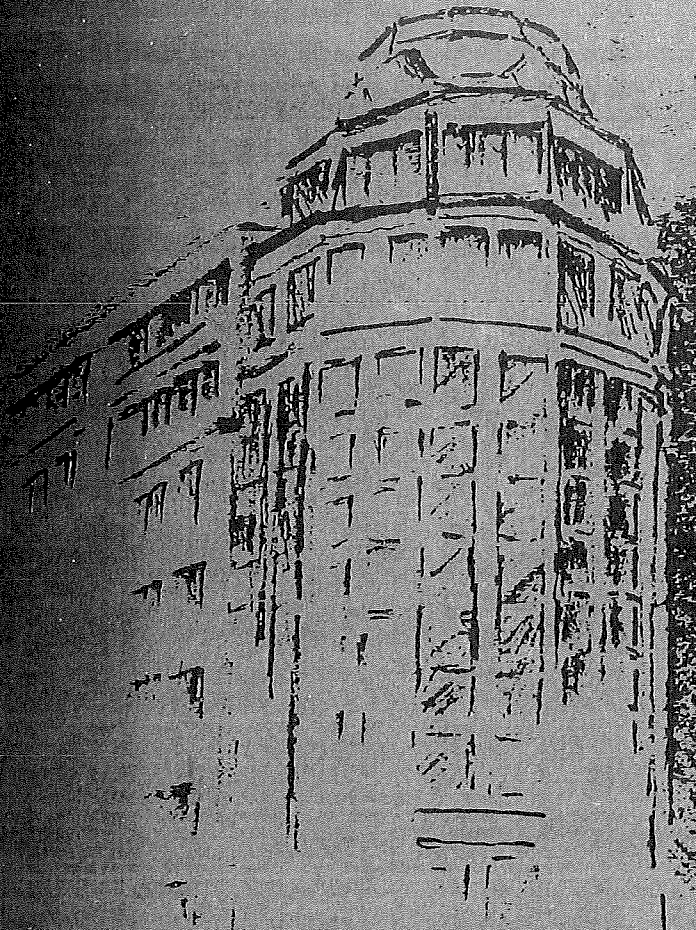


STRATEGIC PLAN
1995



pub # 2891

*Share
The
Vision*

UNITED STATES INTERNATIONAL TRADE COMMISSION

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CONTENTS


	<i>Page</i>
Message from the Chairman	1
Vision statement	3
Path to the Commission's vision	4
Mission statement	5
Lines of business	6
Line of Business No. 1: International trade/professional expertise	7
Line of Business No. 2: Import remedy investigations	9
Line of Business No. 3: Research program	11
Line of Business No. 4: Trade information services	13
Line of Business No. 5: Trade policy support	15
Implementation principles	17
Senior management team concurrence	18



SHARE THE VISION

May 9, 1995

MEMORANDUM

TO: All Employees
FROM: Peter S. Watson, Chairman
SUBJECT: Strategic Plan 

Attached is a copy of the first Strategic Plan for the International Trade Commission. It is our guide to the future of our Commission. It is my hope that all of us will become very familiar with the plan over the next year. It is my expectation that this plan inevitably will change, develop and be adjusted just as the external and internal environments in which we operate will change. The plan will form the framework for what we will be doing over the next five years, how well we do it, and how we assign resources, both dollars and people.

Many of you have played a role in its development. All of you will play a role in its implementation. We need now to develop action plans in support of the strategic plan. Since strategic planning represents a change in how we decide our future, measure organizational performance, and assign resources, we all must be open to change and show patience in converting to our new system. I am sure we will make some mistakes in our implementation but we will learn and move on.

I feel that strategic planning will be a powerful tool for facing the great challenges before us. I am sure we can all face these challenges together and prevail as a viable organization. We will be dedicated to improved mission performance, reduced operational costs, a more customer-responsive orientation, and increased staff expertise and empowerment.

I look forward to working with you in shaping our future.

Attachment

MESSAGE FROM THE CHAIRMAN

WHY STRATEGIC PLANNING?

This is a time of great change both in the Federal Government and in the international trade community. It will be extremely difficult for the Commission to operate successfully in this rapidly changing environment unless we have a clear vision of our future that each employee understands and pursues on a daily basis. Strategic planning is the process by which the Commission determines what it wants to be in the future and develops the strategies necessary to create that future. The Commission has legislative mandates that define the principal international trade functions it now performs. The strategic planning process, however, looks beyond current mandates and business as usual. It assists the Commission in determining, with benefit of customer feedback, whether it should alter the manner or scope of its operations. In this planning process the Commission must consider the broad mission it was established to perform, the environment in which it is operating, the basic values of the organization, the agency's distinctive competencies, and the needs of our principal customers—the President and the Congress. The Government Performance and Results Act of 1993 (Public Law 103-63) provides for agencies to prepare strategic plans on a 5-year basis.

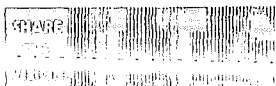
The Commission established a Strategic Planning Board (SPB) in 1994 to assist its strategic plan development. Through the efforts of the SPB and the thoughtful input of the Commission staff, a strategic plan has emerged, which sets the course for the next several years. Although this plan will maintain the basic roles and competencies of the Commission, it will move the Commission into a more prominent role in the domestic and international trade community. It is believed that it will have the added benefits of improved mission performance; reduced operational costs; a more customer-responsive orientation; and increased staff expertise, empowerment, and diversity.

The strategic planning process does not stop with our initial plan. Our plan will be examined annually and critical success indicators and performance measurements will be revised as necessary. Some of our visions may never be achieved or new ones will emerge as our external environment changes. The SPB will provide a forum within the Commission for continuously monitoring plan implementation, making adjustments, and exploring new and better ways to meet our responsibilities during a period when our workload will increase and our budget dollars will likely decline.

The Commission's strategic plan consists of the following components:

Vision statement

The Commission vision statement was articulated by the USITC Commissioners to outline where we want to be as an agency in 5 years.



Path to the Commission's vision

As an agency, we will reach our vision by adhering to the common set of values presented in this section. These values will guide our relationships with one another and the public we serve.

Mission statement

The mission statement describes clearly the Commission's functions and where our focus should be as we work toward our vision.

Lines of business

The Commission vision is embodied in very real terms in our five lines of business. This section outlines the purpose of each line of business, the critical success indicators and performance measurement goals that will be used to measure our success level, and the general strategies that will be used to achieve our future vision for that line of business.

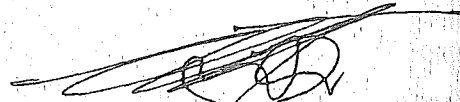
Implementation principles

This portion of the strategic plan provides the operational principles that will guide day-to-day decisions at the Commission as the strategic plan is implemented.

Senior management team concurrence

The Commission's senior management team has participated in the establishment of the strategic plan. All senior managers are aware of the crucial role they play in turning the plan into reality and have indicated their support for this effort.

The development of the strategic plan is just the first step in the comprehensive management process. The next step will be to develop detailed action plans at the operational level with participation from all employees. The action plans will translate the broad goals of the strategic plan into detailed practices and procedures at the office level where the work of the Commission is done.



Peter S. Watson
Chairman

VISION STATEMENT OF THE UNITED STATES INTERNATIONAL TRADE COMMISSION

- The ITC is widely recognized and highly regarded for its expertise, objectivity, and quality of its work product, as evidenced by its prominence in the public debate on issues relating to international trade and competitiveness.
- The high quality and objectivity of the decisions and work product of the ITC are affirmed by a strong approval record on judicial review and the regard with which the agency is held by its customers.
- The ITC is recognized and relied upon for its insightful analysis of developments in international markets and the implications of those developments for policymakers.
- The work of the ITC reflects the application of the highest caliber skills to understanding and analyzing challenges and situations in the real world.
- The ITC is committed to stay current and relevant through reevaluation of approaches and priorities, rewarding innovation, and constantly striving for self-improvement.
- The ITC is a community of individuals who value excellence and take pride in their collective efforts, working together in a spirit of teamwork and consensus.
- The ITC takes pride in its role as an information and assistance resource for the trade community, media, and general public and continually strives to serve the public interest with courtesy and efficiency.



THE PATH TO THE COMMISSION'S VISION

The Commission's vision statement, which sets a 5-year plan in motion, is summarized as follows:

The U.S. International Trade Commission will continue to be widely regarded as an organization that exemplifies quality, expertise, and objectivity in the analysis of international trade and competitiveness issues. We will maintain and enhance this recognition through our shared desire for excellence, by rewarding innovation, constantly improving our skills, evaluating our approaches, and reassessing priorities. We will work as a team—Commissioners and staff—to serve the public interest with competence, courtesy, and efficiency.

As an agency, we will reach this vision by adhering to a set of common values that will guide our relationships with one another and with the public we serve. These values are listed below.

Integrity

We uphold the highest standards of personal, professional, and organizational integrity. Our reports are unbiased; our behavior, ethical and responsible; and our dealings with each other and with the public, fair and honest.

Respect

We treat each other and the public with respect and sensitivity for individual beliefs and abilities. We communicate with openness and honesty and maintain an awareness of the professional and personal needs of all employees.

Pride

We take personal responsibility for our actions. We strive for excellence in our work product and in our organization. We are responsive, timely, accurate, and efficient in our work. We encourage self-improvement and reward individual and group effort.

Cooperation

We recognize that each individual in our organization has a contribution to make. We reach across organizational lines to ensure that our best efforts are applied to every challenge. We are all the Commission. Everyone's expertise is necessary to ensure the quality and objectivity of our decisions and reports.

MISSION STATEMENT

The Commission is an independent, bipartisan agency, widely recognized as an investigative and research resource to the President, Congress, and the private sector on matters of international trade and competitiveness.

The Commission is unparalleled in its broad range of trade expertise and is dedicated to excellence, timeliness, objectivity, and continual improvement in support of our customers.



LINES OF BUSINESS

The Commission's vision of its future can be seen most clearly in the five lines of business, the strategic activities which fulfill its mission—

- International trade/professional expertise
- Import remedy investigations
- Research program
- Trade information services
- Trade policy support

Four of these lines of business define the output of the Commission; the other line of business is the development and maintenance of the skills of our staff, a national resource of trade expertise. Within each line of business, specific critical success indicators and performance measurement goals are identified. The measurement goals are designed to be ambitious and will be subject to continuing review and validation. In implementing each line of business, the Commission will employ a number of individual strategies summarized in the following major Strategic Thrusts:

- Foster an atmosphere that allows the development of a highly skilled, empowered, and diverse workforce.
- Increase our efforts in meeting the needs of our internal and external customers.
- Reassess the investigative processes regularly and revise as necessary to increase efficiency and adjust to the increased Uruguay Round workload.
- Undertake independent research and analysis of issues relating to U.S. international trade and competitiveness.
- Gain greater prominence in supporting the trade policy formulation process and U.S. representation in international trade forums.

LINE OF BUSINESS NO. 1: INTERNATIONAL TRADE/PROFESSIONAL EXPERTISE

The Commission's trade professionals, capable of addressing any significant trade issue, are critical to the executive branch and the Congress in fashioning the U.S. response to a complex world trade environment. Each employee is considered to be a trade professional. All employees constitute an essential, flexible, and responsive resource. Their development and the preservation of their expertise are integral to the agency's mission. The Commission is committed to developing policies, systems, and programs to ensure that it recruits, develops, and retains the employees necessary to produce quality products. Changing requirements and reduced resources will necessitate changes in the distribution and structure of the work and we must be prepared to face them. We must continually ensure that our workforce has the credentials, tools, equipment, and training to deliver services competently and effectively in a new environment.

The Commission is a model employer because it competes for the best. We attract and retain well-qualified personnel and we offer challenges and rewards for each employee. We recognize and reward those employees whose performance exemplifies quality service. We have flexible work schedules and alternate workplaces to ensure an environment conducive to productive work.

We seek workforce diversity through an aggressive recruitment program and by providing an environment that attracts qualified applicants from all sources. We implement programs to maintain equal opportunity for all members of our workforce. We respect and benefit from the diverse backgrounds, talents, and contributions of our employees.

The success of the Commission in human resource development will be determined in part by the following critical success indicators and performance measurement goals:

Critical success indicators

Performance measurement goals

- | | |
|---|--|
| 1. Trained, specialized, and highly skilled workforce | a. Development plans completed for all employees |
| | b. Development of a certification program (defining skill and developmental requirements for mainstream occupations) completed |
| | c. Continual improvement as measured by personnel management evaluation questionnaire |
| 2. A workforce with appropriately described duties and performance requirements | a. 100% appropriate position descriptions |
| | b. 100% current performance standards |
| 3. A workforce that is efficiently organized | a. Workforce analysis and reorganizations completed |
| | b. Process analysis completed |



Critical success indicators

Performance measurement goals

- | | |
|--|--|
| 4. A workforce drawn from diverse sources | a. Increase in efforts to obtain a broad and diverse pool of qualified applicants for recruitment, training, and advancement decisions |
| 5. Compliance with applicable rules in all hiring, training, and promotion decisions | a. Decrease in number of employee complaints filed
b. No adverse determinations against the Commission based on employee complaints |

To accomplish its program goals, the Commission will employ general strategies such as—

- Creating a fair, challenging reward system based on excellent individual and team product achievement.
- Implementing a new performance management system and updating the position classification system.
- Implementing automated data bases to ensure management/employee access to data regarding personnel skills, training, performance, and awards.
- Providing appropriate training for staff, including an effective mentoring program.
- Conducting workforce planning. Factors to be considered include employee/supervisor ratio, adaptability, attrition rates, reorganization, contracting out, workload, and processes.
- Implementing an alternative workplace program.
- Implementing Commission recruitment plans.
- Implementing a plan to review processes to reduce expenditures and increase efficiency.
- Continually reassessing program applicability and success.
- Training managers in performance management.

LINE OF BUSINESS NO. 2:

IMPORT REMEDY INVESTIGATIONS

The Commission is recognized for the excellence of its investigations on the effects of imports. Agency achievements in the conduct of antidumping and countervailing duty (AD/CVD) investigations include planning for, and handling a massive increase in, workload due to the Uruguay Round implementation legislation. The Commission successfully defends its AD/CVD and section 337 determinations in litigation before courts and dispute resolution panels.

The success of the Commission's import remedy investigations will be determined in part by the following critical success indicators and performance measurement goals:

Critical success indicators

1. Legal sufficiency of investigations and determinations
2. Quality and integrity of investigative processes
3. Timeliness

Performance measurement goals

- a. 95% approval on appellate/panel review, as reflected in average rates of remand or disapproval, of original section 337 or AD/CVD determinations rendered, with respect to—
 - inadequacy of explanation of determination
 - inadequacy of information gathering
 - findings not otherwise supported by substantial evidence
 - other errors of law
 - b. 80% rate of approval of determinations in new type of AD/CVD proceedings
 - c. No judicial sanctions against the Commission
- a. 80% positive feedback from—
 - Commissioners as to quality of staff work
 - Commissioners and staff as to quality and innovation of analysis
 - investigative participants as to suitability, practicality, and clarity of agency procedures
 - b. 90% of cases appealed do not require amendment of the administrative record
- a. Complete work on or before all statutory and administrative deadlines



Critical success indicators

4. Efficient process for handling new type AD/CVD proceedings

Performance measurement goals

- a. Completion of implementation plan for transition sunset proceedings
- b. Completion of implementation plan for other sunset proceedings
- c. Periodic reassessment of plan effectiveness

To accomplish its program goals, the Commission will employ general strategies such as—

- ⊙ Providing the resources needed to conduct the new type of AD/CVD proceedings mandated by Uruguay Round legislation.
- ⊙ Developing a plan to (1) regularly assess, based in part on feedback of investigative participants, the conduct of investigations and (2) improve processes to encourage innovation, identify the maximum time allowable for Commissioner decisionmaking, and increase efficiency.
- ⊙ Assessing at regular intervals whether (a) particular functions not now performed should be initiated and (b) current functions being performed should be retained, decreased, or eliminated on the basis of cost effectiveness to the agency and the public.
- ⊙ Providing effective research tools to the Commission staff, including appropriate hardware, software, telecommunications, and library resources.

LINE OF BUSINESS NO. 3:

RESEARCH PROGRAM

The Commission contributes to the public debate on issues relating to U.S. international trade and competitiveness through an extensive research program. Our long-range goals are to be a national resource of industry, economic, and regional trade experts for the nation's policymakers and to enhance our position as a recognized leader in independent research and analysis through objective and timely reports. The Commission's research program consists of its probable economic effects investigations under section 131 of the Tariff Act of 1930; analysis of trade and competitiveness issues under section 332; and an expanded role as a "think tank" on international trade, taking the initiative to explore and provide independent assessments on a wide range of emerging trade issues. We also conduct "quick response" research and analyses for the Congress and the executive branch on trade issues in the form of staff to staff assistance, making our extensive resident expertise immediately available to key decision makers in the trade arena.

The success of the research program will be determined in part by the following critical success indicators and performance measurement goals:

Critical success indicators

1. Recognition of Commission research by appropriate officials in legislative and executive branches, as well as the broader trade policy and academic community
2. Comprehensive resident industry, economic, and trade expertise
3. Timeliness

Performance measurement goals

- a. 80% positive responses in feedback from—
 - Congressional Liaison/Executive Liaison customer contacts
 - Peer review—internal/external
 - Commissioners
 - b. 5% increase in level of requests
 - c. Positive trends in level of selected press/research cites
-
- a. Undertake five study initiatives per year in emerging areas/issues
 - a. Complete work on or before all internal and external deadlines



To accomplish its program goals, the Commission will employ general strategies such as—

- Improving communications with the executive branch and the Congress to maximize the Commission contribution to trade decision makers.
- Seeking the knowledge and expertise of customers, other agencies, academia, and industry in the formulation of research plans and the conduct of its research.
- Developing a plan to regularly assess programs, based in part on regular surveys. The goal of these assessments is to increase the Commission's overall research contribution through exploration of new conceptual approaches, to streamline research procedures; to optimize Commission review time; and to make other changes that enhance quality, efficiency, and effectiveness.
- Promoting international cooperation and collaboration, sharing information resources and research techniques.
- Facilitating research and expanding the areas of resident expertise through specialized employee training programs.
- Providing effective research tools to the Commission staff, including appropriate hardware, software, telecommunications, and library resources.
- Seeking opportunities to make Commission research available through wide public dissemination of reports by the most economic means available.
- Assessing at regular intervals whether (a) particular functions not now performed should be initiated and (b) current functions being performed should be retained, decreased, or eliminated on the basis of cost effectiveness to the agency and the public.

LINE OF BUSINESS NO. 4:

TRADE INFORMATION SERVICES

The Commission maintains an unparalleled repository of trade data and trade expertise and provides trade information services relating to U.S. international trade and competitiveness. The trade information services program prepares technical reports and analyses in response to special requests and provides information gathering, processing, and dissemination support for all Commission programs. Trade information services include such activities as trade remedy assistance; library services; bill reports; maintenance of the Harmonized Tariff Schedule; Schedule XX; U.S. Schedule of Services Commitments under the General Agreement on Trade and Tariffs/World Trade Organization; preparation of Presidential proclamations, and certain other information gathering, processing, and dissemination activities.

The success of the Commission's trade information services program will be determined in part by the following critical success indicators and performance measurement goals:

Critical success indicators

1. Responsiveness to customer needs
2. Error-free and current information
3. Timeliness
4. Requests for assistance

Performance measurement goals

- a. 80% positive feedback through—
 - Congressional Liaison/Executive Liaison customer contacts
 - Customer surveys
- a. 95% positive feedback through—
 - Congressional Liaison/Executive Liaison customer contacts
 - Customer surveys
 - Peer review
- a. Complete work on or before all internal and external deadlines
- a. Positive trend in number and variety of requests



To accomplish its program goals, the Commission will employ general strategies such as—

- Improving the availability of information.
- Facilitating assistance by improving the areas of resident expertise.
- Providing effective research tools to the Commission staff, including appropriate hardware, software, telecommunications, and library resources.
- Improving methods of information access and dissemination and increasing emphasis on interactions and responsiveness.
- Integrating management of information related resources.
- Assessing at regular intervals whether (a) functions not now performed should be initiated and (b) functions being performed should be retained, decreased, or eliminated on the basis of cost effectiveness to the agency and the public.
- Developing a plan to regularly assess the services provided to improve processes, encourage innovation, and increase efficiency.

LINE OF BUSINESS NO. 5:

TRADE POLICY SUPPORT

The Commission is a direct and active contributor to the formulation of U.S. trade policy, providing objective input to both the executive branch and the Congress based on the distinctive expertise of its staff. As a long-range goal, the Commission will enhance its current role as provider of technical advice on international trade issues by actively seeking opportunities to support trade policy formulation and U.S. representation in international forums. Senior representatives of the Commission play an active role in interagency committees and maintain regular contacts with appropriate congressional committee representatives. Commission staff provide support through involvement in interagency and congressional committee activities where their experience and expertise can best support the development of trade policy. The Commission routinely sends representatives to meetings of multilateral organizations to support their interagency peers as advisors to U.S. delegations.

The success of the Commission's trade policy role will be determined in part by the following critical success indicators and performance measurement goals:

Critical success indicators

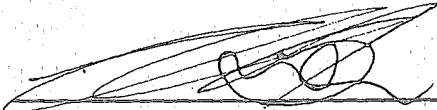
1. Acceptance as a contributor in all appropriate committees and multilateral organizations meeting on trade issues
2. Peer acceptance as regular contributors to the trade policy formulation process

Performance measurement goals

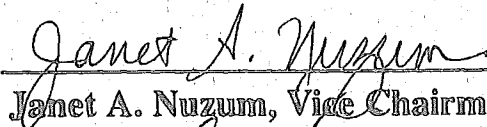
- a. Develop and maintain a list of committees and multilateral organizations where Commission participation is appropriate
 - b. Regular contributor in 100% of appropriate committees
- a. 80% positive response in regular feedback from—
 - Focus groups
 - Customer surveys



SENIOR MANAGEMENT TEAM CONCURRENCE



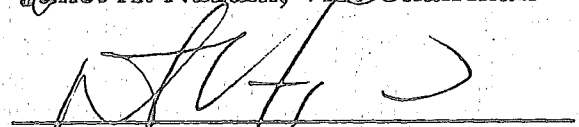
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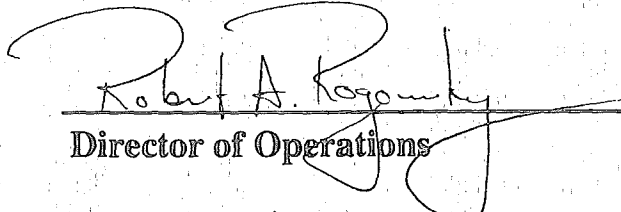
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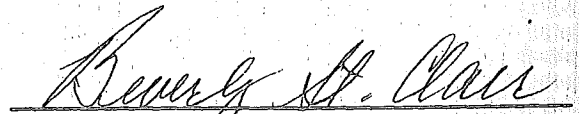
Robert A. Rogovsky
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