

## Critical Element Library

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### **Overview**

A Critical Element is a work assignment, responsibility, or result to be achieved by an employee that is of such importance that unacceptable performance in that element would result in a determination that the employee's overall performance is at Level 1. Critical elements are key components of employee performance plans and must meet the following criteria:

1. Constitute a major work assignment,
2. Be within the employee's control to accomplish,
3. Align with DOC/ITA strategic goals and objectives, and
4. Provide a means for ensuring individual accountability for assessing employee performance

Each employee's individual performance plan will have three to five critical elements that are weighted according to importance and relevance to the employee's job description. *ITA's Critical Element Library* includes critical elements that align with ITA's strategic goals, objectives, and performance measures.

### **Standard Critical Elements**

In addition to the position specific critical elements, an individual's performance plan must have one or two standard critical elements that are applicable across job series. Every ITA employee's performance plan will have a Customer Service critical element, which measures responsiveness to internal and external customers, stakeholders, and the public. Employees in supervisory and team lead positions will also have a standard critical element for Leadership/Management, which measures success in managing assigned programs and resources. Sample criteria Customer Service and Leadership/Management elements are included in sections I and II of this document.

### **Instructions for Using this Document**

The purpose of this document is to provide a collection of components to critical elements applicable to each program unit and customizable for individual performance plans. An important aspect of the planning process is to provide a direct connection between an employee's performance to organizational goals and objectives, this document serves as a guide to these connections. The following elements are not meant to be a final list, rather they are dynamic suggestions to be combined or edited in order to create the appropriate critical element for each individual employee. When selecting applicable critical elements it is important to note the following guidelines:

- Include the Customer Service element in each employee's plan, and the Leadership/Management element in the plans of all supervisors, managers and team leaders.
- Each critical element and objective should be documented in the "Performance Element and Objective" section of the Performance Management Record CD-430 form.
- The manager should then document the employee's specific job activities in the "Major Activities and Results" section.
- The performance measures should support the critical elements and be aligned with each activity. Where possible, measures should be included in the description of the "Major Activities and Results" section.

Sections I and II of this document provide sample Customer Service and Leadership/Management critical elements. Section III includes sample critical elements for clerical and support staff personnel, which can be used by all program units. The remaining sections are divided by program unit then by goal and objective. This design is patterned to facilitate quick reference when searching for applicable critical elements. Though critical elements and performance measures appear alongside one another in this document, performance measures should be based on activities performed by an employee under the critical element selected.

## Critical Element Library

### I. Customer Service Critical Element

A Customer Service element is required for all performance plans to uphold customer service standards and measure an individual's overall responsiveness to internal and external customers, stakeholders, and the public. This element supports the ITA-wide goal to "Foster Excellent Relationships with Customers and Stakeholders".

Sample components to the customer service element are provided below for inclusion in an employee's individual performance plan. One or more elements should be selected and edited by the ITA manager and employee to create the one Customer Service element for inclusion in that employee's individual performance plan.

*Please Note: These components of elements are standard across ITA, however they should be further customized for each employee's plan depending upon his/her interaction with customers*

<b>Goal: Foster Excellent Relationships with Customers and Stakeholders</b>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Provide customers with accurate and high quality service that is consistent with published standards (e.g., press releases meet ITA guidelines)</li> <li>▪ Anticipate, understand and appropriately address customer needs, to the extent permitted by law and regulation</li> <li>▪ Promptly respond to customer requests and keep the customer apprised of the status of requests and when to expect resolution</li> <li>▪ Manage customer expectations by clearly communicating the type of service being provided and the anticipated completion date</li> <li>▪ Maintain accurate and up-to-date client records in client/case management databases</li> <li>▪ Work with colleagues as a team to provide seamless client service and transparent relationships.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish/update published levels of customer service by January 1<sup>st</sup> for each of the products and services we provide</li> <li>▪ 100% of customer related deadlines met on time</li> <li>▪ 85% of customer requests satisfactorily met</li> <li>▪ 100% of inquiries received via voicemail and email acknowledged during the same business day or as soon as possible the next morning</li> <li>▪ When out of the office, outgoing voicemail and email messages will be changed to include information for both a backup and a fail safe contact</li> <li>▪ 100% of online information resources are up-to-date</li> <li>▪ Update client/case database within 1 day of contact with customer and/or major case events</li> <li>▪ # of initiatives created as a result of customer feedback</li> <li>▪ Attend 1 customer service training event per year</li> </ul>

Note: The above listed customer service element should be tied to one or more of the following ITA objectives:

- *Improve customer satisfaction*
- *Develop and maintain stakeholder relationships to meet ITA's mission critical needs*

## Critical Element Library

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### II. Leadership/Management Critical Element

A Leadership/Management critical element is required for all supervisors and team leaders to foster excellent resource management within ITA, with a particular focus on operational planning, individual performance management, training, safety, and diversity. This element reflects leadership in ITA program goals and supports the ITA-wide goal to “Achieve Organizational and Management Excellence.”

Sample components of leadership/management elements are provided below for inclusion in individual performance plans. One or more elements or sub-elements should be selected and edited by the ITA manager and employee to create the one leadership element for inclusion in that employee’s individual performance plan.

*Please Note: These components of elements are standard across ITA, however they should be further customized for each employee’s plan and should focus largely on directing and leading employees to accomplish what is most important to the program.*

<b>Goal: Achieve Organizational and Management Excellence</b>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<p>Implement strategies and programs to enhance workforce productivity and development:</p> <ul style="list-style-type: none"> <li>▪ Develop and communicate internal operating plans that link to ITA’s goals, objectives, and priorities</li> <li>▪ Establish individual performance plans, provide feedback, and document ratings</li> <li>▪ Utilize awards, training, and workplace flexibilities to promote the development and retention of high performing employees</li> <li>▪ Promote a diverse work environment by participating in outreach and diversity initiatives</li> <li>▪ Foster a safe and secure work environment for all employees</li> </ul> <p>Ensure that financial reporting and budget activities are on-track, accurate, and timely:</p> <ul style="list-style-type: none"> <li>▪ Ensure that budget allocations are tied to strategic goals, objectives, and priorities</li> <li>▪ Ensure expenditures do not exceed allocated budget</li> </ul> <p>Implement new ITA-wide and Program Unit performance management goals and measures</p>	<ul style="list-style-type: none"> <li>▪ Ensure 100% of employee performance plans reflect strategic goals</li> <li>▪ Complete 100% of mid-year reviews and annual evaluations by established deadlines</li> <li>▪ Ensure that 100% of employees complete individual performance plan requirements</li> <li>▪ Distribute 100% of award pools in a fair and transparent manner</li> <li>▪ Approve training requests and ensure that 100% of training is linked to ITA’s goals</li> <li>▪ Evaluate and consider 100% of workplace flexibility requests by eligible employees</li> <li>▪ Participate in # of outreach programs related to diversity, such as recruiting and internship programs</li> <li>▪ Conduct 1 safety and security event per year</li> <li>▪ Provide budget justification in accordance with established deadlines</li> <li>▪ Execute 100% of programs within budget allocation</li> <li>▪ Confirm that all ITA and Program Unit performance measure data is reported accurately and on time</li> </ul>

Note: The above listed leadership element should be tied to one or more of the following ITA objectives:

- *Develop strategic and operational plans to set and achieve ITA priorities*
- *Implement best-in-class management policies and operations to ensure organizational excellence*
- *Achieve financial management excellence*
- *Strategically manage human capital to maintain a diverse, high-performing workforce*

## Critical Element Library

### III. Clerical and Support Staff Critical Elements

The following are components of critical elements have been drafted for incorporation into the individual performance plans of clerical and office support staff. If applicable, the below listed critical elements and measures can be used by any program unit.

*Please Note: These components to elements are samples and should be further customized for each employee's plan based on his/her job responsibilities.*

<b>Goal: Achieve Organizational and Management Excellence</b>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Coordinate and monitor the flow of all incoming and outgoing controlled correspondence</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% of controlled correspondence is signed and dated according to preset standards</li> <li>▪ 100% of reviews and clearances adhere to preset quality standards</li> <li>▪ 100% of requested meeting minutes/notes are completed within 24 of occurrence</li> <li>▪ Update published procedures by January 1<sup>st</sup></li> <li>▪ 100% of submitted time and attendance records are processed according to job requirements</li> <li>▪ Materials and supplies are repaired and ordered as resources become available</li> <li>▪ 100% of travel accommodations are communicated to supervisors</li> <li>▪ Conduct and/or attend 1 training event per year</li> <li>▪ 100% of records management requirements are met within a given year</li> <li>▪ Certifying property list annually in accordance with standards</li> <li>▪ Maintain 100% of accountability records for property entry/exit from offices</li> </ul>
<ul style="list-style-type: none"> <li>▪ Prepare and verify that necessary reviews and clearances have been secured, that authorized style and format have been used, that grammar and typing are correct, and that background materials are included for all correspondence</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Receive and process visitors and telephone calls either by personally furnishing information requested or by referring callers to the appropriate person or office</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Attend professional meetings taking and transcribing minutes as directed</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Devise and recommend new or revised procedures for handling of administrative and clerical operations within the office</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Serve as timekeeper by maintaining time and attendance records, tracking changes in payroll or time and attendance procedures, and resolving administrative problems</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Maintain supervisor's calendar</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Arrange required meetings (including space, time, and attendees) and ensure necessary meeting materials are acquired prior to the meeting date</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Oversee office systems, such as computers, communications equipment, procedures, and other equipment and supplies. Order supplies, office equipment and services as procedure dictates</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Arrange travel accommodations for staff, including hotel and transportation reservations, travel authorizations, and vouchers</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Assist as needed in the training and acclimation of new staff</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Monitor and maintain inventory and records of office equipment and property use</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Maintain and chronicle suspense and office files according to department and congressional standards and time restraints</li> </ul>	

Note: The above listed clerical and support staff elements should be tied to one or more of the following ITA objectives:

- *Develop strategic and operational plans to set and achieve ITA priorities*
- *Implement best-in-class management policies and operations to ensure organizational excellence*
- *Achieve financial management excellence*
- *Implement performance based delivery of ITA technical and service support aligned with ITA's mission critical needs*
- *Strategically manage human capital to maintain a diverse, high-performing workforce*

## Critical Element Library

### IV. Market Access and Compliance Sample Critical Elements

The following components of critical elements have been drafted for incorporation into the Market Access and Compliance individual performance plans. If applicable, the below listed critical elements and measures can also be used by other program units.

*Please Note: These components of elements are samples and should be further customized for each employee's plan based on his/her job responsibilities.*

<b>Goal: Identify and Resolve Unfair Trade Practices</b>	
<b>Objective:</b> <i>Improve market access for U.S. firms and ensure compliance with trade agreements</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Conduct research to further understand changes to U.S. access in foreign markets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce 4 region-specific market access reports per year</li> <li>▪ Ensure that agreement monitoring plans are reviewed and adjusted quarterly</li> <li>▪ Initiate 5 market access and compliance cases</li> <li>▪ Develop case action plans within 10 days: assess initial problem, enter case into the database, and create a definition of success</li> <li>▪ Resolve 3-5 market access and compliance cases</li> <li>▪ Update Trade Compliance Center database within 1 day of major case events</li> <li>▪ Participate in 2 outreach events per year</li> <li>▪ 95% of materials prepared for Department officials adhere to format and quality standards</li> </ul>
<ul style="list-style-type: none"> <li>▪ Screen for potential barriers against existing trade agreements and accepted norms in free trade</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Initiate market access and compliance cases and develop a strategy, timeline, and courses of action to resolve each case successfully</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Successfully resolve market access and compliance cases in a timely and effective manner</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Develop and participate in programs designed to solicit information on trade problems from relevant stakeholders</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Plan visits by Secretary and senior Department officials to target countries and coordinate visits to the U.S. by senior foreign officials</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Create briefing materials so that the Secretary and Under Secretary have adequate information to make decisions and take action as appropriate</li> </ul>	

<b>Goal: Advance U.S. International and Commercial Strategic Interests</b>	
<b>Objective:</b> <i>Create market access through policy advocacy and the support of trade negotiations</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Provide analyses and reports for negotiations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create # of analyses and reports</li> <li>▪ % of analyses and reports that meet MAC's format and quality standards</li> <li>▪ Negotiation instructions and analytical materials are completed in advance for all sessions, with clearly stated goals and objectives where relevant</li> <li>▪ Negotiation reports are completed within 3 days and include follow-up activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ Prepare for and represent ITA/DOC at inter-agency and international meetings/negotiations</li> </ul>	
<b>Objective:</b> <i>Lead U.S. Government efforts to develop the Administration's commercial strategies</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Identify major overseas markets for U.S. exports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide timely and accurate market analysis for inclusion in ITA's commercial strategies</li> <li>▪ Develop 1 region-specific capacity building program</li> <li>▪ 100% of programs and events are linked to ITA's</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop programs that advance U.S. commercial and strategic interests in your region (e.g. visits, training, conferences)</li> </ul>	

## Critical Element Library

<ul style="list-style-type: none"> <li>▪ Collaborate with local and overseas US&amp;FCS offices to plan trade events, regulatory forums, and other activities in which to jointly participate</li> </ul>	
<p><b>Objective:</b> <i>Leverage commercial programs to support U.S. foreign and economic policy priorities</i></p>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Contribute recommendations and analysis to develop U.S. foreign policy goals</li> <li>▪ Form intra- and inter-agency teams to respond to foreign and economic policy priorities (e.g. Iraq Reconstruction Task Force)</li> <li>▪ Integrate international economic policy and market access activities with other elements of ITA, DOC and the Government</li> </ul>	<ul style="list-style-type: none"> <li>▪ 95% of recommendations and analyses adhere to format and quality standards</li> <li>▪ Assemble intra- and inter-agency teams within one week of receiving request and outline the team's purpose, goals, objectives, and expected results</li> <li>▪ Ensure that the status of economic policy and market access activities are communicated to appropriate stakeholders</li> </ul>

<p><b>Goal: Enhance U.S. Competitiveness in Domestic and International Markets</b></p>	
<p><b>Objective:</b> <i>Ensure appropriate industry and other stakeholder input into trade policy development, negotiations and implementation</i></p>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Consult and partner with U.S. Industry and individual businesses to collect input regarding trade policy and trade negotiations</li> <li>▪ Solicit stakeholder and TPSC agency input regarding U.S. interests, and secure their support for U.S. negotiating priorities</li> <li>▪ Represent ITA and its positions in inter-agency meetings and intra-national negotiations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct industry and stakeholder meetings to solicit input in advance of major negotiations</li> <li>▪ # of Industry consultations where input was obtained and utilized to formulate policies and/or programs</li> <li>▪ Attend 100% assigned bilateral and multilateral dialogues</li> <li>▪ Attend 100% of relevant ITAC meetings</li> <li>▪ Summarize Industry and stakeholder feedback and distribute to colleagues within 5 days of industry/stakeholder meeting</li> <li>▪ Participate in 2 outreach events per year</li> </ul>



## Critical Element Library

### V. Import Administration Sample Critical Elements

The following components of critical elements have been drafted for incorporation into the Import Administration individual performance plans. Critical elements or measures that are most likely only applicable to OTEXA are labeled as "OTEXA:". If applicable, any of the below listed critical elements and measures can also be used by other program units.

*Please Note: These components of elements are samples and should be further customized for each employee's plan based on his/her job responsibilities.*

<b>Goal: Identify and Resolve Unfair Trade Practices</b>	
<b>Objective:</b> <i>Identify distortions in foreign markets</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Ensure that information on Foreign Unfair Trade Practices is identified in a timely manner and that these Practices are monitored for analysis and potential U.S. Government action</li> <li>▪ Effectively identify areas of WTO members' non-compliance with existing antidumping/countervailing duty agreements</li> <li>▪ Develop strategies, including outreach activities, to pre-empt unfair trade practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of critical markets reviewed for unfair trade practices</li> <li>▪ # of potential unfair trade practices identified and/or under evaluation</li> <li>▪ # of potential unfair trade practices in China identified and/or under evaluation</li> <li>▪ Develop # strategies to pre-empt unfair trade practices</li> </ul>
<b>Objective:</b> <i>Enforce U.S. Trade Laws</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Conduct counseling to assist U.S. Industry in understanding U.S. unfair trade laws and the antidumping/countervailing duty process</li> <li>▪ Conduct outreach events to promote Foreign Industry's and Governments' understanding of the antidumping/countervailing duty petition process in the U.S.</li> <li>▪ Conduct investigations and reviews of alleged unfair trade practices (dumping/subsidies) involving market and non-market economy countries</li> <li>▪ Issue relevant and timely guidance to Customs on AD/CVD casework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct a minimum of # counseling sessions with new AD/CVD petitioners</li> <li>▪ Conduct a minimum of # counseling sessions with petitioners in ongoing AD/CVD cases</li> <li>▪ Conduct 2-3 outreach events per year</li> <li>▪ Support the timely completion of all cases</li> <li>▪ 100% of determinations are written according to IA's time and quality guidelines</li> <li>▪ Reduce ministerial errors by 2% in IA's dumping and subsidy calculations</li> <li>▪ Meet 90% of internal case deadlines</li> <li>▪ 80% of customs instructions are issued on time</li> <li>▪ # of AD/CVD instructions issued to US CBP to implement or make changes to AD/CVD deposit rates</li> <li>▪ Update client/case database within 1 day of major case events</li> <li>▪ Average time to post to the Internet final decisions in IA proceedings</li> </ul>
<b>Objective:</b> <i>Improve market access for U.S. firms and ensure compliance with trade agreements</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ OTEXA: Conduct research to further understand changes to U.S. access in foreign markets, including working with the Textiles Industry to understand industry-specific market access issues</li> <li>▪ OTEXA: Screen potential barriers against existing trade agreements and accepted norms in free trade</li> <li>▪ OTEXA: Initiate textile-specific market access and compliance cases and develop a strategy, timeline, and courses of action to resolve each case successfully</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initiate 1-3 market access and compliance cases</li> <li>▪ Develop case action plans within 10 days: assess initial problem, enter case it into the database, and create a definition of success</li> <li>▪ Resolve 1-3 market access and compliance cases</li> <li>▪ Update case database within 1 day of major case events</li> <li>▪ Participate in 2 outreach events per year</li> <li>▪ % of identified market access and trade compliance issues for U.S. textile firms resolved</li> </ul>

## Critical Element Library

<ul style="list-style-type: none"> <li>▪ OTEXA: Successfully resolve market access and compliance cases in a timely and effective manner</li> </ul>	
<ul style="list-style-type: none"> <li>▪ OTEXA: Develop and participate in outreach designed to solicit information on trade problems from the U.S. Textile Industry</li> </ul>	

Goal: Advance U.S. International and Commercial Strategic Interests	
<i>Objective: Create market access through policy advocacy and the support of trade negotiations</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Provide analyses and reports for bilateral or multilateral trade issues that are associated with decisions in AD/CVD proceedings</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of analyses and reports that meet IA's format and quality standards</li> <li>▪ Negotiation instructions and analytical materials are completed for all sessions, with clearly stated goals and objectives where relevant</li> <li>▪ Negotiation reports are completed within 3 days and identify follow-up activity</li> <li>▪ Monitor 100% of terms of agreements, e.g., price and/or quota disciplines are effectively monitored and met</li> </ul>
<ul style="list-style-type: none"> <li>▪ Prepare for and represent ITA/DOC at inter-agency and international meetings/negotiations</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Negotiate and administer AD/CVD case related settlement agreements</li> </ul>	
<ul style="list-style-type: none"> <li>▪ OTEXA: Undertake China and WTO/ATC safeguard actions</li> </ul>	<ul style="list-style-type: none"> <li>▪ OTEXA: 100% of commercial availability cases completed on time</li> <li>▪ OTEXA: 100% of applications for wool TRQ licenses and quotas allocated in a timely manner and in accordance with regulatory requirements</li> <li>▪ OTEXA: 100% of safeguard actions completed in a timely manner and in accordance with statutory and published procedural requirements</li> </ul>

Goal: Enhance U.S. Competitiveness in Domestic and International Markets	
<i>Objective: Provide critical economic and policy analysis and information to promote U.S. business competitiveness</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ OTEXA: Administer textile and apparel technology grants</li> </ul>	<ul style="list-style-type: none"> <li>▪ OTEXA: Administer 100% of grants on time</li> <li>▪ OTEXA: Data is checked for accuracy before it is delivered to the customer</li> <li>▪ OTEXA: Generate monthly analyses according to OTEXA quality standards</li> </ul>
<ul style="list-style-type: none"> <li>▪ OTEXA: Analyze data to evaluate the impact of policy, regulation, and an evolving economic climate on the textile industry</li> </ul>	
<ul style="list-style-type: none"> <li>▪ OTEXA: Monitor and evaluate Government policies and actions that are affecting the competitiveness of the textile industry both domestically and internationally</li> </ul>	
<i>Objective: Ensure appropriate industry and other stakeholder input into trade policy development, negotiations and implementation</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Consult and partner with U.S. Industry and individual businesses to collect input regarding trade policy and trade negotiations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct industry and stakeholder meetings to solicit input in advance of each major negotiation</li> <li>▪ # of Industry consultations where input was obtained and utilized to formulate policies/programs</li> <li>▪ Attend 100% of assigned bilateral and multilateral dialogues</li> <li>▪ Attend 100% of relevant ITAC meetings</li> <li>▪ Summarize Industry and stakeholder feedback and distribute to colleagues within 5 days of industry/stakeholder meeting</li> <li>▪ Participate in 2 outreach events per year</li> </ul>
<ul style="list-style-type: none"> <li>▪ Solicit stakeholder and TPSC agency input regarding U.S. interests, and secure their support for U.S. negotiating priorities</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Represent ITA and its positions in inter-agency meetings</li> </ul>	



## Critical Element Library

Please Note: The following components of critical elements and sample performance measures may apply to OTEXA.

*\*\* Italicized components of critical elements and sample performance measures are common across the first three objectives. \*\**

<b>Goal: Broaden and Deepen the U.S. Exporter Base</b>	
<b>Objective:</b> <i>Increase the number of U.S. companies exporting</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ OTEXA: Generate new client leads</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of customers acquired through proactive ITA efforts</li> <li>▪ # of new-to-export export successes made as a result of ITA involvement</li> <li>▪ <i>Participate in # domestic and overseas trade events</i></li> <li>▪ <i>Secure # of foreign buyers to participate in each U.S. trade show</i></li> <li>▪ <i>Plan 4 trade missions per year</i></li> <li>▪ <i>Conduct # outreach events per year to inform clients of legal and regulatory issues</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Organize U.S. textile/apparel industry participation in overseas trade shows</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Schedule foreign buyers to attend U.S. trade shows</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Identify opportunities for U.S. firms in foreign markets and make these findings available to customers</i></li> </ul>	
<b>Objective:</b> <i>Help current exporters enter additional markets</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ OTEXA: Partner with clients to identify best new markets for their products</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of new-to-market export successes</li> <li>▪ <i>Participate in # domestic and overseas trade events</i></li> <li>▪ <i>Secure # of foreign buyers to participate in each U.S. trade show</i></li> <li>▪ <i>Plan 4 trade missions per year</i></li> <li>▪ <i>Conduct # outreach events per year to inform clients of legal and regulatory issues</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Organize U.S. textile/apparel industry participation in overseas trade shows</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Schedule foreign buyers to attend U.S. trade shows</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Identify opportunities for U.S. firms in foreign markets and make these findings available to customers</i></li> </ul>	
<b>Objective:</b> <i>Expand market penetration for U.S. Exporters</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ OTEXA: Partner with clients to expand market penetration in existing markets</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of increase-to-market export successes</li> <li>▪ <i>Participate in # domestic and overseas trade events</i></li> <li>▪ <i>Secure # of foreign buyers to participate in each U.S. trade show</i></li> <li>▪ <i>Plan 4 trade missions per year</i></li> <li>▪ <i>Conduct # outreach events per year to inform clients of legal and regulatory issues</i></li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Organize U.S. textile/apparel industry participation in overseas trade shows</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Schedule foreign buyers to attend U.S. trade shows</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>OTEXA: Identify opportunities for U.S. firms in foreign markets and make these findings available to customers</i></li> </ul>	

## Critical Element Library

### VI. Manufacturing and Services Sample Critical Elements

The following components of critical elements have been drafted for incorporation into the Manufacturing and Services individual performance plans. If applicable, any of the below listed critical elements and measures can also be used by other program units.

*Please Note: These components of elements are samples and should be further customized for each employee's plan based on his/her job responsibilities.*

<b>Goal: Enhance U.S. Competitiveness in Domestic and International Markets</b>	
<b>Objective:</b> <i>Provide critical economic and policy analysis and information to promote U.S. business competitiveness</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Analyze data to evaluate the impact of policy, regulation, and an evolving economic climate on U.S. business</li> <li>▪ Develop strategies and programs to strengthen the competitive position of U.S. Industry</li> <li>▪ Create in-depth U.S. Industry analyses to quantify the effects of policy proposals against structural cost benchmarks</li> <li>▪ Initiate and complete regulatory reviews</li> <li>▪ Monitor and evaluate Government policies and actions that are affecting the competitiveness of an industry both domestically and internationally</li> </ul>	<ul style="list-style-type: none"> <li>▪ 95% of analysis adheres to quality and timeliness requirements</li> <li>▪ Develop 1-3 strategies/programs per year to strengthen the competitive position of U.S. Industry</li> <li>▪ Initiate # regulatory reviews and/or analyses</li> <li>▪ # of milestones reached during regulatory reviews and/or analyses</li> <li>▪ 85% of regulatory reviews meet all standards and requirements</li> <li>▪ 100% data is checked for accuracy before it is delivered to the customer</li> </ul>
<b>Objective:</b> <i>Evaluate different industry and other stakeholder perspectives for domestic policy development, assessment and implementation</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Understand the fundamental functions and players in the U.S. Government and Industry and how they interrelate</li> <li>▪ Maintain regular contact with Industry Associations and individual companies in order to assess Industry concerns and disseminate information on U.S. Government policy activities</li> <li>▪ Identify impediments to U.S. Industry competitiveness, define possible solutions and evaluate their impact</li> <li>▪ Include U.S. Industry information into analyses and reviews and develop and advance recommendations that address industry needs</li> <li>▪ Integrate MAS competitiveness and regulatory activities with other elements of ITA, DOC, the Government</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct 100% of regularly scheduled meetings with trade and business advisory groups</li> <li>▪ Conduct 5 outreach events per year</li> <li>▪ Attend 100% of ITAC meetings</li> <li>▪ # of total competitiveness impediments identified by industry and other stakeholders where ITA takes appropriate action (assessment, evaluation and/or recommendations)</li> <li>▪ # of milestones reached during regulatory reviews</li> </ul>
<b>Objective:</b> <i>Ensure appropriate industry and other stakeholder input into trade policy development, negotiations and implementation</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Consult and partner with U.S. Industry on a regular basis to collect their input regarding trade policy and trade negotiations</li> <li>▪ Solicit stakeholder and TPSC agency input regarding U.S. interests, and secure their support for U.S. negotiating priorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of analyses and reports developed to improve U.S. trade compliance and market access activities/developments</li> <li>▪ # of milestones completed in industry/sector specific bilateral and multi-lateral dialogues and negotiations for trade agreements</li> </ul>

## Critical Element Library

<ul style="list-style-type: none"> <li>▪ Formulate policy recommendations that factor in the domestic impact on U.S. Industry, U.S. competitiveness, and the U.S. economy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct industry and stakeholder meetings to solicit input in advance of major negotiations</li> <li>▪ # of Industry consultations where input was obtained and utilized to formulate policies and/or programs</li> <li>▪ Attend 100% assigned bilateral and multilateral dialogues</li> <li>▪ Attend 100% of relevant ITAC meetings</li> <li>▪ Summarize Industry and stakeholder feedback and distribute to colleagues within 5 days of industry/stakeholder meeting</li> <li>▪ Participate in 2 outreach events per year</li> </ul>
<ul style="list-style-type: none"> <li>▪ Represent ITA and U.S. Industry positions in inter-agency meetings</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Develop analyses and reports to improve U.S. trade compliance and market access activities/developments, for example: miscellaneous tariff bills, retaliations, etc.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Evaluate and measure the impact of trade agreements on industry sectors and business</li> </ul>	

Goal: Advance U.S. International and Commercial Strategic Interests	
<b>Objective:</b> <i>Create market access through policy advocacy and the support of trade negotiations</i>	
Critical Element	Sample Performance Measures
<ul style="list-style-type: none"> <li>▪ Identify domestic regulations and laws affecting U.S. industry and develop policy recommendations based on domestic law and regulatory analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy recommendations meet 100% of MAS quality standards</li> <li>▪ % of analyses and reports that meet MAS's format and quality standards</li> <li>▪ Negotiation instructions and analytical materials are completed for all sessions, with clearly stated goals and objectives where relevant</li> <li>▪ Negotiation reports are completed within 3 days and identify follow-up activity</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop, provide, and advance recommendations on trade and investment policies and programs both foreign and domestic</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Provide analyses and reports for negotiations</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Prepare for and represent ITA/DOC at inter-agency and international meetings/negotiations</li> </ul>	
<b>Objective:</b> <i>Lead U.S. Government efforts to develop the Administration's commercial strategies</i>	
Critical Element	Sample Performance Measures
<ul style="list-style-type: none"> <li>▪ Identify leading sectors for U.S. exports and include analysis in ITA's commercial strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide timely and accurate analysis for inclusion in ITA's commercial strategies</li> <li>▪ Develop 3 industry-specific capacity building programs</li> <li>▪ 100% of events are linked to ITA's Strategic Plan and annual priorities</li> </ul>
<ul style="list-style-type: none"> <li>▪ Identify major overseas markets by industry sectors and include analysis in ITA's commercial strategies</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Develop and implement programs to advance U.S. Industry interests involving your industry (e.g., visits, training, conferences). Collaborate with local and overseas US&amp;FCS offices to plan activities in which to jointly participate</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Represent the commercial views of the U.S. Government in the inter-governmental fora, ensuring U.S. governmental initiatives advance the global competitiveness of U.S. Industry</li> </ul>	
<b>Objective:</b> <i>Leverage commercial programs to support U.S. foreign and economic policy priorities</i>	
Critical Element	Sample Performance Measures
<ul style="list-style-type: none"> <li>▪ Contribute recommendations and analysis to develop U.S. foreign policy goals</li> </ul>	<ul style="list-style-type: none"> <li>▪ 95% of recommendations and analyses adhere to format and quality standards</li> <li>▪ Assemble intra- and inter-agency teams within one week of receiving request and outline the team's purpose, goals, objectives, and expected results</li> </ul>
<ul style="list-style-type: none"> <li>▪ Form intra- and inter-agency teams to respond to foreign and economic policy priorities (e.g. Iraq Reconstruction Task Force)</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Integrate international economic policy and market access activities with other elements of ITA, DOC and the Government</li> </ul>	

## Critical Element Library

### VII. U.S. and Foreign Commercial Service Sample Critical Elements

The following components of critical elements have been drafted for incorporation into U.S. and Foreign Commercial Service individual performance plans. If applicable, any of the below listed critical elements and measures can also be used by other program units.

*Please Note: These components of elements are samples and should be further customized for each employee's plan based on his/her job responsibilities.*

*\*\* Italicized components of critical elements and sample performance measures are common across the first three objectives. \*\**

<b>Goal: Broaden and Deepen the U.S. Exporter Base</b>		
<b>Objective: Increase the number of U.S. companies exporting</b>		
<b>Critical Element</b>	<b>Sample Performance Measures</b>	
<ul style="list-style-type: none"> <li>▪ Generate new client leads</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of customers acquired through proactive ITA efforts</li> <li>▪ # of new clients who are traditionally underserved enterprises</li> <li>▪ # of new-to-export export successes made as a result of ITA involvement</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Develop relationships with traditionally underserved client groups</li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Partner with clients to develop effective exporting strategies</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Identify opportunities for U.S. firms in foreign markets and make these findings available to customers</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Identify an average of # trading partners for each client</i></li> <li>▪ <i>Participate in # domestic and overseas trade events</i></li> <li>▪ <i>Plan 4 trade missions per year</i></li> <li>▪ <i>Secure # of foreign buyers to participate in each U.S. trade show</i></li> <li>▪ <i>Conduct # outreach events per year to inform clients of legal and regulatory issues</i></li> <li>▪ <i>Conduct # outreach events per year to inform customers of relevant cultural issues and business protocols</i></li> <li>▪ <i>Attend 100% of District Export Counsel meetings</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Conduct outreach and counseling to inform customers of relevant cultural issues and business protocols for foreign countries</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Connect client with potential trading partners and customers in foreign markets using resources such as trade leads and gold key events</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Organize U.S. business participation in domestic and overseas trade events, including trade shows and trade missions</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Help client to identify and comply with all relevant legal and regulatory issues that affect their products and services</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Partner with counterparts at related federal, state and local government agencies to provide efficient, non-duplicative export assistance network</i></li> </ul>		
<b>Objective: Help current exporters enter additional markets</b>		
<b>Critical Element</b>		<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Partner with clients to identify best new markets for their products</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of new-to-market export successes</li> <li>▪ <i>Identify an average of # trading partners for each client</i></li> <li>▪ <i>Participate in # domestic and overseas trade events</i></li> <li>▪ <i>Plan 4 trade missions per year</i></li> <li>▪ <i>Secure # of foreign buyers to participate in each U.S. trade show</i></li> <li>▪ <i>Conduct # outreach events per year to inform clients of legal and regulatory issues</i></li> </ul>	
<ul style="list-style-type: none"> <li>▪ <i>Partner with clients to develop effective exporting strategies</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Identify opportunities for U.S. firms in foreign markets and make these findings available to customers</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Conduct outreach and counseling to inform customers of relevant cultural issues and business protocols for foreign countries</i></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Connect client with potential trading partners and customers in foreign markets using resources such as trade leads and gold key events</i></li> </ul>		

## Critical Element Library

<ul style="list-style-type: none"> <li>▪ Organize U.S. business participation in domestic and overseas trade events, including trade shows and trade missions</li> <li>▪ Help client to identify and comply with all relevant legal and regulatory issues that affect their products and services</li> <li>▪ Partner with counterparts at related federal, state and local government agencies to provide efficient, non-duplicative export assistance network</li> <li>▪ Partner with clients to develop effective exporting strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct # outreach events per year to inform customers of relevant cultural issues and business protocols</li> <li>▪ Attend 100% of District Export Counsel meetings</li> </ul>
<b>Objective:</b> <i>Expand market penetration for U.S. Exporters</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Partner with clients to expand market penetration in existing markets</li> <li>▪ Partner with clients to develop effective exporting strategies</li> <li>▪ Identify opportunities for U.S. firms in foreign markets and make these findings available to customers</li> <li>▪ Conduct outreach and counseling to inform customers of relevant cultural issues and business protocols for foreign countries</li> <li>▪ Connect client with potential trading partners and customers in foreign markets using resources such as trade leads and gold key events</li> <li>▪ Organize U.S. business participation in domestic and overseas trade events, including trade shows and trade missions</li> <li>▪ Help client to identify and comply with all relevant legal and regulatory issues that affect their products and services</li> <li>▪ Partner with counterparts at related federal, state and local government agencies to provide efficient, non-duplicative export assistance network</li> <li>▪ Partner with clients to develop effective exporting strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ # increase-to-market export successes</li> <li>▪ Identify an average of # trading partners for each client</li> <li>▪ Participate in # domestic and overseas trade events</li> <li>▪ Plan 4 trade missions per year</li> <li>▪ Secure # of foreign buyers to participate in each U.S. trade show</li> <li>▪ Conduct # outreach events per year to inform clients of legal and regulatory issues</li> <li>▪ Conduct # outreach events per year to inform customers of relevant cultural issues and business protocols</li> <li>▪ Attend 100% of District Export Counsel meetings</li> </ul>
<b>Objective:</b> <i>Advocate for U.S. firms competing for foreign commercial opportunities</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Provide aggressive, coordinated, and effective advocacy and financing support from the U.S. Government to level the playing field for clients competing with foreign firms</li> <li>▪ Act as primary coordinator of U.S. government support on behalf of U.S. company bidding on foreign government procurements</li> <li>▪ Partner with appropriate resources from other federal agencies to solve advocacy problems</li> <li>▪ Inform foreign decision makers of the U.S. Government's interest in specific advocacy projects and the Government's support for particular client(s)</li> </ul>	<ul style="list-style-type: none"> <li>▪ # advocacy cases initiated per year</li> <li>▪ # advocacy actions completed successfully</li> <li>▪ Support the completion of # advocacy cases per year</li> <li>▪ Ensure that intra- and inter-government communications meet the Advocacy Center's quality standards</li> <li>▪ Ensure the timely completion of all Advocacy Center questionnaires</li> </ul>

## Critical Element Library

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<b>Goal: Advance U.S. International and Commercial Strategic Interests</b>	
<b>Objective:</b> <i>Lead U.S. Government efforts to develop the Administration's commercial strategies</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Identify major overseas markets for U.S. exports and incorporate into ITA's commercial strategies</li> <li>▪ Develop and implement programs to advance U.S. commercial and strategic interests involving your region (e.g., visits, training, conferences)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide timely and accurate market analysis for inclusion in ITA's commercial strategies</li> <li>▪ Develop 1 region-specific capacity building program</li> <li>▪ 100% of events are linked to ITA's Strategic Plan and annual priorities</li> </ul>

<b>Goal: Identify and Resolve Unfair Trade Practices</b>	
<b>Objective:</b> <i>Improve market access for U.S. firms and ensure compliance with trade agreements</i>	
<b>Critical Element</b>	<b>Sample Performance Measures</b>
<ul style="list-style-type: none"> <li>▪ Initiate market access and compliance cases and develop a strategy, timeline, and courses of action to resolve each case successfully</li> <li>▪ Successfully resolve market access and compliance cases in a timely and effective manner</li> <li>▪ Plan visits by Secretary and senior Department officials to target countries and coordinate visits to the U.S. by senior foreign officials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initiate 5 market access and compliance cases</li> <li>▪ Participate in the development of case action plans within 10 days: assess initial problem, enter case it into the database, and create a definition of success</li> <li>▪ Resolve 3-5 market access and compliance cases</li> <li>▪ Update Trade Compliance Center database within 1 day of major case events</li> <li>▪ 95% of materials prepared for Department officials adhere to format and quality standards</li> </ul>