

# United States International Trade Commission

## Addendum to the Strategic Plan for Fiscal Years 2009-2014

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Pursuant to the GPRA Modernization Act of 2010, the U.S. International Trade Commission (Commission) has prepared this Addendum to its Strategic Plan for fiscal years (FY) 2009-14. The Commission plans to issue a new Strategic Plan in February 2014.

In preparing this Addendum, the Commission has retained the basic structure of its Strategic Plan, based on five strategic operations. The Addendum sets out new goals related to the management of the agency. These goals relate to government-wide initiatives and the major management challenges identified by the Commission's Inspector General. The Addendum also sets out modified performance goals, based on a review by the Commission of those goals.

In a section entitled "Cross-Cutting Activities," the Strategic Plan describes how the Commission is working with other agencies to achieve its goals. The Commission does not perform functions that are directly relevant to Federal Government Priority Goals.

The Commission has consulted with Committees of Congress on this Addendum. These include the Committees on Finance, Appropriations, and Homeland Security and Governmental Affairs of the Senate, and the Committees on Ways and Means, Appropriations, and Oversight and Government Reform of the House of Representatives. This Addendum reflects those consultations.

## Management Goals

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Within the Commission, the Offices of Administrative Services, the Chief Financial Officer, and the Chief Information Officer provide agency-wide administrative support services to the Commissioners and other staff. These services enable the Commission to carry out its strategic operations. The Commission's strategic vision contemplates that such services will be provided accurately and efficiently, and in full compliance with applicable authorities. To fulfill this vision, the Commission has established the management goals set out below. These goals also address the three main Management and Performance Challenges set out in the most

recent Semiannual Report of the Commission's Inspector General: (1) internal control, (2) financial management, and (3) information technology security.

The Commission has established the following management goals.

**Management Goal No. 1: Improve effectiveness and efficiency of hiring and professional development practices**

**Management Goal 2: Improve effectiveness and efficiency of acquisitions.**

**Management Goal 3: Improve financial management controls.**

**Management Goal 4: Use information technology to support productivity gains.**

The Commission's Performance Plans for FY 2012 and 2013 set out measurable targets indicating how the Commission intends to accomplish these management goals. In general, the Commission plans to continue refining its management procedures and improving its internal controls during FY 2012 and 2013 to enhance the agency's performance in these key management areas. The Commission will collect and analyze data in each of these areas to see whether the agency is meeting its annual measures as well as to provide more robust internal controls to ensure that future targets are met.

In FY 2012, the Commission seeks to measure the efficacy of its hiring practices and acquisition procedures by setting key performance indicators and measuring the time it takes to complete each milestone. Additionally, relevant Commission employees will be surveyed to establish baselines for assessing the level of satisfaction within the agency regarding hiring and acquisition. The Commission will review the relevant processes to ensure accurate record keeping. In FY 2013, the Commission will seek to improve on its baselines and meet or exceed the targets it has set.

The Commission will also examine its financial management processes and controls in FY 2012 to evaluate whether existing internal controls provide adequate assurance over financial management and compliance with laws and regulations. The Commission will determine what improvements may be necessary to better meet agency goals, and develop metrics for key financial performance indicators. In FY 2013, the Commission intends to

eliminate or reduce improper payments, improve compliance with financial controls, and ensure timeliness and accuracy of financial information.

In addition, the Commission recognizes the importance of information technology (IT) to the fulfillment of its mission. Effective and up-to-date technology can raise the agency's productivity and offer new ways to assist its customers. The Commission will seek to improve its IT-related performance in a number of areas, including cyber security, records management, and telecommunications

## Performance Goals

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The Commission had established performance goals in its existing Strategic Plan. Based on a review of this Plan, the Commission has determined to modify some of these goals.

- In Strategic Operation No. 1, performance goal 2 is revised to read: "Meet statutory and court deadlines." The change, which involves the deletion of a reference to administrative deadlines, reflects a focus more on serving customers than on internal investigative processes.
- In Strategic Operation No. 3, performance goal 1 is revised to read: "Develop and improve efficient and effective research methods and deliver products that meet customer requirements ." This change broadens the goal to cover research products as well as methods, and to emphasize the importance of meeting the needs of the agency's customers. For clarity, performance goal 2 is revised to read: "Expand the Commission's capacity to anticipate and address new issues and areas for industry and economic analysis."
- In Strategic Operation No. 4, performance goal 2 is revised to read: "Provide timely, effective, and responsive nomenclature, trade data, and related technical services to customers." This change extends the goal to reflect the agency's plans to also track the provision of trade data.

## Strategies

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The Commission is adopting a new set of strategies to ensure that it has efficient and effective procedures that provide the agency with the resources necessary to meet its strategic mission by:

- Providing timely delivery of skilled human resources, valuable products, and expert services
- Making agency processes more transparent
- Reengineering processes to increase efficiency
- Reviewing and reporting periodically on key performance indicators