



United States

International Trade Commission

**Annual
Performance
Plan, FY 2024–25
and Annual
Performance
Report, FY 2023**



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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
DEIA	Diversity, Equity, Inclusion, and Accessibility
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
NOI	Notice of Institution
OALJ	Office of the Administrative Law Judges
OARS	Office of Analysis and Research Services
OAS	Office of Administrative Services

Acronyms	Term
OB	Office of Budget
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OEE0	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
TRA0	Trade Remedy Assistance Office
URAA	Uruguay Round Agreements Act
USITC	U.S. International Trade Commission
USMCA	United States-Mexico-Canada Agreement
USTR	The Office of the 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 2024-2025 and Annual Performance Report for Fiscal Year (FY) 2023. 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 2025, our performance and accomplishments for FY 2023, 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 2023

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 2023; it met or exceeded most of its annual performance goals and improved upon agency performance in other areas. This year, the agency commenced 116 new investigations and completed 136 investigations in the areas of import injury, intellectual property, and industry and economic analysis.

Investigate and Decide

In FY 2023, the Commission instituted 53 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 2023, import injury investigations covered a variety of products across several industry sectors

including agricultural products such as white grape juice concentrate and certain pea protein; steel-related products such as tin mill products, brass rod, non-refillable steel cylinders, and freight rail couplers and parts; paper products such as paper file folders and paper shopping bags; and other products such as gas powered pressure washers, aluminum lithographic printing plates, and boltless steel shelving units. In conducting these investigations, the Commission continued efforts to streamline proceedings and advance the use of electronic data collection.

The Commission also commenced 55 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 2023 include: mobile and wireless devices and other computer and telecommunications products, pharmaceuticals and medical devices, transportation-related products, and products such as LED lighting devices, interactive fitness devices, smart thermostat hubs, hazelnuts, and smart televisions.

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 2023, the Commission commenced 8 factfinding investigations covering a variety of topics, such as Pacific Island trade with the United States; COVID-19 diagnostics and therapeutics, and TRIPS Agreement flexibilities; greenhouse gas emissions intensities of the U.S. steel and aluminum industries; and the distributional effects of trade and trade policy on U.S. workers. 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, and other issues.

During FY 2023, the Commission also compiled, updated, and published the Harmonized Tariff Schedule (HTS) 14 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 2023. These measures included improvements in the areas of data management, ongoing

operational improvements, and information technology. The agency continued to strengthen its strategic planning and performance-management processes, improve internal controls, and incorporate enterprise-risk-management principles into its planning, administrative, and budgeting processes. 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.

Moreover, in FY 2023, the Commission continued to make strides in improving its data governance activities, by updating and expanding the agency guidance on data governance and leveraging technology to make information available to decision makers in the form they need. In January, the Commission deployed and enabled for public use its Investigations Database System (IDS), an innovative new data management tool which captures, manages, and displays investigation-related information. The Commission also continued to develop and deploy cutting edge controls to ensure data are protected from creation through destruction.

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 of maintaining a hybrid telework environment, and a continuing 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 2024 and 2025 Annual Performance Plan and FY 2023 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 2025. Also included in this document is the Commission’s Annual Performance Report for FY 2023. It compares our FY 2023 results with the performance goals we published in our FY 2023 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, 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, 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, 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 one Republican serve as commissioners.

USITC Staff

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

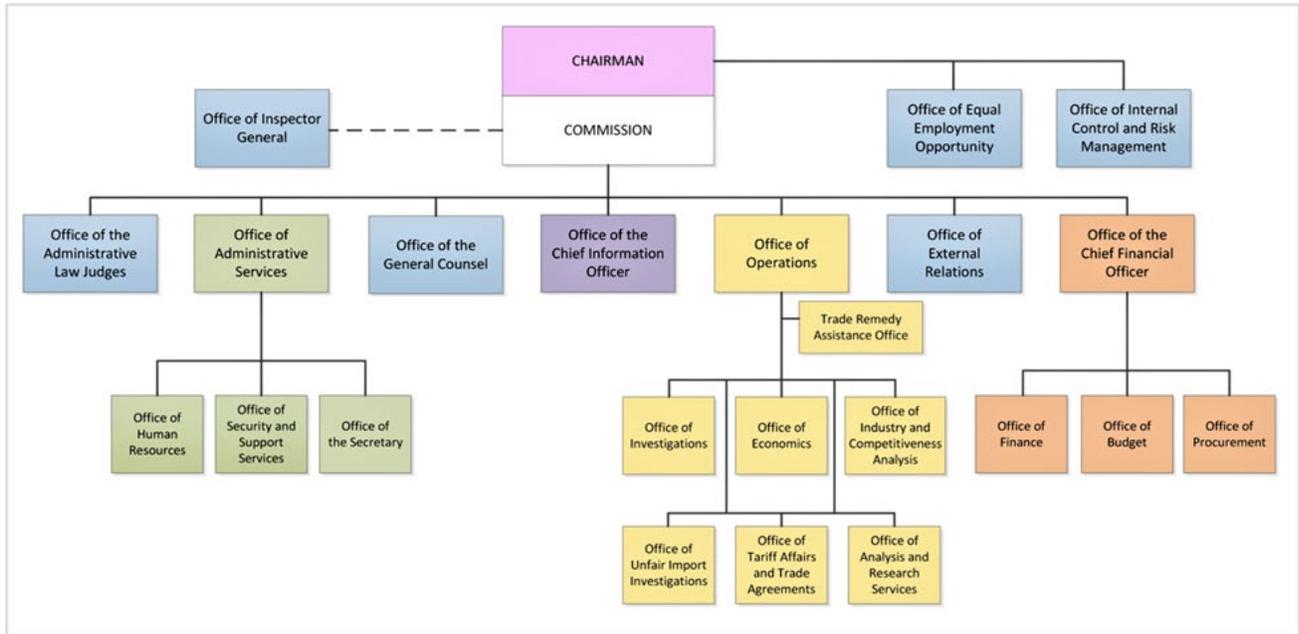
- Office of Administrative Services (OAS), and its subordinate Offices of the Secretary (SE), Human Resources (HR), and Security and Support Services (SSS);
- Office of Equal Employment Opportunity (OEEO);
- Office of External Relations (ER);
- Office of Inspector General (OIG);
- Office of Internal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

² Currently, there are two vacancies.

³ 19 U.S.C. § 1330.

- 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 data management, internal controls, and human capital management 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 improving an integrated investigations data system (IDS) that covers administrative data from import injury, unfair import, and factfinding investigations; improving the agency's Electronic Document Information System (EDIS); and refining 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. Additionally, the Commission agrees with the OIG that effective human capital management is of utmost importance, as the Commission's mission is entirely accomplished by and dependent on its people. To this end, the Commission has identified a number of strategies to improve hiring efficiency, optimize succession management practices, and assess the drivers of employee retention.

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; continuing efforts to update and improve internal controls; and enhancing recruitment, development, and retention of talent. In addition, IT management remains one of the agency's priorities with goals that focus on cybersecurity and IT services.

In FY 2023, the Commission continued its data governance activities. This last year, the Commission's Data Governance Board (DGB) worked to update its enterprise-wide data inventory as well as update its data governance directive. 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 thirteenth 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

2024, we expect to continue to improve access to program and financial data to provide more refined management reports to agency leaders.

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.

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 2023, 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 2025 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 2024 and FY 2025. 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 difficulty in recruiting and retaining qualified and experienced staff challenge the Commission's ability to complete investigations and provide information and analysis in a timely manner. The Commission must balance the goals of timeliness, transparency, due process, and thorough and high-quality determinations and reports.

In FY 2023, the Commission’s import injury mission activity began to return to normal cyclical activity, though at a higher caseload level than was typical pre-FY 2017. While stabilizing, workload is expected to remain at a relatively higher level due to an increased number of investigations returning for five-year reviews – many proceedings are entering their 5th five-year review, and several are expected to enter their 6th five-year review in 2025. Although AD/CVD investigations represent the bulk of import injury activity, the Commission also handled litigation-related activity and completed follow-on safeguard-related investigations, while managing increased interest and potential activities in non-AD/CVD areas.

In FY 2023, the monthly number of active unfair import (section 337) investigations normalized to the ten-year rolling average, demonstrating the sustained increase in workload in this mission area for the past decade. Unfair import evidentiary hearings returned to in-person appearances, unless the administrative law judge determined circumstances warranted a witness appearing remotely during the hearing. Administrative law judge turnovers and resource limitations continued to present challenges in this area.

In FY 2023, 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 foreign trade zones to the relationship between patent protections and access to medicines to estimating the greenhouse gas emissions intensity of U.S. industries, as well as multi-sector surveys, accounted for much of the increase in hours. In addition, travel restrictions imposed by the State Department due to political instability sometimes limited the ability of staff to gather qualitative information in key markets.

Strategic Objective 1.1

Reliable: Conduct expeditious and transparent proceedings⁴

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

⁴ 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.

Reaching decisions expeditiously and through transparent proceedings is 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 continues to advance data collection and analysis tools and vehicles to collect information from and provide information to internal and external stakeholders in a timely, fair, and efficient manner. These efforts 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. 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 faces several external challenges that can impact achievement of this strategic objective. These challenges include that 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 in Title VII proceedings and requestor-imposed deadlines in 332 proceedings, our ability to issue decisions in section 337 investigations within target dates has been challenged. Budgetary uncertainty regarding timing and amount, and difficulty in recruiting and retaining qualified and experienced staff has hampered the Commission’s ability to manage human capital, enhance systems, and improve processes.

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 2024	FY 2025
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. Although the Commission has consistently met the statutory deadlines for import injury investigations, the Commission has faced challenges achieving this goal. There is consistently elevated workload due to uncertain and bifurcated scheduling of many import injury final phase investigations and the large and increasing buildup of 5-year reviews.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target (%)	100	100	100	100	100
Results (%)	100	100	100	100	100
Status	Target met				

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

In FY 2023, despite relatively high caseload levels, we continued to meet our statutory deadlines. Resource constraints, including the ability to retain experienced staff, may challenge our ability to continue to meet these deadlines in FY 2024 and FY 2025.

Performance goal 1.12:

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

	FY 2024	FY 2025
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 2024 and FY 2025.

Results

	FY 2023
Target (%)	100
Results (%)	100
Status	Target met

Performance indicator: Submission of Commission reports to Requester.

In FY 2023, despite sustained high factfinding workload, we continued to meet 100 percent of our statutory deadlines. Meeting these deadlines in FY 2024 and FY 2025 will continue to be challenging because of resource constraints across the agency and the anticipated continued complexity of investigations.

Performance goal 1.13:

Prepare timeliness measurements and transparency goals, if warranted, related to any future reenactment of a process to consider miscellaneous tariff bill petitions

Performance goal 1.13 is directed towards the reauthorization of a process to consider miscellaneous tariff bill petitions, which requires the Commission to review, investigate and make recommendations regarding tariff relief to aid domestic manufacturers. Since legislation to reauthorize a process has not been advanced for three fiscal years, this goal is being retired.

Results

FY 2023	
Target	Report outlining recommended performance goals for inclusion in FY 2024 APP
Results	Draft timeliness and transparency goals were developed in FY 2022. Staff, however, did not develop a report outlining these goals in FY 2023 because legislation has not been advanced to reauthorize the AMCA process.
Status	N/A

Performance indicator: Submission of report to Commission.

In FY 2022, staff developed and reviewed draft timeliness measurements and transparency goals. Legislation to reauthorize the AMCA process was not advanced in FY 2023. Given this, staff did not develop a report outlining recommended performance goals for inclusion in the FY 2024 APP. As mentioned above, this performance goal is being retired after FY 2023.

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 2024	FY 2025
Target	15 months	15 months
Results	Pending	Pending
Status	Pending	Pending

^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.

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 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 high number of pending investigations, and novel issues raised including types of unfair acts alleged, complex domestic industry analysis, complex technology, and continued challenges supporting 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	—	—	—	—	15 months
Results	17.7 months	18.6 months	18.2 months	17.1 months	17.5 months
Status	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	On track to meet target in FY 2026

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

In FY 2023, the Commission’s continued progress towards meeting this goal was impacted by resources as the Commission sought to onboard new staff as well as the factors raised above, including novel issues raised, complex domestic industry analysis, and complex technology. The Commission’s timeline for completing section 337 investigations in FY2023 grew to 17.5 months, after having declined to 17.1 months in FY2022 compared to FY 2021 when the average length of section 337 investigations was 18.2 months.

Performance goal 1.14(a):

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

	FY 2024	FY 2025
Target	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	Average length of time between Final ID and completion of the Commission’s final determination is less in FY 2025 than it was in FY 2024
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 staffing constraints.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	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
Result	5.26 months	5.43 months	4.94 months	4.5 months (0.44 months less than the previous year)	5.1 months (0.6 months longer than the previous year)
Status	Target not met	Target not met	Target met	Target met	Target not 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 2023, the length of time increased between the final ID and completion of the investigation. In FY 2023, this goal was impacted by resources as the Commission sought to onboard new staff as well as such factors as novel issues raised, complex domestic industry analysis, and complex technology.

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 2024	FY 2025
Target	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	Average length of time between the institution of an investigation and the issuance of the final ID is consistent with Commission goal 1.14 and Commission Rule 210.42(a)(1)(i)
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 focuses on whether the average time period of 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 accounting for 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 staffing constraints.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	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
Result	12.48 months	13.21 months	13.26 months	12.6 months	12.42 months
Status	Target not met	Target not met	Target not met	Target 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 2023, the length of time decreased between institution and the final initial determination, despite a vacant administrative law judge position for part of the fiscal year. Since Commission Rule 210.42(a)(1)(i) provides that a final ID must issue four months before the target date, this time between institution and the final initial determination corresponds to a 16.4 month investigation (1.4 months above the target for performance goal 1.14, but below the current average actual time for completion on the merits (17.5 months)).

Performance goal 1.14(c):

Assess effectiveness of early disposition program and implement changes if appropriate

	FY 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	Information assessed; improvements implemented				
Results	Assessment completed; recommendations made				
Status	Target met				

Performance indicator: Report on assessment of effectiveness

In FY 2023, the Commission conducted the requisite assessment. There was one new investigation placed in the early disposition program this fiscal year. This investigation is still pending and no action was taken on the early disposition issue. The recommendation was to continue to assess the effectiveness of the early disposition program in general and to assess the active investigation once terminated for specific recommendations.

Performance goal 1.14(d):

Assess effectiveness of severing rules and implement changes, if appropriate

	FY 2024	FY 2025
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.

Pursuant to Commission Rule 210.10(a)(6) the Commission may sever 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 continue to 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 2020	FY 2021	FY 2022	FY 2023
Target	Complete assessment and provide proposal, if warranted	Complete assessment and provide proposal, if warranted	Complete assessment and implement changes, if warranted	Complete assessment and implement changes, if warranted
Results	Assessment completed	Assessment completed	Assessment completed	Assessment completed; recommendations made
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 continued to assess how and when these rules were used and whether there was an impact on caseload management. Looking at the series of now terminated investigations that stemmed from the same complaints, there has been positive impact on overall investigation length, with only one of the resulting investigations proceeding to a decision on the merits after an evidentiary hearing. This year, the Commission determined to sever one complaint into two investigations. The Commission will continue to monitor these investigations.

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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Modification					
Target	6 months	6 months	6 months	6 months	6 months
Results	None	0.03 months	5 months	0.03 months	None
Status	—	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	14.7 months	None	None	12.76 months	10.7 months
Status	Target not met	—	—	Target not met	Target met
Federal Circuit remand					
Target	12 months	12 months	12 months	12 months	12 months
Results	2.97 months	18.32 months	27.2 months	4 months	4.3 months
Status	Target met	Target not met	Target not met	Target 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 two enforcement proceedings, one Federal Circuit remand, and two modification proceedings. The modification proceedings were placed in the Commission's pilot program on ancillaries which differ depending on the office assigned the ancillary. See performance goal 1.16 for more information.

Since 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. The Commission met its performance targets for completions of enforcements and Federal Circuit remands 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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Modification: GC					
Target	2–3 months	2–3 months	2–3 months	2-3 months	2-3 months
Results	3.4 months	None	None	None	None
Status	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	11.6 month	7.2 months	10.4 months	None	2.2 months
Status	Target not met	Target met	Target not met	—	Target met
Advisory: GC					
Target	2–3 months	2–3 months	2–3 months	2-3 months	2-3 months
Results	None	None	3 months	3.2 months	None
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	None	None	6.2 months	3.9 months	None
Status	—	—	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 modifications before the ALJs under the pilot program by completing two modifications in an average of 2.2 months.

Performance goal 1.17:

Post information on import injury investigations within specific time frames

	FY 2024	FY 2025
Target	95% of information posted within 48 hours of issuance	95% of information posted 48 hours of issuance
Results	Pending	Pending
Status	Pending	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 update data sources and documentation to reflect the use of IDS and BI reports to continue to meet this goal more efficiently and with less manual intervention.

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 schedules 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 2025 to ensure that information about our investigations is available in a timely way. The successful implementation of import injury (Title VII) functionality in the new Investigations Data System (IDS), which was released to the public in January 2023, will allow the Commission to provide information and documentation in a more efficient and less manually intensive process. The performance target is updated for Fiscal Years 2024 and 2025 to reflect these improvements.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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; 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	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.

We continued to track the posting of investigation-related documents during FY 2023 and began the process of leveraging IDS and software tools to more effectively post documents, as well as more efficiently track and document performance. In FY 2023, the Commission posted more than 98 percent of documents issued by the agency or published in the Federal Register within two business days, and more than 99 percent within three business days.

Performance goal 1.18:

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

	FY 2024	FY 2025
Factfinding: 24 hours		
Target (%)	Establish Baseline	Improve from baseline to 85
Results (%)	Pending	Pending
Status	Pending	Pending
Factfinding: 48 hours		
Target (%)	Establish Baseline	Improve from baseline to 95
Results (%)	Pending	Pending
Status	Pending	Pending
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 investigations. The Commission has set a goal to upload documents onto EDIS within certain timeframes so that interested parties may readily access them. While the Commission has been meeting this goal, it continues to face challenges in this area due to the continued elevated and unpredictable document throughput across section 337, Title VII, and factfinding investigations.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Import Injury: 24 hours					
Target (%)	85	85	85	85	85
Results (%)	96.8	97.5	98.1	97.4	96.7
Status	Target met				
Import Injury: 48 Hours					
Target (%)	95	95	95	95	95
Results (%)	99.1	99.7	99.6	99.7	99.5
Status	Target met				
Section 337: 24 hours					
Target (%)	85	85	85	85	85
Results (%)	95	98.9	99.4	98.0	97.6
Status	Target met				
Section 337: 48 Hours					
Target (%)	95	95	95	95	95
Results (%)	97.2	99.8	99.8	99.7	99.8
Status	Target met				

Performance indicator: Percentage of documents posted.

We experienced staff turnover and longer than anticipated vacancies which required shifting resources and use of detail assignments to cover critical work assignments. We continued to support critical agencywide IT projects, along with continued high level of section 337 and Title VII investigations. Despite these challenges, we met this performance goal in FY 2023.

Performance goal 1.19:

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

	FY 2024	FY 2025
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.⁵ It is important to release public versions of Final IDs and Commission opinions in section 337

⁵ 19 CFR 210.5(f).

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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	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	25.3 days on average to issue public final IDs and 17.3 days on average to issue public Commission opinions.
Status	Target not met	Partially met	Target 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 2023, the Administrative Law Judges and the Commission issued public versions of final initial determinations and Commission opinions in compliance with the Commission Rules.

Strategic Objective 1.2

Thorough: Engage the public, including stakeholders and experts, and collect all relevant data to inform and support investigations⁶

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.

⁶ The leader for this strategic objective is the Director of the Office of Investigations (INV).

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 analysis and work products, as well as process and communication improvement efforts. The Commission will continue to streamline information collection and further develop analytical tools to increase overall productivity.

To maintain an environment that encourages public engagement as well as the collection of data relevant to the 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.

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 2024	FY 2025
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 and 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 and information provision, particularly in proceedings involving participants that are not familiar with the agency’s investigative process. These public outreach efforts will continue.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	Efforts made each quarter				
Results	Outreach conducted				
Status	Target met				

Performance indicator: Outreach efforts.

During FY 2023, 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 various shrimp producers and local government representatives throughout the United States.⁷ These sessions provided information on the different avenues available for seeking import injury relief in order to facilitate effective decision-making by industry and government 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.

⁷ Examples include Louisiana, Texas, and South Carolina Shrimp Associations, Southern Shrimp Alliance, Women’s Southern Fisheries Alliance, American Shrimp Processors Association, Biloxi City Council, Texas Sea Grant at Texas A&M University, South Carolina Department of Natural Resources, Gulf States Marine Fisheries Commission, and Port Arthur Chamber of Commerce.

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 2024–FY 2025	
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, 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 2024	FY 2025
Target	Engagement with factfinding requestors related to Commission work product generates feedback; updates to ongoing or future work products taken in response to feedback where appropriate.	Engagement with factfinding requestors related to Commission work product generates feedback; 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 ongoing and upcoming investigations and build capacity to analyze emerging issues in advance of future requests.

Results

	FY 2020	FY 2021	FY 2022	FY 2023
Target	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.	Engagement with factfinding requestors related to Commission work product generates feedback; actions taken, as appropriate.
Results	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	Met with USTR, HWM and SFC 74 times in FY 2023. Topics included potential factfinding investigations, statutory reports, technical assistance, and other issues. Appropriate actions taken to incorporate input into our research priorities
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 2023 targets. Our staff regularly engaged our requestors to discuss analytical capabilities and priorities, with 74 meetings over the fiscal year. Staff provided briefings on completed reports, most notably Foreign Trade Zones, Distributional Effects of Trade and Trade Policy, Haiti, and Section 232/301 Tariffs. 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 COVID-19 Diagnostics

and Therapeutics: Supply, Demand, and TRIPS Agreement Flexibilities (Inv. 332-596) and Greenhouse Gas Emissions Intensities of the U.S. Steel and Aluminum Industries at the Product Level (Inv. 332-598).

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 2024	FY 2025
Target	Engagement with a wide range of academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; updates to ongoing or future work products taken in response to feedback where appropriate.	Engagement with a wide range of academics, NGOs, industry representatives, and other experts on issues related to trade research and analysis; 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 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 a wide range of 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 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	Engaged with academics, NGOs, other government agencies (GAO, EPA, DOC), and industry representatives on issues related to trade policy modeling, foreign investment, trade remedies, 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 2023 targets. Our staff regularly engaged non-requestors to discuss analytical capabilities and priorities, holding 52 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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	At least one roundtable and one additional outreach event held per fiscal year
HResults	Held Services Roundtable	Held Services Roundtable	Held Services Roundtable	Held Services Roundtable, modeling symposium, and global value chains symposium	Held both Services Roundtable and Digital Trade Workshop
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 2023 targets. The Commission held its annual Services Roundtable in November 2022, and the Digital Trade Workshop in June 2023. 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 2024	FY 2025
Target	Collect feedback; 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; documentation of ongoing and regular engagement with external stakeholders, feedback received, and, if applicable, processes or /procedures updated.

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.⁸ 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 incorporated survey feedback to generate uploadable extraction-enabled files that enhance information collection in five-year reviews, a rapidly growing component of its workload. The Commission also collected feedback on participants’ experience with virtual hearings and conferences to inform continued improvement in the Commission’s hybrid hearings and staff conferences.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Collect feedback, and assess and modify processes and/or procedures, as appropriate
Results	Survey issued and responses assessed.	Features of ongoing Notice of Institution (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.	Feedback reflected in updates to NOI, for import injury investigations, and feedback from surveys regarding witness testimony reported to internal stakeholders and Commissioners for fact-finding investigations.
Status	Target met	Target met	Target met	Target met	Target met

Performance indicator: Survey issuance; process/procedure updates.

In FY 2023, we reached out to import injury mission area stakeholders to discuss investigative processes and procedures, and to get feedback regarding ongoing efforts. Representatives across Commission import-injury mission offices met with representatives of the Customs and International Trade Bar Association (CITBA) to identify and discuss key areas for feedback and improvement. As a result of this communication effort, the Commission and CITBA collaborated on improvements to the responses to the notice of institution data collection vehicle and

⁸ During FY 2023, we updated the performance goal (previously, “Survey issued”) to reflect broader avenues for feedback collection.

feedback on the useability of an alternative platform for collection of import-injury investigation questionnaires. In FY 2023, we administered a survey of users of the Commission’s online trade database DataWeb to collect stakeholder feedback on how to improve the system. This feedback was used to update system requirements for implementation in FY 2024. We used this information to assess and inform the ongoing efforts to implement virtual/hybrid options and features for hearings and conferences. We also administered a survey to participants in three Commission factfinding hearings to assess witnesses’ experiences and gather suggestions for improvements in hearing processes and communications.

Performance goal 1.24:⁹

Leverage technology to improve efficiency of collection and provision of import injury investigative information for internal and/or external stakeholders

	FY 2024	FY 2025
Target	Assess transition of document collection from Dropbox to Qualtrics; develop requirements for and engage stakeholders on implementation of e-AJ for import injury investigations.	Implement e-AJ based on FY2024 assessment. Develop priorities for FY2026.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Documentation of processes undergoing the assessment, requirements development, deployment, or evaluation of transition to technology-supported alternatives. Documentation of prioritization.

Performance goal 1.24 seeks to ensure that the import injury mission is regularly reviewing processes and procedures where technology can be leveraged to improve the efficiency or effectiveness of these processes. The Commission aims to identify and prioritize processes that involve substantial manual efforts, paper-based systems, or redundant tasks where we can benefit from transitions to more automated, electronic, or centralized processes. As technology continues to evolve and advance, more processes become subject to potential technology-supported improvements. The initial process to undergo and complete the assessment, requirements development, deployment, and evaluation cycle was the paper-based collection of responses the Commission’s notice of institution, issued at the outset of each five-year review. In light of the successful completion and deployment of an electronic extractable data

⁹ The FY 2020 through FY 2023 goal (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) was completed. Monitoring of the use of the spreadsheet to collect quantitative information for responses to the Commission’s notice of institution for 5-year reviews indicates broad and consistent use. As a result, this performance goal has been updated to more broadly reflect ongoing efforts to leverage technology to manage information dissemination and collection for internal and external stakeholders.

collection vehicle, the Commission continues to identify other processes ripe for technology-based transitions.

Results

	FY 2020	FY 2021	FY 2022	FY 2023
Target	Refine NOI requirements based on FY 2019 external feedback survey; initiate pilot project	Continue NOI pilot project; assess and update requirements and process; transition to alternative collection vehicle and process	Continue NOI pilot project; assess and update requirements and process; transition to alternative collection vehicle and process	Continue NOI pilot project; assess and update requirements and process; transition to alternative collection vehicle and process
Results	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.	OINV continued to collect feedback and assess the new data collection vehicle. Modest updates were implemented from external stakeholder feedback. Ongoing monitoring demonstrated successful adoption and use, with more than 93% for last 3 quarters, and more than 98% for last 2 quarters.
Status	Target partially met	Target partially met	Target met	Target met

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

After delays due to historically high caseloads and the decision to pivot to an alternative platform, during FY 2022 and 2023, OINV was able to develop, test, and launch a new data collection vehicle for information related to responses to the Commission’s responses to its notice of institution for 5-year reviews. During FY 2023, OINV made additional updates and monitored use. Monitoring results indicated broad use of the data collection form by counsel and firms—more than 90 percent of firms submitted data using the new NOI spreadsheet during FY2023, with more than 93 percent for last 3 quarters of the fiscal year, and more than 98 percent for last 2 quarters of the fiscal year, indicating large and increasing compliance. As a result, this performance goal will be decommissioned after this performance year.

Performance goal 1.25:

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 2024	FY 2025
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 1.25 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.

Results

	FY 2023
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
Results	100 % of TRAO calls and emails responded to within 3 working days.
Status	Target met

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

During FY 2023, TRAO received 15 phone calls through the TRAO phone number and 31 emails through the TRAO email requesting trade remedy assistance, all of which were responded to in a timely manner. TRAO also responded to numerous requests for trade remedy assistance which were forwarded to TRAO from other Commission offices and government agencies. Overall, TRAO responded to requests for trade remedy assistance from 75 small businesses and individuals during FY 2023, The trade remedy assistance requests covered a variety of subjects, primarily IP infringement/Section 337-related issues, but also questions related to antidumping/countervailing duty investigations, Section 201 (Safeguard) investigations, Customs and Border Protection, HTS, and commercial transaction disputes. TRAO received substantial support in responding to these assistance requests from OUII, OINV, TATA, ICA and other Commission offices. For questions concerning topics outside the purview of the Commission, TRAO directed the information requestors to the appropriate government agencies/entities.

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, by delegation, the U.S. Trade Representative. 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 2023, we instituted four factfinding investigations and completed eight, 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 2023, we also prepared and published the HTS 14 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 determinations¹⁰

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

¹⁰ 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 and 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, new and emerging products and industries, evolution of international trade agreements, and changes in global supply chain networks.

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 2023, we completed reports on a variety of topics in analytically complex investigations, including assessing the distributional effects of trade, the economic effects of the section 232 and 301 tariffs, the operations of foreign trade zones, and trade and investment trends and opportunities in the Pacific Islands.

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 2024	FY 2025
Target	Prioritize research initiatives within the following broad areas and advance analytical capabilities for prioritized initiatives. <ul style="list-style-type: none"> a. Economic modeling techniques (e.g., gravity, general equilibrium, and sector-specific models) b. Impact of trade on workers and its distributional effects c. Industry competitiveness and market conditions d. Regional and global supply chains and effects of trade disruptions e. NTMs affecting trade in goods and services and foreign direct investment f. Trade and the environment g. Provisions, including non-tariff provisions, in U.S. trade agreements and their effects on U.S. trading relationships h. Emerging topics recommended by requestors 	Prioritize research initiatives within the following broad areas and advance analytical capabilities for prioritized initiatives. <ul style="list-style-type: none"> a. Economic modeling techniques (e.g., gravity, general equilibrium, and sector-specific models) b. Impact of trade on workers and its distributional effects c. Industry competitiveness and market conditions d. Regional and global supply chains and effects of trade disruptions e. NTMs affecting trade in goods and services and foreign direct investment f. Trade and the environment g. Provisions, including non-tariff provisions, in U.S. trade agreements and their effects on U.S. trading relationships h. Emerging topics recommended by requestors
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 2020	FY 2021	FY 2022	FY 2023
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; 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.	Prioritize research initiatives within the following areas and advance analytical capabilities for the prioritized initiatives. 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. b. 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	Staff produced 47 total research products in strategically identified priority areas in FY23, meeting the target goal.
Status	Target met	Target met	Target met	Target met

Performance indicator: Priority areas identified and vetted.

In FY 2023, we continued to upgrade our economic modeling capabilities, in part by working with experts at U.S. universities and leading international institutions, including Duke University, Drexel University, University of Wisconsin, and the University of Maryland. Additionally, we continued working with the World Trade Institute at the University of Bern on the effect of labor provisions in trade agreements. These experts contributed to our understanding of priority trade issues. About half of the FY 2023 research services contracts focused on better understanding and estimating the impact of trade on U.S. workers and U.S. communities. Other issues included dynamic trade models, gravity analysis, and drivers of foreign direct investment.

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, labor mobility, and the impacts of labor provisions in trade agreements. 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 2024	FY 2025
Target	70% of capacity-building research is reflected in statutory work products within 3 years	70% of capacity-building research is reflected in statutory work products within 3 years
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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	70% of capacity-building research is reflected in statutory work products	70% of capacity-building research is reflected in statutory work products
Results	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.	Over 80 percent of the strategic research generated in 2020 was used in statutory work products by 2023
Status	Target met	Target met	Target met	Target met	Target met

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

Over eighty percent of staff time spent on research in FY 2020 was devoted to topics that were incorporated into one or more statutory products by the end of FY 2023. Since 2020, our factfinding reports have made frequent use of staff research into global supply chains, sector-specific modeling, and the effects of trade on workers in the United States and abroad.

Strategic Objective 2.2

Informed: Provide clear, relevant, and accurate information in Commission work product¹¹

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 nonpartisan 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 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 deployed a public searchable database that compiles and tracks information concerning Commission investigations including import injury, unfair import, and factfinding investigations. The Commission continues to explore how to improve data presentations, update the Commission's online trade database (DataWeb), and dynamically link data presentations to live data when practicable. 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

¹¹ The leader for this strategic objective is the Director of the Office of Industry and Competitiveness Analysis (ICA).

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.¹²

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.

Performance goal 2.21:

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

	FY 2024	FY 2025
Target	At least one new or updated digital or dynamic Commission data product available to requestors and the public	At least one new or updated digital or dynamic Commission data product available to requestors and the public
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: New or updated 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 online digital products that are dynamically linked to live databases to provide users the most up-to-date information and reduce the need to manually update online digital data presentations.

¹² 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.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 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	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 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>	Enhanced interactive graphics were published for two factfinding investigations: <i>Trade Shifts 2022</i> and <i>Recent Trends in U.S. Services Trade 2023</i>
Status	Target met	Target met	Target met	Target met	Target met

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

For FY 2023, the Commission developed updated interactive digital products for Trade Shifts 2022 and Recent Trends in U.S. Services Trade 2023 Annual Report. 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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	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	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)	Investigations 332-591 (Tariff Effects) and 332-595 (CBERA) had model/data releases in FY 2023, meeting the target goal set for the fiscal year.
Status	Target met	Target met	Target met	Target met	Target met

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

During FY 2023, the Commission made available underlying data from two investigations: the Impact of Section 232 and 301 Tariffs on U.S. Industries and the Caribbean Basin Economic Recovery Act. 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 Commission information

	FY 2024	FY 2025
Target	Prioritize inventory for developing templates and processes to transition to 508 compliant documents and expand 508 compliance to additional documents.	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 prioritizing the inventory of remaining types of documents not yet 508 compliant for developing new templates and processes. This supports broader efforts to provide better customer service.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Inventory remaining types of documents that are not 508 compliant to prioritize for compliance to improve accessibility.
Results	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.	All published factfinding investigations, staff working papers, JICE articles, and administrative reports remain 508 compliant. USITC reports for Title VII investigations included 508 compliant formatting, text, and tables. Each USITC office compiled an inventory of document types not yet 508 compliant.
Status	Target met	Target partially met	Target met	Target met	Target met

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

In FY 2023, we continued to publish 508-compliant factfinding reports as well as various staff publications. In addition, other non-investigative agency publications such as certain staff working papers were 508-compliant. The Commission continued its efforts to increase the accessibility of its written materials by taking an inventory, by Office, of the remaining types of documents not yet 508 compliant.

Performance goal 2.24:

Improve the accuracy of published version of the HTS

	FY 2024	FY 2025
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 2020	FY 2021	FY 2022	FY 2023
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	15,148 total cumulative changes made to the HTS in 31 publications during the fiscal year, with 27 post-production 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%	2,402 total cumulative changes made to the HTS in 14 publications, with 24 post-production errors. Accuracy rate for FY 2023 is 99.0%
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 2024 and 2025. In FY 2023, we prepared and published the HTS 14 times to implement multiple tariff changes.

Performance goal 2.25:

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

	FY 2024	FY 2025
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.

Note: Prior to FY 2023, this performance goal was performance goal 2.26.

Performance goal 2.25 is intended to ensure timely responses to users of the HTS and 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	97% of emails received through online help and search systems receive responses within 7 working days
Results	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.	For FY 2023, 1,602 out of 1,638 (97.8%) responses were within the target date range.
Status	Target not met	Target not met	Target not met	Target met	Target met

Performance indicator: Email responses to HTS inquiries.

In FY 2023, Commission staff produced 14 HTS publications to reflect increases in the column 2 rate of duty for imports from the Russian Federation, adjust tariff rates for Russian aluminum, adjust tariffs rate for Ukraine steel, adjust tariff rate quota quantity limitations in accordance with the U.S.-Australia Free Trade Agreement, make conforming and technical amendments to Section 301 China tariffs including extending COVID-related product exclusions, and make

changes to reflect 484(f) Committee decisions. Despite this high tariff-related workload for the Commission, this goal was met (97.8 percent result).

Performance goal 2.26:

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

	FY 2024	FY 2025
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 2.26 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	FY 2023
Target	Evaluate factfinding review processes and procedures and make recommendations for improvements and implement those improvements as appropriate	Prioritize, implement, and evaluate improvements to the factfinding processes and procedures.
Results	Staff proposed new factfinding review process and began incorporating it into scheduled reports as appropriate	The Process Advisory Group (PAG) undertook 11 process improvement initiatives in FY 2023.
Status	Target met	Target met

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

In FY 2023, staff dedicated significant resources to complete an assessment and redesign of the factfinding review process, from initial drafting through all review stages to publishing of the final report. In particular, the new review schedule was implemented in our ongoing reports. In addition, we implemented updated internal controls for capturing and consistently citing bibliographic entries.

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 2024 and FY 2025 reflect our management priorities.

Strategic Objective 3.1

People: Attract, develop, and retain a skilled, diverse, and versatile workforce¹³

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 global satisfaction and engagement and identifying key gaps in both areas within the Commission, (2) ensuring that recruitment actions are accomplished in an efficient and effective manner that is satisfactory to the USITC

¹³ The leader for this strategic objective is the Chief Human Capital Officer (CHCO).

workforce, (3) assessing employee satisfaction with career development opportunities, and (4) sponsoring selected employees for participation in a variety of development programs. The performance goal to establish an agency-wide intern program, consistent with diversity, equity, inclusion, and accessibility (DEIA) principles, that provides opportunity for permanent employment has been retired. The agency already has a longstanding practice of setting budget goals for temporary employment, primarily for recruiting interns through the governmentwide OPM Pathways program. In FY 2024, that program is undergoing a transition, and the USITC will continue to set aside funding for temporary intern appointments through the program as it evolves. USITC has consistently evaluated interns for career conversion and many candidates have joined the permanent workforce.

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 DEIA efforts at the Commission

FY 2024–FY 2025	
Target	Maintain or improve employee satisfaction, engagement, and satisfaction with DEIA efforts at the Commission
Results	Ongoing
Status	Ongoing

Performance indicator: FEVS results related to professional? satisfaction, employee engagement, and DEIA.

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 because the USITC’s relatively small population and low number of assessable units often frustrates the ability to establish meaningful trends that help identify which interventions are the proximate cause of improved positive response rates in the bottom 20 percent of assessable units. This limits the utility of the performance goal. It has not added

significant analytical benefit beyond what can be taken from the results of performance goal 3.11(a). We will continue to monitor and analyze results of engagement using performance goal 3.11(a) and as a tool to identify where improvements may be needed.

Additionally, the Commission acknowledges the importance of promoting and advancing diversity, equity, inclusion, and accessibility (DEIA) in accomplishing its mission. In FY 2024, we will primarily use the FEVS results to establish metrics to monitor, improve, and sustain the Commission’s ongoing commitment to DEIA (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 DEIA is a critical component of the Commission’s culture.

Performance goal 3.11(a):

Maintain employee engagement and satisfaction at the Commission.

	FY 2024	FY 2025
Target	Maintain or improve over FY 2023 results	Maintain or improve over FY 2024 results
Results	Pending	Pending
Status	Pending	Pending

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

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	Improvement over FY 2018 results on identified questions	Maintain FY 2019 results	Maintain FY 2019 results	Set baseline based on results	Maintain or improve over FY 2022 baseline
Results	Global Satisfaction Index 2019 Improvement = +1.94% over FY 2018 Employee Engagement Index 2019 Improvement = +1.38% over FY 2018	Global Satisfaction Index 2020 = -1.11% below FY 2019 Employee Engagement Index 2020 = +1.27% over FY 2019	N/A- FY 2021 FEVS not deployed until November 2021	Global Satisfaction Index Baseline = 71% Employee Engagement Index Baseline = 81.3%	Global Satisfaction Index = 69.6% Employee Engagement Index = 79.2%
Status	Target met	Target partially met	N/A	Target met	Target not 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.”

The decline in employee satisfaction and employee engagement compared to FY 2022 is at least partially attributable to the Commission’s high workload and insufficient staffing in some areas, resulting in an overworked workforce. Workload is an implied and assumed underlying factor in both the Global Satisfaction and Employee Engagement Indices. Despite a hiring surge effort in FY 2023, the new employees were not onboarded in time to make a difference in workload perception at the time of the 2023 FEVS administration. 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.

Results

	FY 2021	FY 2022	FY 2023
Target	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	5 percentage point improvement over FY 2022
Results	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 All FY 2022 EEI Result: 68.4% GC Title VII FY 2022 EEI Result: 46.8%	Of the assessable units identified in FY 2022, 1 improved by more than 5 percentage points. CFO – 80.4% (+4.6) EC – 77.6% (+0.8) SE 74.2% (-1.3%) GC All – 69.2% (+0.8%) GC Title VII – 53.3% (+6.5%)
Status	N/A	Target met	Target partially met

Performance indicator: FEVS results related to employee engagement.

In FY 2023, of the bottom 20 percent of assessable organizations identified in FY 2022, one organization, OGC’s Title VII Unit, increased their EEI score by more than five percentage points. As part the Commission’s annual FEVS action planning, OAS will continue to work with each office to determine how best to identify, understand, and address issues with employee engagement.

Performance goal 3.11(b) is being retired in FY 2023. The agency is generally high performing, the assessable units are small, and the results are influenced by a handful of individual employees. Each office director works to improve weak FEVS scores in their respective offices by looking at themes, discussing with their management and workforce, and developing proposed actions to remediate.

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 2024	FY 2025
Target	Priorities set annually	Priorities set annually
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to DEIA; documentation of priorities set, and actions taken.

Results

	FY 2023
Target	Baseline established and initial priorities set.
Results	80%
Status	Target met

Performance indicator: FEVS results related to DEIA.

In FY 2023, the Commission established a baseline for workforce satisfaction regarding its efforts to promote and advance diversity, equity, and inclusion in the workplace by adopting the results of the Office of Personnel Management’s Diversity, Equity, Inclusion, and Accessibility (DEIA) Overall Index. The FY 2023 positive response rate among Commission employees for this index is 80%.

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 2024	FY 2025
Target	Improvement over FY 2023 results	Improve or maintain over FY 2024 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Improvement over FY 2022 results
Results	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%	84.3% positive response rate
Status	Target met	Target partially met	N/A	Target met	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 2023, workforce satisfaction with hiring practices improved by 1 percentage point over FY 2022 to 84.3%. OAS will continue to 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 2024	FY 2025
Target	Improvement over FY 2023 results	Improvement over FY 2024 results
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. While Commission workload remains at high levels and additional staff are needed in virtually all major areas, departures and budget uncertainty have challenged hiring initiatives.

Results

	FY 2022	FY 2023
Target	Meet 80% of overall Service Level Agreements (SLA)	Improvement over FY 2022
Results	During FY 2022, there were 37 recruitment actions and at least 80% of the SLAs were met.	During FY 2023, there were 56 recruitment actions for which 85% of SLAs were met.
Status	Target met	Target met

Performance indicator: Signed service level agreement forms.

In FY 2023, the Office of Human Resources (OHR) processed nearly 20 more recruitment actions than during FY 2022 and met 85% of SLAs for those recruitments. At the same time, the average time to hire metric has grown. OHR is developing an improved recruitment application for FY 2024 and increasing recruitment resources to improve the hiring process and further reduce delays in the hiring process between the hiring officials and OHR.

Performance goal 3.14:

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

	FY 2024	FY 2025
Target	Improvement over FY 2023 results	Maintain or Improve over FY 2024 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Improvement over FY 2022 results
Results	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%	80.5% (-0.3%)
Status	Target met	Target partially met	N/A- FY 2021 FEVS not deployed until November 2021	Target met	Target not met

Performance indicator: FEVS results related to professional development.

In FY 2023, the positive response rate for employee satisfaction with opportunities for professional development did not improve compared to the FY 2022 baseline. As part of its annual FEVS action planning, OAS will continue to 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 2024–FY 2025	
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)). Each of these actions is crucial to aid in the Commission’s long-term goal of fostering inclusivity in its workforce. The performance goal to establish an agency-wide intern program, consistent with diversity, equity, and inclusion (DEI) principles, that provides opportunity for permanent employment has been retired.

Performance goal 3.15(a):

Identify and implement developmental details within the Commission

	FY 2024	FY 2025
Target	Provide at least 2 competitive opportunities for staff across the agency to apply for developmental details.	Provide at least 2 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 at least 2 competitive opportunities for staff across the agency to apply for developmental details.	Provide at least 2 competitive opportunities for staff across the agency to apply for developmental details.
Results	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 office (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).	The Commission provided 19 internal details, 6 of which were competitive. There were 6 competitive internal details in the following offices: in the Office of the Secretary (1), in the Office of Operations – Front Office (2), and in the Office of External Relations (3).
Status	Target 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 2023, the Commission sponsored 19 internal detail opportunities, 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 2024	FY 2025
Target	Sponsor at least 3 individuals at the Commission in FY 2024	Sponsor at least 3 individuals at the Commission in FY 2025
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Number of individuals sponsored by the Commission.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Sponsor at least three individuals at the Commission in FY 2023
Results	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.	2 employees sponsored for leadership programs. 2 selected for International Career Advancement Program. 17 mentoring matches.
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 2023 the Commission sponsored two staff to participate in the ICAP program and two staff to participate in upcoming executive leadership programs. Also, 17 mentoring matches were created through the Mentoring Connection portal.

Performance goal 3.15(c):

Develop and implement summer paid internship program

Results

	FY 2022	FY 2023
Target	Develop and initiate program	Develop a program and issue Commission directive
Results	Program on hold due to budgetary constraints	Program and Directive on hold due to resource constraints in the Office of Human Resources.
Status	Target partially met	Target not met

Performance indicator: Program policy issuance and internship levels.

The Summer Internship working group was established as of November 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. During FY 2023, the Commission engaged in a significant recruitment effort while the Office of Human Resources experienced turnover. These resource constraints prevented the Commission from making further progress on developing and implementing a Summer Paid Internship Program.

Performance goal 3.15(c) is being retired in FY 2023. The agency has a longstanding practice of setting budget goals for temporary employment, primarily for recruiting interns through the governmentwide OPM Pathways program. Further, in FY 2024 that program is undergoing a transition, and the Commission will continue to set aside funding for temporary intern appointments through the program as it evolves. The Commission has consistently evaluated interns for career conversion and many candidates have joined the permanent workforce.

Performance goal 3.16:

Improve stakeholder satisfaction regarding the performance management process

	FY 2024	FY 2024
Target	Maintain or improve upon FY 2023 baseline	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 led 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.

Results

FY 2023	
Target	Set baseline based upon FY 2023 FEVS results
Results	Baseline: 84.9%
Status	Target met

Performance indicator: FEVS results related to performance management.

In FY 2023, the Commission identified questions on the FEVS that are most probative to assess workforce satisfaction with performance management practices. Moving forward, OAS will work with managers and staff to improve employee satisfaction in this area.

Performance goal 3.17:

Improve stakeholder satisfaction regarding employee recognition

	FY 2024	FY 2025
Target	Maintain or improve upon FY 2023 baseline	Maintain or improve upon FY 2024 results
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.

Results

FY 2023	
Target	Set baseline based upon FY 2023 FEVS results
Results	Baseline: 70.5%
Status	Target met

Performance indicator: FEVS results related to recognition.

In FY 2023, the Commission identified questions on the FEVS that are most probative to assess workforce satisfaction with employee recognition. Moving forward, OAS will work with managers and staff to improve employee satisfaction in this area.

Performance goal 3.18:

Improve stakeholder satisfaction regarding the reasonableness of workload

	FY 2024	FY 2025
Target	Maintain or improve upon FY 2023 baseline	Maintain or improve upon FY 2024 results
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.

Results

FY 2023	
Target	Set baseline based upon FY 2023 FEVS results
Results	Baseline: 74.4%
Status	Target met

Performance indicator: FEVS results related to workload.

In FY 2023, the Commission identified questions on the FEVS that are most probative to assess workforce satisfaction with employee workload. Moving forward, OAS will work with managers and staff to improve employee satisfaction in this area.

Strategic Objective 3.2

Money: Ensure good stewardship of taxpayer funds¹⁴

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, policies, and providers 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.

¹⁴ 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 2023, 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. As always, the office of Budget worked closely with offices throughout the Commission to ensure the expenditure plan was being properly executed and that funding was made available as needed.

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.

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 thirteenth consecutive unmodified financial audit opinion during FY 2023.

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 2024	FY 2025
Target	Finalize analysis and begin to execute change plan within confines of budget	Continue to execute or finalize execution of 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 2024, the OCFO will finalize its analysis of its existing structure, systems, practices, and policies to determine if they can meet the changing needs of the Commission going forward. Given that at least some level of telework is expected to be the future norm, this includes 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. It will also review the offerings, pricing, and schedules of federal shared service providers to see how their services meet the needs of the Commission within the confines of our budget situation. Assuming necessary changes are identified, an execution plan that is consistent with available resources will be prepared during FY 2024, and the plan will be executed as the budget permits.

Results

	FY 2022	FY 2023
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	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
Results	Structural and process analysis completed.	The OCFO had further discussions with federal shared service providers to discuss product and service offerings, pricing, availability, and timing. Given the upcoming retirements in the OCFO, no agreements to change in the OCFO's SSP or its service levels were contracted for.
Status	Target partially met	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 2023, the OCFO had further discussions with federal shared service providers to discuss product and service offerings, pricing, availability, and timing. Given the upcoming retirements in the OCFO, no agreements to change in the OCFO's SSP or its service levels were contracted for. The OCFO also reviewed and updated future OCFO staffing and process scenarios.

Performance goal 3.22¹⁵:

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

	FY 2024–FY 2025
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.

¹⁵ This goal was Performance Goal M1.22 in the FY 2021 Annual Performance Report.

Over the past several years, the Commission has continued to improve its acquisition processes. Performance Goal 3.22 monitors the Commission’s level of procurement effectiveness and efficiency through measuring the percentage of procurement actions that meet the PALT; surveying users to gauge their satisfaction with the process and the level of service they received; and by offering COR training classes, sampling COR files, 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 2024	FY 2025
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. The goal of 95 percent of actions meeting the PALT is equal to the Commission’s highest percentage ever attained over the five years we have been measuring it.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Quarterly PALT reviews show that 95% of procurement actions meet the PALT
Results	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	96.7% of actions met the PALT
Status	Target not met	Target not met	Target not met	Target not met	Target met

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

During FY 2023, 96.7% of procurement actions met the PALT. In addition to meeting the goal of 95 percent, 96.7 percent represents the highest amount in the six years the Commission has been monitoring the result.

Performance goal 3.22(b):

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

	FY 2024	FY 2025
Target	Maintain or improve satisfaction level relative to FY 2023	Maintain or improve satisfaction level relative to FY 2024
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Maintain or improve satisfaction level relative to FY 2022
Results	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.	Marginally lower than the FY 2022 results. Overall, 80% of the respondents strongly agreed that the procurement staff exhibited the technical knowledge, availability, timeliness, problem solving skills, communication skills, and professionalism needed, while another 15 percent agreed; the results for FY 2022 were 94 percent and 6 percent, respectively
Status	Target met	Target met	Target met	Target met	Target met

Performance indicators: Survey results.

The FY 2023 procurement survey results were marginally lower than the FY 2022 results, as 80 percent of respondents were highly satisfied with the different measures presented in the survey, while 15 percent were satisfied: the results for FY 2022 were 94 percent and 6 percent, respectively.

Performance goal 3.22(c):

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

	FY 2024	FY 2025
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. We also rely on the CORs to begin the close-out and de-obligation process to return excess funds, if any, to the Commission once we have received all the products or services under the contract.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	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. 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.	All of the Commission's CORs are current in their certifications, 2 one-day training courses were offered, and the files of three CORs were reviewed and all were compliant
Status	Target partially met	Target 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. During FY 2023, two well-attended training courses were offered, the three COR files selected for sampling were compliant, and all CORs are current in their certification.

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 2024	FY 2025
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 13 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 report any material weaknesses. To meet this goal, we constantly review, document, test, and refine our financial management practices.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	Unmodified audit opinion	Unmodified audit opinion	Unmodified audit opinion with no more than one material weakness	Unmodified audit opinion, no material weaknesses	Unmodified audit opinion, no material weaknesses
Results	Unmodified audit opinion	Unmodified audit opinion with no material weaknesses	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 13th consecutive year. Furthermore, the auditors found no material weaknesses or significant deficiencies in the design and operation of internal controls over financial reporting. This is a testament to the continuous review and testing we perform on our systems.

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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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. 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.	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 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.	The Budget and Finance Committee, working with the other management committees, prepared an FY 2024 Expenditure Plan and FY 2025 Budget Request and a proposed staffing plan, along with necessary supporting documentation, for Commission review during the BRB. The Commission was able to review and discuss the issues and supporting data and make timely decisions about the FY 2024 Expenditure Plan and the FY 2025 Budget request
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 non-personnel resources needed based upon projected workloads for the FY 2023 Budget Review Board. During the BRB, the Management Committees presented a draft of an updated Staffing Plan. The draft plan was developed using a risk-based analysis of both individual positions and all positions within each individual office. It is likely that going forward the management committees use some variation of the analysis as they develop the next staffing plan. Although there were questions about the personnel data, the Commissioners were able to unanimously approve the FY 2024 Expenditure Plan and FY 2025 Budget Request in a timely manner.

Strategic Objective 3.3

Technology: Implement reliable and secure systems that promote resilience, innovation, and efficiency¹⁶

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 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.

¹⁶ The leader for this strategic objective is the Chief Information Officer (CIO)

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 2024 and 2025 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 2024–FY 2025	
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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	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	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.	All measured systems exceeded the established baseline of 99.0% availability.
Status	Target 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 DataWeb.. Meeting SLA for Cloud Email service.

Note: When e-mail services moved to the cloud this uptime performance indicator was modified to reflect the contractual SLA. Beginning in FY 2021, the HTS system replaced SharePoint which was moved to the cloud-based SharePoint Online service covered under the same contractual SLA as Cloud Email service. For FY 24 and beyond, EDIS is replaced by IS which includes both EDIS and IDS.

In FY 2023, 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 2024	FY 2025
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.

Results

FY 2023	
Target	100% compliance with performance indicators
Results	Backups of core business applications and functions validated and verified
Status	Target met

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

In FY 2023, the Commission executed both planned and ad hoc restoration activities of data and system backups to validate the ability to restore those data and systems and ensure their integrity through judicious verification. Through these quarterly recovery and restoration efforts of agency records, production applications and databases, the Commission followed through on its commitment to ensuring its information resources are resilient and available to meet its mission and to provide high quality services to the public, even in the face of disaster or emergency.

Performance goal 3.32:

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

FY 2024–FY 2025	
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 2024, the Commission will continue to focus on addressing all Known Exploited Vulnerabilities (KEV) so that they are remediated within 30 days of timelines set forth in the Department of Homeland Security Cybersecurity and Infrastructure Security Agency KEV Catalog (performance goal 3.32(a)); ensuring Commission information systems and FEDRAMP

certified web-based applications have an active Authorization to Operate (ATO) (performance goal 3.32(b)); verifying secure configuration baselines on all baselined workstations and servers (performance goal 3.32(c)); and ensure the Commission maintains an accurate, near real-time empirical inventory of authorized assets against which all aspects of continuous monitoring can be performed (performance goal 3.32(d)).

Performance goal 3.32(a):

Ensure all Known Exploited Vulnerabilities (KEV) are remediated within 30 days of the timelines set forth in the Department of Homeland Security Cybersecurity and Infrastructure Security Agency (DHS –CISA) KEV Catalog

	FY 2024	FY 2025
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.

Results:

	FY 2023
Target	100%
Results	Most KEVs remediated before DHS CISA due date
Status	Target partially met

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.

In FY 2023, the Commission implemented new procedures to more quickly mitigate vulnerabilities known to be exploitable within the timeframe stipulated by DHS-CISA in order to be in compliance with Binding Operational Directive (BOD) 22-01 and to ensure its overall security posture. The Commission took the step of increasing the frequency of applying security patches to its systems to address most KEVs within the established schedule.

Performance goal 3.32(b):

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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	100%	100%	100%	100%	100%
Results	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.	All defined Commission systems and certified cloud services have a valid ATO. IS ATO re-issued in FY2023.
Status	Target 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 2023 by utilizing a continuous monitoring program, ensuring ATOs remain valid so long as ongoing security requirements are met. In FY 2023, this included ensuring all cloud services in use had the required FedRAMP certification and were issued a valid ATO.

Performance goal 3.32(c):

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

	FY 2024	FY 2025
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 2020	FY 2021	FY 2022	FY 2023
Target	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.	Secure configurations maintained on baselined servers and workstations. Approved deviations documented and validated. Compliance rate equal to or higher than previous reporting period.
Results	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.	The number of secure configurations maintained on baselined workstations and servers increased from 89.15% in FY 2022 to 89.40% in FY 2023.
Status	Target met	Target met	Target not met	Target met

Performance indicators: Scans of production devices baselined upon issuance. Reported as a percent of compliant settings on servers and workstations, reported separately based on operating system. 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 all devices. The FY 2021 – FY 2023 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 FY 2023 reporting period, the goal was met as the annual enterprise compliance score increased by 0.25% from 89.15% in FY 2022 to 89.40% in FY 2023. The compliance score for Windows workstations increased in FY 2023 by 0.16%, but the compliance for Windows servers decreased from the previous year’s score by -1.62%. The score for Linux servers increased from FY 2022 to FY 2023 by 2.22%.

Performance goal 3.32(d):

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 2024	FY 2025
Target	95% 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.

Results

	FY 2023
Target	75% accuracy of near real-time inventory
Results	Initial short-term IT asset management solution implemented and long-term IT asset management solution acquired and under implementation
Status	Target met

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

In FY 2023, the Commission took steps to ensure an accurate and up-to-date accounting of all IT assets in its inventory. While implementing a short-term solution as a means of gathering and confirming existing data, a long-term asset management solution was acquired in FY 2023 which establishes the means through which all IT assets, including both hardware and software, will be tracked through their lifecycle. This will not only lead to improvements in fiscal accountability of assets but also support more comprehensive monitoring of all assets for security purposes.

Strategic Objective 3.4

Data: Manage and leverage data as an asset¹⁷

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 2024	FY 2025
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); documentation of prioritization.

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.

¹⁷ The leader for this strategic objective is the Chief Data Officer (CDO).

Results

	FY 2022	FY 2023
Target	Priorities established annually	Priorities established annually
Results	Data governance guidance updated to strengthen enterprise-wide data management but not issued during FY 2022.	Data governance updated and issued in FY 2023.
Status	Target not met	Target met

Performance indicators: Additions to the Data Governance Manual by the Data Governance Board; documentation of prioritization.

The charter for the Data Governance Board was updated and issued in September 2023. It included policies on data quality, data use standards, and data system documentation requirements.

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 2024	FY 2025
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	FY 2023
Target	Priorities established annually	Priorities established annually
Results	Analytic tools used for legacy administrative data systems replaced with updated business intelligence tools.	Analytic tools were developed and deployed in FY 2023 answering priority questions related to investigative activities.
Status	Target met	Target met

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

During FY 2023, two core data assets were prioritized for making accessible, accurate, timely, and pertinent information necessary to answer priority questions. After public release of IDS and an agency-wide effort to ensure the application presented clean, clear, and accurate data to the public, staff resources shifted to focus on utilizing high quality data in IDS and EDIS to replace existing core assets that required manual creation and data entry. The two primary assets that were replaced with dynamic reports from IDS and EDIS are the Import Injury

external cases page and the page previously known as the New Petitions and Complaints page. The import injury cases page was replaced with three dynamic reports: 1) “Active Import Injury Investigations” that lists the investigation number, title, phase, start date, hearing date, and end date as well as provides links to the IDS pages for each investigation; 2) “Questionnaires for Import Injury Investigations” that provides a list of all import injury investigations, links to the IDS pages for those investigations and links to the blank questionnaires for those investigations; and, 3) “Responses to the Notice of Institution for Import Injury Investigations” which lists all active Five Year Review investigations, the investigation numbers, titles, start dates, end dates, and provides a link to an Excel worksheet for parties to complete and return as part of their participation in these investigations. The New Petitions and Complaints page was renamed the “New Investigation Requests” page and replaced with an IDS generated dynamic report listing all new investigation requests.

Performance goal 3.43:

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

	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
Results	Pending	Pending	Pending
Status	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	FY 2023
Target	20 percent of the identified data systems are documented	20 percent of the identified data systems are documented
Results	13 percent of the identified data systems documented.	17 percent of the identified data systems documented.
Status	Target partially met	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, 2023, there were 54 identified core data assets. Of those, data owners reported that 17 had data glossaries, 10 had data management plans, and 16 had standard operating procedures (SOPs). To have met the goal for FY 2023, 11 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 or combine them into one document. By the end of FY 2023, of the 54 inventoried core data assets, 9 were fully documented.

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 2024	FY 2025	FY 2026
Target	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
Status	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).

The FY 2024 target is to evaluate the effectiveness of the solutions implemented in FY 2023, and to document any deficiencies. Future fiscal year targets are directed to document requirements for improving the deployed solution; further improvements to the DMS; and improvements to functionality available to the public, such as view, search, and export.

Results

	FY 2022	FY 2023
Target	Develop and implement improvements to the HTS DMS and HTS Search	Develop and implement improvements to the HTS DMS.
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.	The final deployment of improvements to the external HTS application was executed on July 19, 2023. Final deployment of improvements to the HTS DMS application was executed on August 2, 2023.
Status	Target partially met	Target 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. During FY 2022, requirements were finalized and largely focused on improvements to the HTS DMS. In FY 2023, requirements were successfully developed, tested, and deployed as planned. Notable improvements included: (1) performance improvements that dramatically reduced the new action runtime, increased external search speed, and expanded search criteria to accept various search input methods (with/without periods); (2) user experience improvements that significantly improved table creation and management for internal users and, for external users, applied a redesigned external search interface that published General Notes as individual PDFs and incorporated Federal web standards that complied with the 21st Century Integrated Digital Experience Act; and (3) core technology upgrades to the operating system, and application and database software to ensure the security and ongoing effective maintenance of the system.

DataWeb:

	FY 2024	FY 2025	FY 2026
Target	Develop and implement improvements to DataWeb	Evaluate the effectiveness of the implemented solution and document deficiencies	Document requirements for improving the deployed solution addressing deficiencies
Results	Pending	Pending	Pending
Status	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. In FY 2024, the Commission will develop and implement improvements to DataWeb pursuant to the updated documentation of requirements prepared in FY2023 based on stakeholder feedback.

Results

	FY 2023
Target	Review stakeholder feedback and update requirements improving the deployed solution.
Results	Have collected and reviewed stakeholder feedback, updated the requirements for improving the system and submitted them to OCIO on September 26, 2023 for development and deployment in FY2024.
Status	Target met

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

In FY 2023, the Commission administered a user survey to collect stakeholder feedback on how to improve the system. In FY 2023, Commission staff reviewed the stakeholder feedback and updated the requirements documentation for system updates and submitted it to OCIO on September 26, 2023. The Commission will develop and implement the solutions in FY 2024 and evaluate the effectiveness of the implemented solutions and document any deficiencies in FY 2025.

EDIS:

	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.
Results	Pending	Pending	Pending
Status	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 2024, the Commission will continue to electronically serve parties with confidential documents via the external, secure platform

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Serve Commission confidential documents subject to Administrative Protective Order on the parties via EDIS
Results	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.	Development on Confidential E-Service was delayed to continue addressing other priorities including security vulnerabilities and associated technology upgrades, integration of Login.gov and OS migration. Staff resources are being adjusted to ensure progress and completion of project in FY 2024. Progress was made in integration of Login.gov and associated capabilities to support multi-factor authentication.
Status	Target not met	Target partially met	Target met	Target not 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. In FY 2022, development 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. This work continued in FY 2023 with a focus on completing integration of Login.gov and associated functional enhancements for multi-factor authentication, upgrading application technologies to address security vulnerabilities and improve maintenance, and adding new features for concurrently filing multiple documents to improve productivity of USITC staff.

IDS:

	FY 2024	FY 2025	FY 2026
Target	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
Status	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 2023 the Commission released IDS to the public, culminating a multiyear development effort bringing together siloed datasets and data management processes across the Commission into one unified system. In FY 2024 forward the Commission will continue to enhance IDS by evaluating the effectiveness of the released solution.

Results

	FY 2022	FY 2023
Target	Evaluate the effectiveness of the implemented solution and document deficiencies.	Complete the development of advanced search functionality and release IDS to the public.
Results	Deployed solution evaluated and additional requirements documented for the next development cycle.	Advanced search deployed and IDS released to the public.
Status	Target met	Target met

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

During FY 2023, the Commission made substantial advancement implementing the remaining required features for the IDS, including advanced search and release to the public. Commission staff continued to advance data cleaning efforts, as well as substantial collateral tasks associated with expected public release.

Performance goal 3.44(b):

All new major systems deployed to production are Open Data compliant

	FY 2024	FY 2025
Target	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.	Public data behind all new major systems deployed to production in FY 2025 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	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.
Results	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.	IDS released to the public as Open Data Compliant. All eligible data sets identified by the Chief Data Officer are available and up to date on the Open Data website.
Status	Target met				

Performance indicator: Availability of information systems providing Open Data.

In FY 2023, 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 communications¹⁸

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 staffing 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 Commission's 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

¹⁸ 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 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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, 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	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	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.	Continued improvement of agency processes such as those pertaining to factfinding investigations, data management, internal rule development, budget formulation, and expenditure plan development
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 2023, agency staff made progress on improving a number of important Commission processes, including the budget process, data management, internal rule development, and internal factfinding review processes. On January 11, 2023, the Commission deployed its Investigations Database System (IDS), which provides improved public access to Commission investigation-related data. Staff completed and issued strategic reviews of prioritized programs and processes identified in FY 2022. OINV staff assessed the effectiveness of the new NOI process, and GC staff prepared assessments of the Commission’s early disposition program and severing rules. Staff also continued to improve processes for factfinding and other investigations, other agency reports, and its administrative matters and continued to integrate performance planning and enterprise risk management into the budget formulation process.

The process improvement progress in FY 2023 addressed ERM identified risks such as increased average length of Section 337 investigations, lack of an effective document management system, internal rule development, and data governance.

Performance goal 3.52:

Maintain an agency portfolio of enterprise risks

	FY 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 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.	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 2023, senior executives and managers regularly assessed agency risks and used that information to inform planning and budget formulation decisions. The Commission continued 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 process allows 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 2024	FY 2025
Target	Meet 85 percent of established project deadlines for internal rule development, updating, and review.	Meet 85 percent 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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	Meet 80 percent of established project deadlines for internal rule development, updating, and review.
Results	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	The USITC issued or updated 8 Directives during FY 2023, 73 percent of project deadlines were met.
Status	Target partially met	Target partially met	Target partially met	Target met	Target not 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 2023, the Commission issued eight new or updated Directives and met 73 percent of project deadlines. The reduction in performance compared to FY 2022 is primarily attributable to the Commission operating without a permanent Chief Administrative Officer from May of 2022 until September of 2023. This official is both the Chair of the Internal Administration Committee, the Committee responsible for overseeing internal rule development, and the senior executive responsible for the most internal rules. In FY 2024, the IAC intends to deploy a new rule tracking and document management application that will bring further efficiency and transparency to the process.

Performance goal 3.54:

Conduct annual evaluations of programs or processes identified as priorities

	FY 2024	FY 2025
Target	Conduct one or more strategic reviews of programs or processes; track accepted recommendations and actions taken as a result of the prior reviews conducted.	Conduct one or more strategic reviews of programs or processes; track accepted recommendations and actions taken as a result of the prior reviews conducted.
Results	Pending	Pending
Status	Pending	Pending

Performance indicators: Priority list developed; evaluations conducted; recommendations issued; improvements made.

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	FY 2023
Target	PMSPC develops priorities for evaluations	Evaluate one or more programs or processes
Results	Programs and processes identified for evaluation prioritized by the PMSPC.	Strategic reviews of prioritized areas completed.
Status	Target met	Target met

Performance indicators: Priority list developed; Evaluation conducted.

PMSPC programs and processes prioritized for review were completed in FY 2023 and FY 2024 reviews prioritized. As a result of the reviews held during FY 2023, the committee identified recommendations for improvement to several processes.

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 2024	FY 2025
Target	Measure and improve user satisfaction to achieve near-term goal established in FY 2023.	Measure and improve user satisfaction to achieve near-term goal established in FY 2024.
Results	Pending	Pending
Status	Pending	Pending

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

In FY 2024 and FY 2025, the Commission will continue to 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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 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	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.
Results	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	USITC acquired a new survey service and implemented new satisfaction surveys for all web services. 7,572 survey results were received with an overall satisfaction score of 7.5 as the benchmark.
Status	Target met	Target met	Target not met	Target not met	Target met

Performance indicator: Survey results, assessment of use of new technologies.

In FY 2023, a new survey service was acquired and used to implement and deploy satisfaction surveys for all the USITC’s major web services, including the public website, HTS Search, EDIS, IDS and DataWeb. In just over five months, over 7,500 responses were received resulting in an overall score of 7.5 on a scale of 0-10, which will be used as the benchmark metric in FY 2024.

Performance goal 3.56:

Monitor and ensure the safety and security of our workplace

FY 2022–FY 2025	
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 2024–FY 2025, 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(b)) and employee perception of agency preparedness for physical security threats (performance goal 3.56(c)), the Commission will ensure employee confidence that USITC is a safe and secure place to work.

Performance goal 3.56(a):

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

	FY 2024	FY 2025
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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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.	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.	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	OSSS held “DC Emergency Awareness” presentations by the <i>DC 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.	“Stop the Bleed” emergency medical training was held on three separate dates in May and June.
Status	Target met	Target met	Target met	Target met	Target met

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

In FY 2023, OSSS hosted George Washington University Hospital Instructor (Trauma Surgeon and Acute Care Professor of Surgery) to present Stop the Bleed emergency medical training on three separate dates (in May/June) that covered numerous topics that included identification and control of life-threatening bleeding, proper application

of pressure, wound-packing and proper use of tourniquet. In total, 32 employees completed the course.

OSSS also conducted the facility OSHA inspection in order to identify and update employees of any physical safety issues within personal and communal workspaces.

Performance goal 3.56(b):

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

	FY 2024	FY 2025
Target	Improvement over FY 2023 results	Improvement over FY 2024 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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”	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.	Improvement over FY 2022 results
Results	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	87 percent
Status	Target met	Target met	N/A	Target met	Target met

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

In FY 2023, the positive response rate for employee confidence that they are protected from health and safety hazards at work improved by 5 percentage points compared to the FY 2022 baseline. 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(c):

Improve employee sense and understanding of physical security

	FY 2024	FY 2025
Target	Improvement over FY 2023 results	Improvement over FY 2024 results
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: FEVS results related to physical security.

Results

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	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”	Improvement over FY 2022 results
Results	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	70.6 percent
Status	Target met	N/A	N/A	Target met	Target met

Performance indicator: FEVS results related to physical security.

In FY 2023, the positive response rate for employee confidence that they are protected from physical security threats at work improved by more than 6 percentage points compared to the FY 2022 baseline. As part of its annual FEVS action planning, OAS will work with both staff and management focus groups to determine how best to continue identifying and addressing issues in this area.

Performance goal 3.57:

In the context of the prerequisite for agencywide capital planning to support the future of work, update policies and procedures for remote work, telework, and flexible schedules.

	FY 2024	FY 2025
Target	In consultation with the Chairman and Commissioners, and consistent with evolving executive branch policies regarding work environment plans that include telework, remote work and flexible schedules, identify the elements of agency directives and implement, as necessary, revised telework, and remote work, and flexible scheduling policies; produce appropriate directives and handbooks and move them through the internal rules process to issuance.	Priorities established annually
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Updated directives and handbooks, documentation of annual priorities, and actions taken to meet annual priorities.

It is critical to ensure the workforce is able to leverage the changing nature of work to enhance productively across the Commission’s mission and mission support activities. Performance goal 3.57 seeks to position the agency first by updating directives, handbooks, and office procedures on telework, remote work, and work schedule flexibilities to ensure the agency is able to advance Future of Work initiatives.

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 Chairman.

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 Chairman.

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 Chairman, 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 2023 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 INV; transition to IDS report/audit log when appropriate
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.	Update recommendation for performance goals for inclusion in FY 2024 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

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
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 2023 than it was in FY 2022	OUII	IDS, EDIS
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)	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 2023 than it was in FY 2022	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	IDS, EDIS
1.15	Improve the timeliness of section 337 ancillary proceedings by meeting targets for or reducing the average length of ancillary proceedings	Length of ancillary proceedings concluded on the merits.	Modification—6 months Advisory—9 months Enforcement—12 months Federal Circuit remand--12 months Consolidated ancillaries--15 month	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	Modification: GC—2-3 months Modification: OUII—3-6 months Modification: ALJ—6-9 months	OUII	Data gathered by OGC, EDIS and IDS

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
		covered by the pilot program	Advisory: GC—2-3 months Advisory: OUII—3-6 months Advisory: ALJ—6-9 months		
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; transition to IDS report/audit log when appropriate for Commission-specific authoritative source documents only
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 a wide range of stakeholders generate actionable feedback	ICA/EC	Meeting documentation
1.22(a)	Engage Commission factfinding 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 factfinding requestors related to Commission work product generates feedback; actions taken, as appropriate.	ICA/EC	Meeting documentation, strategic research prioritization linkage
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.	Feedback provided during briefings, meetings, and other engagements; actions taken.	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.	ICA/EC	Meeting documentation, strategic research prioritization linkage
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	Collect feedback from stakeholders and/or the public to assess effectiveness and efficiency of investigative processes and procedures and implement proposed new	Regular meetings with external stakeholders, the public, and/or alternative	Collect feedback, and assess and modify processes and/or procedures, as appropriate	INV	Meeting and process/ procedure documentation; survey feedback

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
	processes/procedures as appropriate	information collection, if relevant			
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, if necessary	INV	Responses to notices of institution for sunset/review investigations using online vehicle; Documentation of process and technical abilities advancements
1.25	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	Email and telephone responses to trade remedy inquiries	97% of emails received through the TRAO online help system and phone calls to the TRAO phone number receive responses within 3 working day	TRAO	Logs maintained by TRAO tracking email and telephone responses to trade remedy inquiries

Strategic Objective 2.1

Goal Number	Performance Goal	Indicator	Target	Lead Office	Data Sources
2.11	Enhance capabilities to analyze priority issues in trade and industry competitiveness	Priority areas identified and capabilities expanded	<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>	EC/ICA	Joint EC/ID research spreadsheet; meeting documentation
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 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	ICA/EC	https://www.usitc.gov/data/index.htm
2.23	Improve 508 compliance of public information	Prioritized inventory, new templates developed and/or updated processes.	Inventory remaining types of documents that are not 508 compliant to prioritize for compliance to improve accessibility.	ICA	Inventory of remaining types of documents that are not 508 compliant
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 documented; HTS system	Develop and implement requirements for	TATA	HTS search logs; record of changes to thesaurus

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Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
	requirements to reengineer the HTS DMS and HTS Search	capability developed.	improvements to the HTS DMS and HTS Search by end of FY 2022		
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 make this process more efficient and effective through	Factfinding process improvements identified and implemented. Evaluations of improvements completed.	Prioritize, implement, and evaluate improvements to the factfinding processes and procedures.	ICA/EC	PAG meeting minutes; factfinding procedures manual; PAG emails

Strategic Objective 3.1

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.11	Maintain or improve general employee satisfaction, engagement, and satisfaction with DEIA efforts at the Commission	FEVS results related to global satisfaction, employee engagement, and DEIA	Maintain or improve employee satisfaction, engagement, and satisfaction with DEI efforts at the Commission	OAS	FEVS, action plans, meeting minutes, analytical tools developed
3.11(a)	Maintain employee engagement and satisfaction at the Commission.	FEVS results related to global satisfaction and employee engagement.	Maintain or improve over FY 2023 results	OAS	FEVS, action plans, meeting minutes, analytical tools developed
3.11(b)	Improve employee engagement of bottom 20 percent of assessable offices.	FEVS results related to employee engagement.	5 percentage point improvement over FY 2022	OAS	FEVS, action plans, meeting minutes, analytical tools developed
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.	FEVS results related to DEIA	Baseline established and initial priorities set	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 results related to satisfaction with the extent to which recruiting efforts bring in the right human capital in an efficient way.	Improvement over FY 2022 results	OAS	FEVS, action plans, meeting minutes, analytical tools developed
3.13	All hiring actions for permanent positions resulting in an acceptance of an offer meet service level agreements.	Signed service level agreement forms.	Improvement over FY 2022	OAS	Hiring process data
3.14	Improve stakeholder satisfaction regarding opportunities for professional development to help retain human capital.	FEVS results related to professional development	Improvement over FY 2022 results	OAS	FEVS, action plans, meeting minutes, analytical tools developed

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Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.15	Foster an inclusive workplace environment by promoting transparency and fair criteria for training and development opportunities		Continuously improve training and development opportunities		
3.15(a)	Identify and implement developmental details within the Commission	Number of Commission project-based or rotational/development details.	Provide at least 2 competitive opportunities for staff across the agency to apply for developmental details.	OAS/HR	Records (log) maintained by HR
3.15(b)	Sponsor and promote through transparent and fair criteria, 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 2023	OAS/HR	Records (log) maintained by HR
3.15(c)	Develop and implement summer internship program	Program policy issuance and internship levels	Develop a program and issue Commission directive	OAS/HR	The System of Internal Rules
3.16	Improve stakeholder satisfaction regarding the performance management process	FEVS results related to performance management	Set baseline based upon FY 2023 FEVS results	OAS	FEVS
3.17	Improve stakeholder satisfaction regarding employee recognition	FEVS results related to recognition	Set baseline based upon FY 2023 FEVS results	OAS	FEVS
3.18	Improve stakeholder satisfaction regarding the reasonableness of workload	FEVS Results related to workload	Set baseline based upon FY 2023 FEVS results	OAS	FEVS

Strategic Objective 3.2

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
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	Report our results of research and analysis, recommend changes and timelines by established deadlines, and begin to execute plans	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	OCFO	Federal Shared Service providers. Small Agency Council, other similar sized agencies
3.22	Maintain a high level of acquisition effectiveness and efficiency during FY 2023–FY 2024	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)	Maintain high-level targets of procurement actions meeting the Procurement Action Lead Time (PALT)	Share of procurement actions that meet the PALT	Quarterly PALT reviews show that 95% 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 2022	OCFO (Budget, Finance, Procurement)	OFF; labor cost database, OCFO SharePoint site, discussions with office Directors and CCMs, Finance and Budget Committee meetings; results of survey

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
					administered by OARS
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)	PRISM; Federal Procurement Data System; Next Generation (FPDS-NG); Procurement Action Lead Times (PALT); contract files
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; financial audit opinion
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	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 core IT systems	Percentage of availability to users of the following core IT systems: Local Area Network (LAN), Remote Access, EDIS, HTS, and meeting SLA for MS 365.	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.	OCIO	Data are pulled via What's Up Gold monitoring tool.
3.31(b)	Verification and validation of backups. Backups are validated and verified twice a year, no less than three months apart	Confirmation of validation and verification of backups for core business applications and functions: file shares, EDIS, HTS, DataWeb, and MS 365.	100% compliance with performance indicators	OCIO	CommVault backup and restoration records
3.32	Implement secure IT solutions that promote resilience, innovation, and efficiency to better support the Commission's user community	Development of capabilities consistent with government-wide priorities.	Continuation of program	OCIO	
3.32(a)	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	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.	100%	OCIO	Nessus scanning output
3.32(b)	Ensure Commission information systems and FEDRAMP certified web-based applications have an	Number of Commission information systems plus number of	100%	OCIO	ATO memos

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
	Ongoing Authorization to Operate (ATO) in place prior to entering operation or upon expiration of the previous ATO	FEDRAMP certified web-based applications with an Ongoing ATO divided by the total number of Commission information systems.			
3.32(c)	Maintain and verify secure configuration baselines on all baselined workstations and servers for 99% of baseline settings	Performance indicator will be 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
3.32(d)	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	Number of authorized assets divided by the total number of assets identified via scanning of all nets and subnets.	75% accuracy of near real-time inventory	OCIO	Vertical specific inventory sources, Nessus scan population

Strategic Objective 3.4

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
3.41	Data governance policies are issued that strengthen enterprise-wide data management	Additions to the Data Governance Manual by the Data Governance Board.	Priorities established annually	OARS	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	Documentation of prioritization of key management questions, data systems documentation, and reports deployed.	Priorities established annually	OARS	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	OARS	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.	OARS	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	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.	Review stakeholder feedback and update requirements improving the deployed solution.	OARS/OCI O	Requirements' documentation

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
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.	Serve Commission confidential documents subject to Administrative Protective Order on the parties via EDIS	SE/OCIO	Service Lists and other related information retained in EDIS
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.	Complete the development of advanced search functionality and release IDS to the public.	OCIO	Creation of Investigation data system; information input by various offices
3.44(b)	All new major systems deployed to production are Open Data compliant	Availability of information systems providing Open Data.	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	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.	Number of major processes identified; process improvements identified, prioritized, 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; prioritize and implement new processes or process improvements, where identified; evaluate effectiveness of new or amended processes	OP/OCFO	Document, with changes identified in FY 2022; document implementation ; assessment of impact of changes
3.52	Maintain an agency portfolio of enterprise risks	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 project plans	Meet 80 percent of established project deadlines for internal rule development, updating, and review	OAS	Electronic repository of record, priorities documentation, submission emails
3.54	Conduct annual evaluations of programs or processes identified as priorities	Priority list developed; evaluation conducted.	Evaluate one or more programs or processes	OCFO	Personnel, payroll, financial, project-related, records-related,

Goal Number	Performance Goal	Indicators	Target	Lead Office	Data Sources
					priorities documentation and ICRM or other reports issued
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.	Stakeholder feedback and internal assessments of use of new technologies.	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.	OCIO	Procurement documentation, survey responses
3.56	Monitor and ensure the safety and security of our workplace				
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.	OAS/OSSS	Documentation from Outlook
3.56(b)	Monitor employee perception of their health and safety while on the job	FEVS results related to employee perception of their health and safety while on the job.	Improvement over FY 2022 results	OAS/OSSS	FEVS, action plans, meeting minutes, analytical tools developed
3.56(c)	Improve employee sense and understanding of physical security	FEVS results related to physical security.	Improvement over FY 2022 results	OAS/OSSS	FEVS, action plans, meeting minutes, analytical tools developed

Appendix C

Selected Workload Trends

Table C.1 Summary of Import Injury Investigations, FY 2014–FY 2023

Status	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Instituted										
Preliminary Title VII	9	12	18	21	18	15	26	11	10	10
Final Title VII	15	10	16	15	21	19	16	23	14	6
Other	0	1	1	2	0	3	3	1	0	2
Full Review	7	8	11	8	7	6	5	9	11	8
Expedited Review	11	16	11	20	10	16	25	17	30	27
Total	42	47	57	66	56	59	75	61	65	53
Completed										
Preliminary Title VII	13	11	19	17	18	19	25	12	10	10
Final Title VII	9	12	13	19	18	15	20	25	13	9
Other	0	1	1	0	2	2	2	2	1	1
Full Review	7	9	6	11	11	7	6	5	6	11
Expedited Review	15	14	12	15	13	17	16	23	22	33
Total	44	47	51	62	62	60	69	67	52	64

Table C.2 Summary of Unfair Import Investigations and Ancillary Proceedings, FY 2014–FY 2023

Status	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Instituted	49	47	79	64	74	59	52	82	71	55
Completed	59	50	64	61	61	60	67	64	90	60

**Table C.3 Summary of Industry and Economic Analysis Investigations,
FY 2014–FY 2023**

Status	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Instituted	14	11	13	12	11	16	15	9	11	8
Completed	17	15	14	13	10	13	14	9	9	12

Note: Instituted and completed totals include both recurring and non-recurring reports. Investigation totals reflect the historical record available in IDS, which became available in FY 2023, and may be more complete (higher) than reported in earlier years of this report.