



United States
International Trade Commission

**Annual
Performance
Plan, FY 2026-27
and Annual
Performance
Report, FY 2025**



Message from the Chair

I am pleased to transmit the U.S. International Trade Commission’s (“Commission”) Annual Performance Plan for FY 2026-2027 and Annual Performance Report for Fiscal Year (FY) 2025. These are structured around the Commission’s strategic goals and their supportive objectives outlined in our FY 2026-2030 Strategic Plan. Specifically, this annual report documents the Commission’s programmatic and management goals through FY 2027, our performance and accomplishments for FY 2025, and our challenges going forward.

Agency Overview

As established by Congress, the Commission’s mission is to apply its expertise in international trade matters to serve policymakers and the public, by assessing and addressing unfair imports and other trade practices that injure U.S. industries, providing information and analysis of international trade and competitiveness issues, and maintaining the Harmonized Tariff Schedule of the United States. The Commission has three long-standing, statutory mandates:

- Adjudicate whether: (1) dumped or subsidized imports injure a domestic industry; (2) increased imports have seriously injured a domestic industry; and (3) imports violate U.S. intellectual property rights or are otherwise unfairly traded;
- Provide independent, objective, and timely analysis of trade and competitiveness issues to the President and Congress; and
- Maintain the Harmonized Tariff Schedule of the United States.

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 2025

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 2025; it met or exceeded most of its annual performance goals and improved upon agency performance in other areas. This year, the agency commenced 152 new investigations and completed 165 investigations in the areas of import injury, intellectual property, and industry and economic analysis.

Investigate and Decide

In FY 2025, the Commission instituted 91 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 2025, import injury investigations covered a variety of products across several industry sectors including chemical products such as 2,4-dichlorophenoxyacetic acid, epoxy resins, erythritol, dioctyl terephthalate, silicon metal, and vanillin; industrial goods such as float glass, abrasive grains, brake drums, chassis, and lattice boom crawler cranes; consumer goods such as solar panels, disposable aluminum containers, fiberglass door panels, and temporary steel fencing; and a variety of other products such as rebar and mushrooms.. In conducting these investigations, the Commission continued efforts to streamline proceedings, expand information dissemination, and advance the use of electronic data collection.

The Commission also commenced 57 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 2025 include: mobile and wireless devices and other computer and telecommunications products, pharmaceuticals and medical devices, and products such as batteries, chocolate milk powder, crafting machines, shapewear garments, bulk containers and ink cartridges.

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 2025, the Commission provided substantial support for America First Trade Policy initiatives and negotiations for Agreements on Reciprocal Trade. In FY 2025, the Commission also completed 7 factfinding investigations covering a variety of topics, such as the global competitiveness of the rice industry; USMCA automotive rules of origin; greenhouse gas emissions intensities of the U.S. steel and aluminum industries; and the economic impact of the Caribbean Basin Economic Recovery Act. 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 2025, the Commission also compiled, updated, and published the Harmonized Tariff Schedule (HTS) 26 times to reflect policy changes implemented during the fiscal year. This is approximately double the average number of HTS publications in the preceding three fiscal years. Related to its responsibility to maintain the HTS, the Commission serves as Chair of the Committee for Statistical Annotation of the Tariff Schedules, which considered over 50 requests in FY 2025 and approved statistical reporting numbers on a diverse array of products, including: rare earth minerals, pharmaceuticals, aluminum products, and organic foods. Importantly, the Commission provides assistance to the public in how to use and understand the HTS. Public inquiries of this type doubled in FY 2025.

Organizational Excellence

The Commission also made steady progress on many of its management and administrative goals during FY 2025, particularly 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 to strengthen the security and effectiveness of its information systems, which helps enhance the productivity and efficiency of staff.

One of the major accomplishments during FY 2025 was the completion of a comprehensive evaluation and selection of a new Shared Service Provider (SSP) for financial and administrative services. This marks a major step forward in support of strategic initiatives aimed at modernizing and strengthening financial management operations. The transition to a new SSP has enhanced the efficiency and effectiveness of operations by streamlining processes and placing the agency in a position to achieve greater financial transparency, improved data accuracy, accountability, and timeliness of financial information. 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 improve the usability of information available to decision makers. The Commission made major updates to its public website and its DataWeb application to meet usability directives from the 21st Century Integrated Digital Experience Act (IDEA). The Commission also continued to develop and deploy cutting edge controls to ensure data are protected throughout the life cycle from creation through destruction.

The Commission also implemented recommended changes from last year's strategic reviews of its performance management system, labor cost code program, and travel program. These strategic reviews evaluated the efficiency and effectiveness of these programs and made recommendations for improvements.

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 2026–FY 2030 Strategic Plan. The plan highlights five priority areas: human resources, financial management, information technology, data, and operational effectiveness. 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. 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.

Looking Forward

Trade is a major component of the U.S. and global economies, with changes in supply chains, tariff policies, and technologies shaping these trade flows. These dynamics in international trade have increased the complexity and scope of the Commission's investigations and analyses. The Commission endeavors to remain at the forefront of informing trade policy, through its analysis of trade and competitiveness related to industry, economic, legal, and tariff nomenclature issues. The Commission will also continue to independently and objectively investigate unfair trade complaints and impartially administer the relevant trade laws, while producing timely, thorough and high-quality determinations and reports.

During the past fiscal year, the Commission and its staff have excelled in carrying out our mission. Despite the continuing high workload in all mission areas, the Commission met all of our statutory deadlines and received positive feedback from stakeholders. I expect the Commission and staff to continue providing 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 workforce 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 2026 and 2027 Annual Performance Plan and FY 2025 Annual Performance Report

The U.S. International Trade Commission’s Annual Performance Plan is based on the FY 2026 – FY 2030 Strategic Plan. This plan describes the specific performance goals that we have planned to measure progress on our strategic goals and strategic objectives through FY 2027. Also included in this document is the Commission’s Annual Performance Report for FY 2025. It compares our FY 2025 results with the performance goals we published in our FY 2025-2026 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.

Each section lists the Commission’s strategic goals, strategic objectives, and corresponding performance goals through FY 2025. The sections also highlight significant accomplishments, as well as areas in which we did not meet our targets, and list areas in which we will seek to improve performance in FY 2026 and FY 2027. Where possible and relevant, the sections provide historical performance information.

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 tables displayed below show the indicators, target, lead office and data sources for each performance goal.

Strategic Goal 1—Investigate: Conduct Efficient and Effective Investigations

Strategic Objective 1.1--Efficient: Conduct expeditious and transparent proceedings

This past fiscal year, we met all of the performance goals we set for Strategic Objective 1.1. The Commission continues to meet its statutory deadlines in import injury investigations. This fiscal year the Commission made great strides in reducing the average length of unfair import cases decided on the merits. While the Commission did not meet the longer term target of reducing this average to 15 months, the Commission was well within the 12–18 month time frame. The Commission has also met its goals for completing ancillary unfair import investigations and in posting information regarding investigations so that the parties to those investigations and the public have access to the information. The leader for this strategic objective is the Director of the Office of Unfair Import Investigations (OUII).

Performance Goal 1.11: Deliver 100 percent of import injury investigation determinations and reports to meet the statutory deadline and deliver 100% of statutory factfinding investigations by statutory or requested deadlines

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	100%	100%	100%	100%	100%
Results	100%	100%	100%	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: Investigations Database System (IDS) report.

Performance Goal 1.12: Conclude section 337 investigations within timeframes that are consistent with the Uruguay Round Agreements Act implementing report by FY 2026

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	15 months	15 months	15 months	12-18 months	12-18 months
Results	17.5 months	18 months	16.3 months	Pending	Pending
Status	On track to meet target in FY 2026	At risk of not meeting target in FY 2026	On track to meet target in FY 2026*	Pending	Pending

* Performance Goal 1.12 is a 4-year goal that concludes in FY 2026. The FY 2025 status “On track to meet target in FY 2026” reflects the substantial decrease in timeframes from 18 months in FY 2024 to 16.3 months in FY 2025, putting it on track to meet the FY 2026 target of 12-18 months.

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

Data sources: IDS; the Electronic Document Information System (EDIS).

Performance Goal 1.13: Improve the timeliness of section 337 ancillary proceedings by meeting targets for or reducing the average length of ancillary proceedings

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Enforcement					
Target	12 months	12 months	12 months	12 months	12 months
Results	10.7 months	7.2 months	8.55 months	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending
Federal Circuit remand					
Target	12 months	12 months	12 months	12 months	12 months
Results	4.3 months	0.7 months	4.7 months	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending
Consolidated ancillaries					
Target	15 months	15 months	15 months	15 months	15 months
Results	None.	None.	None	Pending	Pending
Status	None	None	None	Pending	Pending

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

Data sources: IDS; EDIS; and Data gathered by the Office of the General Counsel (OGC).

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Performance Goal 1.14: Individual offices complete their portions of section 337 modifications and advisory proceedings under the pilot program within specified timeframes

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Modification: OGC					
Target	2-3 months	2-3 months	2-3 months	2-3 months	2-3 months
Results	None	0.03 months	None	Pending	Pending
Status	None	Target met	None	Pending	Pending
Modification: OUII					
Target	3-6 months	3-6 months	3-6 months	3-6 months	3-6 months
Results	None	None	None	Pending	Pending
Status	None	None	None	Pending	Pending
Modification: OALJ					
Target	6-9 months	6-9 months	6-9 months	6-9 months	6-9 months
Results	2.2 months	2.6 months	None	Pending	Pending
Status	Target met	Target met	None	Pending	Pending
Advisory: OGC					
Target	2-3 months	2-3 months	2-3 months	2-3 months	2-3 months
Results	None	None	None	Pending	Pending
Status	None	None	None	Pending	Pending
Advisory: OUII					
Target	3-6 months	3-6 months	3-6 months	3-6 months	3-6 months
Results	None	None	None	Pending	Pending
Status	None	None	None	Pending	Pending
Advisory: OALJ					
Target	6-9 months	6-9 months	6-9 months	6-9 months	6-9 months
Results	None	None	None	Pending	Pending
Status	None	None	None	Pending	Pending

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

Data sources: IDS; EDIS; Data gathered by OGC.

Performance Goal 1.15: Post information on import injury investigations within specific time frames*

	FY 2023	FY 2024	FY 2025
Target	85% of information posted within 48 hours and 90% of information within 72 hours of issuance; evaluate changes to products and processes to conform to implementation of investigations data system	95% of information posted within 48 hours of issuance.	95% of information posted within 48 hours of issuance
Results	Posting targets were met or exceeded during the FY	Posting targets met during the FY	Posting targets met during the FY
Status	Target met	Target met	Target met

* Due to technology advancements and maturity of office processes, performance goal 1.15 will be retired after FY 2025. Performance indicator: Investigation-related information posted. Data sources: IDS report/audit log.

Performance Goal 1.16: Post documents to the Electronic Document Information System (EDIS) within specified timeframes

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Factfinding: 24 hours					
Target (%)	NA	Establish baseline	85	90	90
Results (%)	NA	85	97.5	Pending	Pending
Status	NA	Target met	Target met	Pending	Pending
Factfinding: 48 hours					
Target (%)	NA	Establish baseline	95	95	95
Results (%)	NA	95	99	Pending	Pending
Status	NA	Target met	Target met	Pending	Pending
Import Injury: 24 hours					
Target (%)	85	85	90	90	90
Results (%)	96.7	97.5	98.4	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending
Import Injury: 48 hours					
Target (%)	95	95	95	95	95
Results (%)	99.5	99.7	99.7	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending
Section 337: 24 hours					
Target (%)	85	85	90	90	90
Results (%)	97.6	98.7	99.5	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending
Section 337: 48 hours					
Target (%)	95	95	95	95	95
Results (%)	99.8	99.9	100	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicator: Percentage of documents posted. Data sources: Metrics maintained and reported by the Office of the Secretary (OSE) with assistance from OCIO using data in EDIS.

Performance Goal 1.17: Post public versions of confidential section 337 final IDs and Commission opinions within specified timeframes

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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 17.3 days on average to issue public Commission opinions	16.3 days on average to issue public final IDs; 15.7 days on average to issue public Commission Opinions	21.67 days on average to issue public final ID; 16.35 days on average to issue public Commission Opinions	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: EDIS.

Strategic Objective 1.2--Effective: Engage the public, including stakeholders and experts, and collect relevant data to inform and support investigations

This past fiscal year, we met most of the performance goals we set for Strategic Objective 1.2. The Commission continues to prioritize outreach and engagement to support continual input and improvement in meeting our mission. Commission staff conducted outreach to unfair import- and import injury-related parties to ensure understanding of processes and procedures so they can make full use of trade remedy options. Through multiple avenues, the Commission strove to make information and resources available to firms, counsel, and the public. We also continued to engage with experts to ensure our statutory work products reflect the most current expertise and leverage advanced tools for trade policy support. The Commission made substantial advancements in leveraging technology to efficiently communicate with internal stakeholders, though we did not fully meet this target. The leader for this strategic objective is the Director of the Office of Investigations (INV).

Performance Goal 1.21: Conduct outreach related to import injury and unfair import investigations to ensure external understanding of Commission processes

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Efforts made each quarter	Efforts made each quarter	Efforts made each quarter	Efforts made each quarter	Efforts made each quarter
Results	Outreach conducted	Outreach conducted	Outreach conducted	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicator: Outreach efforts.

Data sources: Logs maintained by OUII and OINV tracking outreach efforts.

Performance Goal 1.22: Engage Commission requestors and other U.S. and international experts to enhance agency capabilities to inform and support analysis, data, and nomenclature services.

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Briefings and meetings with requestor and non-requestor experts and a wide range of stakeholders generates feedback; actions taken, as appropriate.	Briefings and meetings with requestor and non-requestor experts and a wide range of stakeholders generates feedback; updates to ongoing or future work products taken in response to feedback where appropriate.	Briefings and meetings with requestor and non-requestor experts and a wide range of stakeholders generate actionable feedback, and to respond to feedback by updating ongoing or future work products where appropriate.	Briefings and meetings with requestor and non-requestor experts and a wide range of stakeholders generate actionable feedback, and to respond to feedback by updating ongoing or future work products where appropriate.	Briefings and meetings with requestor and non-requestor experts and a wide range of stakeholders generate actionable feedback; respond to feedback by updating ongoing or future work products where appropriate.
Results	Engaged with factfinding requestors, academics, NGOs, other government agencies, and industry representatives on issues related to potential factfinding investigations, statutory reports, technical assistance, trade policy modeling, foreign investment, trade remedies, and integration in global supply chains. Actions taken to incorporate input into our research priorities, where appropriate.	Engaged with factfinding requestors, academics, NGOs, other government agencies, and industry representatives on issues related to potential factfinding investigations, statutory reports, technical assistance, trade policy modeling, foreign investment, trade remedies, and integration in global supply chains. Actions taken to incorporate input into our research priorities, where appropriate.	Engaged with factfinding requestors, academics, NGOs, other government agencies, and industry representatives on issues related to potential factfinding investigations, statutory reports, technical assistance, trade policy modeling, foreign investment, trade remedies, and integration in global supply chains. Actions taken to incorporate input into our research priorities, where appropriate.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: Meeting documentation; strategic research prioritization linkage.

Performance Goal 1.23: Collect feedback on the effectiveness and efficiency of investigative processes and procedures and implement proposed new processes/procedures as appropriate.

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Collect feedback, and assess and modify processes and/or procedures, as appropriate	Collect feedback, and assess and modify processes and/or procedures, as appropriate	Collect feedback and assess and modify processes and procedures, as appropriate	Collect feedback and assess and modify processes and procedures, as appropriate	Collect feedback and assess and modify processes and procedures, as appropriate
Results	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	Collected and assessed survey-based feedback on utility of the Commission’s AD/CVD Handbook and on factfinding hearing procedures; discussed additional IDS-related data	Collected feedback from the Customs and International Trade Bar Association (CITBA) and developed IDS report for 5-year reviews. Collected and assessed feedback on filing submissions for factfinding investigations on EDIS	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicator: Feedback collection vehicle; documentation of engagement, feedback received, and, if applicable, processes or /procedures updated.

Data sources: Documentation of feedback, meetings, and process/ procedure, if applicable.

Performance Goal 1.24: Leverage technology to improve efficiency of processes used to collect and provide import injury investigative information and to conduct investigations

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Continue NOI pilot project; assess and update requirements and process; transition to alternative collection vehicle and process.	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 electronic action jackets based on the FY 2024 assessment, and develop priorities for FY 2026.	Complete implementation of electronic action jackets. Assess opportunities for improved questionnaire structuring and controlled unclassified information (CUI) processing.	TBD
Results	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.	FY 2024 completed task: Transition to Qualtrics and decommissioning of Dropbox; developed e-AJ requirements and initial e-AJ structure.	During FY, developed workflow and procedure documentation. Identified pilot investigations.	Pending	Pending
Status	Target met	Target met	Target partially met	Pending	Pending

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

Data sources: Assessment prioritization, and requirements development documentation.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027
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.	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.	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.	97.9% of TRAO calls and emails responded to within 3 working days.	98.1% of TRAO calls and emails responded to within 3 working days.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: Logs maintained by TRAO tracking email and telephone responses to trade remedy inquiries.

Strategic Goal 2--Inform: Provide Accurate Information and Sound and Informed Analysis

Strategic Objective 2.1--Sound: Provide comprehensive, evidence-based analysis and determinations

This past fiscal year, we met all of the performance goals we set for Strategic Objective 2.1. We engaged in numerous interactions with requestors to support the Administration’s trade initiatives and negotiations, which informed our research objectives and highest-priority areas to advance analytical capabilities. Priority research areas included the economic impact of U.S. and foreign tariffs, the impact of foreign policies on U.S. imports and domestic producers, macroeconomic and short-term effects of trade policy, the impact of trade on U.S. competitiveness, and the evolution of U.S. and global supply chains. Over the past three years, we have been successful in incorporating new analytical capacity in priority areas into our statutory work projects. The leader for this strategic objective is the Director of the Office of Economics (EC).

Performance Goal 2.11: Enhance capabilities to analyze priority issues in trade and industry competitiveness

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Prioritize research initiatives within identified areas and advance analytical capabilities for the prioritized initiatives.	Prioritize research initiatives within identified areas and advance analytical capabilities for the prioritized initiatives.	Prioritize research initiatives within identified areas and advance analytical capabilities for the prioritized research.	Prioritize research initiatives within identified areas and advance analytical capabilities for the prioritized research.	Prioritize research initiatives within identified areas and advance analytical capabilities for the prioritized research.
Results	Staff produced 47 total research products in strategically identified priority areas in FY 2023, meeting the target goal.	Staff produced 83 research products in strategically identified priority areas in FY 2024, meeting the target goal.	Staff produced 20 research products in strategically identified priority areas in FY 2025, meeting the target goal.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicator: Priority areas identified and capabilities expanded.

Data sources: Joint EC/ID research spreadsheet; meeting documentation.

Performance Goal 2.12: Incorporate new capabilities and improved analytical tools in statutory work products

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	70% of capacity-building research is reflected in statutory work products	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	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	Over 80% of the strategic research generated in 2020 was used in statutory work products by 2023.	Over 80% of the strategic research generated in 2021 was used in statutory work products by 2024.	Over 80% of the strategic research generated in 2022 was used in statutory work products by 2025	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicator: Share of capacity-building research time reflected in statutory products.

Data sources: Labor cost code database; work product content database.

Strategic Objective 2.2--Informed: Provide clear and accurate information

This past fiscal year, we met all of the performance goals we set for Strategic Objective 2.2. This year the Commission improved the utility of tariff and trade information it released to the public, improved the accessibility of its published documents, responded to requests for assistance in a timely manner, and continued to ensure a high level of accuracy of the Harmonized Tariff Schedule. Next year, the Commission plans to improve the utility of its harmonized tariff data by improving the system that provides the data to the public. The leader for this strategic objective is the Director of the Office of Industry and Competitiveness Analysis (ICA).

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 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	At least one new or updated digital or interactive Commission product available to requestors and the public	At least one new or updated digital or 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	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	Enhanced interactive graphics were published for two factfinding investigations: Trade Shifts 2022 and Recent Trends in U.S. Services Trade 2023.	Enhanced the use of interactive graphics for the 2024 Year in Trade publication.	Enhanced interactive graphics were published for four fact-finding investigations: Trade Shifts 2024, USMCA Auto ROO, Recent Trends 2025, and Year in Trade 2024.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: Publications and web products.

Performance Goal 2.22: Improve the accessibility and clarity of Commission factfinding investigations by providing underlying data and models when appropriate

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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	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	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	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.	Published non-proprietary data for Inv. 163-003 Year in Trade as well as Inv. No. 332-601 Recent Trends 2024.	Published non-proprietary data and code for Inv. 332-603 Rice.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: <https://www.usitc.gov/data/index.htm>.

Performance Goal 2.23: Improve 508 compliance of Commission information

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Inventory remaining types of documents that are not 508 compliant to prioritize for compliance to improve accessibility.	Prioritize inventory for developing templates and processes to transition to 508 compliant documents and expand 508 compliance to additional documents.	Create templates and processes to transition a prioritized inventory item to a 508-compliant document, and to expand accessibility to additional documents	Create templates and processes to transition a prioritized inventory item to a 508-compliant document, and to expand accessibility to additional documents	Create templates and processes to transition a prioritized inventory item to a 508-compliant document, and to expand accessibility to additional documents
Results	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.	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. Additionally, templates managed by the Office of Tariff Affairs and Trade Agreements were updated in 2024.	All published reports for factfinding and import injury investigations, staff working papers, JICE articles, and administrative reports remain 508 compliant. Additionally, memoranda templates were updated to be compliant in 2025.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data Sources: Inventory of remaining types of documents that are not 508 compliant.

Performance Goal 2.24: Improve the accuracy of published version of the HTS

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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% free of substantive errors on publication	HTS updates are at least 98% free of substantive errors on publication
Results	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%	1,847 total cumulative changes made to the HTS in 10 publications, with 10 post-production errors. Accuracy rate for FY 2024 is 99.5%	4,079 total cumulative changes were made to the HTS in 26 publications, with 5 post-production errors found. Accuracy rate for FY 2025 is 99.8%.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicator: Identified and corrected information.

Data sources: Logs show percentage of errors found during review and percentage of errors identified post-publication.

Performance Goal 2.25: Improve timeliness of tariff and customs information provided in response to emails submitted through online help system

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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	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 FY 2023, 1,602 out of 1,638 (97.8%) responses were within the target date range.	For FY 2024, 2,290 out of 2,298 (99.7%) responses were within the target date range	For FY 2025, 5,395 out of 5,522 emails (97.7%) responses were within the target date range.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicator: Email responses to HTS inquiries.

Data Sources: Data compiled by staff and aggregated for reporting purposes.

Performance Goal 2.26: Facilitate continuous assessment of the HTS application by reviewing and evaluating feedback from website surveys and other received feedback on the public HTS/application website on a quarterly basis.

	FY 2026	FY 2027
Target	Survey responses and other feedback received are discussed each quarter and action steps documented, as appropriate.	Survey responses and other feedback received are discussed each quarter, and action steps documented, as appropriate.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Continuous assessment of the HTS application

Data Sources: Documentation of feedback, meetings, and TATA logs, if applicable.

Performance Goal 2.27: Improve the understanding of tariff and trade information by developing and making available resources to educate internal and external stakeholders about the maintenance and usability of the Harmonized Tariff Schedule, and increasing visibility and transparency into related programs, initiatives, and resources.

	FY 2026	FY 2027
Target	Produce at least three new resources, presentations, or web articles per fiscal year.	Produce at least three new resources, presentations, or web articles per fiscal year.
Results	Pending	Pending
Status	Pending	Pending

Performance indicator: Resources, presentations, and web articles produced during the FY.

Data Sources: Public website, TATA documentation

Strategic Goal 3 -- Perform: Continuously Advance Organizational Excellence

Strategic Objective 3.1 -- People: Attract, recruit, develop, and retain a qualified, accountable, and versatile workforce

This past fiscal year, we met most of the performance goals we set for Strategic Objective 3.1. The Commission’s senior management focused on ensuring hiring actions were completed in an efficient and effective manner to meet the Commission’s staffing needs amid the demands of our increasing workload. The Commission also placed renewed focus on performance management this year through providing training to supervisors on improving employee accountability and engagement through providing quality performance evaluations. The leader for this strategic objective is the Chief Human Capital Officer (CHCO).

Performance Goal 3.11: Ensure efficiency and effectiveness of all hiring actions

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Improvement over FY 2022 results	Improvement over FY 2023 results	Reduce average length of time to hire for permanent General Schedule positions by at least 35% over FY 2024 baseline	Reduce average length of time to hire for permanent General Schedule positions to 80 days or fewer	Maintain an average length of time to hire for permanent General Schedule positions of 80 days or fewer
Results	During FY 2023, there were 56 recruitment actions for which 85% of SLAs were met.	During FY 2024, there were 62 recruitment actions for which 20% of SLAs were met.	During FY 2025, USITC reduced average time to hire for General Schedule positions by 36%.**	Pending	Pending
Status	Target met	Target not met*	Target met	Pending	Pending

Performance indicator: Recruitment tracking application data.

Data sources: Hiring process data.

* In FY 2024, HR shifted to shorter standardized Service Level Agreement (SLA) timeframes for all hiring actions, which resulted in a change to how this result was calculated.

** Hiring need validation date to entry on duty date.

Performance Goal 3.12: Maintain an efficient and effective performance management process to ensure employee accountability

	FY 2025	FY 2026	FY 2027
Target	Train supervisors on improving the quality of performance evaluations	Revise agency performance management policies and implement updated performance plans to drive improvements in mission delivery.	Evaluate effectiveness of updated performance plans and refine plans as needed to continue to drive improvements in mission delivery.
Results	Target partially met	Pending	Pending
Status	During FY 2025, half of USITC supervisors received training on improving the quality of performance evaluations. The remaining supervisors will be trained in FY 2026.	Pending	Pending

Performance indicator: Actions taken to implement training and to update performance plans.

Data sources: Action plans; meeting minutes; trainings held; analytical tools developed.

Strategic Objective 3.2 -- Money: Ensure responsible, diligent, and transparent stewardship of taxpayer funds

This past fiscal year, we met all of the performance goals we set for Strategic Objective 3.2. The Commission accomplished this objective by maintaining accurate, complete, and timely financial records, managing a robust budget formulation process, and operating efficient acquisition and financial management functions. The leader for this strategic objective is the Chief Financial Officer (CFO).

Performance Goal 3.21: Maintain a high level of acquisition effectiveness and efficiency

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Monthly reviews of key elements of the acquisition process and contract award data	Monthly reviews of key elements of the acquisition process and contract award data	Complete monthly reviews of key elements of the acquisition process and contract award data	Complete monthly reviews of key elements of the acquisition process and contract award data	Complete monthly reviews of key elements of the acquisition process and contract award data
Results	96.7% of actions met the PALT. The FY 2023 survey showed marginally lower results than the FY 2022 survey. 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	96.9% of actions met the PALT. The FY 2024 survey showed an improvement over FY 2023 results. The Commission’s CORs are appointed only after confirmation of having current FAC-COR certification. One all-day training was brought onsite (presented virtually), which was well-attended by agency CORs. Quarterly reviews of COR files were found to be in good order and meetings with CORs provided assurance CORs are performing the role of COR well.	98.9% of actions met the PALT. DATA Act reportable actions had an accuracy rate of 99.9%. The Commission’s CORs have been properly trained and are current on their FAC COR certifications. Quarterly reviews of COR files in Q1, Q2, and Q3 were completed with no major findings	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicators: Timeliness and accuracy of procurement actions; DATA Act reporting.

Data sources: Financial and procurement systems.

Performance Goal 3.22: Maintain a robust system of financial management and internal controls to achieve an annual unmodified audit opinion on the agency’s financial statements, with no material weaknesses

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Unmodified audit opinion, no material weaknesses	Unmodified audit opinion, no material weaknesses	Unmodified audit opinion, no material weaknesses	Unmodified audit opinion, no material weaknesses	Unmodified audit opinion, no material weaknesses
Results	Unmodified audit opinion with no material weaknesses	Unmodified audit opinion with no material weaknesses	Unmodified audit opinion, no material weaknesses	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicators: Audit opinion on the agency financial statements.

Data sources: Financial and procurement systems.

Performance Goal 3.23: Maintain a budget process that broadly increases Commission participation and responsibility at all levels, and that clearly links budget formulation with performance planning

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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.	Managers at all levels to 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; Managers consider projected workloads, performance plans, and risks when justifying and prioritizing requests for personnel and other resources.	Managers at all levels project workloads; Managers consider projected workloads, performance plans, and risks when justifying and prioritizing requests for personnel and other resources.
Results	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	The Budget and Finance Committee, working with the other management committees, prepared an FY 2025 Expenditure Plan and FY 2026 Budget Request, along with necessary supporting documentation, for Commission review during the BRB. Commission review and approval of the FY 2025 hiring plan prior to the BRB facilitated more strategic conversations and decision making during the BRB and presented a clearer link between budget formulation and performance planning.	The Budget and Finance Committee, working with the other management committees, prepared an FY 2026 Expenditure Plan and FY 2027 Budget Request, along with necessary supporting documentation, for Commission review during the BRB. Commission review of the FY 2026 hiring plan prior to the BRB facilitated more strategic conversations and decision making during the BRB and presented a clearer link between budget formulation and performance planning.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: Management committees meeting minutes; budget files; Enterprise Risk Management (ERM) database.

Strategic Objective 3.3 -- Technology: Implement and maintain reliable and secure systems that promote efficiency, resilience, innovation, and portability

This past fiscal year, we met all of the performance goals we set for Strategic Objective 3.3. The Commission committed to achieving this goal through modernization of its infrastructure, advancing its cybersecurity posture, improving usability of systems, and complying with federal IT mandates that ensure systems are resilient, thus ensuring availability and accessibility. The leader for this strategic objective is the Chief Information Officer (CIO)

Performance Goal 3.31: Implement and maintain reliable IT solutions that promote efficiency, resilience, innovation, and portability to better support the Commission’s user community

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Continuation of program, including maintaining availability of core IT systems and verification and validation of backups	Continuation of program, including maintaining availability of core IT systems and verification and validation of backups	Continuation of program, including maintaining availability of core IT systems and verification and validation of backups	Continuation of program, including maintaining availability of core IT systems and verification and validation of backups	Continuation of program, including maintaining availability of core IT systems and verification and validation of backups
Results	All measured systems exceeded the established baseline of 99.0% availability. Backups of core business applications and functions validated and verified.	All measured systems exceeded the established baseline of 99.0% availability. Backups of core business applications and functions validated and verified	All measured systems exceeded the established baseline of 99.0% availability. Backups of core business applications and functions validated and verified	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: Data are pulled via What's Up Gold monitoring tool and the CommVault backup and restoration records.

Performance Goal 3.32: Implement and maintain secure IT solutions that promote efficiency, resilience, innovation, and portability to better support the Commission’s user community

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Continuation of program. Including ensuring that all known exploited vulnerabilities are remediated in a timely manner, ensuring that Commission information systems and FEDRAMP certified web-based applications have an ongoing Authorization to Operate, maintain and verify secure configuration baselines for all baselined workstations and servers, 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.	Continuation of program. Including ensuring that all known exploited vulnerabilities are remediated in a timely manner, ensuring that Commission information systems and FEDRAMP certified web-based applications have an ongoing Authorization to Operate, maintain and verify secure configuration baselines for all baselined workstations and servers, 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.	Continuation of program. Including ensuring that all known exploited vulnerabilities are remediated in a timely manner, ensuring that Commission information systems and FEDRAMP certified web-based applications have an ongoing Authorization to Operate, maintain and verify secure configuration baselines for all baselined workstations and servers, 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.	Continuation of program. Including ensuring that all known exploited vulnerabilities are remediated in a timely manner, ensuring that Commission information systems and FEDRAMP certified web-based applications have an ongoing Authorization to Operate, maintain and verify secure configuration baselines for all baselined workstations and servers.	Continuation of program. Including ensuring that all known exploited vulnerabilities are remediated in a timely manner, ensuring that Commission information systems and FEDRAMP certified web-based applications have an ongoing Authorization to Operate, maintain and verify secure configuration baselines for all baselined workstations and servers.
Results	Most KEVs remediated before DHS CISA due date. Commission systems and certified cloud services have a valid ATO. IS ATO re-issued in FY2023. The number of secure configurations maintained on baselined workstations and servers increased from 89.15% in FY	All KEVs remediated within target timeline. All defined Commission systems and certified cloud services have a valid ATO. HTS ATO re-issued in FY2024. The number of secure configurations maintained on baselined workstations and servers increased	All KEVs remediated within target timeline. All defined Commission systems and certified cloud services have a valid ATO. ITCNet ATO re-issued in FY2025. The number of secure configurations maintained on baselined Windows workstations and	Pending	Pending

Annual Performance Plan/Annual Performance Report

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	2022 to 89.40% in FY 2023. Initial short-term IT asset management solution implemented and long-term IT asset management solution acquired and under implementation	from 89.40% in FY 2023 to 94.68% in FY 2024. Initial IT asset management inventory solution in place with a 95% accuracy rate. Long term solution re-awarded and under implementation.	servers increased from 97.76% in FY 2024 to 98.32% in FY 2025. New baseline established for Linux servers based on new CIS benchmark. Solution to automate discovery and generation of IT asset inventory implemented with ongoing verification.		
Status	Target mostly met	Target met	Target met	Pending	Pending

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

Data sources: Nessus scanning output; ATO memos; network scans of production network devices; vertical specific inventory sources, and Nessus scan population.

Strategic Objective 3.4 -- Data: Manage, use, and release data to inform decision-making

This past fiscal year, we met all of the performance goals we set for Strategic Objective 3.4. The Commission leveraged data as an asset in strengthening data governance, answering priority questions, enhancing data quality, developing and deploying core agency applications that are open data compliant. In FY 2026 the Commission will continue these efforts. The leader for this strategic objective is the Chief Data Officer (CDO).

Performance Goal 3.41: To advance the agency’s mission, identify, maintain, and make accessible accurate, timely, and complete information necessary to answer priority questions

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Priorities established annually	Priorities established annually	Focus on answering priority questions related to financial data	Priorities established annually	Priorities established annually
Results	Analytic tools were developed and deployed in FY 2023 answering priority questions related to investigative activities.	Analytic tools were developed and deployed in FY 2024 answering priority questions related to investigative activities.	Analytic tools were developed and deployed in FY 2025 answering priority questions related to financial activities.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

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

Data sources: Data Governance Board (DGB) meeting minutes and emails.

Performance Goal 3.42: Core agency applications and administrative data systems are documented by FY 2026

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	20 percent of the identified data systems are documented	20 percent of the identified data systems are documented	Validate the data asset inventory and identify priorities for documenting identified data systems	Validate the data asset inventory and identify priorities for documenting identified data systems	TBD
Results	17 percent of the identified data systems documented	14 percent of the identified data systems documented	Data asset inventory was validated and 23 percent of the remaining undocumented core assets documented.	Pending	Pending
Status	Target partially met	Target partially met	Target met	Pending	Pending

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

Data sources: Open Data working group activities, data dictionaries, data glossaries, and system description documents.

Performance Goal 3.43: Ensure application database systems are continuously maintained, periodically upgraded, and Open Data compliant

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Develop and implement strengthened functionality, capacity, and security across core Commission database systems by FY 2026.	Develop and implement strengthened functionality, capacity, and security across core Commission database systems by FY 2026.	Develop and implement strengthened functionality, capacity, and security across core Commission database systems.	Develop and implement strengthened functionality, capacity, and security across core Commission database systems.	Develop and implement strengthened functionality, capacity, and security across core Commission database systems.
Results	Targets for HTS DMS/HTS Search, DataWeb, and IDS improvement met. Target for EDIS improvement not met. All new major systems deployed to production were Open Data compliant.	Targets for HTS DMS/HTS Search and IDS improvement met. Target for EDIS and DataWeb improvement partially met. All new major systems deployed to production were Open Data compliant.	Targets met for DataWeb, EDIS, HTS DMS/HTS Search, and IDS improvements. All new systems deployed to production were Open Data compliant.	Pending	Pending
Status	Target partially met	Target partially met	Target met	Pending	Pending

Performance indicators: Requirement’s documentation; components developed or enhanced; tools developed and deployed; feedback collected and evaluated; availability of information systems providing Open Data.

Data sources: System documentation, requirements documentation, and evaluation reports.

Strategic Objective 3.5 -- Operational Efficiency: Evaluate and improve processes and communications

This past fiscal year, we met all of the performance goals we set for Strategic Objective 3.5. Senior management met regularly to review the Commission's portfolio of risks, to assess process improvement recommendations, and to monitor the implementation of process improvements. The Commission also made substantial progress toward updating its system of internal rules. The leader for this strategic objective is the Director of Operations.

Performance Goal 3.51: Improve the efficiency and timely delivery of Commission products by evaluating and programs and processes and implementing improvements

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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	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	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 improvement of agency processes such as those pertaining to factfinding investigations, data management, internal rule development, budget formulation, and expenditure plan development	Continued improvement of agency processes such as those pertaining to factfinding investigations, import injury investigations, recruitment, data management, internal rule development, budget formulation, and expenditure plan development	Improvement of agency processes, such as those pertaining to factfinding investigations, agency travel procedures, the labor cost code program, the performance management program, internal rule development, budget formulation and expenditure plan development.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicators: Major processes identified; process improvements identified, implemented, and evaluated.
 Data sources: Document implementation; assessment of impact of changes.

Performance Goal 3.52: Maintain an agency portfolio of enterprise risks

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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. 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. Staffing Risk Profiles were utilized for Human Capital Planning.	The PMSPC reviewed, discussed, and ranked the top agency risks; prepared the quarterly risk summary for Chairman's review; and discussed risks with the Commissioners at management meetings. The Chief Operating Officer provided monthly updates to the Deputy Chief of Staff for discussion at Commissioners' briefings.	Pending	Pending
Status	Target met	Target met	Target met	Pending	Pending

Performance indicators: Quarterly top agency risk summary generated by the PMSPC for Chair's review.

Data sources: PMSPC meeting minutes, emails, and ERM reports.

Performance Goal 3.53: Develop and update key policies and procedures for issuance in the system of internal rules and meet key development and review deadlines in a timely manner

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Meet 80 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.	Meet the milestones in the corrective action plan addressing recommendations from OIG’s FY24 Audit of the System of Internal Rules.	Meet the milestones in the corrective action plan addressing recommendations from OIG’s FY24 Audit of the System of Internal Rules.	Meet the milestones in the corrective action plan addressing recommendations from OIG’s FY24 Audit of the System of Internal Rules.
Results	The USITC issued or updated 8 Directives during FY 2023, 73 percent of project deadlines were met.	The USITC issued or updated 3 Directives during FY 2024, 71 percent of project deadlines were met.	The USITC met its FY 2025 target for reducing the number of outdated agency directives.	Pending	Pending
Status	Target not met	Target not met	Target met	Pending	Pending

Performance indicators: Internal Administration Committee (IAC) project plans.

Data sources: Electronic repository of record, priorities documentation, and submission emails.

Performance Goal 3.54: Continuously enhance the Commission’s web presence by integrating current technologies and standards in web design that benefit the Commission’s user community and lead to improvements in user satisfaction

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Target	Evaluate new methods for collecting and analyzing user feedback on the Commission’s web presence to establish a benchmark for user satisfaction, establishing near- and long- term goals.	Measure and improve user satisfaction to achieve near-term goal established in FY 2023	Measure and improve user satisfaction to meet or exceed the score established in the previous FY.	Measure and improve user satisfaction to meet or exceed the score established in the previous FY.	TBD
Results	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.	USITC’s satisfaction score for all web services was 7.9 based on 13,164 responses which exceeded the FY23 score of 7.5 by +0.4.	USITC’s satisfaction score for all web services was 7.6 based on 16,313 responses, which fell from the FY24 score of 7.9 by -0.3. Analysis of feedback indicated results were heavily skewed by opinions on topics unrelated to usability of services.	Pending	Pending
Status	Target met	Target met	N/A	Pending	Pending

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

Data sources: Survey responses.

Appendix A - Selected Workload Trends

Table A.1 Summary of Import Injury Investigations, FY 2016–FY 2025

Status	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Instituted										
Preliminary Title VII	18	21	18	15	26	11	10	10	22	27
Final Title VII	16	15	21	19	16	23	14	6	13	30
Other	1	2	0	3	3	1	0	2	3	0
Full Review	11	8	7	6	5	9	11	8	7	4
Expedited Review	11	20	10	16	25	17	30	27	30	30
Total	57	66	56	59	75	61	65	53	75	91
Completed										
Preliminary Title VII	19	17	18	19	25	12	10	10	21	26
Final Title VII	13	19	18	15	20	25	13	9	10	22
Other	1	0	2	2	2	2	1	1	4	0
Full Review	6	11	11	7	6	5	6	11	9	6
Expedited Review	12	15	13	17	16	23	22	33	20	35
Total	51	62	62	60	69	67	52	64	64	89

Table A.2 Summary of Unfair Import Investigations and Ancillary Proceedings, FY 2016–FY 2025

Status	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Instituted	79	64	74	59	52	82	71	55	61	57
Completed	64	61	61	60	67	64	90	60	46	69

Table A.3 Summary of Industry and Economic Analysis Investigations, FY 2016–FY 2025

Status	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Instituted	13	12	11	16	15	9	11	8	6	4
Completed	14	13	10	13	14	9	9	12	7	7

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.