four-year review of position descriptions.	Coordinate and track the review of position risk and sensitivity designations with the Office of Human Resources four-year review of position descriptions.	Coordinate and track the review of position risk and sensitivity designations with the Office of Human Resources four-year review of position descriptions.	Coordinate and track the review of position risk and sensitivity designations with the Office of Human Resources four-year review of position descriptions.	Coordinate and track the review of position risk and sensitivity designations with the Office of Human Resources four-year review of position descriptions
Results	Reviewed PDs for 101 out of under 400 employees	87 PDs covering 144 employees were reviewed	Reviewed 45 PDs submitted in FY 2020, 40 of which had appropriate designations and 5 of which were deemed to have incorrect designations and required revisions.	Redesignation investigations were initiated on 21 employees, and periodic reinvestigations were initiated on 26 existing employees.	This project was completed in FY 2021. In FY 2022 all new recruitment actions were validated.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Reviews of position risk and sensitivity designations.

The Commission took necessary steps to ensure appropriate personnel security investigations for all employees by integrating personnel security efforts into the agency-wide position description review that was completed in FY 2021. In FY 2022, all

new recruitment actions incorporated validation of the PD and its security designation. This ensures that security designations will be updated at least once every four years.

Performance goal 3.56(c):

Monitor employee perception of their health and safety while on the job

	FY 2023	FY 2024
Target	Improvement over FY 2022 results	Maintain or improve over FY 2023 results
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to employee perception of their health and safety while on the job.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	85% favorable response rate for agency FEVS question “Employees are protected from health and safety hazards on the job”	85% favorable response rate for agency FEVS question “Employees are protected from health and safety hazards on the job”	85% favorable response rate for agency FEVS question “Employees are protected from health and safety hazards on the job”	90% favorable response rate for agency FEVS question “Employees are protected from health and safety hazards on the job”	Set baseline for favorable response rate for agency FEVS “Employees are protected from health and safety hazards on the job” and other related questions.
Results	FY 2018 response rate was 89.5%	FY 2019 response rate was 91.8%	FY 2020 positive response rate was 90.3%	Data not available as the 2021 FEVS will be conducted during Q1 of FY 2022 (November 2021)	Baseline established: 82 Percent
Status	Target met	Target met	Target met	N/A	Target met

Performance indicator: FEVS results related to employee perception of their health and safety while on the job.

In FY 2022, OAS identified a baseline for employee confidence that they are protected from health and safety hazards at work. As part of its annual FEVS action planning, OAS will work with both staff and management focus groups to determine how best to identify and address issues in this area.

Performance goal 3.56(d):

Improve employee sense and understanding of physical security

	FY 2023	FY 2024
Target	Improvement over FY 2022 results	Maintain or improve over FY 2023 results
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to physical security.

Results

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	75% favorable response rate for agency FEVS question "My organization has prepared employees for security threats"	80% favorable response rate for agency FEVS question "My organization has prepared employees for security threats"	80% favorable response rate for agency FEVS question "My organization has prepared employees for security threats"	85% favorable response rate for agency FEVS question "My organization has prepared employees for security threats"	Set baseline for favorable response rate for agency FEVS question "My organization has prepared employees for security threats"
Results	FY 2018 response rate was 73.8%	FY 2019 response rate was 81.3%	This question was not included on the FY 2020 FEVS	Data not available as the 2021 FEVS will be conducted during Q1 of FY 2022 (November)	Baseline established: 64.4 percent
Status	Target not met	Target met	N/A	N/A	Target met

Performance indicator: FEVS results related to physical security.

In FY 2022, OAS identified a baseline for employee confidence that they are prepared for security threats. As part of its annual FEVS action planning, OAS will work with management and staff to determine how best to identify, understand, and address issues related an employee's sense and understanding of physical security at the Commission.

Appendix A

International Trade Commission Staff Offices

Office of the Administrative Law Judges

The Commission's **administrative law judges (ALJs)** hold hearings and make initial determinations in investigations under section 337 of the Tariff Act of 1930. If, after receipt of a complaint, the Commission decides to institute an investigation, the matter is referred to this office. The Chief ALJ assigns each case on a rotational basis to one of our ALJs. After a discovery process, a formal evidentiary hearing is held in accordance with the Administrative Procedure Act (APA) (5 U.S.C. § 551 et seq.). The ALJ considers the evidentiary record and the arguments of the parties and makes an initial determination (ID), including findings of fact and conclusions of law. The ID becomes the Commission's determination unless the Commission determines to review it. Upon review, the Commission may affirm, reverse, modify, set aside or remand the matter back to the ALJ for further proceedings. Temporary relief may be granted under the statute.

Office of the General Counsel

The **General Counsel** serves as the Commission's chief legal advisor. The Office of the General Counsel (GC) provides legal advice and support to the commissioners and staff on investigations and research studies, represents the Commission in court and before dispute resolution panels and administrative tribunals, and provides assistance and advice on all general administrative-law matters, including personnel, ethics, and contractual issues.

Office of Operations

The Commission's core of investigative, industry, economic, nomenclature, and technical expertise is found within the **Office of Operations (OP)**. The following seven offices are under the supervision of the Director of Operations:

The **Office of Economics (EC)** conducts investigations primarily under section 332 of the Tariff Act of 1930, section 131 of the Trade Act of 1974, and section 105 of the Bipartisan Congressional Trade Priorities and Accountability Act of 2015. EC also provides expert economic analysis for import injury investigations, as well as other industry and economic analysis products.

The **Office of Industry and Competitiveness Analysis (ICA)** conducts investigations primarily under section 332 of the Tariff Act of 1930, section 131 of the Trade Act of 1974, and section 105 of the Bipartisan Congressional Trade Priorities and Accountability Act of 2015. ICA maintains technical expertise related to the performance and global competitiveness of industries and the impact of international trade on those industries for these studies and for import injury investigations.

The **Office of Investigations (INV)** supports the Commission's mandate to conduct import injury investigations, including those specified in the Tariff Act of 1930, the Trade Act of 1974, the USMCA Implementation Act, and the Uruguay Round Agreements Act (URAA) of 1994.

The **Office of Tariff Affairs and Trade Agreements (TATA)** implements the Commission's responsibilities with respect to the Harmonized Tariff Schedule of the United States and the International Harmonized System.

The **Office of Unfair Import Investigations (OUII)** participates in adjudicatory investigations, usually involving patent and trademark infringement, conducted under section 337 of the Tariff Act of 1930, both during the pre-institution phase and as a party with no commercial interest in the outcome.

The **Office of Analysis and Research Services (OARS)** provides research and analytical support to multiple Commission mission areas by providing editorial, statistical, and research services. It comprises the Commission's libraries, as well as editorial and statistical services.

The **Trade Remedy Assistance Office (TRAO)** provides information about the benefits and remedies available under U.S. trade laws and assists small businesses seeking relief under those laws.

Office of External Relations

The **Office of External Relations (ER)** develops and maintains liaison between the Commission and our external stakeholders and is our point of contact with USTR and other executive branch agencies, Congress, foreign governments, international organizations, the public, and the media.

Office of the Chief Information Officer

The **Office of the Chief Information Officer (OCIO)** provides information technology leadership, a comprehensive services and applications support portfolio, and a sound technology

infrastructure to the Commission and our customers. The OCIO seeks to promote, deliver, and manage the secure and efficient application of technology to our business activities. OCIO comprises a front office and five divisions: Cybersecurity, Service Delivery, Systems Engineering, Network Support, and Data Management.

Office of the Chief Financial Officer

The **Office of the Chief Financial Officer (OCFO)** compiles the Commission's annual budget, prepares the appropriation and authorization requests, and closely monitors budget execution. The OCFO also provides support for acquisitions and is responsible for financial reporting. Component offices include the Office of Budget, Office of Procurement, and the Office of Finance.

Office of Administrative Services

The **Office of Administrative Services (OAS)** provides human resource services—including collective bargaining with union representatives; management of the system of internal rules; cost center management for personnel, facilities, security, support services and administrative services; information and document management; management of work-life issues; and facilities management services. In addition, it is responsible for all of our physical and personnel security matters. Component offices include Human Resources, Security and Support Services, and the Office of the Secretary.

Office of Internal Control and Risk Management

The **Office of Internal Control and Risk Management (OICRM)** provides internal control and risk management oversight. The mission of OICRM is to safeguard the Commission through minimizing risks, protecting assets, promoting operational efficiency, and supporting adherence to laws, regulation, rules, and policies. The OICRM reports to the Chair.

Office of Inspector General

The **Office of Inspector General (OIG)** conducts audit, evaluation, inspection, and investigative activities covering all Commission programs and strategic operations. The mission of the OIG is to promote and preserve our effectiveness, efficiency, and integrity of the USITC. The OIG independently plans and conducts activities in accordance with applicable legal regulations, receiving only broad guidance from the Chair.

Office of Equal Employment Opportunity

The **Office of Equal Employment Opportunity (OEEO)** administers the Commission's equal employment opportunity (EEO) program. The Director advises the Chair, the commissioners, and USITC managers on all EEO issues; manages and coordinates all EEO activities in accordance with relevant EEO laws and Commission regulations; evaluates the sufficiency of our EEO programs and recommends improvements or corrections, including remedial and disciplinary action; encourages and promotes diversity, equity, and inclusion outreach; and monitors recruitment activities to assure fairness in agency hiring practices.

Appendix B

Performance Data Sources

To assess progress toward achieving our goals, the Commission measures performance and takes steps to ensure that the performance data are accurate, reliable, and valid. We do so through quarterly performance reviews and verification. Validation and verification of performance data contribute to accuracy and reliability and help to ensure that the information is credible. Validation ensures that performance data measure what they are supposed to measure. Verification involves reviewing and substantiating the accuracy of the data.

The following tables show the indicators, target, lead office and data sources for each FY 2022 performance goal.

Strategic Objective 1.1

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
1.11	Deliver 100 percent of import injury investigation determinations and reports to meet the statutory deadline.	Submission of Commission determinations and reports to Commerce.	100	INV	Log maintained by OINV
1.12	Deliver 100 percent of statutory factfinding investigations to meet the deadlines set by statute or the requestor.	Submission of Commission reports to Requester.	100	ICA/EC	IDS
1.13	Prepare timeliness measurements and transparency goals, if warranted, related to any future reenactment of the AMCA.	Submission of report to Commission.	Report outlining recommended performance goals for inclusion in FY 2023 APP	OPS	MTBPS
1.14	Conclude investigations into alleged section 337 violations within timeframes that are consistent with the Uruguay Round Agreements Act implementing report by FY 2026	Annual average length of investigations concluded on the merits.	15 months	OUII	IDS, EDIS
1.14(a)	Shorten average time between section 337 Final ALJ Initial Determination (ID) and the Commission's final determination	Number of months between Final ID and the issuance of the Commission's final determination.	Average length of time between Final ID and completion of the Commission's final determination is less in FY 2022 than it was in FY 2021	OUII	IDS, EDIS
1.14(b)	Shorten average time between institution of investigation and issuance of final ID	Number of months between institution of investigation and issuance of Final ID for investigations in which a final Commission determination on the merits has issued during the fiscal year	Average length of time between the institution of an investigation and the issuance of the final ID is less in FY 2022 than it was in FY 2021	OUII	IDS, EDIS
1.14(c)	Assess effectiveness of early disposition program and implement changes if appropriate	Report on assessment of effectiveness	Information assessed; improvements implemented	OUII	IDS, EDIS
1.14(d)	Assess effectiveness of severing rules and implement changes, if appropriate	Assessment; proposal.	Complete assessment and implement changes, if warranted	OUII	EDIS

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
1.15	Improve the timeliness of section 337 ancillary proceedings by meeting targets for or reducing the average length of ancillary proceedings as follows:	Length of ancillary proceedings concluded on the merits.	Enforcement—12 months Federal Circuit Remand—12 months Consolidated ancillaries—15 months	OUII	Data gathered by OGC, EDIS and IDS
1.16	Individual offices complete their portions of section 337 modifications and advisory proceedings under the pilot program within specified timeframes	Number of months to complete 337 modifications and advisory proceedings covered by the pilot program	Modification: GC—2-3 months Modification: OUII—3-6 months Modification: ALJ—6-9 months Advisory: GC—2-3 months Advisory: OUII—3-6 months Advisory: ALJ—6-9 months	OUII	Data gathered by OGC, EDIS and IDS
1.17	Post information on import injury investigations within specific time frames	Investigation-related information posted.	85% of information posted within 48 hours and 90% within 72 hours of issuance; evaluate changes to products and processes to conform to implementation of investigations data system.	INV	Spreadsheets created to track {1} FR notices and {2} all other posted information; documentation tracking IDS quick links postings
1.18	Post documents to the Electronic Document Information System (EDIS) within specified timeframes	Percentage of documents posted.	Import injury: 24 hours—85% Import injury: 48 hours—95% Section 337: 24 hours—85% Section 337: 48 hours—95%	SE	Metrics maintained and reported on by SE with assistance from CIO from data in EDIS
1.19	Post public versions of confidential section 337 final IDs and Commission opinions within specified timeframes	Number of days between issuance of confidential Commission section 337 opinions and posting of the public version.	Average length of time to post public versions of confidential section 337 Final IDs and Commission opinions is 30 days or less	OUII	EDIS

Strategic Objective 1.2

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
1.21	Conduct outreach to bar groups and other stakeholders in import injury and unfair import investigations to ensure they understand Commission capabilities and processes.	Outreach efforts.	Efforts made each quarter	OUII/INV	Logs maintained by OUII and OINV tracking outreach efforts
1.22	Engage Commission requestors and other U.S. and international experts to enhance agency capabilities in order to inform and support analysis, data, and nomenclature services.	Feedback provided during briefings and meetings.	Briefings and meetings with requestor and non-requestor experts and stakeholders generate actionable feedback	ICA/EC	Meeting documentation
1.22(a)	Engage Commission requestors on Commission work products, understand their priorities, and seek feedback for future Commission work.	Feedback provided during briefings, meetings, and other engagements; actions taken.	Engagement with requestors related to Commission work product generates feedback; actions taken, as appropriate.	ICA/EC	Meeting documentation
1.22(b)	Engage non-requestor experts and stakeholders to expand staff expertise, diversify knowledge base, and improve analytical tools to inform and support agency capabilities.	Feedback provided during briefings, meetings, and other engagements; actions taken.	Engagement with academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; actions taken, as appropriate.	ICA/EC	Meeting documentation
1.22(c)	Engage requestors, industry experts, and other key stakeholders by hosting at least one trade issue roundtable as well as at least one additional event each fiscal year.	Roundtables held.	At least one roundtable and one additional outreach event held per fiscal year	ICA/EC	Roundtable documentation (invite lists, agenda, etc.)
1.23	Issue regular feedback surveys to stakeholders to assess effectiveness and efficiency of Title VII investigation processes and procedures. Implement proposed new processes/procedures as appropriate.	Survey issuance; process/procedure updates	Based on assessment of survey, update processes and/or procedures	INV	Initial survey as issued; tabulation and analysis of responses; documentation of feedback use/application
1.24	Develop and implement an online vehicle and related processes to streamline the collection, analysis, and presentation of responses to notices of institution for sunset/review investigations.	Number of responses filed; options to reduce reporting burden	Continue pilot project; assess and update requirements and process; transition to alternative collection vehicle and process	INV	Documentation of working group processes and technical abilities advancements
1.25	Complete development of electronic service of confidential documents by the	Confidential electronic service	Serve Commission confidential documents subject to	SE/OCIO	Service Lists and other related

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
	end of FY 2022 to improve the flow of information to authorized parties	capability implemented and deployed.	Administrative Protective Order on the parties via electronic means		information retained in EDIS

Strategic Objective 2.1

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
2.11	Enhance capabilities to analyze priority issues in trade and industry competitiveness	Priority areas identified and vetted.	Enhance capabilities to analyze priority issues such as: 1. Expand research on: gravity modeling of trade and trade policy; the effects of the 2020 economic downturn on the U.S. economy; partial equilibrium and sector-specific analysis; impact of trade and trade policy on employment, wages, and their distributional effects; global supply chains; methods to assess industry competitiveness; NTMs affecting goods and services; foreign direct investment; China; and trade and climate change/environment. 2. Deepen expertise on trade agreement provisions, trade-related agreements, and U.S. trade relationships.	EC/ICA	Service Lists and other related information retained in EDIS
2.12	Incorporate new capabilities and improved analytical tools in statutory work products	Share of staff research time reflected in statutory products.	70% of capacity-building research is reflected in statutory work products	EC/ICA	Labor cost code database; work product content database.

Strategic Objective 2.2

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
2.21	Improve utility of tariff and trade information for requestors and the public by developing and producing digital and interactive Commission products	New digital or interactive Commission product produced for requestors and the public.	At least one new or updated digital or interactive Commission product available to requestors and the public	ICA/EC/OARS	Publications, Web products
2.22	Improve the accessibility and clarity of Commission factfinding investigations by providing underlying data and models when appropriate	Information posted to the Commission's website.	Publish non-proprietary input data and source code that underlie Commission factfinding investigations completed in the fiscal year, for all investigations for which disclosure is appropriate	ICA/EC	https://www.usitc.gov/data/index.htm
2.23	Improve 508 compliance of public information	USITC.gov content analysis report and Number of templates created for 508 conversions	Continue to develop templates or processes for additional types of public documents; use templates developed in FY 2021 to produce a wider range of 508 compliant documents	OCIO	508-compliant documents posted to website; templates
2.24	Improve the accuracy of published version of the HTS	Identified and corrected information.	HTS updates are at least 98% error-free on publication	TATA	Logs show percentage of errors found during review and percentage of errors identified post-publication
2.25	Define, document, and implement the requirements to reengineer the HTS DMS and HTS Search	Requirements documented; HTS system capability developed.	Develop and implement requirements for improvements to the HTS DMS and HTS Search by end of FY 2022	TATA	HTS search logs; record of changes to thesaurus
2.26	Improve timeliness of tariff and customs information provided in response to emails submitted through online help system	Email responses to HTS inquiries.	97% of emails received through online help and search systems receive responses within 7 working days	TATA	Data compiled by staff and aggregated for reporting purposes
2.27	Evaluate internal factfinding review processes and procedures and implement ways to	Factfinding process improvements identified and implemented.	Evaluate factfinding review processes and procedures and make recommendations for improvements and implement those improvements as appropriate	OP	PAG meeting minutes; factfinding procedures manual

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
	make this process more efficient and effective through FY 2023				

Strategic Objective 3.1

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.11	Improve employee satisfaction and commitment to the agency as measured by the FEVS by achieving continuous improvement through FY 2023.			OAS	FEVS
3.11(a)	Maintain agency results in specific areas measured in the FEVS	FEVS results	Set baseline based on results	OAS	FEVS
3.11(b)	Improve results of bottom 20 percent of assessable offices as measured by the FEVS employee engagement index	FEVS results	Set baseline for identified questions that compose employee engagement index (EEI) for bottom 20 percent of assessable offices or aggregations of offices with too few responses to be listed separately	OAS	FEVS
3.12	Increase stakeholder satisfaction with the extent to which recruiting efforts bring in the right human capital in an efficient way.	FEVS annual survey	Set baseline based on results.	OAS	FEVS
3.13	All hiring actions for permanent positions resulting in an acceptance of an offer meet service level agreements.	Signed service level agreement forms.	Meet 80% of overall service level of agreements	OAS	Hiring process data
3.14	Improve stakeholder satisfaction regarding opportunities for professional development to help retain human capital.	Results of FEVS questions related to this area	Set baseline based on results	OAS	FEVS
3.15	Foster an inclusive workplace environment by improving training and development opportunities through FY 2023.				
3.15(a)	Identify and implement developmental details within the Commission	Number of Commission development details	Provide at least 2 competitive opportunities for staff across the agency to apply for	OAS/HR	Records (log) maintained by HR

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
			developmental details.		
3.15(b)	Sponsor opportunities for Commission staff to participate in a variety of leadership development programs	Number of individuals sponsored by the Commission	Sponsor at least three individuals at the Commission in FY 2022	OAS/HR	Records (log) maintained by HR
3.15(c)	Develop and implement summer internship program	Program policy issuance and internship levels	Develop and initiate program	OAS/HR	Records (log) maintained by HR

Strategic Objective 3.2

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.21	Evaluate the structure of the Office of the Chief Financial Officer (OCFO), its systems, practices, and policies, to determine if it is suited to meet the current and future needs of the Commission, especially given the expected continued use of telework.	Financial management reports that are fully consistent and timely; feedback is received from cost center managers and office directors on relevance of reports.	Determine if the structure, systems, practices, and policies of the OCFO are suited to meet the current and future needs of the Commission.		
3.21(a)	Analyze current OCFO structure, compare it to similar sized agencies, investigate and evaluate system offerings, review Commission policies, and align the foregoing with the operational needs and budgetary realities of the Commission.	Report our results of research and analysis, recommend changes and timelines by established deadlines, and begin to execute plans.	Analyze existing OCFO office structure, systems, practices, and policies to determine what changes, if any, are needed to meet the needs of the Commission, and draw up change plans as appropriate	OCFO	Oracle Federal Financials, Federal Procurement Data System Next Generation, PRISM, Federal Personnel and Payroll System
3.22	Maintain a high level of acquisition effectiveness and efficiency during FY 2022–FY 2023	Timeliness and accuracy of procurement actions; customer feedback	Quarterly reviews and annual surveys indicate an effective and efficient acquisition process	OCFO (Procurement, Internal Control/Risk Management)	PRISM; Federal Procurement Data System; Next Generation (FPDS-NG); Procurement Action Lead Times (PALT); contract files
3.22(a)	97% of procurement actions meet the PALT.	Share of procurement actions that meet the PALT	Quarterly PALT reviews show that 97% of procurement actions meet the PALT	OCFO (Procurement, Internal Control/Risk Management)	PRISM; OFF; contract files; Procurement log; PALT data
3.22(b)	Gauge satisfaction with procurement process, including efforts to incorporate suggestions/feedback into process, via internal surveys.	Survey results	Maintain or improve satisfaction level relative to FY 2021	OCFO (Budget, Finance, Procurement)	OFF; labor cost database, OCFO SharePoint site, discussions with office Directors and CCMs, Finance and Budget Committee meetings
3.22(c)	Ensure that all agency Contract Officer Representatives (CORs) have been properly trained and are maintaining proper COR files	Random Sampling of Contract Files	At least 90% of sampled COR files are maintained properly, and COR training is offered as needed	OCFO (Procurement, Internal Control/Risk Management)	Contract files; COR files; training slides; training attendance log;

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
					control file sampling records
3.23	Maintain a robust system of financial management and internal controls to achieve an annual unmodified audit opinion on the agency's financial statements, with no material weaknesses	Audit opinion on the agency financial statements	Unmodified audit opinion, no material weaknesses	OCFO	OFF; Concur; OCFO SharePoint site; contract files; reconciliations; purchase card log
3.24	Maintain a budget process that broadly increases Commission participation and responsibility at all levels, and that clearly links budget formulation with performance planning	Increased participation by managers in budget process; documentation to support resource requests.	Managers at all levels project workloads; estimate and justify the personnel and other resources needed; and clearly link budget formulation to performance planning to provide justification for requests. Also ensure that any requests by Commissioners to amend /improve process are addressed.	OCFO	Budget and Finance Committee meeting minutes; PMSPC meeting minutes; budget files; ERM database; budget templates; personnel costs

Strategic Objective 3.3

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.31	Implement reliable IT solutions that promote resilience, innovation, and efficiency to better support the Commission's user community through FY 2023	Continued refinement of program for tracking percentage availability to users of IT systems that are important to internal and external customers.	Continuation of program	OCIO	QASP and Manage Engine data
3.31(a)	Maintain availability of essential systems	Percentage of availability to users of the following systems: Local Area Network (LAN), Remote Access, EDIS, HTS, and MS 365. Meeting SLA for Cloud Email service.	Maintain system uptime of at least an average of 99.0% availability or meeting SLA for cloud-based services for all measured systems excluding scheduled maintenance.	OCIO	Data are pulled via What's Up Gold monitoring tool.
3.32	Implement secure IT solutions that promote resilience, innovation, and efficiency to better support the Commission's user community through FY 2023	Development of capabilities consistent with government-wide priorities.	Priorities established annually	OCIO	
3.32(a)	Implement and verify secure configuration on all new workstations and servers for 100% of baseline settings.	Scans of new production devices show 100% compliance of baseline settings upon delivery to production. Reported as a percent of number of new devices issued which are 100% compliant.	Secure configuration baselines on 100% of new workstations and servers implementing 100% of baseline settings.	OCIO	Network scans of production network devices
3.32(b)	Ensure Commission information systems have a valid Authorization to Operate	Number of Commission information systems with an ATO divided by the total number of Commission information systems	100%	OCIO	ATO memos
3.32(c)	Maintain and verify secure configuration baselines on all baselined workstations and servers for 99% of baseline settings	Improvement over the previous year's score.	Secure configurations maintained on baselined servers and workstations. Approved deviations documented and validated. Compliance rate equal to or higher than previous reporting period	OCIO	Network scans of production network devices

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.33	Implement cloud-based solutions identified in FY 2021		Implement priorities established at the end of FY 2021	OCIO	Completion of project to migrate to Microsoft Office 365.

Strategic Objective 3.4

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.41	Data governance guidance is issued that strengthens enterprise-wide data management through FY 2023	Additions to the Data Governance Manual by the Data Governance Board.	Priorities established annually	OP	Data Governance Manual, emails, DGB decision library
3.42	To advance the agency's mission identify, maintain, and make accessible accurate, timely, and complete information necessary to answer priority questions through FY 2023	Documentation of prioritization of key management questions, data systems documentation, and reports deployed.	Priorities established annually	OP	DGB Minutes, emails
3.43	Core agency applications and administrative data systems are documented by FY 2026	Meta data, inclusion in the managing data inventory, data quality plans, data glossaries, SOPs, data quality review practices.	20 percent of the identified data systems are documented	OP	Open Data working group activities, data dictionaries, data glossaries, system description documents
3.44	Ensure application database systems are continuously maintained and periodically upgraded	Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.	Develop and implement strengthened functionality, capacity, and security across core Commission database systems by FY 2026.	OP	System documentation, requirements documentation, evaluation reports
3.44(a)	Continuously improve core Commission database systems (HTS DMS/HTS Search)	Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.	Develop and implement improvements to the HTS DMS and HTS Search	OP/ TATA/OCIO	HTS search logs; record of improvements
3.44(a)	Continuously improve core Commission database systems (DataWeb)	Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.		OP/ OARS/OCIO	Requirements' documentation
3.44(a)	Continuously improve core Commission database systems (EDIS)	Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.	Develop and implement improvements to EDIS	OP/ SE/OCIO	Service Lists and other related information retained in EDIS

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.44(a)	Continuously improve core Commission database systems (IDS)	Requirement's documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated.	Evaluate the effectiveness of the implemented solution and document deficiencies.	OP/OCIO	Creation of Investigation data system; information input by various offices
3.44(b)	Ensure integrity, delivery, and usability of USITC data assets by enabling access to 100% of the Commission's applicable major datasets using Open Data-compliant machine-readable formats.	Availability of information systems providing Open Data.	Public data behind all new major systems deployed to production in FY 2022 will be available in machine-readable format and accessible on the USITC Open Data webpage	OP/OCIO	Open data internet links pointing to EDIS, HTS, investigation data (IDS, Title VII, fact-finding), as these components are deployed. Note that trade data in DataWeb are not included since these data are from Census.

Strategic Objective 3.5

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.51	Improve the efficiency and timely delivery of Commission products by evaluating and implementing improved processes of the agency through FY 2023	Number of major processes identified; process improvements identified, implemented, and evaluated.	Use internal and external performance audits, as well as performance management, ERM, budget and expenditure plan data, and annual Statement of Assurance reporting activities to identify agency processes most in need of improvement; evaluate and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes	OP/OCFO	Document, with changes identified in FY 2020; document implementation; assessment of impact of changes
3.52	Maintain an agency portfolio of enterprise risks through FY 2022.	Quarterly top agency risk summary generated by the Performance Management and Strategic Planning Committee (PMSPC) for the Chair's review.	PMSPC reviews 100% of identified risks at least on a quarterly basis	OP/OCFO	PMSPC meeting minutes, email, ERM report
3.53	Develop and update key policies and procedures for issuance in the system of internal rules and meet key development and review deadlines in a timely manner.	IAC Priority Ranking Tool, IAC Project Tracking Tool, and System of Internal Rules Application	Meet 80 percent of project deadlines.	OAS	Electronic repository of record
3.54	Improve resource use, performance management, and internal controls by using improved management reports.	Priority list developed; Evaluation conducted.	PMSPC develops priorities for evaluations	OCFO	Personnel, payroll, financial, project-related, records-related
3.55	Continuously enhance the Commission's web presence by integrating current technologies and standards in web design that benefit the Commission's user	ForeSee Survey Results, assessment of use of new technologies	Overall satisfaction with Commission's website is consistent with the average for other executive branch agencies (not more	OCIO	ForeSee

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
	community and lead to improvements in user satisfaction		than 3 points less than the average benchmark score for Executive Branch federal agencies); needs identified in annual assessments of technology portfolio are incorporated into planning and scoping documents		
3.56	Monitor and ensure the safety and security of our workplace through FY 2023.				
3.56(a)	Improve awareness of physical and personnel safety and security policies and procedures.	Physical and personnel safety and security sessions and updates	Hold at least one physical and personnel safety and security training session annually. Disseminate regular agency-wide updates on physical and personnel safety and security issues. Promote awareness and compliance with CDC guidelines regarding COVID-19 remedial practices for facility and personnel management	OAS/OSSS	Documentation from Outlook
3.56(b)	Ensure the appropriate security investigation for new employees and the appropriate reinvestigation for current employees based on the risk and sensitivity designation of their positions.	Reviews of position risk and sensitivity designations	Coordinate and track the review of position risk and sensitivity designations with the Office of Human Resources.	OAS/OSSS	HR maintains source documents
3.56(c)	Track results from the Federal Employee Viewpoint Survey related to safety	Annual FEVS results or results from an internal survey	Set baseline for favorable response rate for agency FEVS or internal survey question "Employees are protected from	OAS/OSSS	FEVS

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
			health and safety hazards on the job"		
3.56(d)	Track results from the Federal Employee Viewpoint Survey related to security	Annual FEVS results or results from an internal survey.	Set baseline for favorable response rate for agency FEVS or internal survey question "My organization has prepared employees for security threats"	OAS/OSSS	FEVS

Appendix C

Selected Workload Trends

Table C.1 Summary of Import Injury Investigations, FY 2011–FY 2020

Status	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Instituted										
Preliminary Title VII	13	9	12	18	21	18	15	26	11	10
Final Title VII	5	15	10	16	15	21	19	16	23	14
Other	1	0	1	1	2	0	3	3	1	0
Full Review	10	7	8	11	8	7	6	5	9	11
Expedited Review	9	11	16	11	20	10	16	25	17	30
Total	38	42	47	57	66	56	59	75	61	65
Completed										
Preliminary Title VII	9	13	11	19	17	18	19	25	12	10
Final Title VII	7	9	12	13	19	18	15	20	25	13
Other	1	0	1	1	0	2	2	2	2	1
Full Review	10	7	9	6	11	11	7	6	5	6
Expedited Review	3	15	14	12	15	13	17	16	23	22
Total	30	44	47	51	62	62	60	69	67	52

Table C.2 Summary of Unfair Import Investigations and Ancillary Proceedings, FY 2011–FY 2020

Status	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Instituted	52	49	47	79	64	74	59	52	82	71
Completed	72	59	50	64	61	61	60	67	64	90

Table C.3 Summary of Industry and Economic Analysis Investigations, FY 2011–FY 2020

Status	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Instituted	10	8	5	7	5	5	7	10	6	7
Completed	12	10	9	9	5	4	9	5	6	4
Active recurring	8	7	6	6	7	6	6	5	5	5