

DRAFT FY 2011 - 2016 DEPARTMENT OF COMMERCE STRATEGIC PLAN

The Department of Commerce is updating its strategic plan and anticipates making a draft of the FY 2011 - 2016 Plan available for public comment early in 2011. The structure of the new strategic plan has changed from that of the previous plan, and incorporates the structure of the Department's new balanced scorecard. During the spring of 2010, Secretary Locke engaged with a broad cross-section of the Department's senior leadership to develop a balanced scorecard to deploy and execute this Strategic Plan. The Secretary directed a balanced scorecard approach to establish and maintain focus on the Department's top priorities, to support related data-driven reviews to achieve them, and to emphasize that Customer Service, Organizational Excellence, and Workforce Excellence are prerequisites to the achievement of the Department's programmatic goals.

The balanced scorecard approach monitors the Department's internal management processes and focuses operating programs on priorities. This approach recognizes that follow-up and follow-through are critical to both the short and long-term success and sustainability of high-performing programs. The Department's balanced scorecard and Strategic Plan are structured around three programmatic themes (Economic Growth, Science and Information, and Environmental Stewardship) and three management themes (Customer Service, Organizational Excellence, and Workforce Excellence). The Economic Growth theme is further subdivided into three goals (Innovation and Entrepreneurship, Market Development and Commercialization, and Trade Promotion and Compliance). These themes and goals are further subdivided into 27 strategic objectives, which frame all of the Department's programs and supporting activities.

The Department's Performance Budget aligns its bureaus' funding to the programmatic objectives they most directly support. Performance measures for programmatic objectives (1-18) are shown at the end of relevant bureau sections, consistent with this alignment. Performance measures for management objectives (19-27) to which funding is aligned are shown at the end of sections for Departmental Management and Office of Inspector General.

The structure of the draft FY 2011 - 2016 Plan appears on the following two pages.

STRUCTURE OF THE DRAFT FY 2011 - 2016 DEPARTMENT OF COMMERCE STRATEGIC PLAN

Theme	Goal	Objective
ECONOMIC GROWTH	a. INNOVATION AND ENTREPRENEURSHIP GOAL: Develop the tools, systems, policies and technologies critical to transforming our economy, fostering U.S. competitiveness, and driving the development of new businesses	1. Facilitate intellectual property protection by reducing patent and trademark pendency and increasing quality of issued patents and trademarks
		2. Expand international markets for US firms and inventors by improving the protection and enforcement of Intellectual Property Rights
		3. Stimulate high growth business formation and entrepreneurship, through investments in high-risk high-reward technologies and removing impediments to accelerate technology commercialization
		4. Drive innovation through supporting an open global internet and communications and broadband policies that enable robust infrastructure, ensure integrity of the system and support e-commerce
		5. Provide the measurement tools and standards to strengthen manufacturing, enabling innovation and enhancing efficiency
	b. MARKET DEVELOPMENT AND COMMERCIALIZATION GOAL: Help create market opportunities that equip businesses and communities with the tools they need to create new businesses and quality jobs with special emphasis on unserved and underserved groups	6. Promote and support the advancement of green and blue technologies and industries
		7. Promote competitiveness of disadvantaged and distressed communities and businesses
		8. Provide services to improve the competitiveness of small and medium size firms in manufacturing and service industries
	c. TRADE PROMOTION AND COMPLIANCE GOAL: Improve our global competitiveness and foster domestic job growth while protecting American security	9. Increase US export value through an emphasis on trade promotion, market access, compliance and interagency collaboration (including support for small and medium enterprises)
		10. Implement an effective export control reform program to advance national security and overall economic competitiveness
		11. Develop and influence international standards and policies to support the full and fair competitiveness of US industry
		12. Vigorously enforce U.S. fair trade laws through impartial investigation of complaints, improved access for U.S. firms and workers, and strengthened efforts to ensure compliance with Antidumping/Countervailing Duty remedies

Theme	Goal	Objective
SCIENCE AND INFORMATION	Generating and communicating new, cutting-edge scientific understanding of technical, economic, social and environmental systems	13. Enhance scientific knowledge and provide information to stakeholders to improve innovation, technology, support economic growth and improve public safety
		14. Improve understanding of the US economy, society and environment by providing timely, relevant, trusted and accurate data, standards and services enabling entities to make informed decisions
		15. Enhance weather, water, and climate reporting and forecasting
ENVIRONMENTAL STEWARDSHIP	Promote economically-sound environmental stewardship and science	16. Support climate adaptation and mitigation
		17. Develop sustainable and resilient fisheries, habitats, and species
		18. Support coastal communities that are environmentally and economically sustainable
CUSTOMER SERVICE	Create a culture of outstanding communication and services to our internal and external customers	19. Provide streamlined services and single point of contact assistance to customers through better interaction and communication utilizing CommerceConnect, partnerships, branding, and other means of stakeholder involvement
		20. Promote information access and transparency through technology, understanding customer requirements, and creating new data products and services that deliver added value to customers
		21. Provide a high level of customer service to our internal and external customers through effective and efficient Department functions with empowered employees
ORGANIZATIONAL EXCELLENCE	Create a high performing organization with integrated, efficient and effective service delivery	22. Strengthen financial and non-financial internal controls to maximize program efficiency, ensure compliance with statute and regulation, and prevent waste, fraud and abuse of government resources
		23. Reengineer key business processes to increase efficiencies, manage risk, and strengthen effectiveness
		24. Create an IT enterprise architecture that supports mission-critical business and programmatic requirements, including addressing cyber security threats
WORKFORCE EXCELLENCE	Develop and support a diverse, highly qualified workforce with the right skills in the right job to carry out the mission	25. Recruit, develop and retain a high-performing, diverse workforce with the critical skills necessary for mission success including growing the next generation of scientists and engineers
		26. Create the best led Department in federal government by focusing on leadership development, accountability and succession planning
		27. Provide an environment that empowers employees and creates a productive and safe workplace