United States International Trade Commission

Information Resources Management Strategic Plan

2003-2008

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Mission Statement

The mission of the U.S. International Trade Commission is to:

(1) administer U.S. trade remedy laws within its mandate in a fair and objective manner;

(2) provide the President, the United States Trade Representative (USTR), and Congress with independent, quality analysis, information, and support on matters of tariffs and international trade and competitiveness; and

(3) maintain the Harmonized Tariff Schedule of the United States.

In so doing, the Commission serves the public by implementing U.S. law and contributing to the development of sound and informed U.S. trade policy.

Strategic Vision

The role of international trade in the U.S. economy has expanded and thus, the work of the Commission has had a broader impact on many aspects of the U.S. economy. In light of this expanded role, the Commission recognizes the importance of striving for excellence in all aspects of its mission. It is dedicated to objectivity, timeliness, and continual improvement in support of its customers.

As an independent, quasi-judicial federal agency, the Commission is uniquely placed to administer important U.S. trade laws in a fair and impartial manner. The Commission is committed to the objective administration of the laws under its authority and is dedicated to improving the clarity and analytical and legal excellence of its decisions.

Likewise, the Commission's independent structure places it in a position to provide objective analysis and information to the President, USTR, Congress, and the general public. The Commission is committed to serving as the key federal resource for analysis of international trade matters through its industry, economic, nomenclature, and regional expertise. The Commission anticipates that the need for this expertise will expand; thus, it envisions enhancing its ability to assess a wide range of emerging trade issues.

Information Technology (IT) Vision Statement

The Commission will continue to mirror the government-wide vision for improved electronic services to citizens, businesses, and other stakeholders. It must provide electronic access to trade and other information to its customers and permit both confidential and public documents to be filed with the agency electronically and allow access to confidential business information with appropriate safeguards in place.

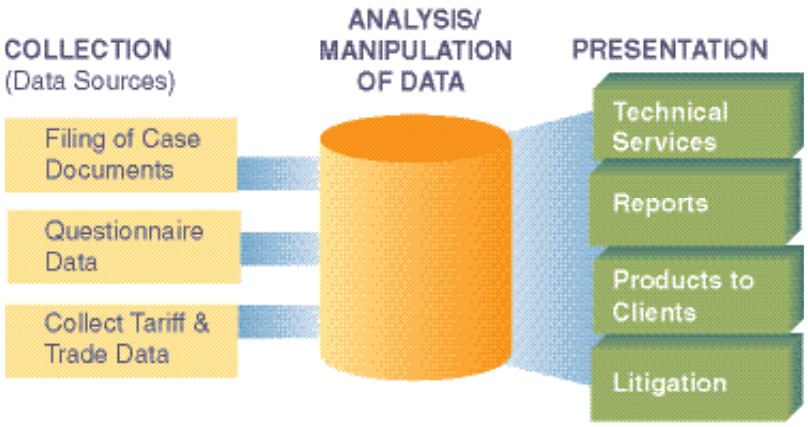
As technology evolves, the Office of the CIO will provide the strong leadership needed to guide the delivery of and standards for IT products and services. It will manage change and deliver cost-effective IT solutions. The Office of the CIO will focus on incrementally and continuously improving the agency's technology infrastructure rather than chasing the latest technology fad.

The Office of the CIO will provide more and better products and services even when faced with tight budgetary constraints. The Commission will sustain a workplace where learning and collaborative efforts are valued and where the right people are trained and equipped with the IT tools needed to accomplish the agency's mission.

USITC Information Technology Challenges: Drivers of Change

The United States International Trade Commission is an information intensive enterprise. Its core competency is the collection, analysis, dissemination and stewardship of data, information, knowledge, and processes that can be used in trade analysis, investigations, and other operations. The following graphic depicts the process for import injury investigation, but is illustrative of all Commission investigations.

USITC Investigative Life Cycle



The Commission has earned almost universal praise for the high quality and timeliness of its products and expert services that are provided to a broad spectrum of government and private sector customers, both in the United States and abroad. Moreover, the USITC's strategic and performance plans lay out goals for the coming years that require the agency to raise its level of performance.

Commission workload is also projected to increase as a result of recent legislative changes, sunset reviews, and other external forces:

- The Commission expects to institute 82 import injury investigations in FY 2005 — more than double the number in FY 2003;
- Five-year transition sunset reviews of antidumping/countervailing duty orders will reach a peak in FY 2005 and FY 2006;
- The number of new section 337 intellectual property-based investigations is projected to run at historically high levels with no abatement in sight;
- The passage of the Trade Act of 2002, which renewed Trade Promotion Authority for the President, requires the Commission to perform three probable effect studies for each potential trade agreement; and
- The Commission must provide a wider variety of analytical services that go beyond traditional reports and which add to the policy dialogue, especially as it relates to emerging trade issues.

In addition, the way the Commission works has a large impact on its technology requirements. There are five key drivers affecting this:

1. Projects are often driven by extremely tight statutory or request deadlines;
2. Commission staff must have the ability to work collaboratively on the same document, no matter where they are physically located;
3. Security and the assurance to adequately protect sensitive information are critical;
4. Commission staff who travel both in the United States and abroad need access to e-mail and the network; and
5. Telecommuting is an available and extremely popular option at the Commission and it is projected that even more employees will take advantage of it in the next five years.

Information technology (IT), when properly identified and applied, can assist the Commission in meeting these challenges — and in a cost-efficient manner. IT can help an extremely talented work force to do what it does best and then do it even better. IT can help increase product quality, efficiency, accountability, and productivity. IT can substantially boost internal and external customer satisfaction.

National and Global Trends Also Frame USITC Requirements

National and global trends are also framing Commission requirements for both its staff and customers. Web-related strategies to meet organizational goals in highly efficient and effective ways are not only commonplace throughout the world; they are expected as part of any sound business plan.

In an attempt to drive down costs and better meet customer needs, many private and public sector organizations are now seeking to provide a wider variety of self-serve Web-based applications.

Accessible and Useful Web-based Information and Services

In its September 2002 report to Congress entitled, "Electronic Government," the General Accounting Office stated:

> *Advances in the use of IT and the Internet are continuing to change the way that federal agencies communicate, use and disseminate information, deliver services and conduct business. E-government has the potential to help build better relationships between government and the public by facilitating timely and efficient interaction between citizens.*

The appetite for expanded electronic access to USITC information, data, and work products by both external and internal users (often from remote locations) has increased exponentially. In FY 2003, the Commission's Web site had almost 440,000 unique visitors, up from 180,000 in FY 2000, and almost 10 million hits. This will continue to be a growth area, particularly as a number of challenges are addressed in three areas: making it easier to find information; providing more information; and enhancing its utility to internal and external customers.

Providing easy access to information behind the home page is a difficult proposition with Web sites in general, and with the Commission's specifically. One of the more frequent complaints is directed to the difficulty in finding and retrieving desired information and documents on www.usitc.gov. The root problem is content management.

Content management is managing and updating the information residing on a web site, and since the inception of the Commission's web site, its functions have multiplied, and our reliance on it as a means of communication has grown. The organizational structure of the site, having grown through incremental changes, has become increasingly difficult to manage. For this reason the agency has implemented a revised management structure and instituted a project for redesigning the website. The revised website will include improvements in search capability, navigation, and content organization.

The Commission's home page also links users to its two premier information retrieval systems: the hugely popular DataWeb and EDIS (Electronic Document Information System). Both suffer from many of the same problems affecting the Web site, the most obvious being ineffective search tools. And on a much larger scale, it would be more efficient to search across multiple databases.

Some of the individual operations also have their own databases that they maintain, enhance and access. The Intellectual Property and Investigations Operation has the ZyIndex™ of old cases that pre-date EDIS and a Lotus Notes™ database of Section 337 investigational histories, which is part public and part confidential, and contains summary information about past and present investigations.

Security Concerns Critical

Access to non-confidential information is only the beginning. The public has come to expect new and better e-services that will allow them to carry out personal and business transactions quickly in a secure and trusted environment with business and government. Federal agency customers and stakeholders may already e-file their tax returns, pay bills, trade securities, book flights, or purchase products over the Internet.

Data security is a top priority for the Commission, as it expands access to information and computer-based services for its broad spectrum of customers and stakeholders. Business goals and key programs pivot upon it. Federal agencies face a great challenge due to the large amount of sensitive and other non-public information they must use on a daily basis.

The federal government as a whole will never realize the full potential of the Internet until customers are confident that their privacy and confidential information will be protected. Many government agencies, including the Commission, have been wrestling with this problem, with varying amounts of success. Moreover, "security" takes on a double meaning for the USITC. Users want assurances that their data are not only safe from hackers and competitors, but that such information is also protected from inadvertent disclosure and employees who are not authorized to access this information.

In particular, the Commission's efforts to provide users with the option of conducting transactions electronically involving confidential business information is wholly dependent on a robust information system security program. And it cannot come too soon. The Federal Courts are already taking e-filed documents and many law firms, especially those outside of Washington, see significant time and cost savings by conducting transaction electronically with the agency. It is generally agreed that all parties want to get to this option as expeditiously as possible.

Higher Expectations

Lastly, but critically important in a knowledge-based economy, the public has higher expectations about performance and accountability, which all parts of the federal government, including the Commission, must meet. These expectations, particularly as they relate to how information technology will improve service and customer satisfaction, will only grow over the next five years.

USITC Information Technology's Role and Processes

IT tools and systems help high-performing federal agencies, such as the USITC, to continue to improve program performance in a cost-efficient manner and meet agency and customer needs in both the short- and long-term.

In the short-term, IT can:

- Enable fundamental changes in business and work practices that will provide better, cheaper, faster and easier-to-use products and services in all Commission operations, and boost customer satisfaction;
- Reduce paperwork burden and save precious resources in areas such as postage and printing;
- Provide employees with the tools they need to do their jobs at a high level along with the ability to work collaboratively from different locations; and
- Produce budgetary savings through the purchase of standard off-the-shelf software to meet Commission-wide needs.

In the long-term, IT can:

- Fundamentally change the relationship between the providers and users of USITC products and services;
- Break down obsolete bureaucratic barriers between operations; and provide for rationalization where desired and practicable; and
- Help document the Commission's organization, operations and strategies.

Strategic Planning Imperative

To fully realize these benefits, the Commission is now making or planning investments in both the IT strategic systems that will achieve the agency's Strategic Plan's goals and in the infrastructure required to support them. The current tightly-focused portfolio of IT-funded initiatives is solidly tied to mission accomplishment and many of the projects are fully scalable to meet anticipated greater demand. Providing e-government systems, as well as remote and mobile computing needs of Commission staff, also figure heavily in IT architecture planning.

At the most basic level, the Commission's business requirements create and drive IT solutions. IT products and services are carefully identified, procured and deployed in a manner that ensures that each is aligned with, and supports the agency's goals and business and user needs.

Ultimately, the Commission should create an enterprise information technology architecture that will assist it in making capital management decisions and reduce integration complexity.

In spite of the establishment of certain technology standards, such as for software, the Commission still has significant IT challenges ahead. The current IT portfolio was developed without an overall plan and its inventory of hardware and software is large and somewhat fragmented. Different software programs and systems were procured in response to specific requests and sometimes modified to meet individual needs and projects. Back-office operations, such as procurement and financial systems, are not linked together.

Certainly, the existing collection of installed systems generated substantial benefits for both the Commission and users. However, the present IT portfolio is insufficient to meet future needs where its weaknesses in critical areas such as security could be routinely exposed.

Taken within this context, professional management of information technology resources has become a Commission priority. Indeed, IT strategic planning is not an option; it is a core necessity.

Improved IT Management Essential

The Clinger-Cohen Act of 1996 aims to improve management of information resources in federal agencies. It calls on each to have a Chief Information Officer to advise and assist the agency head in the acquisition and implementation of IT assets by:

- Establishing and maintaining an enterprise information architecture;
- Providing for appropriate training of IT human resources; and
- Promoting business process improvements leveraged by technology.

To this end, the Commission has taken some solid steps forward. During FY 2003, it filled the position of CIO and completed a reorganization of its IT functions to centralize authority and responsibility for IT functions under the CIO's direction. This reorganization should facilitate improvements in service and support to internal and external customers alike. Additional consolidation and integration measures within the Office of the CIO are anticipated as part of the human capital planning process.

Of great importance, the USITC is further developing its IT investment management process. The Commission has begun to identify and put into place key best practices and IT strategies and tactics that include:

- Implementing processes to ensure that IT projects meet business and user needs;
- Establishing a process for selecting and developing IT proposals;
- Establishing a board for managing IT investments; and
- Continually aligning IT products and services to the Commission's changing needs.

In these key areas, tangible progress has been made. For example, new IT projects are subject to an investment review board. An Information Technology Advisory Group (ITAG) is also being created to provide advice and assistance to the CIO and the Budget Committee in setting direction for the selection and deployment of IT products and services for the Commission.

The ITAG will present an opportunity for the exchange and discussion of ideas and for testing and recommendations. It will advise and make recommendations to the CIO on not only technology services, including computing and telecommunications, but on IT standards and policies. The group's activities would also contribute to and support the Commission's Strategic Plan and Information Resource Management (IRM) Strategic Plan.

IRM STRATEGIC GOALS

The Government Paperwork Elimination Act (GPEA) of 1998 and the President's Management Agenda are driving the government-wide movement towards e-government. Moreover, the President's Management Agenda defines the results expected from e-government initiatives. It states that by improving information technology, simplifying business processes, and unifying information flows across lines of business, federal agencies will:

- Provide high quality customer service regardless of whether the citizen contacts the agency by phone, in person, or on the Web;
- Reduce the expense and difficulty of doing business with the government;
- Cut government operating costs;
- Provide citizens with readier access to government services;
- Increase access for persons with disabilities to agency Web sites and e-government applications; and
- Make government more transparent and accountable.

Indeed, the IRM Strategic Plan supports both these and the Commission's Strategic Plan's five general operational goals and strategies to carry them out. The four IRM Strategic Goals and their supporting IT strategies are:

Goal 1: Better Data and Information Collection
- provide for electronic submission of data and information
- provide for enhanced document imaging

Goal 2: Simplified Access to Information, Products and Services
- employ Web site portals as the entryway to one-stop shopping for services and content
- employ content management to drive Web site improvements and eliminate redundancies

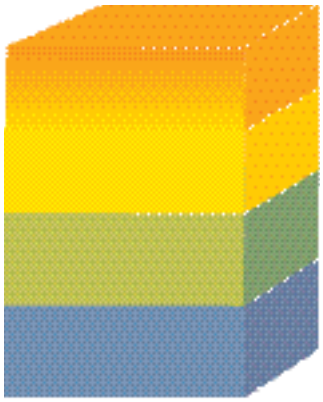
Goal 3: Protect and Secure Information Assets
- identify best security practices used in private and public sectors
- build security and privacy into every investment

Goal 4: Provide USITC Work Force with IT Skills and Solutions
- identify, procure and deploy necessary and cost-efficient IT tools and solutions that help the work force to be more productive and efficient
- recruit individuals with strong IT skill sets, including program management

Current and Projected USITC Portfolio

The current and projected IT portfolio will help the Commission to achieve the IRM Strategic Goals which in turn support the agency-wide Strategic Plan for FY 2003-2008. Seen from a chronological perspective, some IT functions, projects and processes are already fully realized and operational and form the current IT baseline of support. Others are beginning or nearing completion of the Systems Development Life Cycle; while some are still in the conceptual stage.

However, the process does not end when a project is delivered. The entire IT portfolio must be reviewed on a continuing cyclical basis to ensure that strategic and performance goals are met and to determine appropriate resource levels to maintain and/or enhance its many components.

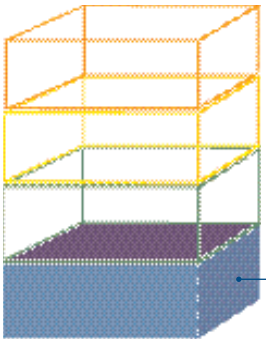


Tier IV: Conceptual Projects

Tier III: Longer-Term Deliverables

Tier II: Near-Term Deliverables

Tier I: Ongoing General Support Functions



Tier I - Ongoing General Support Functions

The Commission currently has in place a network of IT systems that support its day-to-day operations. These systems, some of which are invisible to employees and customers, form the basic IT platform that keeps both front and back office (e.g. accounting) operations up and running.

ITC Net/Office Tools

The core software that has run the Commission's local area network (ITC-Net) since the mid-1980s was replaced during FY 2003. ITC-Net is the backbone system that supports all Commission computer operations. It provides basic computer services (desktop and laptop hardware and software with help desk support), connections to agency-wide systems and the Internet, e-mail and supporting services such as security and data recovery. The new network helps meet GPEA goals, effectively supporting routine Commission operations, providing an enhanced capability for mobile/remote computing, and improving information security.

The new ITC-Net also brings new hardware and a new suite of software to the technology tools the Commission has made available to its workforce. The basic network features the entire suite of Microsoft Office™ tools and continues to support the Corel Office™ suite, including WordPerfect™, and Lotus 123™. ITC-Net also supports a massive inventory of specialized software for indexing, modeling and case management.

The current goal is to provide necessary, and to the extent possible, standardized tools that are common to all Commission users. This approach conveys a number of benefits: more efficient support and maintenance, greater interoperability and less network conflict and lower license fees. The ultimate goal is to rationalize to the extent possible Commission IT inventory without generating operational inefficiencies and/or reducing the quality of work products.

Internet/Intranet

The USITC.GOV Web site, from the web visitor's perspective, functions as a directory, whose main purpose is to provide universal access to content, information, and services offered on-line by the ITC. From an internal perspective, under the current design, the site is primarily a collection of static HTML and PDF documents, which

require a significant amount of program area and technical labor to maintain. In addition to the public web site, the Office of the CIO (OCIO) also maintains an Intranet site, which provides access to information specifically targeted to ITC staff, such as research resources.

Programming and Processing

The Office of the CIO has several programmers certified in Oracle™, Active Server Pages™ and MS Access™. They provide a wide range of technical programming services to Commission end users.

Security

As part of the Commission's network services, the OCIO provides firewalls, and intrusion detection, SPAM filters and up-to-date antivirus software. The Information Systems Security Officer is active in moving the USITC toward full compliance with the Federal Information Security Management Act and with it, more robust security protection for electronic transactions.

Labor Cost System

The labor cost system/database is a collection of data compiled from individual employee timecards. Employees are required to charge their time to specific labor codes (by the hour) reflecting time spent on mission-related areas such as trade investigations, research, and legal issues, as well as overhead activities such as information resources management, financial management, training and leave. Data are available to managers on the local area network and can be accessed via various report presentations or ad hoc queries. Labor cost data are captured through activity-base cost accounting and submitted through the Federal Personnel Payment System and processed for payment through the Federal Financial System.

FFS — Federal Financial System

FFS (Federal Financial System) is the agency's accounting system. It is designed expressly for federal government accounting and financial reporting. Integrated subsystems used are: Accounts Receivable, Accounts Payable Automated Disbursements (to pay vendors), Annual Close, External Reporting, General Ledger, General Systems, Labor Distribution and Travel. Transactions are posted to the integrated subsystems for appropriation, allotments, obligations and expenditures as well as accounts receivable, accounts payable and fixed assets. FFS produces monthly, quarterly, and yearly reports.

FPPS — Federal Personnel Payment System

FPPS is a combined Human Resources and Payroll system. It contains all required data fields necessary to manage employee pay, benefits and deductions, as well as leave. The FPPS interfaces with the labor cost system in FFS to allocate employees time to a project code. The system is managed by the Department of Interior and is one of four Office of Personnel Management payroll systems in the federal government.

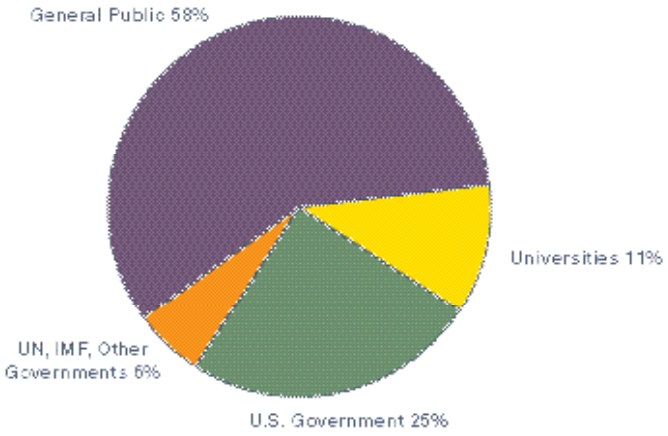
PRISM

PRISM, the Commissions e-procurement solution, streamlines the procurement process, from requisitioning to closeout, thereby minimizing data entry. PRISM is available in a Web-based environment that is both secure and certified Section 508 compliant (federal government IT procurement requirements).

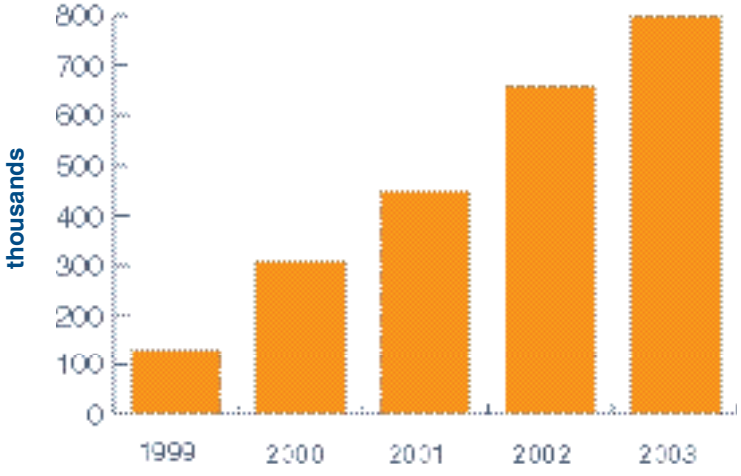
DataWeb

DataWeb gives government officials, the international trade community and the general public direct access to U.S. tariff and trade data. Via the Internet (http://dataweb.usitc.gov), DataWeb is self-service, interactive, and able to respond rapidly to user-defined queries. The system allows both expert and non-expert users to make and save their own customized country and product data for future use. DataWeb adds business value by integrating international trade transactions with complex tariff and customs treatment.

Reports Generated
April 1999-December 2003
DataWeb Total Reports=2,378,068



Commission DataWeb Performance
Data Report to All Users: FY 1999-2003



The Commission originally developed the system to allow easily accessible, self-service, user-defined data retrieval for its own staff. Opening DataWeb to the public also fulfills one of the Commission's goals established in response to GPEA. Under GPEA, agencies are, to the extent practicable, make information available to the public electronically.

DataWeb has witnessed enormous growth. It generated 800,000 data reports in FY 2003 as compared to 125,000 in FY 1999 — a 540 percent increase. The system now has over 66,000 registered users and has delivered over 3 million data reports electronically. The FY 2005 Performance Plan sets a 5 percent increase goal in both the number of DataWeb reports and Tariff Database reports provided.

The Commission continues to support this project through efforts including hardware and other equipment purchases, contractor staff time, and software development.

SDLC

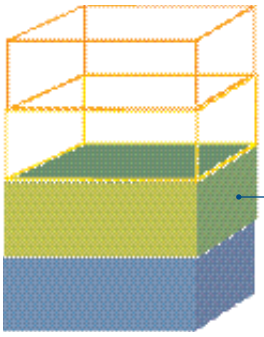
The Commission's Systems Development Life Cycle (SDLC) is the overall process of developing information systems through a multi-step process consisting of a series of defined steps or stages beginning with investigation of initial requirements through analysis, design, implementation and maintenance.

The Office of the Chief Information Officer assists the business functions in the development of requirements and the business case to obtain project approval. It also conducts reviews of all major IT projects to ensure on-time delivery of the required functionality as well as for lessons learned for future projects.

Ongoing General Support Function helps meets:

- **Goal 1: Better Data and Information Collection**
- **Goal 2: Simplified Access to Information, Products and Services**

Goal 3: Protect and Secure Information Assets
Goal 4: Provide USITC Work Force with IT Skills and Solutions



Tier II - Near-Term Deliverables

This next tier consists of projects and initiatives that should be delivered and operational over the next two years. These near-term deliverables have met all business requirements, are fully funded and should produce a wide range of benefits for the Commission, its employees and external customers.

Next-Generation Electronic Document Information System (EDIS)

In January 2003, the Commission completed its largest-ever technology system. EDIS provides for the electronic filing of case documents and serves as the central repository for the Commission docket for all Commission investigations.

EDIS adds value throughout the information life cycle. The system facilitates a more efficient and effective way of collecting information and improves customer ease and access to that information. Through planned improvements in security and its search and retrieval capabilities, agency staff and the public will be able to get the information they need much faster and easier.

The replacement of the EDIS legacy system will also help the Commission achieve GPEA mandates, including the option to file documents electronically and make Commission records available over the Internet.

The new EDIS supports 881 active registered users, including 699 public users. On average, 1,861 searches are performed monthly, covering 16,000 documents. This progress to date fulfils the Commission's initial goals of:

- Providing an electronic option for the largest-volume information exchange between the Commission and the public;
- Providing real-time access to information and updates via the Internet for both internal and external users;
- Improving the usability and accessibility of the Commission docket by attorneys and other researchers; and
- Providing for the electronic filing of documents via the Internet.

Through EDIS, an average of 515 documents is filed each month, with 11 percent filed electronically. The number of documents filed electronically is expected to increase once the Commission implements methods to allow the electronic filing of confidential documents.

The Next Generation EDIS primarily supports Import Injury Investigations and Intellectual Property-Based Import Investigations activities, with some benefit to the Research Program. Planned enhancements will focus on:

- Improving system work flow that will reduce the time it takes to make documents available to the public;
- Implementing security features that will allow the transmission of confidential documents and validate user identity before providing access to confidential documents;
- Enhancing ease of use with improved search capabilities for public users; and
- Providing quarterly performance reports on the utilization and efficiency of the system and supporting work processes to the system owner.

Import Injury Investigations and Intellectual Property-Based Import Investigations have very high and nearly identical EDIS performance goals for FY 2005. For example, 100 percent of documents filed electronically are to be made available to the public on EDIS within 24 hours; and 95 percent of public documents, except trial exhibits and questionnaires in paper form, are to be made available to the public on EDIS within 24 hours. Those within the Commission will enjoy even faster availability – e-filed documents within one hour.

As part of the FY 2005 Performance Plan, a working group consisting of internal users meets quarterly to consider and report on issues related to electronic filing and maintenance of records on EDIS.

EDIS meets:
- **Goal 1: Better Data and Information Collection**
- **Goal 2: Simplified Access to Information, Products and Services**

Goal 3: Protect and Secure Information Assets
Goal 4: Provide USITC Work Force with IT Skills and Solutions

Web Site Redesign

With the establishment of the Office of the CIO, the Commission also consolidated all Web activities under the IT professionals in that organization. During FY 2003, the CIO established a Web development team and hired a Web master to lead team efforts.

For FY 2004 and 2005, the Commission has set the ambitious goal of re-engineering the USITC Web site and intranet sites into portals. A portal is a single Web location or address where an individual can access the Web-based services and information most important to him or her. Unlike an Internet or intranet, which helps organizations to distribute information on the Web, a portal allows users to run applications.

The primary business objective is to increase the availability and access to information, content and services that the Commission makes available online to the general public and to Commission employees.

A second objective is to allow stakeholders to find relevant Commission information faster and more efficiently than they can now. The portals will also reduce print publishing and mailing costs.

Similar to consumer portal models like Amazon.com™, the USITC portal will be an entryway to one-stop shopping for the services and content that the Commission offers users, both internally and externally.

Third, a portal intended to serve as the USITC's primary Internet presence must also have quality content that meets user needs, must be updated regularly, and must be presented in a professional manner.

Instead of a custom-developed software application, the USITC portal will be built using a commercial off-the-shelf content management system (CMS) whose features meet all current and anticipated needs of the USITC portal. A CMS is a database-driven system that contains a suite of tools that allows a staff to manage, maintain, update and change the content of a Web site. These systems use templates to ensure that pages display a consistent look throughout the site.

A content management approach conveys many specific benefits:

- The Commission's Web site, from the visitor's perspective, will function like a Web directory, based on the model of a consumer portal, as described above, whose main purpose will be to allow users to search for and access content, information and services offered on-line by the USITC.

- Additional integration with transaction-based functions, such as EDIS and DataWeb, can be added later as the Commission develops more of these types of services. Access to current transaction-based systems can be implemented from the portal by providing links to those systems.

- Operations with existing Web content can improve the visual appeal and overall management of content quickly and economically by integrating it into the content management system.

- When content ideas are developed, they can quickly and economically be built into a site inside the portal content management environment. Thus, new Commission content can automatically inherit the standard look and feel of the portal itself and individual operations can avoid the need to make

expensive human resource investments for the sole purpose of putting new content on-line.

The portal, from the content provider perspective, will function as a full-featured CMS allowing non-technical Commission users to put content on-line quickly and easily and with minimal or no technical skills.

The FY 2005 Performance Plan anticipates a 25 percent increase in Web site activity. In addition, one of the Research Program's performance goals calls for increased Web usage (including EDIS) to facilitate public involvement in studies and disseminate information. Special efforts include enhancements of the ITC "Research" page and continued efforts to convert existing and new ITC publications and databases to Web-based formats.

Web Site Redesign meets:
- **Goal 1: Better Data and Information Collection**
- **Goal 2: Simplified Access to Information, Products and Services**

  Goal 3: Protect and Secure Information Assets
- **Goal 4: Provide USITC Work Force with IT Skills and Solutions**

ITC-Net Replacement

As previously discussed, the Commission is making enhancements to ITC-Net. These include higher-speed connections between desktops and servers for the internal network and for consulting services to study and make recommendations regarding methods of supporting work on reports and analyses containing national security information (see below).

The FY 2005 USITC Budget Request includes funding for a new "Extranet Access Management" (EAM) capability for ITC-Net. It would provide a flexible and strong security system to protect confidential information while increasing authorized public access to information and electronic services. Additional funds are also provided for the national security processing effort in FY 2005.

The upgrades to ITC-Net will support the ongoing efforts to expand employee participation in the Commission's telecommuting program and will bolster plans to integrate telecommuting capabilities and procedures with continuity of government planning. The Commission will also look into the use of wireless technology which is the next step to worldwide e-mail usage.

ITC-Net Replacement meets:

  Goal 1: Better Data and Information Collection

  Goal 2: Simplified Access to Information, Products and Services
- **Goal 3: Protect and Secure Information Assets**
- **Goal 4: Provide USITC Work Force with IT Skills and Solutions**

Information Security

The Commission is building on its strong security record by incorporating security considerations into its new projects as well as existing systems. The Chief Information Officer, with the full support of the Commission, has responded to recent information security legislation by establishing a plan to ensure that the agency acts consistently with standards established by the National Institute of Standards and Technology under the oversight of the Office of Management and Budget.

To achieve that result, the Commission has budgeted funds in FY 2004 and FY 2005 specifically for security program planning, evaluation, and reporting. The Office of the CIO will soon contract for a review of the Commission's security policy and measures. This study will assess security requirements, audit current practices with the user community, compare these practices with the highest industry standards and practices, and develop recommendations for the creation of guidelines governing the handling and protection of National Security Information (classified information) at the USITC and if appropriate, recommend a specific technical solution.

Significant additional funds are also being incorporated in the ITC-Net replacement and EDIS projects to provide for security of those systems against both external and internal threats. It is clear that a long-term increase in resources and management in this area will be required to insure that the Commission's mission and strategic goals for improved performance are not compromised.

Information Security meets:

- Goal 1: Better Data and Information Collection
- Goal 2: Simplified Access to Information, Products and Services
- **Goal 3: Protect and Secure Information Assets**
- Goal 4: Provide USITC Work Force with IT Skills and Solutions

Human Capital

There are several Human Capital/e-government related initiatives that will be implemented at the USITC over the course of the next year. There include:

Quicktime

An attachment to Federal Personnel Payment System, Quicktime will allow employees to enter their own labor cost codes and leave information into the timekeeping system and ship the information electronically to the timekeeper. This system also allows employees to request leave on-line. Implementation is scheduled for 2005.

On-line Earnings and Leave Statements (ELS)

This capability already exists in Employee Express. The Commission will eventually stop mailing the paper copy to the employee's home. If employees want a copy of their ELS, they can log into

Employee Express and print a copy. Implementation is scheduled for the same time as Quicktime, 2005.

Quickhire

This is an on-line, web-based, staffing system that rates and ranks applications for federal positions. It is a "bolt-on" to USA Jobs. As this is a Web-based service, the USITC is not required to host any software or, provide a server. Implementation is scheduled for winter 2005.

On-line Official Personnel Folder

This is a government-wide e-gov initiative. In 2004, OPM will launch the Enterprise Human Resources Integration — a government-wide data warehouse which has several tools attached.

One is a data viewer that will allow employees, their supervisors, and HR to view on-line personnel records from that point forward. The second part of this project is a viewer that allows agencies that want to scan the historical information contained in the Official Personnel Folder. Employees, supervisors, and HR can then view the entire OPF on-line. The third part of this project is a database where employees can enter their emergency contact information.

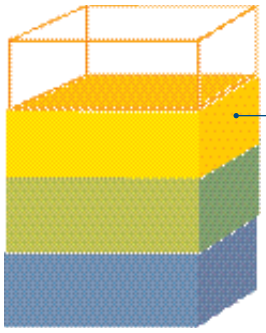
There are additional components that provide workforce analysis and forecasting tools. The data warehouse will be accessed through a portal on the Internet. As all of the Commission's data will be provided by the Department of the Interior, the only portion of this project for which the agency is responsible is the scanning of historical documents.

Interactive Web Pages

The Commission is planning two projects that involve development of interactive Web pages. The first are on-line occupation guides, which are presently in hard copy. The Commission will put them on-line using a government off-the-shelf tool that it is obtaining from the Federal Communications Commission. Additionally, the USITC is planning an on-line agency orientation made up of a series of Web-pages to familiarize people from outside of the USITC with its mission and functions.

Human Capital Initiatives meet:

Goal 1: Better Data and Information Collection
Goal 2: Simplified Access to Information, Products and Services
Goal 3: Protect and Secure Information Assets
- **Goal 4: Provide USITC Work Force with IT Skills and Solutions**



Tier III - Longer Term Deliverables

This next tier of projects are longer-term and in the developmental stage. Planning and other related tasks are the primary work associated with them.

HTS (Harmonized Tariff Schedule) Modernization Project

The immediate goal of the HTS Modernization Project is to enhance the Commission's ability to produce tariff and trade information in a database format to facilitate its analysis and manipulation. The ultimate goal of modernization is to improve the overall efficiency, speed and accuracy of synchronizing the HTS legal version, the tariff database and vital trade data.

The HTS tariff database serves as a basis for official U.S. tariff database submissions made by the U.S. Trade Representative to the World Trade Organization, the InterAmerican Development Bank (for the Free Trade Area of the Americas negotiating database), and the Asia-Pacific Economic Cooperation (APEC) Secretariat. The database is used within the Commission to provide support for ongoing trade negotiations as requested by the USTR, to provide data for Section 332 fact-finding investigations by the Office of Industries and Economics, and as a key component of DataWeb. The tariff database is also used to prepare the Commission's advice to the USTR on the probable economic effects of negotiating reductions of U.S. import duties.

Modernizing of the production of both the HTS legal version and the tariff database have become increasingly important because of the need to provide more efficient and timely means for generating the documented information required by government agencies and the public. In order to make the HTS easier to update and maintain, the Commission plans to analyze whether formatting and preparatory changes to the HTS can be made, with input from internal and external stakeholders including Customs and their needs for both the HTS and the database. Short term, the Commission will continue to develop and pilot the use of automated tools to assist in the production of the tariff database.

Looking further down the road, the $1.5 billion Customs Modernization program (Automated Commercial Environment, or ACE) is being designed based on the assumption that the system will incorporate up-to-the-minute tariff information that the Commission supplies.

Because of funding and staffing constraints, the Commission does not expect to be able to start full-scale development work immediately, but continued project planning, pilot tests, and other pre-acquisition tasks are scheduled for FY 2004 and 2005.

HTS Modernization Project meets:
- **Goal 1: Better Data and Information Collection**
- **Goal 2: Simplified Access to Information, Products and Services**

Goal 3: Protect and Secure Information Assets

Goal 4: Provide USITC Work Force with IT Skills and Solutions

Workforce

To be successful in the future, the USITC needs a workforce that balances the following characteristics, many of which have IT components:

Technical expertise

The USITC must preserve its long tradition of outstanding economic, industry, and legal expertise and its ability to conduct analyses and make judgments in an objective, independent manner. To successfully meet this requirement, the USITC must be prepared to replenish the significant portion of its current workforce that is eligible to retire over the next 5-10 years, while maintaining high technical standards and preserving invaluable institutional knowledge.

Flexibility

To support its mission, the USITC must continue to build a workforce that is increasingly flexible. Reaching this goal will require developing multiple skill sets so that more employees can quickly move from one type of assignment to another, enhancing employee comfort with change and ability to handle change, and building organizational structures that allow more employees to move seamlessly throughout the Commission to those areas where they are most needed.

New and enhanced skills

The USITC needs to enhance skill sets that will become increasingly important in the future business environment. These include leadership and management, interpersonal, information technology and technical skills in new/emerging areas.

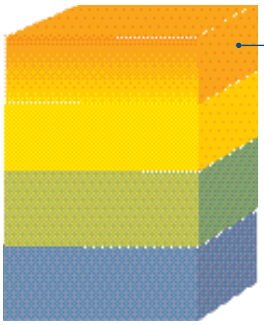
As the Commission begins to refresh its workforce in the face of projected retirements, it will build into the Knowledge, Skills and Ability section of new vacancy announcements, the proven use of new and enhanced research tools in carrying out projects. The ideal candidate will be an individual who is technologically savvy and is open to new ways of doing business.

In addition, the Commission must sustain a pool of skilled and talented IT professionals who can plan, operate, and support the agency's IT environment of the future. As the Commission continues to grow its

IT portfolio, project management becomes critical. It must begin to recruit individuals with Contracting Officer's Technical Representative (COTR) skills as well as those with backgrounds in systems engineering and architecture.

Workforce initiatives meet:

Goal 1: Better Data and Information Collection
Goal 2: Simplified Access to Information, Products and Services
Goal 3: Protect and Secure Information Assets
- **Goal 4: Provide USITC Work Force with IT Skills and Solutions**



Tier IV - Conceptual Projects

This final tier consists of initiatives that are generally more conceptual in nature. They represent the farthest boundaries of long-term IT strategic planning. Although still on the drawing board, they will figure largely in Commission future operations.

International Trade Data System (ITDS)

The Commission has assumed an active role in the multi-agency initiative to develop a government-wide system for the electronic collection, use, and dissemination of international trade and transportation data.

The Automated Commercial Environment (ACE), under Customs and Border Protection (CBP), Department of Homeland Security, and the International Trade Data System are merging into a single integrated system. The ITDS Board of Directors is responsible for working with non-CBP agencies, having their agency requirements clarified and needs fully integrated so that the system can function as a single window at our borders. ACE/ITDS will provide the means for harmonizing and consolidating into a single data system all import and export data required for port clearance, as well as data needed to support analysis of trade policy development and trade promotion.

Today, exporters and importers deal with numerous paper and electronic systems and are often confounded by duplicative, incompatible and non-uniform data reporting and recordkeeping requirements.

ACE/ITDS will allow the use of a standard, commercial level electronic data submission, thereby eliminating the need for the business community to send the same data in different formats to different federal agencies. The public can enjoy "one-stop shopping," and paperwork burden should drop dramatically, boosting customer satisfaction.

Currently, ACE/ITDS has gone live with a "Reference Portal" for the trade and CBP field offices for which the Commission programs and provides current HTS files in a specialized format. Also online is an account portal with selected account-related trade information to which about 100 members of the trade community have access so far. Overall, about 100 federal entities have international trade interests and responsibilities.

However, there are many other benefits that go beyond the initial data reporting ease. Once fully realized, ITDS will:

- Allow the government to review this information more efficiently;

- Allow more rapid publication of trade data and promote superior analysis of trade and transportation data to keep U.S. firms competitive in a global economy; and

- Provide information on identifying potential markets for U.S. goods and guidance in conducting international trade.

At this time, the Commission's principal investment in ITDS is manpower and expertise. A Commission staff member participates in an ITDS group on implementation issues for meeting ITDS objectives and is chairperson of the Board's interagency Data Harmonization Committee.

International Trade Data System meets:
- **Goal 1: Better Data and Information Collection**
- **Goal 2: Simplified Access to Information, Products and Services**

Goal 3: Protect and Secure Information Assets
Goal 4: Provide USITC Work Force with IT Skills and Solution

Investigations Questionnaire (IQ) System

While still very much in the conceptual stage, the Investigations Questionnaire System's ultimate goal is to automate the processing of import injury investigation questionnaires. When fully realized, it would provide an electronic option for completing and filing questionnaires by companies involved in Commission import injury cases. This initiative would facilitate the collection, manipulation, and presentation of large volumes of corporate trade and financial data.

The IQ system has not yet entered stage 1 of the SDLC process. Moreover, all investigation data would be confidential and the Commission will not have a mechanism for receiving confidential business information until after the full implementation of EDIS. Owing to these and staffing issues, it is likely that the IQ System could become a major IT project no sooner than FY 2007.

IQ System meets:
- **Goal 1: Better Data and Information Collection**
- **Goal 2: Simplified Access to Information, Products and Services**
- **Goal 3: Protect and Secure Information Assets**

Goal 4: Provide USITC Work Force with IT Skills and Solution

Enterprise Architecture

As discussed earlier in this plan, the Commission should develop an Enterprise Architecture (EA) — an important tool for reengineering business practices and the underlying IT infrastructure and applications that support them.

EA has proven to be a critical factor in helping both private and public sector organizations to effectively and successfully apply IT to mission goals. However, an organization's size and the scale of its IT planning often determine whether a full-blown Enterprise Architecture is needed, or not.

For example, the Commission is much smaller than many of the larger IT intensive agencies and departments. The Information Systems FY 2005 budget request for the IRS is almost $1.9 billion which is 30 times more than the Commission's entire budget request of $61 million for all of its operations.

The Commission has also taken a very measured and prudent approach to its IT investments, versus the wholesale and radical changes demanded in other organizations. In addition, it has already incorporated many of the features and components of a system architect into its IT design, such as security, enterprise networking, electronic communications, and systems integration. Slow and steady has proven to be a successful IT strategy for the Commission. The agency will follow that same methodology toward developing an Enterprise Architecture for future IT investments.

Outcomes

Changing the Relationship

Over the next decade, Information Technology will dramatically alter the relationship between the Commission and its users — and for the better. However, for other organizations, the move from storefronts and paper processes to e-trade and e-services brought unwanted changes and unforeseen challenges.

For these private and public sector entities, IT became a negative as customers got lost in endless automated phone trees or were frustrated by Web sites that promised much and delivered less. They were desperate to talk to a knowledgeable person who could answer their questions and solve their problems.

However, the Commission's approach to technology will improve its relationship with its customers — both internal and external. While potential cost savings are most desired and welcomed, improved delivery of top quality service is the driving force behind the agency's IT modernization program, and will be for years to come. Like the best financial services institutions, the Commission views technology as a way to provide greater and better, not fewer and poorer service options to its customers and employees.

The Commission sees its customers as partners in this endeavor. The agency carefully solicits their views and builds them into its IT products. Technology will enable public and private sector customers to conduct business with the Commission on virtually a 24/7 basis from almost anyplace in the world, saving them time and money. It provides the critical information, analysis and reports needed and frees Commission staff from time consuming, laborious tasks so they can provide better and smarter service.

The greatest change will occur in the perception of the Commission. Rather than being seen as a paperbound agency out of step with the best business practices, it can assume a leadership role in e-government that takes its mission, vision and customers to the next higher level.