



# United States Patent and Trademark Office Strategic Framework



## Mission

*Fostering innovation, competitiveness and economic growth, domestically and abroad by delivering high quality and timely examination of patent and trademark applications, guiding domestic and international intellectual property policy, and delivering intellectual property information and education worldwide, with a highly skilled, diverse workforce.*

## Vision

*Leading the Nation and the World in Intellectual Property Protection and Policy*

## Strategic Goals

**Goal I:** *Optimize Patent Quality and Timeliness*

**Goal II:** *Optimize Trademark Quality and Timeliness*

**Goal III:** *Provide Domestic and Global Leadership to Improve Intellectual Property (IP) Policy, Protection and Enforcement Worldwide*

**MANAGEMENT GOAL:** *Achieve Organizational Excellence*

## GOAL I: OPTIMIZE PATENT QUALITY AND TIMELINESS

Objective 1: Re-Engineer Patent Process to Increase Efficiencies and Strengthen Effectiveness	Objective 2: Increase Patent Application Examination Capacity	Objective 3: Improve Patent Pendency and Quality by Increasing International Cooperation and Work Sharing	Objective 4: Measure and Improve Patent Quality	Objective 5: Improve Appeal and Post-Grant Processes	Objective 6: Develop and Implement the Patent End-to-End Processing System
<ul style="list-style-type: none"> <li>● Re-engineer the Patent Examiner Production (Count) System</li> <li>● Prioritize Work: Green Technology Acceleration, Project Exchange, Multi-Track Customized Examination</li> <li>● Institutionalize Compact Prosecution Initiatives</li> <li>● Re-engineer the Patent Classification System</li> <li>● Re-engineer the Manual of Patent Examining Procedure (MPEP)</li> <li>● Re-engineer the Patent Examination Process</li> </ul>	<ul style="list-style-type: none"> <li>● Hire Approximately 1,000 Examiners in both FY 2011 and FY 2012</li> <li>● Use a Hiring Model that Focuses on Experienced IP Professionals</li> <li>● Target Overtime to High Backlog Technology Areas</li> <li>● Develop and Implement a Nationwide Workforce</li> <li>● Reduce Attrition by Developing Mentoring, Best Practices, and Retention Strategies</li> <li>● Contract for Patent Cooperation Treaty (PCT) Searching</li> </ul>	<ul style="list-style-type: none"> <li>● Make More Effective Use of the PCT</li> <li>● Increase Use of the Patent Prosecution Highway (PPH)</li> <li>● Explore Strategic Handling of Applications for Rapid Examination (SHARE)</li> <li>● Work with Trilateral Offices and the Five IP Offices (IP5) to Create New Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>● Initiate 21st Century Analysis, Measurement and Tracking of Patent Quality</li> <li>● Improve and Provide More Effective Training</li> <li>● Reformulate Performance Appraisal Plans (PAPs)</li> <li>● Implement and Monitor Revisions to Patent Examiner Production (Count) System</li> </ul>	<ul style="list-style-type: none"> <li>● Develop and Implement Process Efficiency Recommendations</li> <li>● Streamline the Appeal Process and Reduce Appeal Pendency</li> <li>● Review the Board of Patent Appeals and Interferences (BPAI) Rules to Amend, Simplify and Optimize Process</li> <li>● Increase BPAI Capacity through Additional Hires and New Chambers Organization</li> <li>● Maintain High Quality BPAI Decisions</li> </ul>	<ul style="list-style-type: none"> <li>● Develop and Implement eXtensible Markup Language (XML) for all Data from Application to Publication</li> <li>● Build Infrastructure for Patents' End-to-End Processing System</li> <li>● Redesign and Re-architect Patent Information Technology (IT) Systems to Provide End-to-End Electronic Processing</li> </ul>

**GOAL II: OPTIMIZE TRADEMARK QUALITY AND TIMELINESS**

Objective 1: Maintain Trademark First Action Pendency on Average between 2.5 - 3.5 Months with 13 Months Final Pendency	Objective 2: Continuously Monitor and Improve Trademark Quality	Objective 3: Ensure Accuracy of Identifications of Goods and Services in Trademark Applications and Registrations	Objective 4: Enhance Operations of Trademark Trial and Appeal Board (TTAB)	Objective 5: Modernize IT System by Developing and Implementing the Trademark Next Generation IT System	Objective 6: Develop a New Generation of Trademark Leaders
<ul style="list-style-type: none"> <li>● Align Examination Capacity with Incoming Workloads</li> </ul>	<ul style="list-style-type: none"> <li>● Enhance Examination Quality by Establishing a New Quality Measure</li> </ul>	<ul style="list-style-type: none"> <li>● Determine What Actions, if any, are Needed to Ensure Accuracy of Identified Goods and Services</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain TTAB Workload and Pendency Metrics Within Acceptable Limits</li> <li>● Develop Additional Accelerated Case Resolution (ACR) and Other Streamlining Options for <i>Inter Partes</i> Cases</li> <li>● Improve TTAB Involvement in Parties' Settlement Negotiations</li> <li>● Maintain Quality of Orders and Opinions</li> <li>● Develop Law through Issuance of Precedential Decisions</li> </ul>	<ul style="list-style-type: none"> <li>● Address Trademark Business Needs with a Re-Architected, Virtualized and Service-Driven Solution</li> <li>● Separate Trademark Computer Based-Resources (CBRs) from Other USPTO CBRs</li> <li>● Move to Cloud Computing Based on a Sound Business Case</li> <li>● Add Functionality to Meet the Needs of Users</li> </ul>	<ul style="list-style-type: none"> <li>● Improve and Provide Effective Training</li> <li>● Revamp PAPs to Include Leadership Skills Development</li> <li>● Develop an Effective Human Capital Succession Plan</li> </ul>

**GOAL III: PROVIDE DOMESTIC AND GLOBAL LEADERSHIP TO IMPROVE INTELLECTUAL PROPERTY POLICY, PROTECTION AND ENFORCEMENT WORLDWIDE**

Objective 1: Provide Domestic Leadership on IP Policy Issues and Development of a National IP Strategy	Objective 2: Provide Leadership on International Policies for Improving the Protection and Enforcement of IP Rights
<ul style="list-style-type: none"> <li>● Provide Policy Formulation in All Fields of IP Protection and Enforcement</li> <li>● Provide Ongoing Policy Guidance on Key IP Issues</li> <li>● Provide Domestic Education Outreach, Knowledge Enhancement and Capacity Building</li> <li>● Engage other U.S. Government Agencies and Congress on Legislation that Improves the IP System</li> </ul>	<ul style="list-style-type: none"> <li>● Lead Efforts at the World Intellectual Property Organization (WIPO) and Other International Fora to Improve IP Protection and Enforcement</li> <li>● Prioritize Countries of Interest for Purposes of Improved IP Protection and Enforcement, Capacity Building, Legislative Reform, Including Creation of Country/Region Strategic Plans and Specific Action Plans</li> <li>● Improve Efficiency and Cooperation in Global IP System</li> <li>● Provide International IP Policy Advice and Expertise to Other U.S. Government Agencies</li> <li>● Provide Technical Expertise in the Negotiation and Implementation of Bilateral and Multilateral Agreements that Improve IP Rights Protection and Enforcement</li> <li>● Create USPTO and Attaché Integrated Action Plans that Focus on Country-Specific Needs and Interagency Cooperation</li> </ul>

**MANAGEMENT GOAL: ACHIEVE ORGANIZATIONAL EXCELLENCE**

Objective 1: Improve IT Infrastructure and Tools	Objective 2: Implement a Sustainable Funding Model for Operations	Objective 3: Improve Employee and Stakeholder Relations
<ul style="list-style-type: none"> <li>● Establish Cost-Effective, Transparent Operations and Processes</li> <li>● Improve the User Experience</li> <li>● Upgrade IT Infrastructure</li> <li>● Develop and Implement the Next Generation Fee Processing System (FPNG)</li> </ul>	<ul style="list-style-type: none"> <li>● Obtain and Implement Interim Funding Authority</li> <li>● Obtain and Implement Fee Setting Authority</li> <li>● Reformulate the Fee Structure</li> <li>● Obtain and Implement Private Sector Business Tools</li> <li>● Present Requirements-Based Budgets</li> <li>● Strengthen Financial and Non-Financial Internal Controls</li> </ul>	<ul style="list-style-type: none"> <li>● Recruit, Develop, Train, and Retain a Highly-Skilled, Diverse Workforce</li> <li>● Enhance Current and Future Agency Leadership by Focusing on Leadership Development, Accountability, and Succession Planning</li> <li>● Optimize Effectiveness of Patents Ombudsman Program</li> <li>● Enhance the Independent Inventors Program</li> <li>● Provide Information and Communication Channels for Employees and the Public</li> <li>● Ensure Transparency of USPTO Information and Materials by Increasing the Availability of Public Information</li> <li>● Strengthen Relationships with Department of Commerce (DOC), Office of Management and Budget (OMB), and Congress</li> </ul>