

PERFORMANCE PLANS

U.S. INTERNATIONAL TRADE COMMISSION

FISCAL YEARS

2004-05

United States International Trade Commission



Fiscal Years 2004 and 2005 Performance Plans

The following presents the principal elements of the United States International Trade Commission's (Commission) performance plans for fiscal years (FY) 2004 and 2005. Information regarding resource requirements is addressed in the Commission's FY 2005 Budget Justification. The Commission's performance planning is carried out in accordance with the provisions of the Government Performance and Results Act (Results Act). These Performance Plans are based on the fifth edition of the agency's Strategic Plan, which was issued in September 2003.

Mission statement

The mission of the 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 Goal

The Commission will effectively conduct five strategic Operations:

- Operation No. 1: Import injury investigations
- Operation No. 2: Intellectual property-related import investigations
- Operation No. 3: Research program
- Operation No. 4: Trade information services
- Operation No. 5: Trade policy support

Introduction

The Performance Plans establish goals to define the level of performance to be achieved by each Commission Operation in FY 2004 and 2005. As encouraged by the Results Act, the Commission has sought to express those performance goals in an objective, quantifiable, and measurable form. To the extent practicable, the Commission has established outcome-oriented goals. Output-oriented goals appear in the Plans only if they constitute appropriate and significant measures of performance. The Performance Plans reproduce the general goals that are set out in the Commission's Strategic Plan, as revised, and establish FY 2004 and 2005 performance goals corresponding to each general goal.

The Performance Plans also set out for each performance goal one or more performance indicators that the Commission will use in measuring the relevant outputs and outcomes of each Operation and that provide a basis for comparing actual program results with the performance goals. Consistent with the E-Government Act of 2002 and related Office of Management and Budget guidance, the Plans include performance measures that demonstrate how electronic government enables progress toward agency objectives, goals, and mandates. The Plans also discuss the agency's performance during FY 1999, 2000, 2001, 2002, and 2003. The Commission's Budget Justification describes, with respect to each Operation, the operational processes, skills and technology, and the human, capital, information, or other resources required to meet the performance goals.

The Commission performs an annual verification and validation of measured values. For each Operation, a senior agency manager serves as Operation Coordinator. Among the duties of the Operation Coordinators is the responsibility to coordinate that verification and validation, under the general oversight of the Strategic Planning Committee. That process involves review of the logs and reports generated by staff offices as set out in the performance indicators, and such other procedures as the Operation Coordinators determine to implement, including the use of existing recordkeeping processes, and automated systems such as the Electronic Document Information System (EDIS).

The Commission made progress in FY 1999, 2000, 2001, 2002, and 2003 toward the achievement of the goals set out in the Performance Plans for those periods. The Operations Coordinators developed a variety of customer surveys and logs to measure the agency's success at meeting those goals. As provided for in the Results Act, the Commission issued an FY 2003 Program Performance Report in February 2004.

Major Management Challenges

The Commission is committed to addressing the major challenges facing the management of its activities, consistent with the President's Management Agenda. This section discusses those challenges and the agency's responses to them as a general matter, and the description of each Operation further discusses them as appropriate.

1. Competitive sourcing

The Commission recognizes the need to provide cost-effective services to the public, and makes effective use of private sector contracting to further that aim. By FY 2002, the Commission had entered into competitively-sourced contracts with the private sector for the services of on-site contract personnel corresponding to approximately 29 full-time equivalents or 7 percent of the workforce. The Commission reviews and revises annually its comprehensive list of commercial activities in accordance with the Federal Activities Inventory Reform Act.

2. Improved financial performance

Pursuant to the Accountability of Tax Dollars Act of 2002, the Commission is planning to prepare audited financial statements. Commission staff continue to work with the agency's Office of Inspector General to ensure the success of the financial statement effort.

3. Budget and performance integration

The Commission continues to refine its strategic planning process and to integrate that process with its budget development and execution. To meet the integration challenge, the Commission has developed financial data that correspond to general goals and provide managers with more accurate and timely workload and labor cost data, thereby allowing the Commission to respond more quickly to changes in workload.

4. Expanded electronic government

As discussed more fully in the agency's Budget Justification, the Commission has implemented and, within the limit of its resources, will continue to implement information technology enhancements to the agency's operations and its service to customers. In expanding electronic services, the Commission has worked to ensure information security. The Commission is committed to maintaining a very high level of security for both public and nonpublic information in its possession, and will continue to impose strict controls on

information handling. This will require staff resources primarily from the Offices of the Chief Information Officer, General Counsel, and Administration, but all staff and contractor personnel will have a role. The agency's information security programs are regularly reviewed in accordance with the Federal Information Security Management Act.

5. Strategic management of human capital

The Commission is committed to effective human capital management, and long has had a goal to tailor internal practices to support, train, and retain highly skilled and motivated employees. As with other agencies, the Commission faces the need for succession planning because of the significant proportion of its workforce that will become eligible for retirement in the coming years. To ensure it has the workforce needed to be successful over the next 5-10 years, the Commission has been developing a strategic human capital management plan. The purpose of this plan is to identify the human resources programs and activities that need to be initiated in the short-term to ensure the right workforce is developed over the long-term. This plan is based on the Commission's human capital vision as set out in the agency's Strategic Plan. The Commission anticipates that it will begin implementation of the plan in 2004.

Guide to abbreviations used in the Plans

Abbreviations	Meanings
AD	Antidumping
ALJ	Administrative Law Judge
APO	Administrative protective order
Blue Book	<i>Antidumping and Countervailing Duty Handbook</i>
CIO	Office of the Chief Information Officer
CVD	Countervailing duty
EDIS	Electronic Document Information System
EC	Office of Economics
ER	Office of External Relations
GC	Office of the General Counsel
HR	Office of Human Resources
HTS	Harmonized Tariff Schedule of the United States
ID	Initial determination by an ALJ
IND	Office of Industries
INV	Office of Investigations
NTB	Non-tariff barrier
OAD	Office of Administration
OMB	Office of Management and Budget
OP	Office of Operations
OUII	Office of Unfair Import Investigations
Red Book	<i>An Introduction to Administrative Protective Order Practice in Import Injury Investigations</i>
SE	Office of the Secretary
TATA	Office of Tariff Affairs and Trade Agreements
TEO	Temporary exclusion order
URAA	Uruguay Round Agreements Act
USTR	United States Trade Representative
WTO	World Trade Organization

Operation No. 1: Import Injury Investigations

The Commission will in FY 2004 and 2005 seek to improve its performance in conducting import injury investigations by improving public access to information about the process, insuring its procedures are fair and properly implemented, and completing proceedings on time. To those ends, the Commission plans to update informational materials and, as appropriate, develop new ones, seek feedback from participants and promptly provide them with investigative data, perform internal reviews of draft investigation documents, and meet deadlines. External factors affecting performance of this function include industry decisions on whether to file cases, Commerce Department determinations, judicial and panel review, and changes in legislation. The Commission consults and will continue to consult as necessary with the Department of Commerce on the two agencies' distinct roles in the antidumping and countervailing duty investigative process.

General Goal

The Strategic Plan establishes a general goal and strategies for Operation No. 1. The general goal is to:

Facilitate a rules-based international trading system and ensure that the United States fully benefits from that system by producing high quality and timely import injury determinations based on:

- an effective exchange of information between the Commission and interested persons,*
- an appropriate investigative record, and*
- fair and equitably-implemented procedures.*

The table below sets out the strategies relating to that general goal, and the performance goals and indicators corresponding to those strategies.

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
<p>1.(a) Conduct appropriate internal review of draft investigation and litigation documents.</p>	<p>a. Commissioner comments on availability of data (INV/GC).</p> <p>b. Draft staff reports to investigative teams and senior staff for review (INV).</p> <p>c. Drafts of legal issues memoranda and opinions to teams for comment on factual accuracy and confidentiality, and draft briefs to Commission for comment (GC).</p> <p>d. Team participation in opinion-writing process (INV).</p> <p>e. Team participation in post-hearing meetings (INV).</p>	<p>a. 75% positive response.</p> <p>b. 100% of draft reports circulated.</p> <p>c. 100% of draft documents circulated.</p> <p>d. 100% of team members participate actively in each meeting and provide timely comments on all opinion drafts, absent compelling reason for absence.</p> <p>e. 100% participation, absent compelling reason for absence.</p>	<p>a. 75% positive response.</p> <p>b. 100% of draft reports circulated.</p> <p>c. 100% of draft documents circulated.</p> <p>d. 100% of staff and team members participate actively in each meeting and provide timely comments on all opinion drafts, absent compelling reason for absence.</p> <p>e. 100% participation, absent compelling reason for absence.</p>

See notes at end of table.

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
1.(b) Meet statutory, court, and administrative deadlines.	a. Reports and determinations (INV) and memoranda and draft opinions issued, and briefs (GC) submitted, on time.	a. 100% on time	a. 100% on time.
2. Effectively develop investigative records and provide information on investigations to participants and the public.	<p>a. More effective information management methods adopted (INV/SE).</p> <p>b. Review of Web site and revision of content as appropriate (INV).</p> <p>c. Entry of documents into EDIS after filing (SE).</p> <p>d. Results of customer survey on investigative procedures (INV/GC).</p>	<p>a. Progress is made on improving methods of gathering and processing investigative data.</p> <p>b. 2 semi-annual reviews and revisions completed.</p> <p>c. (1) 100% of documents filed electronically are made available on EDIS internally within 1 hour of filing and 95% of documents, except trial exhibits and questionnaires, filed in paper form are made available on EDIS internally within 24 hours.</p> <p>c. (2) 100% of documents filed electronically are made available to the public on EDIS within 24 hours.</p> <p>c. (3) 90% of public documents, except trial exhibits and questionnaires, filed in paper form are made available to the public on EDIS within 48 hours.</p> <p>c. (4) Establish a working group to consider and report on issues related to electronic filing and maintenance of records on EDIS.</p> <p>d. Investigative procedures revised, as appropriate, taking into account survey responses.</p>	<p>a. Progress is made on improving methods of gathering and processing investigative data.</p> <p>b. 2 semi-annual reviews and revisions completed.</p> <p>c. (1) 100% of documents filed electronically are made available on EDIS internally within 1 hour of filing and 98% of documents, except trial exhibits and questionnaires, filed in paper form are made available on EDIS internally within 6 hours.</p> <p>c. (2) 100% of documents filed electronically are made available to the public on EDIS within 24 hours.</p> <p>c. (3) 95% of public documents, except trial exhibits and questionnaires, filed in paper form are made available to the public on EDIS within 24 hours.</p> <p>c. (4) Working group meets quarterly to consider and report on issues related to electronic filing and maintenance of records on EDIS.</p> <p>d. Survey issued subject to OMB approval.</p>

Note: 1. In performance indicators, the offices in parentheses are the staff offices responsible for measurement.

Performance

During FY 1999, 2000, 2001, 2002, and 2003, the Commission generally met the performance goals of its Performance Plans:

- ❑ In FY 1999, the Commission updated the Blue Book; issued its first user survey and received generally positive responses; conducted appropriate internal review of drafts; issued virtually all documents on time; and maintained detailed tracking logs.
- ❑ In FY 2000, the Commission updated the Red Book and expanded it to include all import injury investigations; reviewed agency processes in light of the results of its first user survey; conducted appropriate internal review of drafts; issued virtually all documents on time; and maintained detailed tracking logs.
- ❑ In FY 2001, the Commission updated the Blue Book; issued its second user survey and received generally favorable responses; conducted appropriate internal review of drafts; issued virtually all documents on time; and maintained detailed tracking logs.
- ❑ In FY 2002, the Commission reviewed agency processes in light of internal and external user comments and issued proposed rules changes to permit electronic filing of documents; conducted appropriate internal reviews of draft documents; made significant progress on EDIS replacement; reviewed web site content and expanded the questionnaire web site to include, as appropriate, draft questionnaires for party comment; issued virtually all determinations and related documents on time; and maintained detailed tracking logs.
- ❑ In FY 2003, the Commission sought customer feedback, via Federal Register notice, on agency procedures related to the conduct of import injury investigations; updated the Blue Book; conducted appropriate internal review of draft documents; issued virtually all determinations and documents on time; and maintained detailed tracking logs. The agency developed its third user survey for issuance upon OMB approval. The Commission implemented EDIS II and began to accept nonconfidential documents in electronic format.

Operation No. 2: Intellectual Property-Based Import Investigations

The Commission plans to undertake activities during FY 2004 and 2005 to measure and enhance performance with respect to three central concerns in the Section 337 area: the expeditious completion of proceedings, the effectiveness of the agency's orders, and providing information to the public about the section 337 process. The Commission will collect and analyze data regarding the length of investigations and ancillary proceedings and the Commission's compliance with key statutory and administrative deadlines. The Commission will also ensure that new filings are entered into EDIS in a timely manner and that additional types of information are made available to the public. During FY 2000, the agency surveyed complainants who obtained exclusion orders regarding whether imports subject to exclusion had stopped and then developed recommendations in light of survey results; this type of survey will be conducted periodically to obtain feedback from the public. External factors affecting performance of this function include the size and complexity of the Section 337 docket, which is dependent on the decisions of businesses to file cases; judicial review; legislative changes; and Customs Service enforcement of orders. The Commission consults and will continue to consult as necessary with the Customs Service on the two agencies' related yet distinct roles in the exclusion of unfairly traded imports.

General Goal

The Strategic Plan establishes a general goal and strategies for Operation No. 2. The general goal is to:

Facilitate a rules-based international trading system by conducting intellectual property-based import investigations in an expeditious and transparent manner and providing for effective relief when violations of section 337 are found and relief is warranted.

The table below sets out the strategies relating to that general goal, and the performance goals and indicators corresponding to those strategies.

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
<p>1. Meet statutory and key administrative and court deadlines, conclude section 337 investigations expeditiously, and reduce the average time to conclude ancillary proceedings.</p>	<p>a. Investigations are instituted, target dates are set, and court briefs are filed, on time (OUII/GC).</p> <p>b. Final IDs and final determinations are issued on their target dates (GC).</p> <p>c. In TEO proceedings, TEO IDs and determinations are issued on time (GC).</p> <p>d. Length of investigations into alleged Section 337 violations (OUII/GC).</p> <p>e. Length of ancillary proceedings (OUII/GC)</p>	<p>a. 100 % of actions occur on time.</p> <p>b. 100 % of actions occur on time.</p> <p>c. 100 % of actions occur on time.</p> <p>d. Conclude investigations in time frames that are consistent with the URAA</p> <p>e. Average length of proceedings is: (1) modification -6 mos. (2) advisory 11 mos. (3) enforcement 12 mos.</p>	<p>a. 100 % of actions occur on time.</p> <p>b. 100 % of actions occur on time.</p> <p>c. 100 % of actions occur on time.</p> <p>d. Conclude investigations in time frames that are consistent with the URAA</p> <p>e. Average length of proceedings is: (1) modification 6 mos. (2) advisory 11 mos. (3) enforcement 12 mos.</p>

See notes at end of table.

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
<p>2. Effectively provide information regarding investigations to the public as well as to investigative participants.</p>	<p>a. Review of Web site and revision of content as appropriate (OUII/GC).</p> <p>b. Prompt entry of documents into EDIS after filing (SE).</p>	<p>a. 2 semi-annual reviews and revisions completed.</p> <p>b. (1) 100% of documents filed electronically are made available on EDIS internally within 1 hour of filing and 95% of documents, except trial exhibits, filed in paper form are made available on EDIS internally within 24 hours.</p> <p>b. (2) 100% of documents filed electronically are made available to the public on EDIS within 24 hours.</p> <p>b. (3) 90% of public documents, except trial exhibits, filed in paper form are made available to the public on EDIS within 48 hours.</p> <p>b. (4) Establish a working group to consider and report on issues related to electronic filing and maintenance of records on EDIS.</p>	<p>a. 2 semi-annual reviews and revisions completed.</p> <p>b. (1) 100% of documents filed electronically are made available on EDIS internally within 1 hour of filing and 98% of documents, except trial exhibits, filed in paper form are made available on EDIS internally within 6 hours.</p> <p>b. (2) 100% of documents filed electronically are made available to the public on EDIS within 24 hours.</p> <p>b. (3) 95% of public documents, except trial exhibits, filed in paper form are made available to the public on EDIS within 24 hours.</p> <p>b. (4) Working group meets quarterly to consider and report on issues related to electronic filing and maintenance of records on EDIS.</p>
<p>3. Actively facilitate enforcement of exclusion orders</p>	<p>a. Timely seizure and forfeiture notices resulting from Customs letters (GC).</p> <p>b. Improve communications regarding enforcement of remedial orders (OUII/GC).</p>	<p>a. Issue seizure and forfeiture orders quarterly.</p> <p>b. Enforcement working group meets semiannually to discuss remedy issues, and develop a survey regarding effectiveness of outstanding exclusion orders</p>	<p>a. Issue seizure and forfeiture orders quarterly.</p> <p>b. (1) Conduct survey regarding effectiveness of outstanding exclusion orders.</p> <p>b. (2) Enforcement working group meets semiannually to discuss remedy issues and analyze survey results.</p>

Note: 1. In performance indicators, the offices in parentheses are the staff offices responsible for measurement.

Performance

During FY 1999, 2000, 2001, 2002, and 2003, the Commission generally met the performance goals of its Performance Plans:

- In FY 1999, the Commission prepared and tested its first survey, and created tracking logs on the actions listed in the goals; and issued virtually all documents on time.
- In FY 2000, the Commission issued its first survey; maintained tracking logs; and issued virtually all documents on time.
- In FY 2001, the Commission experienced an unprecedented increase in Section 337 cases as the number of investigations nearly tripled. This volume of cases continued into FY 2002. During FY 2001, the Commission met deadlines and issued virtually all documents on time. The agency also completed its revision of the portion of its website devoted to Operation No. 2 matters. The increased number of investigations exacerbated the performance inadequacies of the aging EDIS and made it difficult to meet established goals concerning document entry. As noted above, the Commission is in the process of replacing EDIS. The new system is expected to accommodate significantly higher caseload levels.
- In FY 2002, the number of Section 337 matters that were active continued at the higher levels established in FY 2001. During the year, the number of trials that were held was also relatively large. The Commission maintained tracking logs, met deadlines and issued virtually all documents on time. The agency also further revised the portion of its website devoted to Operation No. 2 matters.
- During FY 2003, the level of Section 337 activity continued at the high levels established in FY 2001 and FY 2002. The Commission continued to meet deadlines, issue virtually all documents on time, and maintain tracking logs. The Commission's new EDIS was activated internally in mid-December 2002 and made available to the public on January 23, 2003. As a result, documents that do not contain confidential business information may now be filed with the Commission in either paper or electronic format

Operation No. 3: Research Program

The Commission will seek to enhance the performance of its research program in FY 2004 and 2005 with respect to customer recognition of its work product, development of expertise, use of effective information management and analytical methods, and timeliness. The agency will attempt to maintain or increase a number of indicators, such as the number of requests for studies, the number and type of enhancements in information management and modeling capabilities, and timely completion of research. External factors affecting performance of this function include customer requests for studies and legislative changes.¹

The Commission supports ongoing research on international trade issues to sustain its ability to provide expert advice to the Executive Branch and the Congress in the form of both formal reports and informal technical assistance. The Commission's goal is to provide sound research products in an objective and timely manner that lead to more informed public debate, improved decision-making by trade policy makers, and better trade policies. While it is not possible to directly measure the effects of the Commission's research on the U.S. economy, individual industry sectors, or U.S. trade policy, it can be observed that Commission experts are repeatedly called upon for advice on current and future trade issues and proposed trade legislation, as well as being in constant demand as technical experts to interagency policy committees and trade negotiating teams. Thus, while the Commission does not make trade policy, it does strive to maintain and provide the research capabilities needed to support the development of that policy.

General Goal

The Strategic Plan establishes a general goal and strategies for Operation No. 3. The general goal is to:

Maintain a research program that provides the Legislative and Executive Branches, as well as the public, with timely research products that are widely recognized for their contribution to sound and informed trade policy formulation.

¹ The level of self-initiated work can be highly dependent on and tends to exhibit an inverse relationship to the level of other, higher priority investigative work such as formal section 332 investigations and Operation No. 1 investigations.

The table below sets out the strategies relating to that general goal, and the performance goals and indicators corresponding to those strategies.

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
1. Effective and timely provision of state-of-the-art research products to customers	<p>a. Section 332 reports to requesters on time (OP).</p> <p>b. Positive results from:</p> <p>(1) Level of activity on ITC Web site (document viewing/ downloading);</p> <p>(2) Requests for hard copies or CD copies of reports;²</p> <p>(3) Written comments from users;</p> <p>(4) Number of new requests for research investigations.(OP)</p>	<p>a. 100% of reports on time.</p> <p>b.</p> <p>(1) Greater than 25% increase in ITC Web site activity.</p> <p>(2) 1000-1500 requests.</p> <p>(3) 75% positive response.</p> <p>(4) 10-15 new requests.</p>	<p>a. 100% of reports on time.</p> <p>b.</p> <p>(1) Greater than 25% increase in ITC Web site activity.</p> <p>(2) 1000-1500 requests.</p> <p>(3) 75% positive response.</p> <p>(4) 10-15 new requests.</p>

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
<p>2. Implement innovative research methods and address emerging areas and issues</p>	<p>a. Numbers of self-initiated research articles, working papers, research notes, and presentations at professional meetings/conferences (OP)</p> <p>b. Number/type of enhancements in information management and analytical methods (OP).</p>	<p>a. More than 60 initiatives, as resources and mandatory work permit</p> <p>b. (1) Increased use of ITC Web site (including EDIS) to facilitate public involvement in studies and to disseminate information. Special efforts in FY 2004 include finalization of Web-based database on foreign NTB's, greater use of enhanced EDIS, and implementation of an ITC "Research" Web page.</p> <p>b. (2) Expansion of economic modeling capabilities and use. Of particular note in FY 2004 will be (1) continued enhancements to the USAGE-ITC model, namely, adding a dynamic component to the current static version and breaking out occupational categories, (2) the construction of an NTM database (the NTM project) that will among other things, enumerate, describe, and where possible quantify global non-tariff barriers to trade, and (3) establishment of foundation and procedures for research and analysis of U.S.-Sub-Saharan African relations.</p> <p>b. (3) 2 semi-annual reviews of Web site and revisions completed.</p>	<p>a. More than 60 initiatives, as resources and mandatory work permit</p> <p>b. (1) Increased use of ITC Web site (including EDIS) to facilitate public involvement in studies and to disseminate information. Special efforts in FY 2005 include enhancements of ITC "Research" Web page, including continued efforts to convert existing and new ITC publications and databases to a Web-based format.</p> <p>b. (2) Expansion of economic modeling capabilities and use. Of particular note in FY 2005 will be: (1) empirically examining the effect of freer trade on the productivity of U.S. industries and (2) expanded research and analysis of the U.S. - China trade relationship.</p> <p>b. (3) 2 semi-annual reviews of Web site and revisions completed.</p>

Notes: 1. In performance indicators, the offices in parentheses are the staff offices responsible for measurement.

2. It is expected that there will be long-term growth in these requests. However, a significant degree of uncertainty exists because there has been sustained growth in the downloading of reports from the ITC Web site. Such growth could affect demand for hardcopy or CD versions of the reports.

Performance

During FY 1999, 2000, 2001, 2002, and 2003 the Commission generally met the performance goals of its Performance Plans:

- In FY 1999, the Commission developed “mailback” survey forms for inclusion in each published report and received responses that were analyzed, as well as various tracking logs on the actions listed in the goals.
- In FY 2000, the Commission continued to include mailback survey forms in each published report and received responses that were analyzed; and maintained tracking logs that showed customers making extensive use of Commission research products.
- In FY 2001, the Commission continued to include mailback survey forms in each published report and analyzed responses; improved its ability to measure public viewing and downloading of research from the ITC Web site; experimented with new ways to present information on the Web to facilitate public participation in section 332 investigations; tested the use of CDs as an alternative, economic means of report distribution; and implemented new analytical techniques and models such as dynamic computable general equilibrium models to enhance its capability of providing cutting edge research and analysis to trade policy makers.
- In FY 2002, the Commission continued to include mailback survey forms in each public report, as well as initiated an update of the mailback form and began efforts to include an on-line version on the ITC Web site. Staff also began development of a web page to highlight the Commission research program. Extensive progress was made in the development of a new U.S. Applied General Equilibrium model (USAGE ITC) and a model of the Russian economy to assist in future Commission work. Efforts continued to employ dynamic modeling in the analysis of potential U.S. bilateral free trade agreements. In anticipation of new trade legislation (Trade Act of 2002), the Commission began development of the tools/techniques to respond to new investigative requirements. Significant new research initiatives included development of a database on foreign NTB's and a new Africa research agenda.
- In FY 2003, the Commission continued to include mailback survey forms in each public report, but also launched an on-line customer survey on the ITC Web site to solicit feedback from the public on the research program. In addition, the agency increased use of the Web site for timely dissemination of information on ongoing research investigations,

notably its section 332 investigation regarding steel-consuming industries. The agency has also implemented new procedures to assist in identifying critical emerging issue research needs. Special accomplishments in FY 2003 include the following: (1) Construction of a regional CGE model of the U.S. economy (the USAGE-ITC model) continued on schedule. A working version of the model without the regional- and state-level component was reviewed, tested, and found to be satisfactory. The regional- and state-level component was nearing completion in late FY 2003. (2) The Russian economy model was completed and future working papers are anticipated from this work. In addition, data developed for this project were accepted by the GTAP Center for inclusion in the next version of the global model's database. (3) Development of analytical tools/techniques to respond to new legislative requirements (Trade Act of 2002) included the refinement of the current U.S. CGE model to assess imports of sensitive agricultural products from potential FTA partners and the development of the TSCAPE historical database and CGE model to analyze previous "fast-track" agreements.

Operation No. 4: Trade Information Services

During FY 2004 and 2005, the Commission plans to enhance its performance in providing trade information services by increasing the utility of various trade information services for its customers and by providing timely and effective nomenclature and other services to Congress and the Administration. Central to this Operation is the publication of the HTS and various types of tariff and trade information that are made available via the Commission's Web site. The Commission actively seeks feedback on customer satisfaction, and has established goals and indicators to account for such feedback. External factors affecting performance of this function include customer requests for assistance, and legislative changes.

General Goal

The Strategic Plan establishes a general goal and strategies for Operation No. 4. The general goal is to:

Provide effective technical expertise and advice on the implementation of trade policy and related administrative decisions; enhance the availability of high-quality tariff and international trade information to the Executive and Legislative Branches, as well as the broader trade community and the public; and increase the ability of customers to use such information.

The table below sets out the strategies relating to that general goal, and the performance goals and indicators corresponding to those strategies.

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
1. Increase the utility and improve the dissemination of ITC trade and tariff information services to customers.	<p>a. Level of use, as appropriate: (1) Trade DataWeb</p> <p>(2) Tariff Database. (OP)</p> <p>b. More effective information management methods adopted (TATA).</p> <p>c. Review of Web site and revision of content as appropriate (TATA).</p> <p>d. Results of feedback from users of ITC's main Web site (IND).</p>	<p>a. (1) 5% increase in number of Trade DataWeb reports provided.</p> <p>(2) 5% increase in number of Tariff Database reports provided.</p> <p>b. Modernization of data and tariff publication process underway.</p> <p>c. 2 semi-annual reviews and revisions completed.</p> <p>d. Establish baseline for user feedback regarding main Web site.</p>	<p>a. (1) 5% increase in number of Trade DataWeb reports provided.</p> <p>(2) 5% increase in number of Tariff Database reports provided.</p> <p>b. Modernization of data and tariff publication processes underway.</p> <p>c. 2 semi-annual reviews and revisions completed.</p> <p>d. 5% improvement over baseline.</p>
2. Provide timely, effective, and responsive nomenclature and similar technical services to customers.	<p>a. Results of focus group discussions TATA/ER).</p>	<p>a. 95% positive results.</p>	<p>a. 95% positive results.</p>

Notes: 1. In performance indicators, the offices in parentheses are the staff offices responsible for measurement.

Performance

During FY 1999, 2000, 2001, 2002, and 2003, the Commission generally met the performance goals of its Performance Plans:

- In FY 1999, the Commission developed a variety of tracking logs on the actions listed in the goals, and determined that focus group discussions were the best means to elicit customer feedback.
- In FY 2000, the Commission analyzed the results of contacts with customers, which generally were positive; and maintained tracking logs, which indicated that customers were making extensive use of the Commission trade information services.
- In FY 2001, the Commission improved its Web-based services. Publication of the tariff schedule via the Web site is accomplished on a real time basis. Response to the Commission's DataWeb (both the trade and tariff components) on the part of other government agencies and the

public has been very positive. Commission representations to the WTO and WCO Committees were favorably received by trading partners; U.S. proposals were supported both by the U.S. trade community and U.S. trading partners.

- In FY 2002, the Commission continued to improve its Web-based services. Publication of the HTS on the Web site is accomplished on a real-time basis, and steps have been taken to improve consistency and accuracy of the electronic files before publication. Response to the Commission's DataWeb continued to be positive and use of that site by outside users continued to increase. Commission representations to the WTO and WCO Committees continued to be received favorably by trading partners. U.S. proposals were supported both by the U.S. trading community and U.S. trading partners. Coordination among the Commission, other Government agencies, and the Congress increased dramatically with regard to proposed miscellaneous tariff legislation.

- In FY 2003, publication of the HTS on the Web site continued to be carried out on a real-time basis, with two revisions and a mid-year supplement. Accuracy and consistency between HTS chapter files and the Dataweb have been maintained, as well. However, when the Commission put its new network in place, some users experienced difficulty in viewing the HTS files; to correct the difficulty efforts were made to assist users through re-formatting the files and encouraging them to use updated software. Commission representatives to Committees of the WTO and the WCO continued to be received favorably; two ITC staff members chaired separate Committees at the WCO during the FY. Similarly, U.S. proposals were vetted with U.S. industry sources and other Government agencies and were generally found acceptable to our trading partners. The Commission adopted a new, simplified format for miscellaneous tariff bill reports to the Congress; it is anticipated that the new format will ease the burden on Commission staff preparing such reports and improve the timeliness of forwarding reports to the Congress without loss of content.

Operation No. 5: Trade Policy Support

During FY 2004 and 2005, the Commission plans to improve its performance in the provision of technical analysis and trade policy support to organizations involved in trade policy formulation, and the provision of support to USTR in WTO dispute settlement litigation. To accomplish this, the Commission has set goals for expanding the level and scope of support provided to Congress and the Administration, for seeking and improving feedback from customers, and for enhancing the provision of such services via electronic means. External factors affecting performance of this function include customer requests for assistance, and legislative changes. Notably, USTR by statute may call on the services of other agencies without reimbursement.

General Goal

The Strategic Plan establishes a general goal and strategies for Operation No. 5. The general goal is to:

Contribute to the development of sound and informed U.S. international trade policy by providing effective technical support and analysis to the Executive Branch in international trade negotiations, international trade dispute resolution proceedings, and other international trade fora and to the Legislative Branch through appropriate committees and subcommittees.

The table below sets out the strategies relating to that general goal, and the performance goals and indicators corresponding to those strategies.

Strategies	Performance Indicators ¹	FY 2004 Performance Goals	FY 2005 Performance Goals
1. Regularly contribute technical analysis to organizations involved in trade policy formulation where Commission participation is appropriate	a. Number of trade policy issue areas supported by ITC analysis. (ER).	a. 48 trade policy issue areas supported.	a. 50 trade policy issue areas supported.
2. Provide effective trade policy support to customers	a. Results of review of mechanisms for providing support, including review of Web site content (ER). b. Customer satisfaction as measured by results of focus group discussions with USTR, Congress, and other agencies (ER).	a. (1) Appropriate revisions implemented based on results of annual review. a. (2) Coordinate with USTR to enhance information systems handling National Security Information. b. 95% positive results.	a. Appropriate revisions implemented based on results of annual review. b. 95% positive results.

Notes: 1. In performance indicators, the offices in parentheses are the staff offices responsible for measurement.
2. Requests for support will be influenced by the annual trade policy agenda set by the Administration; ability to respond to all requests for support will be dependent on the level of other, higher priority statutory work in Operation Nos. 1, 3, and 4.

Performance

During FY 1999, 2000, 2001, 2002, and 2003 the Commission generally met the performance goals of its Performance Plans:

- In FY 1999, the Commission identified committees and organizations in which Commission participation would be appropriate, developed tracking logs on the actions listed in the goals, and determined that focus group discussions would be the best means to elicit feedback on customer satisfaction.
- In FY 2000, the Commission successfully contributed to the work of a number of organizations, and conducted focus group discussions and obtained positive results.
- In FY 2001, the Commission responded to an increasing number of requests for support in a broad range of trade policy issue areas. There was increased staff involvement as technical experts supported various

interagency efforts and negotiating teams. Direct feedback on our performance from Congressional and Executive Branch customers was generally positive. Specific focus group discussions of performance were scheduled for early in FY 2002.

- In FY 2002, the Commission saw a continuation in the upward trend in the number of trade policy issue areas in which it provided support to the Congress and the Administration. Focus group sessions were held with staff from our Congressional customers as well as senior staff from the Office of the U.S. Trade Representative. Feedback was overwhelmingly positive, with some suggestions for improvements that will be implemented in FY 2003. ER continued to review the mechanisms through which support was provided and implemented changes as appropriate.

- In FY 2003, the upward trend in the number of trade policy issue areas in which it provided support to the Congress and the Administration continued. Suggestions from last year's focus group sessions were implemented and ER reviewed the mechanisms through which support was provided and made changes as appropriate.