Final Report

Strategies for Enhancing Foreign Trade Policy Analysis/Decision Support Activities:

Defining the Foreign Trade Sector Evolving Role, Need for Reengineering, and a Proposed Reengineering Methodology

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Preface

This report is based on a request by the Ministry of Trade and Supply (MOTS) to the Development Economic Policy Reform Analysis (DEPRA) Project, under contract to the United States Agency for International Development, Cairo, Egypt (USAID/Egypt) (Contract No. 263-C-00-96-00001-00) with Nathan Associates Inc. On October 10, 1999, the MOTS foreign trade functions were transferred to the Ministry of Economy and Foreign Trade (MEFT).

The DEPRA project is intended to encourage and support macroeconomic reform in Egypt through the provision of technical assistance and services to the Government of Egypt with particular focus on international trade and investment liberalization, deregulation and financial sector strengthening.

This report was produced by an independent management consultant, Mike Samra, an information systems specialist, Martin Smith, Director of Information systems at the U.S. International Trade Commission, and an International Trade Policy Analyst and an Export Promotion Specialist, John Suomela and Abdel Wahab Heikal of the DEPRA Project. Although parts of the report are based on interviews with FTS executives and staff, the views and recommendations expressed are those of the authors and not necessarily those of USAID or Egypt's Ministry of Economy and Foreign Trade.

Executive Summary

As part of the joint Development Economic Policy Reform Analysis Project, Nathan Associates, Inc. initiated this study to review the current status of the Foreign Trade Sector (FTS) of the Ministry of Economy and Foreign Trade (MEFT) and make recommendations on ways to enhance its performance. The study objective was to review and develop an understanding of the role of the FTS in its support of MEFT policy formulation and its trade agreements negotiations and to make recommendations that would result in institutional enhancement affecting the vision, structure and processes of this unit.

The FTS now

There are seven units within MEFT responsible for trade policy and promotion. One of the key units within MEFT is the FTS, with approximately 350 employees. FTS is broadly involved with the formation and implementation of trade policy. Also, it has specific duties that include the administration of trade remedies (antidumping, countervailing duties, and safeguards). It is involved in negotiating and monitoring trade agreements, interpreting and enforcing regulations, and conducting sector-specific studies of international trade.

FTS is functionally organized into three Central Departments with the following functions:

- Import and Export Department: Monitoring, Regulation and Enforcement
- Foreign Trade Policy Department: Trade Remedies
- Foreign Trade Research: Sectoral Research

FTS executives believe that the proper processes and methodologies required to support the Unit's objectives are not in place. However, by soliciting the help of international experts, the Central Department for Foreign Trade Policy was able to enhance its processes for handling trade remedies.

Generally, FTS employees lack many of the skills and knowledge necessary to carry out FTS's expanded mandate in today's rapidly evolving commercial environment such as problem solving, planning, economic analysis, modeling, customer service, etc. They also suffer from weaknesses in business English comprehension, in making presentations and in report writing. In addition, they lack sufficient competencies in areas such as information management, computer applications, and knowledge about the Internet as a source of information about trade agreements, trade policies of other countries, trade laws, and as a source for data that can be used for analyzing trade issues. Also, the FTS does not have access to data sources that are necessary for a Ministry of Economy and Foreign Trade: they have no trade library, they have an inadequate filing system for storing and retrieving documents, and they have inadequate access to computer facilities. Furthermore, they do not possess the proper analytical tools, such as computer models and software used to optimize decision making. These deficiencies impair the ability of the FTS to provide accurate, timely, and sound policy analysis.

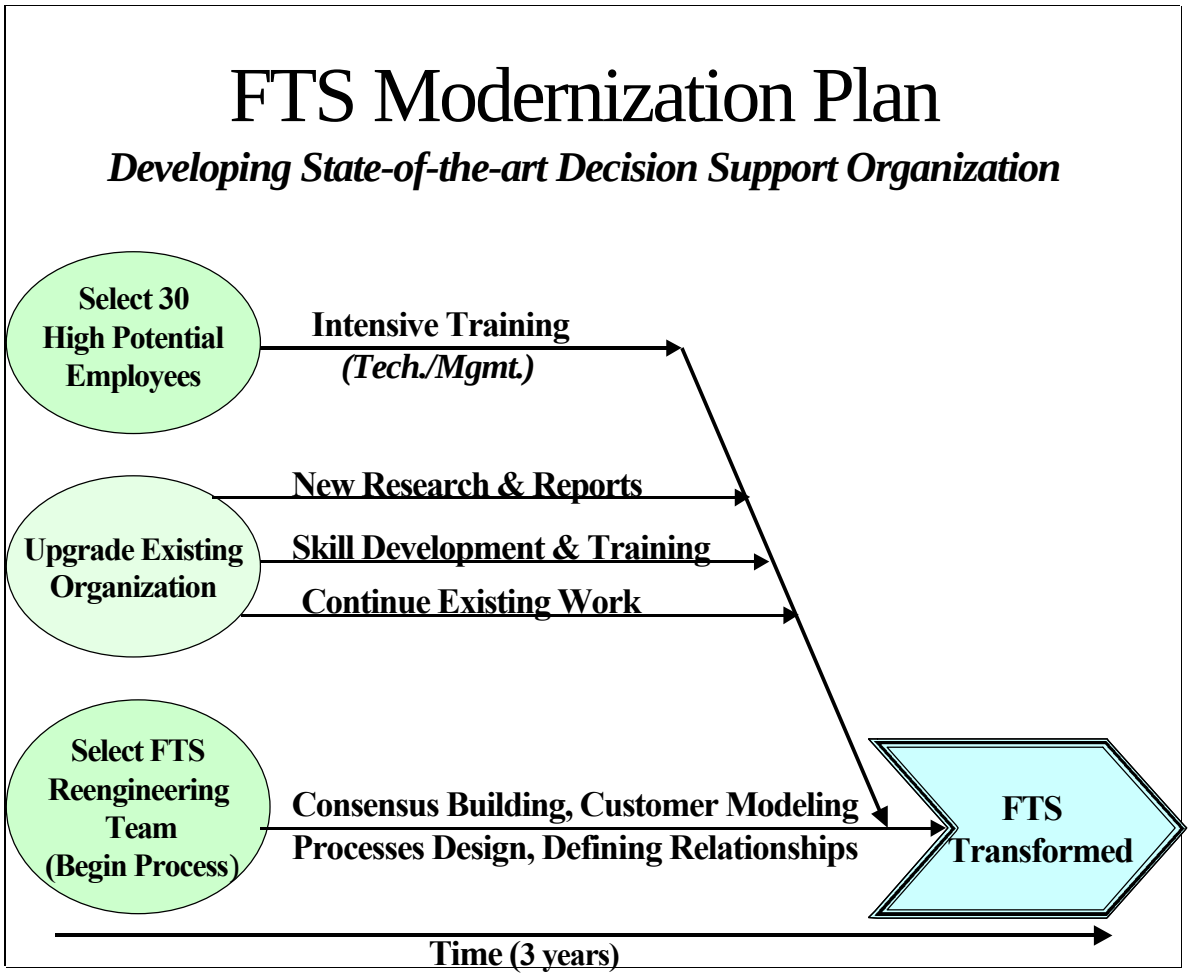
Infusing the organization with about 30 new employees, with proper training or the potential to be trained, would prove to be a worthwhile and sound investment. The new employees could serve as the nucleus of a newly engineered Foreign Trade Sector.

FTS executives realize the shortcomings of their existing organization. They have recognized the need for a new organization that will allow them to be better prepared for future international trade negotiations and to provide better support for the Government of Egypt's trade policy formulation. The reengineering *strategy* will be to improve FTS's ability to anticipate future developments. The management reengineering term for this is to develop their *vision.* Reengineering will also require improving FTS's organizational *structure* and improving the systems, or *processes,* directed at achieving newly defined FTS *goals*.

The FTS anticipates decision support processes that produce effective research, legal and economic studies, qualitative and quantitative modeling and analysis techniques that are designed and implemented by a qualified, capable staff that is carefully selected and properly trained. *The FTS will become the pioneer provider of innovative trade-related research and analysis in support of prudent decision making in MEFT.*

FTS Transformation

A three-track action modernization plan, over an estimated three-year period, is suggested for the transformation of FTS functions, organization structure, staff and relationships.



(1) Reengineering the FTS organization

The following suggested action plan, with its five different phases, provides a practical sequence of events needed to facilitate the enhancement of the FTS from its current status of traditional reactive approach to a modern, proactive, technology-driven decision support organization. The *first phase* will include the development of a consensus on breakthrough business goals and objectives that represent the purpose for the existence of FTS's reengineering project. This stage will also clearly establish the essential linkage between FTS's business goals and reengineered process performance, and define project parameters regarding schedule, cost, risk, and organizational change. Also, during this stage a team will be selected, the reengineering process will be introduced to them, and a management plan will be developed for the initial change.

During the *second phase*, a customer-oriented model of the FTS will identify strategic, value-added processes, and map departments, resources and volumes to specific processes and priorities, and recommend specific processes that will provide the greatest benefit. This phase will include customer modeling, performance measurement and process modeling.

During *phase three* the team will look for breakthrough opportunities. This phase will include workflow analysis, project management and benchmarking. The purpose of this phase is to develop a vision of the processes that will be capable of achieving breakthrough performance and to select the processes to be reengineered. The goal is to identify current process elements, problems, and issues, and to provide statements of objectives, identify opportunities for improvement, and provide measures of current process performance.

During *phase four*, there will be two key activities: (1) develop the technical design to implement the reengineered organization, and (2) determine the personnel allocation for the newly reorganized FTS.

Phase five is the final phase, when the old FTS will be transformed into a newly reengineered FTS. Being the final stage, it will produce pilot and full production reengineered FTS processes.

The scope of this reengineering, as outlined above, will require the expertise and support of the following long-term and short-term advisory personnel:

- *Senior Technical Advisor* with experience in *trade policy formulation* and development. An in-depth knowledge of *economic analysis*, modeling techniques, information gathering and reporting. This position is full time.
- *Senior Organization/Institutional Development Advisor* with a background in organizational development, process analysis, management and technical training.
- *Part time attorney* with experience in trade agreements and negotiations.
- *Senior Technical Advisor* with experience in *management information systems*, including databases structures, data collection, processing and reporting, and computer networking.

Short-term consultants will also be required on an as-needed basis to support the development and design of the organization, processes, and outputs. These consultants will have expertise in organization development, economic analysis, law and negotiating.

(2) Developing FTS workforce

It is recommended that *training of the selected 30 new employees be conducted in parallel* with the reengineering process due to its broadness and intensity. Also, a training program should be developed to support existing employees' development needs, both technically and managerially. Such a program could use training modules outlined in this report.

Since English has become the world's most common language in business and commerce, it is important that newly hired employees have excellent *English language skills* and that all other participants improve their English language skills. Most professional trade-related research and articles about trade, economics and statistics are published in English. Also, most of the information available on the Internet is in English. Therefore, it is imperative that FTS staff is able to communicate in English, orally and in writing. Hence, the course objective and content should aim at enhancing each participant's basic English comprehension, business language, presentation, and report writing skills.

Training should also be designed to provide the participants *with hands-on practice in using computers* as an effective and efficient tool for trade research and analysis. Training should introduce participants to computer hardware and software applications, as well as methods to correspond with e-mail and to obtain information from the Internet.

Management training should be provided for supervisors and managers to help them develop their basic management skills of planning, organizing, staffing, motivating, communicating, and counseling employees. Supervisory and management training should also be provided to potential future supervisors and managers in order to develop a pool from which to select future supervisors and managers.

The newly selected team of 25 to 30 FTS employees should be trained to help broaden their thinking and understanding of *trade policy*. Other FTS employees should participate in training to increase their understanding of operations management and accelerate their personal growth. A list of recommended courses is provided in this report.

(3) Upgrading the existing FTS during reengineering

It is proposed that the following initiatives be implemented or continued during the reengineering process:

3.a Skill Development and training of current FTS employees

In-order to expedite the process of reengineering and to begin stimulating new activities and actions in support of the immediate research and analysis needs of FTS, it is suggested that a training program be developed and conducted in parallel with that outlined above for the 30 new employees.

3.b New research and report development

During the training of the existing FTS staff, individuals will be asked to prepare specific research and reports relevant to their job descriptions and responsibilities. This will serve to enhance the employee's ability to connect trade-related principles and skills, learned in the classroom, to actual on-the-job duty performance.

3.c Continue existing work

During the reengineering and subsequent transformation process, it is imperative that FTS mangers and employees continue focusing on their immediate responsibilities and tasks at hand. FTS staff will continue functioning under the current mode of operation. Reengineering consultants will assist FTS staff, on as needed basis and to the extent possible, to increase the employees capacity and ensure proper direction of work being carried out.

Other recommendations

Information collection, handling, storage, retrieval, and publication are at the core of any Government trade organization. A new (or renewed) FTS should invest considerable time and top-management attention to make sure that FTS's information systems grow to meet future needs of the Ministry. An annual report of Egypt's trade agreements program would provide excellent training and provide an early and highly useful output for the new unit.

A Dockets office should be set up to log in all important documents that are received from interested parties in antidumping, countervailing duty, and safeguard cases. An expert in document handling, especially one with experience in handling business proprietary and privileged documents, should be hired to help set up an information storage and retrieval system.

An *FTS World Trade Library* should be set up to collect, store, and make available books, periodicals, journals, and other publications dealing with international trade, economics, law, industrial organization, political science, and other subjects relevant to a Ministry of Trade. Space should be set aside, a professional librarian should be hired, and a library index system should be set up on a local area network (LAN). Consideration should be given to coordinating the FTS World Trade Library with other libraries in Egypt, at Cairo University, American University of Cairo, etc. These libraries should develop on-line indexes of publications, and a joint book-lending program.

Two file servers have been requested by FTS, one for the LAN and another for a WEB server. Purchase of these file servers should be given high priority. Training should be provided for FTS information service staff in network management and WEB-site design. All PCs within FTS (and perhaps all within MEFT) should be connected to the existing LAN or to a wide area network (WAN). PCs on the network should have high-speed access to the *Internet* through the network server and a proper software security system should be installed.

Appendixes

This report contains six appendixes. The first provides a summary of the concept of reengineering. The other five appendixes provide resource materials that would have been obtained first hand if the senior staff had participated in a training tour in the United States.

The second appendix describes interagency trade policy coordination within the United States. The Office of the U.S. Trade Representative (USTR) is the lead organization for U.S. international trade policy formulation and coordination. The USTR is located within the Executive Office of the President. It is a small, but powerful organization with statutory authority to conduct trade negotiations and to make various decisions and recommendations related to enforcement of international trade agreements. USTR has a staff of only 200.

Although USTR is clearly the lead agency for U.S. trade policy, policy development via interagency committee is a central feature of the process. The structure of committees is complex, with four levels. At the top is the Trade Policy Committee, made up of Department heads (Ministers). Below the TPC is the Trade Policy Review Group, made up of Deputy Department heads (First Undersecretaries). Answerable to the TPRG is the Trade Policy Staff Committee (TPSC), which is made up typically of Assistant Secretaries or Deputy Assistant Secretaries (Undersecretaries). Most U.S. trade policy decisions are made at the TPSC level. The TPRG and TPC meet rarely and are mainly appeal levels for decisions where consensus cannot be achieved at the TPSC level.

Below the TPSC are many issue-specific sub-committees. *Almost all policy development is done at the "expert" level within these sub-committees.*

Coordination with the private Sector in the United States is done both informally, and formally through Industry Sector Advisory Committees (ISAC's) which were established for every major industrial sector. The Department of Commerce provides a secretariat. Likewise there are ASAC's established for agricultural sectors, with support from the Department of Agriculture. The major activity of the ISAC's and ASAC's during the early stages of negotiations has been to develop a detailed report covering the industry's assessment of its own competitive situation in the world, and its negotiating priorities.

The United States International Trade Commission (USITC) is responsible for carrying out studies under the authority of several sections of U.S. law. The Commission is approximately the same size as FTS, with 349 employees as of September 30, 1997. Also, the variety of investigations carried on at the Commission is similar to that envisioned for the FTS. More staff time is spent on investigations carried on under Section 332 of the Tariff Act of 1930 than on any other activity at the Commission. Brief summaries of all the studies completed in the past few years are included in an appendix. A brief explanation is included of how study teams are organized to conduct these investigations, and can serve as a possible model for the FTS.

One important report produced by the USITC each year is the report on the "Operation of the Trade Agreements Program" (OTAP). This is the most comprehensive review of U.S. trade-related activities published each year. It is suggested that the newly formed unit within the FTS begin by producing an OTAP report for Egypt by June 2000. *Producing this report will provide hands-on training to the staff of FTS, and will serve as a basic*

indicator of the ability of the new unit to monitor trade-related activities of the Government of Egypt.

The next appendix contains *recommendations for developing a full-fledged information systems department*. Some of the recommendations should be implemented without delay. Others can be implemented over a longer period.

One of the requirements of good management is to *document the organization's mission, goals, structure, and to provide position descriptions* for all employees. The final appendix provides sample position descriptions for auditors, investigators, industry specialists, and economists at the USITC. They provide models that can be used for developing position descriptions for the new employees in FTS.

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Introduction

As part of the joint USAID/MEFT Development Economic Policy Reform Analysis (DEPRA) Project, Nathan Associates Inc. was asked to review the current status of the Economic Research Unit in the Foreign Trade Sector (FTS) and make recommendations on ways to enhance its performance. The idea of enhancing the decision making process through sound analytical economic analysis is enthusiastically embraced by the Minister of Economy and Foreign Trade, the First Under Secretary of the FTS and his executive staff. They readily concede that the skills, knowledge and abilities of the FTS technical corps and the processes applied must continually be strengthened in order to meet the challenges of the new economic and foreign trade environments of Egypt.

The DEPRA 1999 Project work plan included support to the "activation of the Ministry of Economy and Foreign Trade's decision support role in trade policy formulation". Consequently, the First Undersecretary in charge of the Foreign Trade Sector (FTS) requested the DEPRA Project to assist in enhancing the performance of the economic research and analysis functions, specifically in the following areas:

- World Trade Organization Agreements
- Trade policy recommendations
- Trade remedies

The original study objective was to review and develop an understanding of the role of the Foreign Trade Sector (FTS), through its Economic Research Unit, in its support of MEFT policy formulation and agreements negotiation. It was also the objective of the study to make recommendations concerning institutional enhancement effecting the vision, structure and processes of this unit.

Subsequent to numerous meetings and discussions with the FTS Executives, the following observations were made:

1- From a practical standpoint, an Economic Research and Analysis Unit does not exist. Ad hoc teams, sometimes-using inaccurate data and improper analysis carry out the functions of this unit. Their work was characterized as "reactive" rather than "proactive".

2- It was clear to FTS executives that the current organization does not produce appropriate and much needed economic analysis. This situation will require the establishment of a new economic research unit capable of analyzing agreements, partnerships, regional cooperation, liberalization of bilateral agreements, etc. . . . and other issues related to trade policymaking.

3- The need for such a unit is becoming essential in light of:

- Egypt's commitment to foreign trade liberalization
- Egypt's desire to attract foreign investments
- Egypt's commitment to complying with the Uruguay round of negotiations
- Egypt's desire to ensure that concessions made are being met.
- Egypt's desire to join the global economy

4- The establishment of this unit in and of itself will not be sufficient because the entire foreign trade sector is in a substantial need for total upgrading. Without such a total upgrade the Economic Research and Analysis Unit will not be able to carry out its responsibilities effectively.

5- Required upgrading of FTS not only entails organizational restructuring and new job descriptions, but also redefining the processes, data gathering and management. Linkages must be established, and human resources must be developed. A program to update FTS should include the following:

- Proper and targeted selection of new qualified members who can carry the new mandate of the foreign trade sector.
- Continuous training and development of FTS employees including administrative and technical staff, managers and decision-makers.
- Availability of a permanent training center that will strive to enhance the workforce capability, especially when the employees are rotated between jobs or advanced through succession planning and promotions.
- Establishment of a performance evaluation system that will assess each and every member of the FTS on a periodic basis.
- Development of a program that will further increase the capacity of existing FTS staff to prepare them for the new mandate. When appropriate, staff can be reassigned to other positions for which they are better qualified and where they will be more productive.

6. FTS executives have visited organizations with similar functions in other countries, such as the United States and in the European Union. They are unanimously convinced of the urgent need for a total upgrade, and their ambition is to establish a Sector that is on an equal footing with other countries. The upgrade should include redesign of the physical premises, where the sector is housed, to provide for a better work environment.

7. The recent establishment of the Trade Remedies Department and the approach taken for developing its processes, staff training and utilization of foreign expertise through donor provided technical assistance has proved to be a true "success story" of modern institutional development to be emulated in upgrading the entire Sector.

With the aforementioned input in mind, this assignment was approached with the understanding (1) that there is consensus on the different and critical roles or functions that FTS is accountable for, (2) that the FTS will continue to receive the

complete support of MEFT senior management, and (3) that what is wanted and needed is a major overhaul rather than a regularly scheduled “tune-up”. The FTS is distinguished from other decision support organizations in that it is meant to provide research, analysis and support for decision making on vital issues concerning Egypt’s trade policy for the new millennium. Also, FTS will serve as the “hothouse” to prepare outstanding younger candidates for performing complex legal and economic research and analysis.

FTS Roles

- Provide policy suggestions, advice and follow-up activities to GOE trade policy makers
- Receive policy direction from GOE trade policy makers, which it incorporates into its processes
- Work closely with Egypt's business sector to achieve consensus on trade issues
- Receive advice from representative sectors of Egypt's business community
- Provide trade-related data and reports to Egypt's business sector community
- Monitor, regulate and enforce trade-related regulations
- Establish and maintain linkages with organizations in Egypt and abroad that share common interests
- Collect, sort and process trade-related data and information
- Support GOE officials in trade negotiations
- Participate in representing GOE with foreign governments and organizations
- Receive and analyze communications from foreign governments and organizations
- Administer all trade remedies cases

Based on the above we have prepared a concise document that defines practical operational steps to upgrade FTS over a three year period. The plan logically relates the nature of MEFT’s goals, FTS’s strategic objectives and a straightforward implementation plan. Also, appendixes are included that provide reference materials that will be useful for making structural and organizational changes in FTS. It must always be remembered that a plan like this is a work in progress and must be updated and improved, as more information becomes available.

I. Description of Current Organization

A. Scope and Structure

The MOTS was the result of a ministerial reorganization in 1996, which expanded the responsibilities of the Ministry of Supply to include trade policy implementation and trade promotion. On October 10, 1999, the responsibilities for trade policy and implementation and trade promotion were moved to the Ministry of Economy and Foreign Trade (MEFT). With the commitment of the GOE to economic reform, the creation of the World Trade Organization (WTO), the Uruguay Round of the GATT and the resulting binding agreements on members to include Egypt, MEFT has to initiate programs and policies to effectively act and react to the new world trade order while responding to the President's goal to increase Egypt's export performance.

There are seven (7) units within MEFT responsible for trade policy and promotion. One of the key units within the MEFT is the Foreign Trade Sector, or FTS, with approximately 350 employees. FTS was established as a centralized unit within MEFT that is responsible for developing and analyzing trade-related data and conducting research and analysis, including estimating economic effects in support of Egypt's trade policy formulation and negotiations with other countries on such matters.

FTS is broadly involved with the formation and implementation of trade policy. Also, it has specific duties that include the administration of trade remedies, involvement in negotiating and monitoring bilateral trade agreements, interpreting and enforcing regulations, and conducting sector-specific studies of international trade. In principle, the research component of the FTS could provide important information and analysis in support of both negotiations and trade policy formulation.

FTS is functionally organized into three Central Departments with the following functions:

- Import and Export: Monitoring, Regulation and Enforcement
- Foreign Trade Policy: Trade Remedies
- Foreign Trade Research: Sectoral Research

Also, the FTS houses a newly designated Decision Support Unit (sometimes referred to it as the Economic Research and Analysis Unit), with duties to provide analytical support for trade policy formulation and to analyze proposals and agreements for interested parties from the MEFT and the business sector. Currently, there are no employees assigned to this unit.

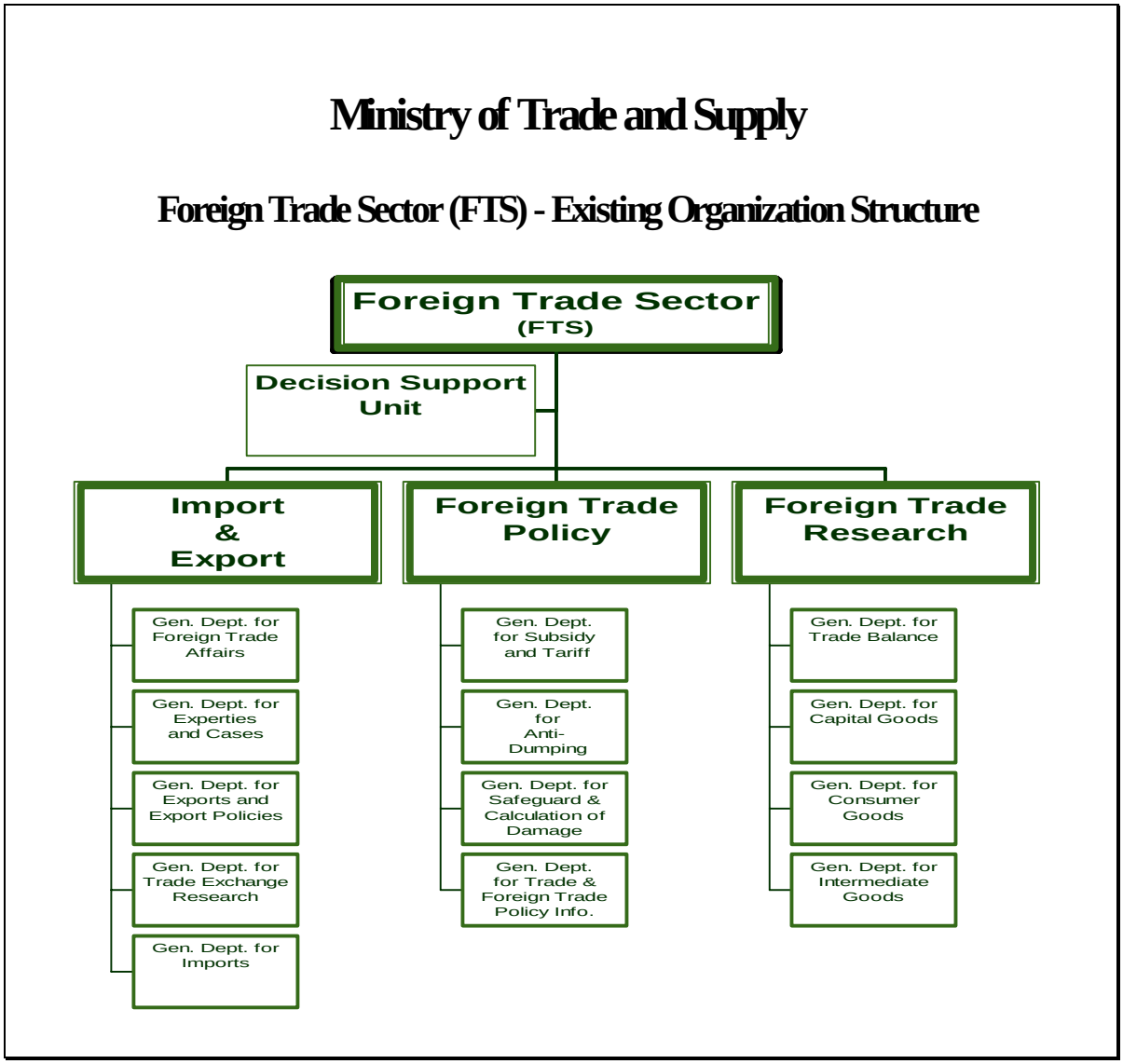


Figure II.1 depicts the current structure of FTS

B. Existing Process

FTS executives believe that the proper processes and methodologies required to support the Unit's objectives are not in place. However, by soliciting the help of international experts, the Central Department for Foreign Trade Policy was able to enhance its processes for handling antidumping, countervailing duties, and safeguard investigations.

Otherwise, the existing organization structure has been the same for the past twenty years and was designed to support a different mission under a different set of trade policy strategies.

C. Professional Staff Qualifications

Generally, FTS employees lack many of the skills and knowledge necessary to carry out FTS's expanded mandate in today's rapidly evolving commercial environment. They also suffer weaknesses in business English, in making presentations and in report writing. In addition, they lack sufficient competencies in areas such as information management and computer applications, and they do not have adequate knowledge about the Internet as a source of information and as a powerful tool for achieving their mission. Furthermore, FTS does not possess the proper analytical tools, such as advanced computer models and associated software used to optimize decision making. The above deficiencies impair their ability to provide accurate, timely, and sound policy analysis.

Senior executives of the FTS attribute many of the deficiencies in this unit to the inexperience, improper selection, and a lack of training of the staff for their new and expanded responsibilities. Furthermore, the application of subjective methodologies, poor analytical skills, lack of proper analytical evaluation tools, disconnected management information systems, inadequate data gathering, and a lack of research and reporting also contribute to the poor performance of the FTS.

Generally, most of the professionals assigned to FTS are long-term government employees who started their careers with the government. As the role of the FTS changed, they did not change along with it. Promotion for most positions was by seniority, with some consideration given to merit.

Some of the existing staff have educational backgrounds that include accounting, economics, law, translation and sciences. Some of them received appropriate training, but many of the staff has received little or no on-the-job training. This combined with the lack of detailed procedures and guidelines affect the performance of employees and therefore the quality of the work being produced.

Infusing the organization with about 30 new employees, "new blood", could prove to be worthwhile and a good investment. The new employees, when properly trained and groomed, could serve as the nucleus of a newly engineered sector. They will assist and help develop FTS existing employees for their new mission and processes. Furthermore, they will serve as the stepping stone for the new scientifically driven organization that FTS aspires to be.

D. Illustration of Current Situation

Egyptian–European Union (EU) Free Trade Agreement (FTA) negotiations have been underway since 1994. To date, there have been about 19 meetings, alternating between Cairo and Brussels.

Fundamentally, trade negotiations in the broadest sense are about politics and economics. To achieve a satisfactory outcome in any negotiation, early on it is important to identify the key decision-makers in the country (or organization) with which negotiations are being conducted. This is true at both the governmental and private sector levels. Once identified, it is equally important to know the constituencies they represent or those they are associated with. This kind of information is particularly valuable when formulating a strategy for building leverage. In this sense, it is also important to understand who stands to win or lose from concessions and the eventual impact on different industries.

By any measure, trade negotiations are an extremely complicated and difficult undertaking. Although the outcome usually is impossible to predict accurately, careful preparations are an absolute must for any participant.

Based on interviews with FTS senior staff, it appears Egypt could and should have done a better job of preparing itself for this task, especially given the sophistication, expertise and experience of the EU negotiators. Consequently Egypt proceeded without a sufficiently well developed strategy. The Government tended to be reactive rather than proactive. This suggests either a lack of resources or a inadequate support organization. It also appears that a valuable resource in the form of private sector participation has not been tapped, or at best only sparingly.

E. Existing Information management

Information management can be divided into two components: infrastructure and applications. Infrastructure comprises the basic hardware and software components of the general computing environment that will support an organization, like desktop equipment (PCs), printers, network wiring, and communications (Internet connections). Applications are systems that directly deliver real business value: systems for managing documents, accounting, specialized databases, as well as "desktop applications" like word-processing, electronic mail and spreadsheets. FTS's current technical information architecture (hardware, software and networking standards) may be described briefly as follows (based on the Foreign Trade Policy Department only).

1. Desktop: Intel ("IBM") hardware running Microsoft Windows95 (Arabic enabled), Microsoft Office desktop applications.
2. Two separate Ethernet Networks.
3. Network Servers: Intel ("IBM") hardware running Microsoft NT
4. Network Services: file and print

High speed Internet accesses is scheduled for September. A technical description of the current information systems in FTS is included in an appendix. The primary recommendations for improvements that should be made and a strategy for making future improvements in FTS information systems are included in section VII. Additional recommendations are included in the appendix.

II. Need for Transformation - Changing Times

As illustrated in the previous section, FTS executives realize the shortcomings with the current set-up of the existing organization; they have developed a new strategy that will allow them to be better prepared during future trade agreements' negotiation and to better support policy formulation. This strategy will include a new vision, structure and processes for FTS:

A. Vision

The Foreign Trade Sector vision is to see that decision support processes includes effective research, legal and economic studies, qualitative and quantitative modeling and analysis techniques that are designed and implemented by a qualified, capable staff, that is carefully selected and properly trained. Such processes will contribute to sound trade policies and international trade agreements that are based on sound economic principles, thus enhancing Egypt's economic growth and prosperity.

B. Mission

The Ministry of Economy and Foreign Trade Foreign Trade Sector (MEFT/FTS) is to be the pioneer provider of innovative trade-related research and analysis in support of prudent decision making. The FTS is dedicated to the expansion of Egypt's trade within a free trade environment and the development of well-reasoned policy analysis on critical trade issues. The unit strives to provide "objective analysis for informed decision making".

C. Roles

Specific roles that FTS will play in support of its mission:

- Provide policy suggestions, advice and follow-up activities to GOE trade policy makers.
- Receive policy direction from GOE trade policy makers, which it incorporates into its processes.
- Work closely with Egypt's business sector to achieve consensus on trade issues.
- Receive advice from representative sectors of Egypt's business community.
- Provide trade-related data and reports to Egypt's business sector community.
- Monitor, regulate and enforce trade-related laws and regulations.
- Establish and maintain linkages with organizations in Egypt and abroad that share common interests.
- Collect, sort and process trade-related data and information.
- Support GOE officials in trade negotiations.

- Represent GOE with foreign governments and organizations.
- Receive and analyze communication from foreign governments and organizations.

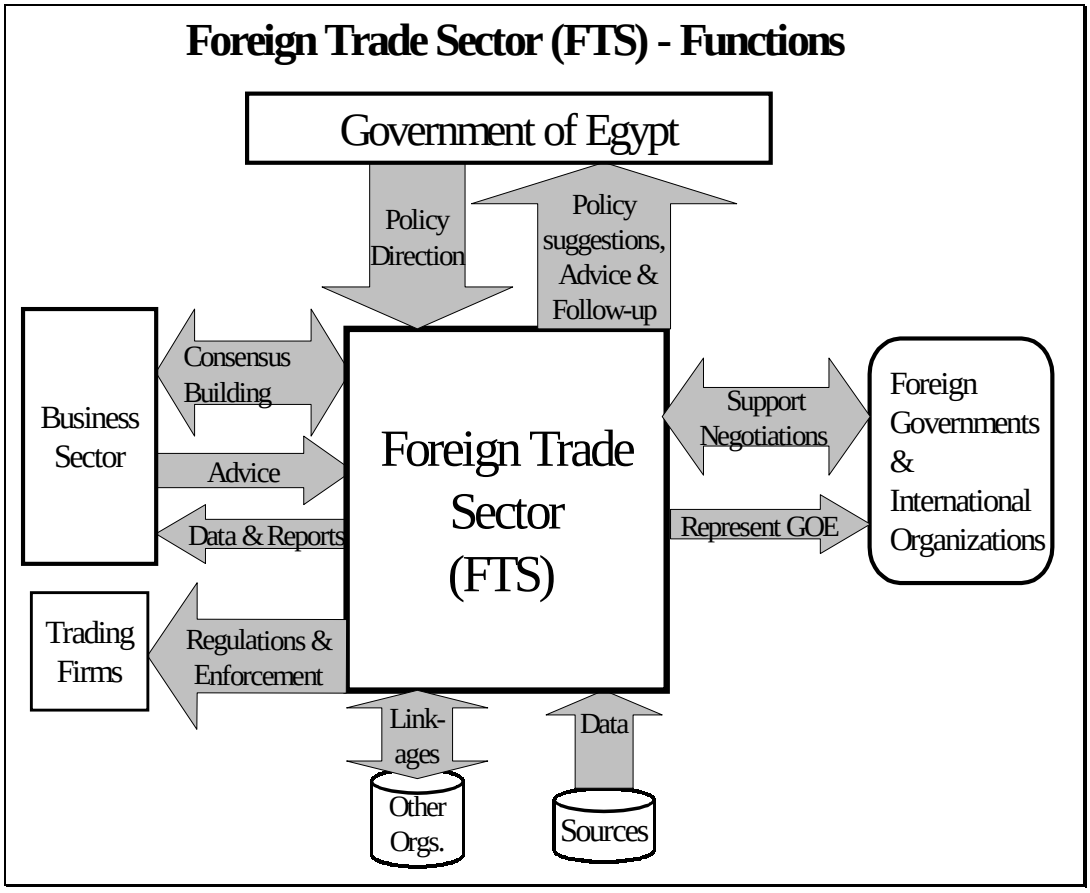


Figure II.2 depicts the roles/functions of FTS.

D. Goal

FTS goals are to develop and implement practical tools for analyzing trade-related information and incorporating the results of the analysis into the decision-making processes in support of GOE trade policy formulation and trade agreement negotiations. It is increasingly clear that global economic trade issues and their considerable social, political and financial impacts require very sophisticated quantitative modeling and analysis techniques and process. Therefore, FTS main purposes are:

- To institutionalize information gathering, data processing, and analysis into trade policy processes.

- To enhance governmental and private-sector organizations understanding of decision support methodologies and basic requirements for sound legal and economic analysis.
- To generate timely and accurate high quality trade-related research and analysis.

FTS also addresses the legal aspects and analyzes the impacts of proposed trade policies or agreements on individual business sectors and consumers in Egypt. FTS identifies and provides descriptions of the issues and highlights the challenges resulting from alternative scenarios. They also provide economic and legal analyses and propose solutions to resolve conflicts well before they become serious.

FTS seeks to integrate information from government agencies, business sectors, international organizations and other sources bearing on the development of Egypt's trade policies. This information will be critically analyzed and shared with interested parties.

E. FTS Management Philosophy

The current management philosophy for the FTS is to maximize the return on present resources at its disposal by maintaining a core staff, recruiting new professionals, and leveraging the Unit's resources through collaboration with other existing organizations within and outside the Ministry.

The FTS plans to analyze economic and demographic impacts of agreements and policy initiatives on Egypt's economy. Through FTS research and development programs, models will be developed which will enable the MEFT to generate information about policy options and their likely future impacts. By combining survey, statistical, economic, financial, legal, and research expertise with extensive in-house computer facilities, FTS will be able to tailor reports to specific MEFT needs.

FTS research services will include

- Recurring reports on trade agreements, patterns of trade, and other developments affecting Egypt's trade
- Analysis of trends in trade, overall and by specific industries
- Analysis of the economic effects of changes in trade policy
- Analysis of the effects of trade agreements
- Qualitative analysis of trade issues
- Questionnaire design (for antidumping, countervailing duties, and safeguard cases)
- Reviews of literature

Furthermore, the FTS will maintain a technically qualified staff in order to support the GOE, MEFT, commodity councils and negotiators. FTS will

- Provide technical expertise and consultation

- Extend, improve, or provide more differentiation in its products and services
- Increase productivity and reduce costs by improving process or methods

- Adapt existing technologies to new analytical uses
- Create new methodologies and assessments with new technologies

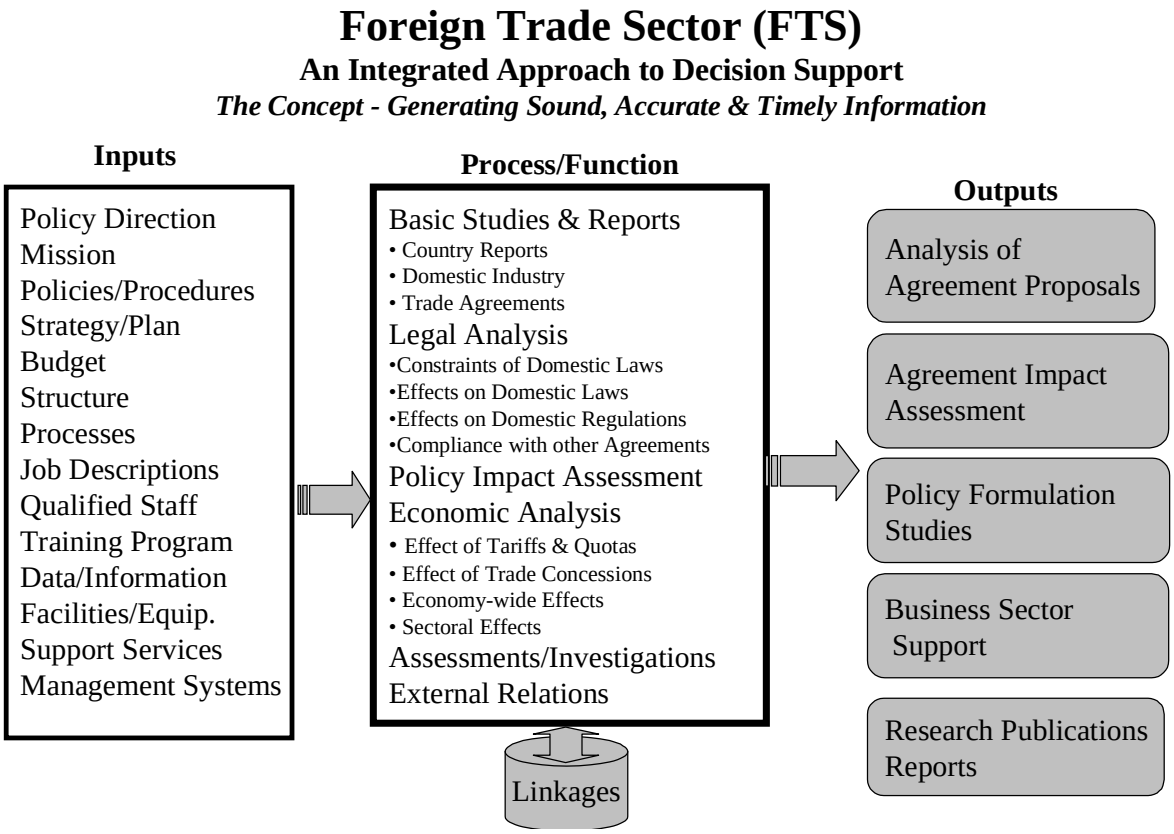


Figure II.3 depicts the inputs, processes and outputs of FTS once transformed

Processes of the reengineered unit will result in or include the following:
Reports — Research and Analysis — Support — Implementation

Basic Reports:
Basic reports should be the core product of any research or decision support unit. The most useful reports present simple detailed descriptions of situations and events that are of interest to trade policy analysts and policy makers. For example, they can provide trade statistics, descriptions of trade agreements, facts about industries and trading-partner countries, or describe any number of other subjects that are of interest to policy makers and analysts. Simple descriptive material and tabulations of trade statistics also serve as the basic input into economic and legal analysis of trade agreements. Basic reports can be presented in hard copy, but they are increasingly being provided as files and databases

accessible over a local area network (LAN) or the Internet because of the low cost and efficiency of electronic publication.

Investigation, research, and Analysis:
In the FTS, an *investigation* is the systematic, minute, and thorough examination of information relating to a trade issue. In the same context, *research* is the continual or in-depth investigation of recurring or long-term issues relating to Egypt's trade. Investigation and research can employ econometric techniques and state-of-the-art economic models, or can be simple descriptive *analysis* of issues and their legal and economic implications.

Policy Making and Negotiation Support:
The FTS will provide technical know-how for policy makers and negotiators. For example, the FTS will produce what-if studies to analyze alternative outcomes of negotiations, evaluate offers, estimate effects of changes in Egypt's trade policy, analyze the effects of tariff and quota reductions on consumers and businesses, estimate trade creation and trade diversion that would result from Egypt's entering bilateral or regional free-trade agreements, analyze the conditions of competition for Egyptian industries, and provide other technical services in the form of advice and analysis.

Implement Policy Analysis:
The FTS will convert ideas for new or improved trade policy or negotiation processes into practice, resulting in new, refined methods, techniques or models, incorporating parameters specific to Egypt. Policy makers, negotiators, and commodity councils will use the output from these analyses.

Responsibilities
The above processes will facilitate the FTS in carrying out its new responsibilities. *Policy Direction* will continue to be determined by the Government of Egypt, which will provide *guidelines* for the FTS to follow. At minimum, the guidelines will state the *objectives* of the policy and should include *political considerations* to be taken into account:

1. *Policy suggestions and Advice* will be provided to the Government of Egypt. Typically, advice will be unbiased, supported by statistical tables, economic analysis, and legal analysis.

    - Statistics
    - Economic Analysis
    - Legal Analysis (WTO rules etc…)

2. The FTS will provide *support for multilateral, plurilateral and bilateral negotiations*. In addition, Egypt's trade policy should support and advance the rule of law internationally by ensuring the enforcement of Egypt's rights in the trading system. Because each country's commitments are the rights of others, Egypt can expect other countries to continually monitor the implementation of Egypt's significant commitments. Egypt's primary focus should be on enforcing other countries' commitments of interest to Egypt.

    - Provide support for international negotiations

- Monitor and enforce Egypt's rights under the WTO and other agreements

3. The FTS will *represent the GOE in international forums*. The FTS can be expected to attend international conferences and meetings and should be capable of accurately and authoritatively presenting Egypt's positions on issues under discussion.

- Attend Meetings, Conferences, Negotiations
- Present Egypt's Positions on Issues
- Participate in Consultations

4. External and internal *Communications* can be on any subject related to international trade.

- External: These communications can range from receiving suggestions, complaints, recommendations, and support to providing reports on Egypt's achievements and justifications for Egypt's policies. They can amount to simple statistical reporting and descriptive reports of actions taken. One purpose of external communications is to achieve consensus among
  - Industry Associations
  - Companies
  - Consumer Groups
  - Associations
  - Commodity Councils
  - Other Private Sector Groups
- Internal communication: Convey management philosophy, mission, goals and roles.
  - Within FTS
  - Within MEFT

5. The FTS will develop *Procedures for Document Handling.* Incoming correspondence must received, distributed and controlled, especially if they contain time-sensitive or business proprietary information, or if they require a response by the FTS.

- Receipt, distribution and control
- Storage and retrieval
  - Letters
  - Reports
  - Notifications
  - Studies
  - News Releases
  - Books
  - Journals

6. *Data collection and Sources*: The purpose of the FTS can be described in terms of information collected, generated, and distributed. In investigations information can be collected by questionnaire, but for providing policy advice and recommendations the information can come from a number of other sources:

- Questionnaires

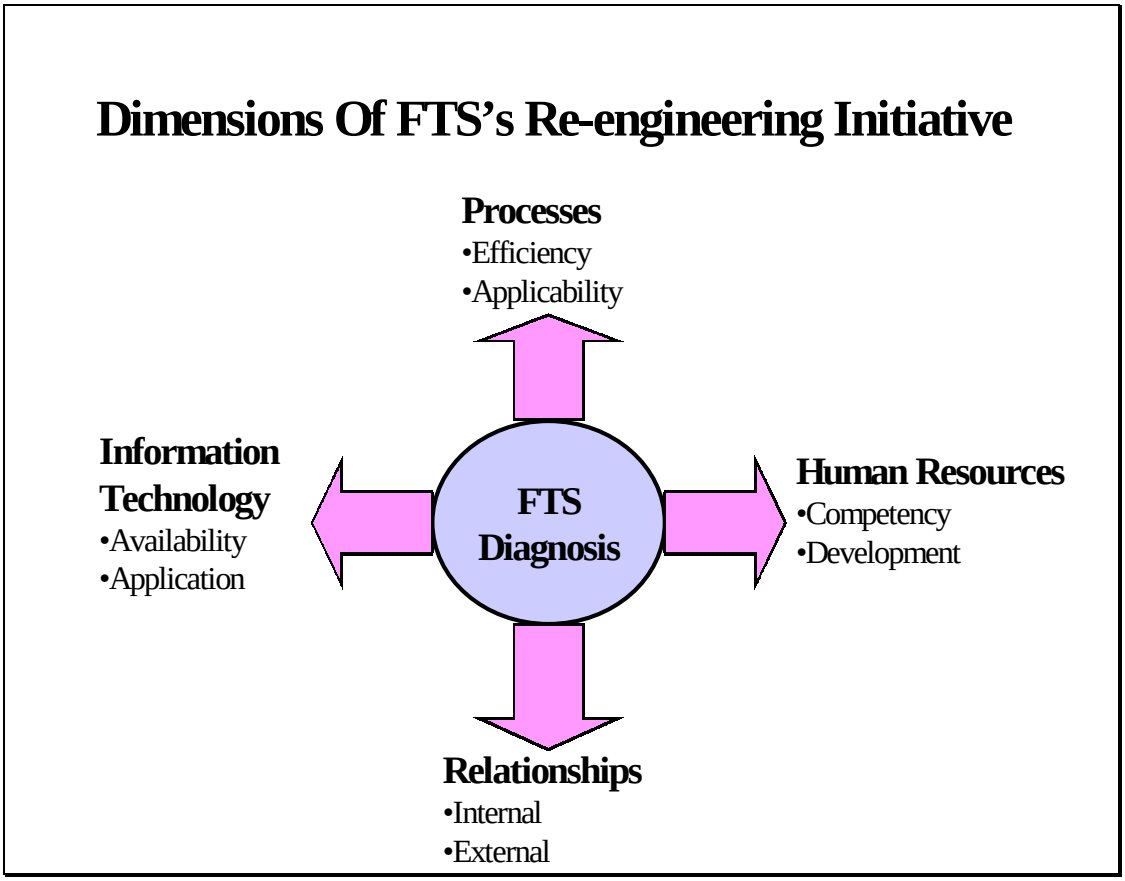
- Libraries
- Domestic Publications
- Foreign Publications
- CAPMAS
- Internet
- Customs
- GOEIC
- Industry Associations
- Other Ministries

7. In order to maintain high professional standards, the FTS should maintain *linkages* with universities, research institutions, and other organizations that are interested in trade, economics, law, and political science. Information should flow two ways. The FTS should support research in these institutions and staff of the FTS should receive studies and participate in seminars sponsored by these institutions or the FTS.

- Universities
- Research institutions
- Similar organizations in other countries

III. Responding to the New Environment - Reengineering FTS functions

The following suggested action plan, with its five different components, provides a logical sequence of events needed to facilitate the enhancement of the FTS from its current status of traditional reactive approach to a modern, proactive, technology-driven decision support organization. This organization, once transformed, will have a clear vision of its customer's needs, will be equipped with the proper process and will have the qualified human resources to achieve this vision. Each of the stages could be treated as a stand-alone component within an integrated chain of events. Dimensions of the reengineering process include process reassessment and innovation, human resources evaluation, reassignment and development, application of proper information technology and understanding and developing effective internal and external relationships.



A. Phase One - Setting the Foundation Stage / Preparation

This is the first stage and will include the development of consensus on breakthrough business goals and objectives. Formulating and achieving those

goals is the purpose of the FTS reengineering project. This stage will also clearly establish the essential linkage between FTS's business goals and reengineered process performance and define project parameters regarding schedule, cost, risk, and organizational change. Also, included in this stage is the selection of team members, introducing the reengineering process to them, and development of an initial change management plan.

The purpose of this stage is to select, inform, mobilize, and organize the FTS/consultant (facilitator) team. This team will participate and provide oversight of the reengineering process. This stage will produce a mandate for change, an organization structure and charter for the reengineering team, and schedule/action plan.

A.1 Specific activities will include

- Identification of senior sponsorship
- Selection of the FTS transformation team
- Recognizing the need – Why reengineering FTS (the new environment)
- Developing FTS executives and stakeholders consensus
- Training the transformation team (learning the approach)
- Planning change (stakeholders' interest, defining communication management)
- Self Assessment of existing methodologies
- FTS environment assessment (Internal and External)

A.2 Output

- Reports on study tours and lessons learned
- Selection of thirty new FTS employees with highest potential for implementing the new vision. These employees will be evaluated and selected jointly between FTS and the implementing consultants.
- Training program initiated (see section VIII)
- Detailed description of reengineering process objectives
- Ability to conduct Internet research on trade-related databases

Early harvest

- Library established
- LAN and expanded and WEB site established
- Document handling procedures in place
- First annual progress report of Egypt's Trade Agreements Program

A.3 Questions to be answered in this stage should include:

- What are the FTS senior executives' objectives and expectations? What is their level of commitment to this task? (A study tour covering similar organizations in different countries could prove to be helpful in solidifying the vision as well the understanding of the different functions that such an organization could play in policy formulation and development. Study tour members should include the different functions as well as customers of the FTS unit).

- What should be the goals for this task? How aggressive can they be without sacrificing realism?
- Who should be on the team? What mix of skills/capabilities should be represented on the team? As an example, the Minister could act as a sponsor to the team with a senior official such as a First Under-Secretary as the team leader. Team members could represent or possess expertise in one of the following:
  - FTS interaction with trade policy makers
  - FTS interaction with the business sector
  - FTS interaction with data providers data acquisition
  - Foreign governments agreements negotiation
  - Information management
- What skills/capabilities do the team members not represent? How can they be developed or acquired?
- What reengineering skills will team members need to learn?
- What will FTS need to communicate to existing employees to gain their support?

A. 4 Required Support from FTS:

- FTS senior executives' commitment to the process and time to guide the transformation.
- A six-person team with expertise in the following areas:
  - Trade policy formulation, analysis, coordination and negotiation
  - Business sector interaction with FTS
  - Foreign trade agreements negotiations
  - Egypt's trade data sources and reporting entities, and management information systems.
  - Trade regulation and enforcement
  - Organization development or human resources specialist (This team member could be a representative from the Central Organization for Planning and Administration).

The team will require access to short-term support from:

- Trade policy makers
- Lawyers with knowledge of international treaty law, litigation, dispute settlement proceedings, Egyptian legislation and domestic regulations, including customs, dumping, and countervailing duty procedures, and intellectual property law
- Economic analysts with knowledge of the Egyptian economy, international trade and industrial organization

Ministry of Economy and Foreign Trade

Foreign Trade Sector (FTS) - Functional Enhancement Team

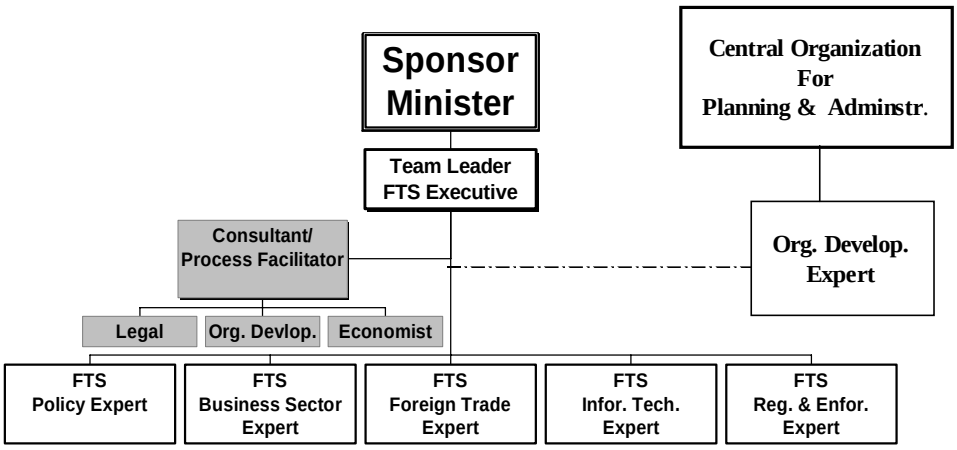


Figure IV.1 depicts the functional enhancement team structure and reporting hierarchy

A.5 Duration:
Approximately five months

B. Phase Two - Developing the FTS - Customer Model

This stage develops a customer oriented model of the FTS unit, identifies strategic value-added processes, and maps departments, resources, and volumes to specific processes and priorities, and recommends specific processes as the highest impact reengineering targets.

The purpose of this is to develop an understanding of the FTS customers, including definition of the customers, processes, and performance measures and to identify value-adding processes.

B.1 Specific activities will include

- FTS's external customer modeling i.e. their needs and wants, FTS interaction with them
- Customer-oriented measures of performance and current performance levels
- Defining the entities with that FTS deals with
- Process modeling and success factors
- Identify activities needed to effect change and associated value

- Identify internal and external suppliers and interaction processes
- Defining organizations involved in major activities and type of involvement
- Activity-based cost analysis
- Process value analysis, prioritize according to impact on FTS services

B.2 Output

- Report detailing customer requirements
- Trust building with customers through interaction
- Understanding customer service
- Report setting performance criteria
- Charts describing current organization structure and flowcharts describing processes
- FTS processes priority list
- Economic analysis reports prepared by existing FTS staff with guidance from reengineering consultants

B.3 Questions answered at this stage are:

- What are FTS's major business processes?
- How do these processes interact with customers (internal and external to MEFT) and information suppliers (internal and external to MEFT)?
- What are FTS's strategic, value-adding processes?
- Which processes should be reengineered within ninety days, within one year, within two years etc.?

B.4 Duration

Five to six months

C. Phase Three - Developing the Strategic Operational Vision

The purpose of this stage is to develop a process vision capable of achieving desired performance by looking for breakthrough opportunities in the processes; it analyzes and structures them as "visions" of radical change. It will identify current process elements such as organization, systems, and information flow, and current FTS process problems and issues. Also, the exercise will produce comparative measures of current process performance; improvement opportunities and objectives; a clear definition of what changes are required; and a new statement of the new process vision.

***C.1 Specific activities will include*:**

- Understanding and identifying FTS's process structure and work flow analysis
- Process value analysis and identifying value-adding activities
- Benchmarking performance of FTS with similar organizations
- Determining performance drivers and sources of problems

- Estimating degree of change required and potential difficulties
- Envisioning the ideal external and internal processes performance
- Integrating the external and internal visions and identification of conflicts

C.2 Questions to be answered at this stage are:

- What are the primary sub-processes, activities, and steps that constitute our selected processes? In what order are they performed?
- How do resources, information, and work flow through each selected process?
- Why do we do things the way we do now? What assumptions are we making about our current workflow, policies, and procedures?
- Are there ways to achieve our FTS's goals and address our customer needs that seem impossible today, but if they could be done, would fundamentally change our processes?
- Consider the boundaries between our processes and our business partners, i.e. customers, suppliers of information, strategic allies (other GOE sectors). How might we redefine these boundaries to improve overall performance?
- What are the key strengths and weaknesses of each selected process?
- How do other countries/organizations handle the processes and associated complexities?
- What measures should we use when benchmarking our performance against best-in-class organizations?
- What is causing the gap between our performance and that of best-practice organizations?
- What can we learn from these organizations?
- How can the results of visioning and benchmarking be used to redesign our processes?
- What are the specific improvement goals for our new processes?
- What is our vision and strategy for change? How can we communicate our vision to all employees?

D. Phase Four - Innovating the Processes - The Solution

This phase will include two key components: (1) development of the technical design to implement the visions and (2) human resource allocation which will organize and structure the human resources that will staff the reengineered processes.

D.1 Development of the technical design

The purpose of this activity is to specify the technical dimensions of the new FTS processes. It will produce descriptions of technology, standards, procedures, systems and controls employed, designs for the interaction of human resources with technical elements, preliminary plans for development, procurement of hardware, software, and services, required

facilities, required training, needed conversions, and change management plan.

D.1.i Specific "Technical Design" activities will include:

- Model FTS sub-entities processes relationships and ownership
- Reexamine process linkages and coordination required
- Identify information needed, sources, assembly and dissemination
- Consolidate interfaces and information
- Redefine alternatives
- Identify parts and modularize new FTS processes
- Specify actions
- Apply potential technology to processes
- Develop preliminary plans for implementation

D.1.ii Questions to be answered at this stage are

- What technical resources and technologies will be needed in the reengineering process?
- How can these resources and technologies best be acquired?
- What information will the reengineered processes use?
- How will the technical and human elements interact? (e.g. the human engineering or interface of the system)

D.2 Human Resource allocation

The purpose of this stage is to specify the human resource dimensions of the new process. It will produce descriptions of the reengineered FTS organization, required staffing, jobs, career paths, and incentives to be employed, designs for the interaction of the technical and human resources elements, preliminary plans for recruitment, education, training, reorganization, and redeployment.

D.2.i Specific "Human Resources" activities will include

- Empowerment of FTS customer contact employees
- Identify existing job characteristics and skills and compare them with the new requirements
- Correlate existing jobs/teams with new ones
- Define skills and staffing needs of new jobs
- Specify management structure
- Redraw FTS organizational boundaries
- Specify job changes
- Design career paths under the new FTS
- Define stages and shapes of the FTS transitional organization
- Design change management program and obtain consensus
- Design incentive to motivate transition
- Develop an implementation plan

D.2.ii Questions to be answered are

- What technical and human resources will we need to reengineer? What activities will each reengineering team member be responsible for? What priorities and dependencies exist?
- What immediate opportunities exist? What can be accomplished in three months, one year, beyond one year?
- What human resources will be needed in the reengineered process?
- What targets and measures should be established?
- How will responsibilities change? What training programs will be needed?
- Who is likely to resist changes called for? How can they be motivated to accept these changes? What other obstacles exist?
- What will our new organization look like?

E. Phase Five - FTS Transformation

This stage will realize FTS reengineering vision by carrying out and implementing the new processes designed in the last stage by institutionalizing the reengineered processes, relationships, organizational structure, and human resources development. This stage will encompass several workshops with existing FTS employees and external customers to introduce them to the new FTS.

E.1 Specific activities will include:

- Complete FTS operating systems design
- Perform technical design
- Develop test activities to validate new processes
- Evaluate employees performance and understanding of new processes
- Train staff
- Pilot new processes
- Redefine and transition to new systems
- Monitor and evaluate for continuous improvement

E.2 Questions to be answered are:

- When should progress monitoring begin? How will one know if the transition is on the right track?
- What mechanism should be developed for solving unanticipated problems?
- How can a smooth transition period be ensured?
- How can momentum be maintained for ongoing change?
- What techniques should be used to realign the organization?

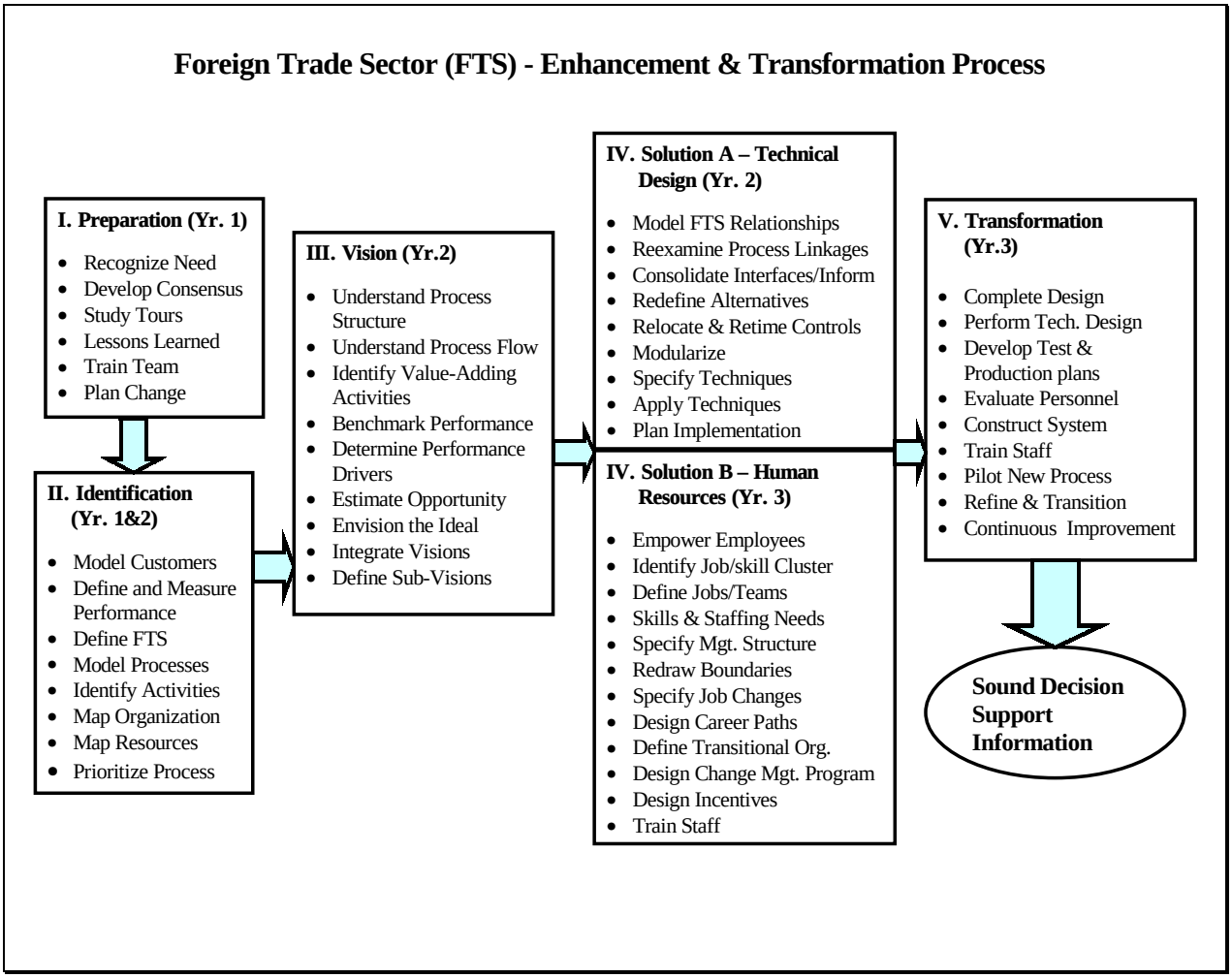


Figure IV.2 depicts the transformation process phases

IV. Required Technical Advisors

The scope of this reengineering, as outlined above, will require the expertise and support of the following long-term and short-term advisory personnel:

- Senior Technical Advisor with experience in trade policy formulation and development. An in-depth knowledge of economic analysis, modeling techniques, information gathering and reporting. This position is a full time one.

- Senior Organization/Institutional Development Advisor familiar with background in organizational development, process analysis, management and technical training.

- Attorney, on part time basis, with experience in trade policies and agreements negotiations and analysis.

- Senior Technical Advisor with experience in management information system including database structuring, data collection, processing and reporting and computer networking.

Short-term consultants will be required on an as needed basis to support the development and design of the organization, processes, and outputs. These consultants will have expertise in the area of organization development, economic analysis, law and negotiating.

V. Development of FTS Workforce

To achieve rapid, orderly, organization-wide institutional development consistent with the new objectives of the FTS, it is recommended that a long-term, integrated training program be designed and implemented for a carefully selected 30 new employees. The program should focus on development of the English language, computer, technical, managerial, strategic and leadership competencies of these high potential employees. Also, due to the broadness and intensity and to maximize the impact of this breakthrough initiative, it should be conducted in parallel with the reengineering process.

In addition, a training program focusing on the development of existing employees' should be undertaken to enhance their *technical and managerial* capacity. This training should be coupled with hands-on research, analysis and report development activities in order to solidify the concepts being learned and their application as they relate to FTS mandate. An example of this could be the preparation of an *OTAP* report (see appendix).

This section outlines specific training modules that, perhaps once they are reviewed, agreed upon and implemented they could represent the most ambitious plan for rational organizational transformation underway in Egypt today. They offer an integrated, focused and practical approach to human resource development while upgrading the required skills of FTS employees. The newly hired and trained employees could participate in the design and delivery of this training.

Furthermore, the IIE/DT2 - USAID sponsored training program identified, in its December, 1997, training need assessment, specific solutions designed to enhance FTS employee's productivity and quality of work. Once implemented, this training should prove to be very beneficial and will contribute to FTS readiness for the reengineering process.

Identification of Participants

Participants in the long-term training program should be identified through *a targeted selection* process. As a minimum the process criteria should include:

- Academic achievements
- Candidate performance
- Assessment of leadership potential
- Technical competency
- English language proficiency
- Computer skills
- Physical fitness

The selection process should enjoy the attributes of predictability, equity and credibility, i.e.:

Predictability – means the selection process reliably identifies individuals with leadership traits, intellectual capacity and likelihood of their developing and exercising those traits.

Equity – means that all candidates for the program are treated equally.

Credibility – means that those involved perceive the process to be fair.

It is suggested that an FTS executive- selection committee be trained in interviewing techniques for targeted selection, which focuses on eliciting details from potential candidates on traits such as:

- Planning and organizing skills
- Innovation and creativity
- Initiative
- Delegation of authority and responsibility
- Technical competencies
- Influence over others
- Communication
- Problem solving

The training program should be designed to identify and enhance the potential and stimulate new sources of technical and managerial knowledge of program participants. In addition, the training program should focus on behavior and practices that are found in successful employees, supervisors and managers.

Participants from different FTS technical departments will be enrolled together in the same training activity. This setting will allow for collective experience sharing to enhance and enrich the training being provided and the understanding of the FTS overall mission. The trainees will have an opportunity to debate, discuss and challenge one another on ways and methods to promote their sector productivity, efficiency and customer orientation. The training program should serve as a "one stop shop" by offering a fully integrated and systematic approach to human resources development. Following is a proposed delivery format:

Format

Case Studies or Story	***(Engage me)***
Theory and practical application	***(Teach me)***
Group or individual exercises	***(Let me practice)***
Does this impact any other topics we have discussed?	***(Integration)***
Action planning	***(How and when I am going to use this)***

Executive Involvement

Executive involvement is vital to the success of all phases of the proposed training initiative.

In the long-term participant selection phase, FTS executives will bring to bear their discernment of human character and potential, while becoming personally familiar with future sector leaders. In the program phase, executives involvement in sharing their own practical experience and counseling of participants signals the importance that senior management attaches to selected participants, while further building relations between leadership generations.

Types of training to be considered:

English Language
Since English has become the world's most common language of business and commerce, it is important that participants improve their English language skills. Moreover, it is recognized that most trade-related research and articles about trade, economics and statistics are published in English. Furthermore, most of the information available from the Internet is in English. Therefore, it is imperative that FTS staff is able to communicate in English, orally and in writing. Hence, the course objective and content should aim at enhancing each participant's basic comprehension, business language, presentation, and report writing skills.

Computers and Internet
This training should be designed to provide the participants with hands-on practice in computer usage as an effective and efficient trade research and analytical tool. Training will introduce the participants to computer hardware configuration and structure, software application in managing the increasingly complex function of obtaining and operating accurate information and data systems, and Internet use to access information and perform research.

General Management
This training should be provided to supervisors and managers of this unit to help develop their basic management skills, such as

The *functions* to be carried out by a supervisor or manager

- Planning
- Organizing
- Staffing
- Motivating
- Communicating
- Measuring
- Correcting

The *roles* to be played by a supervisor or manager

- Leader
- Figurehead
- Liaison
- Disseminator
- Spokesperson
- Change Agent
- Disturbance Handler
- Resource Allocator
- Negotiator

Also, managers and supervisors should receive training on the business sector role in policy formulation. These managers, when properly trained, should help the business sector understand the operation of FTS functions and, most importantly, how the FTS can incorporate their input into the trade policy formulation process. Also, through this training, FTS managers could help the business sector gain better understanding of how FTS could support their needs by providing up-to-date trade-related information and analysis. Workshops and seminars that are led by FTS managers and business sector leaders could be an effective platform for this objective.

Strategic

This training should be offered to the newly selected team of 25-30 FTS employees to help broaden their thinking and understanding of trade policy. Other FTS employees should also participate in such training to accelerate their understanding of operations management and technical support needed. Such training will facilitate the transformation of FTS and could minimize the resistance to change.

Environment of Trade Policy and International Agreements

Societal Changes
The Changing Process
The Technical Function
Policies Life Cycle
The Function of Trade Policy Makers and Negotiators
Definition of the Economic/Legal Analysis Problem
Importance of Time
The Dilemma of Evaluation
Factors to be Controlled
The Management of Uncertainty
Case Study
Action Plan

Planning

Planning Defined
Organizational Goals
The Phases of Planning
Economic Forecasting
Forecasting Methods
Trade Environment Monitoring

Pitfalls in Forecasting
Needs Research
Internal Sources of Ideas
External Sources of Ideas
Screening Ideas
Types of Planning
Responsibility for Planning
Achieving a Balanced Program
Unique Problems of the Government Administrator
Case Study
Action Plan

Staffing and Training

The Importance
What Kind of People
Internal versus External
Soliciting Applicants
The Selection Process
Academic Achievements
Tests for Creativity
Assessing Achievements
Follow-up Responsibility
Young Economists and Lawyers
Experienced Economists and Lawyers
Succession Planning
Technical Obsolescence
Organizational Obsolescence
Case Study
Action Plan

The Personnel Level

Creativity and Innovation

Importance of creativity
Characteristics of a creative person
Creative process
Personal barriers to creativity
Ideation through word association
Idea matrix
Group versus individual creativity
Brainstorming
Management barriers to creativity
The creative environment
Creativity is not enough
Case study
Action plan

Motivation

Necessity of benefits
Motivation defined

Behavioral science theory on motivation
Job environment versus content
Money as a motivator
Effect of management philosophy
Profile of economists, lawyers and policy makers
Source of benefits
The static technical organization
Motivation in a stable organization
Effects of aging
Management implications
Case study
Action plan

Leadership

Nature of leadership
Theories of leadership
Use of authority
Other leadership dimensions
Personality of the leader
Attitudes of the followers
The leadership environment
Leadership in the matrix
Leadership roles
Effective leadership
Case study
Action plan

Tactical

Agreement / Project Selection

Planning assumptions
Quantitative methods
Scoring models
Economic models
Risk analysis models
Constrained optimization models
Comparison of methods
Limitation of current methods
Current practice
Other factors influencing agreement selection
Proposed agreements selection approach
Case study
Action plan

Control

Control defined
Criteria for good control
Management criteria
Investigator criteria

Overall control process
The agreement proposal
Selection of agreements
Evaluation of agreements
Pressures for continuation of sub-marginal agreements
Allocation of manpower
Management by objectives
Planning individual projects/responsibilities
Reporting
Appraisal
Summary of typical control systems
Case study
Action plan

Economic Models and Legal Analysis

Complex models
The systems approach
Organization for the analysis
Work break down structure
Constructing the study
Audits and reviews
Case study

Basic reports

Country reports
Competitiveness of domestic Industries
Trade agreements

Legal Analysis

Constraints of domestic laws
Effects of domestic laws
Effects on domestic regulations
Compliance with other agreements

Policy impact assessments

Effect of tariffs and quotas
Effect of trade concessions
Economy-wide effects
Sectoral effects

VI. Information Requirements for FTS Business Processes

Information collection, handling, storage and retrieval, and publication are at the core of any Government trade organization. A new (or renewed) FTS should invest considerable time and top-management attention to make sure that FTS information systems will grow to meet future needs of the Ministry. In the meantime, the FTS must continue to carry out its existing responsibilities.

Existing and planned FTS functions require information collection, storage, processing and publication:

Administer WTO Agreements on Antidumping, Countervailing Duties, and Safeguards

- Conduct investigations
- Collect information from Customs, questionnaires, and submissions
- Control information flow
- Publish reports
- Notify WTO and interested parties

Support Egyptian international trade policies

- Participate in and support multilateral, regional, plurilateral and bilateral negotiations
- Provide analysis of economic effects on Egyptian economy
- Participate in consensus building with Egyptian industry groups
- Monitor and enforce commitments

Provide research on trade-related factors affecting the Egyptian economy

- Assess competitive position of Egyptian industries
- Estimate the potential economic effects of domestic laws, decrees and regulations, international treaties, technology, business practices, other developments
- Monitor and report on trade-related activities of the Government of Egypt

The systems of the FTS for collecting, storing, retrieving, processing and publishing information could be improved in several ways:

1) A dockets office should be set up to log in all important documents that are received from interested parties in AD, CVD and Safeguards cases. *An expert in document handling, especially one with experience in handling business proprietary and privileged documents, should be hired to help set up an information storage and retrieval system.* With sensitive documents there are two goals: a) protecting the documents from compromise or damage and b) making them easily available to all individuals with a need to be informed. There are alternative methods of accomplishing these conflicting goals, and an experienced person should be brought in to provide expert advice to FTS on how to best set up their dockets office.

2) *An FTS World Trade Library should be set up* to collect, store, and make available books, periodicals, journals, and other publications dealing with international trade, economics, law, industrial organization, political science, and other subject relevant to a Ministry of Trade. Space should be set aside. A professional librarian should be hired. A quarterly budget should be allocated for the purchase of publications. And a library index system should be set up on a local area network. Consideration should be given to coordinating the FTS World Trade Library with other libraries in Cairo, at Cairo University, American University of Cairo, etc.

3) *A system of computer storage* should be considered for non-sensitive documents. A scanner and OCR and indexing software could be used to provide an on-line library of industry publications, newsletters, and so on. Images of documents would be stored on line. The OCR software would only be used with indexing software for creating an on-line subject index.

An example of stored images relating to U.S. International Trade Commission (USITC) investigations can be found at http;//docket.usitc.gov. At this web site, all public documents relating to all USITC investigations are made available to the public. The general public can view the documents and can print their own copies or purchase them and have them delivered by mail. Lists of documents with business proprietary information are also included but cannot be viewed on line. Copies of these restricted documents are available only to qualified individuals or firms.

Public access to information not only increases transparency, but it also frees up staff from having to answer inquiries and requests for information. Paper handling will also be greatly reduced, freeing up time and resources for higher priority work.

4) Two file servers have been requested by FTS, one for the local area network (LAN) and another for a WEB server. Purchase of these file servers should be given high priority. Training should also be provided for FTS information service staff in network management and WEB-site design. *All PCs within FTS (and perhaps all within MEFT) should be connected to the LAN or to a wide area network (WAN). The network should be connected to the Internet.* The increased cost for hardware (Internet boards and wiring for each PC) will be more than made up by savings in software purchases and administration of information systems. Site licenses need only be purchased for the number individuals using the software at any one time, not for every PC. Also, software can be upgraded on file servers, rather than on each individual PC, saving considerable maintenance and upgrade costs.

Today, the Internet amounts to the world's largest library, and it continues to grow. The Internet is gradually becoming an ever more important source of information about international trade, trade policy, international law, and negotiating positions of Egypt's trading partners. Therefore, it is important that FTS be plugged into the Internet to take advantage of this information bonanza.

Appendixes

Reengineering the Foreign Trade Sector--Summary of the Concept

Ministry of Trade & Supply--Reengineering the Foreign Trade Sector (FTS)

Concept
Reengineer the existing FTS functions into a demand driven organization that strives to provide the necessary decision support information including research, analysis and forecasting required to lead Egypt's trade policy/agreements decision making process into the new millennium of increased global market competition.

Goal
To increase MEFT trade policy and agreements negotiation effectiveness by enhancing the quality, timeliness and accuracy of needed information through application of modern analytical tools, techniques and processes, proper management practices, well-developed employees, and an effective organizational structure.

Requirements
A five person qualified MEFT/FTS team to facilitate the process
Physical location (Cairo) with proper working environment
Qualified Staff
Focused and integrated analytical models
Management Information System and computer network
Linkages with trade and related information gathering/processing institutions
Management/technical assistance team

Services
- Primary

Reviewing and incorporating GOE policy into studies providing technical advice to GOE trade policy makers
Working with the business sector and building consensus on trade issues and policies
Receive and incorporate recommendations from the business sector
Prepare and issue reports to the business sector
Collect, sort and process data
Establish and nurture linkages with similar trade support organizations
Receive and analyze communication from foreign governments or organizations
Participate with other officials in representing the GOE with foreign governments or organizations
Conduct negotiations with foreign governments or organizations

- Secondary

Analysis of agreement proposals and follow-up
Agreements impact analysis (WTO, free trade, regional, others) and follow-up.
Policy formulation studies
Sector studies
Research and publications

Implementation

Phase I - Setting the Foundation Stage / Preparation

- Consensus development on breakthrough business goals and objectives
- Defining the FTS purpose
- Establish linkages between FTS's business goals and process performance
- Defines project parameters regarding schedule, cost, risk, and organizational change
- Selection of team members
- Introducing process to team members
- Development of an initial change plan.

Specific activities will include:

Goal seeking	Facilitation
Team building and motivation	Change management
Self Assessment of existing methodologies	environmental assessment
Project management	

Phase II - Developing the FTS - Customer Model

- Development of customer oriented model of the FTS unit
- Identification of strategic value-added processes
- Mapping departments, resources, and volumes to specific processes and priorities
- Recommending specific processes with highest impact on FTS purpose

Specific activities will include:

Customer modeling	Performance measurement
Process modeling	Information integration
Partnership linkages	Work-flow analysis
Organizational mapping	Activity-based cost analysis
Process value analysis	Project management

Phase III - Developing the strategic operational Vision

- Identifies breakthrough opportunities in the processes
- Analyzing opportunities and structuring them as "visions" of radical change.

Specific activities will include:

Work flow analysis	Process value analysis
Benchmarking	Visioning
Project management	

Phase IV - Processes innovation - The solution

- Developing the technical design to implement the visions
- Allocating human resource which will organize and staff the structure and processes

Specific "Technical Design" activities will include:

Work flow analysis	Information engineering
Performance measurement	strategic operation automation
Project management	

Specific "Human Resources" activities will include:

Employee empowerment	Skills matrix
Team building	Self-managed work teams
Organizational restructuring	organizational mapping
Job production	Compensation System
Project management	

Phase V - FTS Transformation

- Realizing the process visions
- Launching and full production of version of new processes.

Specific activities will include:

Process modeling	Information engineering
Skills matrix	Team building
Continuous improvement and review	Performance measurement
Project management	

Activity duration

* Four years

Year one - Activities

- Team formation and phase I and II Initiation
- Select and begin training of 30 employees
- Procure basic economic analysis models and begin training
- Administer short and simple studies to be conducted by FTS staff
- Conduct study tours

Year two - Activities	*Year three - Activities*
Phase II and III	Phase III and IV
Staff Training	Staff Training Study tours
Study tours	Library Establishment
	Procurement

Year four - Activities

Phase IV and V
Staff Training
Databases Formation
Study tours

What kind of decision support will be offered through FTS?

* Country Reports	Domestic Industry Reports
* Trade Agreements Studies	Constraints of domestic laws
* Effects on domestic laws	Compliance with other agreements
* Policy impact assessment	Effect of tariff and quotes
* Effect of trade concessions	Economy-wide effects
* Sectoral effects	General assessments
* Investigations	Data collection

Interagency Trade Policy Coordination in the United States

Interagency Trade policy coordination in the United States

The Office of the United States Trade Representative (USTR) is the lead organization for U.S. international trade policy formulation and coordination. USTR is within the Executive Office of the President (EOP), like the Office of Management and Budget, the Council of Economic Advisors, and the National Security Council. These small organizations have powerful government-wide policy and coordination roles, and were created in critical policy areas where many Departments (Ministries) have important interests. USTR has statutory authority to conduct trade negotiations and to make various decisions and recommendations related to enforcement of international trade agreements.

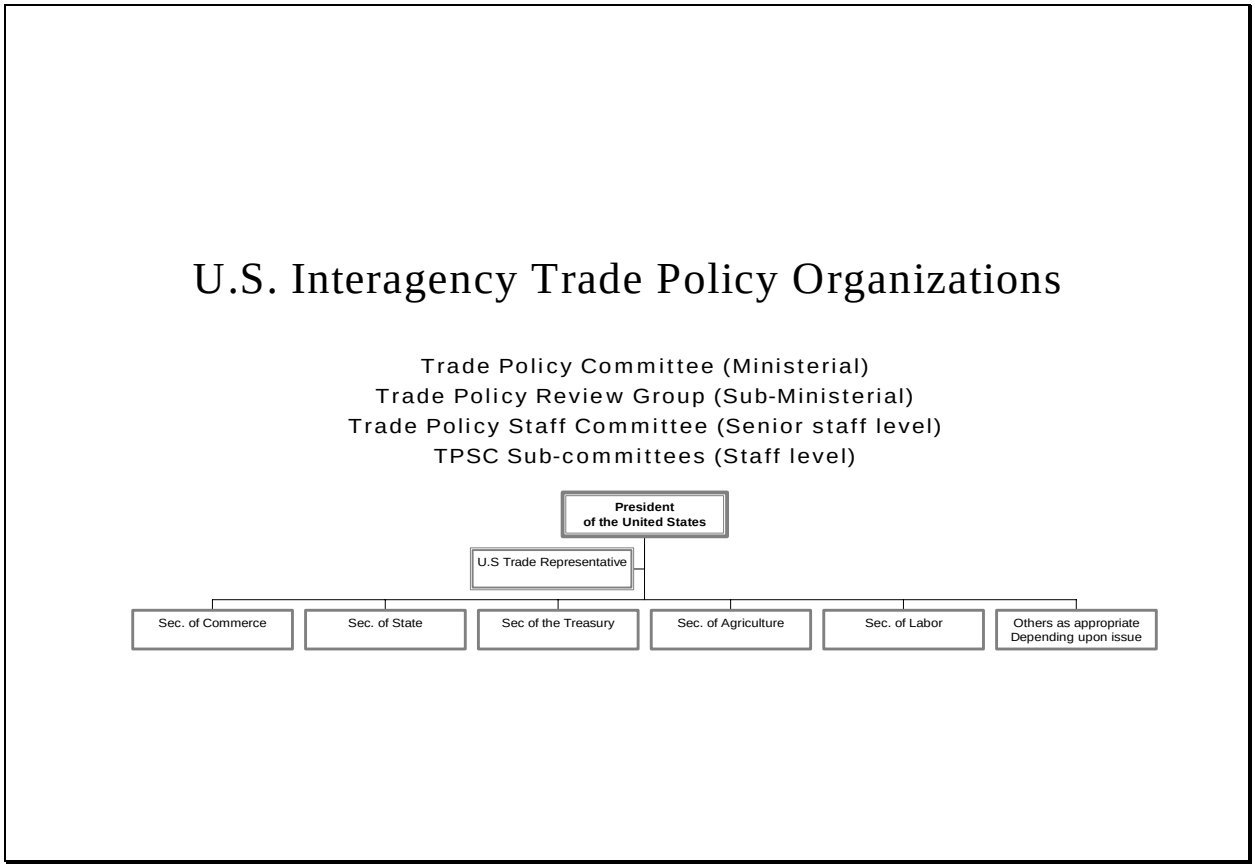
USTR has a staff of about 200. This relatively small size is maintained for 2 reasons: (1) there is a sensitivity with the US Government to letting the total size of the EOP grow; (2) the role of USTR is defined as policy coordination conduct of negotiations, rather than policy development. In principle, staff in the regular Cabinet Departments (Ministries) with major trade policy interests does most of the analytical work, like Commerce, Agriculture, Treasury (Finance), or State (Foreign Affairs.)

Nonetheless, there is a tendency for USTR resources to grow through extensive use of staff borrowed (on detail) from other agencies. This borrowed staff probably amounts to another 100 persons. While it may be somewhat inconsistent with the concept of USTR as a coordinator rather than a developer of policy, borrowing has other positive effects. It improves the understanding of perspectives between USTR and the Departments. Borrowed staff at USTR can explain their Departments' policies and procedures to permanent USTR staff, and when they return to their Departments they know how USTR works.

Although USTR is clearly the lead agency for US trade policy, policy development via interagency committee is a central feature of the process. The structure of committees is complex, with 4 levels. At the top is the Trade Policy Committee, which comprises Department and Agency Heads (Ministers.) Reporting to the TPC is the Trade Policy Review Group (TPRG), which comprises Deputy Secretaries or Under-Secretaries of the same organizations. Below the TPRG is the Trade Policy Staff Committee (TPSC) which is made up typically of Assistant Secretaries or Deputy Assistant Secretaries. **Most US trade policy decisions are made at the TPSC level. The TPRG and TPC meet rarely and are mainly appeal levels for decisions where consensus cannot be achieved at the TPSC level.**

Below the TPSC are many issue-specific sub-committees, many of them permanent (e.g., the Subsidies Code sub-group) but some formed only for a specific issue. Almost all policy development is done at the "expert" level within these sub-committees. When an issue is important enough or controversial enough, it is presented for decision to the TPSC, which also tasks sub-committees to develop recommendations on specific issues (e.g., a position for an upcoming international meeting.)

A USTR representative chairs each committee at all levels of the committee structure. In effect, the committee is advising the USTR Chair, who also exerts considerable control over the agenda and at the sub-committee level may even be selective about who is invited to a meeting. Effective USTR chairs do not often press their authority, and so the system usually appears to be operating on a consensus basis. Another way of looking at the System is that for each staff responsibility at USTR, there is an interagency committee advising and pressing their views on the USTR manager of that policy area.



Established under Section 242 of the Trade Expansion Act of 1962, as amended

Interagency Trade Organization—Section 242 of the Trade Expansion Act of 1962, as amended

[19 U.S.C. 1872; P.L. 87—794, as amended by P.L. 93—618, P.L. 96-39, Reorganization Plan No. 3 of 1979, and P.L. 100—418]

Sec. 242. INTERAGENCY TRADE ORGANIZATION.

(a)(1) The President shall establish an interagency organization,

(2) The functions of the organization are—

(A) to assist, and make recommendations to, the President in carrying out the functions vested in him by the trade laws and to advise the United States Trade Representative (hereinafter in this section referred to as the "Trade Representative") in carrying out the function set forth in section 141 of the Trade Act of 1974;

(B) to assist the President, and advise the Trade Representative, with respect to the development and implementation of the international trade policy objectives of the United States; and

(C) to advise the President and the Trade Representative with respect to the relationship between the international trade policy objectives of the United States and other major policy areas which may significantly affect the overall international trade policy and trade competitiveness of the United States.

(3) The interagency organization shall be composed of the following:

(A) The Trade Representative, who shall be chairperson.

(B) The Secretary of Commerce.

(C) The Secretary of State.

(D) The Secretary of the Treasury.

(E) The Secretary of Agriculture.

(F) The Secretary of Labor.

The Trade Representative may invite representatives from other agencies, as appropriate, to attend particular meetings if subject matters of specific functional interest to such agencies are under consideration. It shall meet at such times and with respect to such matters as the President or the Chairman shall direct.

(b) In assisting the President, the organization shall—

(1) make recommendations to the President on basic policy issues arising in the administration of the trade agreements program,

(2) make recommendations to the President as to what action, if any, he should take on reports submitted to him by the United States International Trade Commission under section 201(d) of the Trade Act of 1974,

(3) advise the President of the results of hearings held pursuant to section 302(b)(2) of the Trade Act of 1974, and recommend appropriate action with respect thereto, and

(4) perform such other functions with respect to the trade agreements program as the President may from time to time designate.

In carrying out its functions under this subsection, the organization shall take into account the advice of the congressional advisers and private sector advisory committees, as well as that of any committee or other body established to advise the department, agency, or office with a member of the organization heads.

(c) The organization shall, to the maximum extent practicable, draw upon the resources of the agencies represented in the organization, as well as such other agencies as it may determine, including the United States International Trade Commission. In addition, the President may establish by regulation such procedures and committees as he may determine to be necessary to enable the organization to provide for the conduct of hearings pursuant to section 301(b)(2) of the Trade Act of

1974, and for the carrying out of other functions assigned to the organization pursuant to this section.

[Section 1621(b) of the Omnibus Trade and Competitiveness Act of 1988, in referring to section 242(1) as amended by section 1621(a) of that Act, states:

> [It is the sense of Congress that the interagency organization established under subsection (a) should be the principal interagency forum within the executive branch on international trade policy matters.]

Coordination with the Private Sector in the United States

Coordination with the private sector in the United States

The United States Government makes extensive use of advice from the private sector (corporate and non-profit) in many areas of policy. Not surprisingly, there is a statute governing the establishment and operation of such groups. (See Section 135 of the Trade Act of 1974 in next section of this paper)

In the area of international trade policy, extensive use has been made of formal advisory committees since the Tokyo Round of multilateral trade negotiations (1970's). Use of this technique, among other factors, resulted in a high degree of industry support for the results of the negotiations, which was in turn translated into political support: the US Senate approved the Tokyo Round package by a vote of 97 to 3.

However, the Tokyo Round advisory committees were not simply a way for the Government to sell the results of the talks. In many cases, they had an important role is setting priorities for both trade concessions to be sought from other countries and those not to be traded away by the US negotiators. Industry Sector Advisory Committees (ISAC's) were established for every major industrial sector (e.g., electrical equipment; automobiles; steel), with "secretariat" support from the Department of Commerce. Likewise ASAC's were established for agricultural sectors with the support the Department of Agriculture, and a Policy Advisory Committee was created to deal with overall negotiating policy issues.

ISAC's and ASAC's comprised perhaps 20 members appointed by the President. Members were typically the CEO or a Senior Vice-President of major corporations in the sector. The committees met periodically (every month or so) in Washington, and were chaired by one of their members (not the Government.)

The major activity of the ISAC's and ASAC's during the early stages of the negotiations (which had very slow start) *was to develop* (with greater or less drafting support from Government industry experts) *a detailed report covering the industry's assessment of its own competitive situation in the world, and its negotiating priorities.* Although the quality and detail of these reports varied, they contained a significant amount of information, especially on priorities, that was not previously known to the Government, or at least not documented. At the end of the negotiations the Advisory Committees prepared assessments of the results.

Another important effect of the Tokyo Round advisory committees was to shape (realistic) expectations about the Round among the members. At the start of the process, the committees came at the problem of setting negotiating objectives and strategies for achieving them from all directions. Many of their ideas were clearly unrealistic, even before negotiations began. The Government was thus forced to engage in a process of education and persuasion even before negotiations, so that by the end the advisory committee members (mostly) accepted the realistic limits of the international negotiating

process and US power to achieve our objectives. Overall, the Tokyo Round advisory committee process was an important success in helping the United States get the best deal we could from the Round.

The current private sector advisory process for international trade policy is centered on the Advisory Committee for Trade Policy and Negotiations (ACTPN), a committee of 45 members appointed by the President representing all economic sectors having an interest in international trade.

Private or Public Sector Advisory Committees

Section 135 of the Trade Act of 1974, as amended

[19 U.S.C. 2155; P.L. 93-618, as amended by P.L 96-39, P.L. 98-573, P.L 99-514, P.L. 100-418, and P.L. 103-465]

SEC. 135. INFORMATION AND ADVICE FROM PRIVATE AND PUBLIC SECTORS.

(a) IN GENERAL. —

(1) The President shall seek information and advice from representative elements of the private sector and the non-Federal governmental sector with respect to—

(A) negotiating objectives and bargaining positions before entering into a trade agreement under this title or section 1102 of the Omnibus Trade and Competitiveness Act of 1988;

(B) the operation of any trade agreement once entered into, including preparation for dispute settlement panel proceedings to which the United States is a party; and

(C) other matters arising in connection with the development, implementation, and administration of the trade policy of the United States, including those matters referred to in Reorganization Plan Number 3 of 1979 and Executive Order Numbered 12188, and the priorities for actions thereunder.

To the maximum extent feasible, such information and advice on negotiating objectives shall be sought and considered before the commencement of negotiations.

(2) The President shall consult with representative elements of the private sector and the non-Federal governmental sector on the overall current trade policy of the United States. The consultations shall include, but are not limited to, the following elements of such policy;

(A) The principal multilateral and bilateral trade negotiating objectives and the progress being made toward their achievement.

(B) The implementation, operation, and effectiveness of recently concluded multilateral and bilateral trade agreements and resolution of trade disputes.

(C) The actions taken under the trade laws of the United States and the effectiveness of such actions in achieving trade policy objectives.

(D) Important developments in other areas of trade for which there must be developed a proper policy response.

(3) The President shall take the advice received through consultation under paragraph (2) into account in determining the importance which should be placed on each major objective and negotiating position that should be adopted in order to achieve the overall trade policy of the United States.

(b) ADVISORY COMMITTEE FOR TRADE POLICY AND NEGOTIATIONS. —

(1) The President shall establish an Advisory Committee for Trade Policy and Negotiations to provide overall policy advice on matters referred to in subsection (a). The committee shall be composed of not more than 45 individuals and shall include representatives of non-Federal governments, labor, industry, agriculture, small business, service industries, retailers, non-governmental environmental and conservation organizations, and consumer interests. The committee shall be broadly representative of the key sectors and groups of the economy, particularly with respect to those sectors and groups which are affected by trade. Members of the committee shall be recommended by the United States Trade Representative and appointed by the President for a term of 2 years. An individual may be reappointed to committee for any number of terms. Appointments to the Committee shall be made without regard to political affiliation.

(2) The committee shall meet as needed at the call of the United States Trade Representative or at the call of two-thirds of the members of the committee. The chairman of the committee shall be elected by the committee from among its members.

(3) The United States Trade Representative shall make available to the committee such staff information, personnel, and administrative services and assistance as it may reasonably require carry out its activities.

(c) GENERAL POLICY, SECTORAL, OR FUNCTIONAL ADVISORY COMMITTEES. —

(1) The President may establish individual general policy advisory committees for industry, labor, agriculture, services, investment, defense, and other interests, as appropriate, to provide general policy advice on matters referred to in subsection (a). Such committees shall, insofar as is practicable, be representative of all industry, labor, agricultural, service, investment, defense, and other interests, respectively, including small business interests, and shall be organized by the United States Trade Representative and the Secretaries of Commerce, Defense, Labor, Agriculture, the Treasury, or other executive departments, as appropriate. The members of such committees shall be appointed by the United States Trade Representative in consultation with such Secretaries.

(2) The President shall establish such sectoral or functional advisory committees as may be appropriate. Such committees shall insofar as is practicable, be representative of all industry, labor, agricultural, or service interests (including small business interests) in the sector or functional areas concerned. In organizing such committees, the United States Trade Representative and the Secretaries of Commerce, Labor, Agriculture, the Treasury, or other executive departments, as appropriate, shall—

(A) consult with interested private organizations; and

(B) take into account such factors as—

(I) patterns of actual and potential competition between United States industry and agriculture and foreign enterprise in international trade,

(ii) the character of the nontariff barriers and other distortions affecting such competition,

(iii) the necessity for reasonable limits on the number of such advisory committees,

(iv) the necessity that each committee be reasonably limited in size, and

(v) in the case of each sectoral committee, that the product lines covered by each committee be reasonably related.

(3) The President—

(A) May, if necessary, establish policy advisory committees representing non-Federal governmental interests to provide policy advice—

(I) On matters referred to in subsection (a), and

(ii) With respect to implementation of trade agreements, and

(B) Shall include as members of committees established under subparagraph (A) representative of non-Federal governmental interests if he finds such inclusion appropriate after consultation by the United States Trade Representative with such representatives.

(4) Appointments to each committee established under paragraph (1), (2), or (3) shall be made without regard to political affiliation.

(d) POLICY, TECHNICAL, AND OTHER ADVICE AND INFORMATION. —

Committees established under subsection (c) shall meet at the call of the United States Trade Representative and the Secretaries of Agriculture, Commerce, Labor, Defense, or other executive departments, as appropriate, to provide policy advice, technical advice and information, and advice on other factors relevant to the matters referred to in subsection (a).

(e) MEETING OF ADVISORY COMMITTEES AT CONCLUSION OF NEGOTIATIONS. —

(1) The Advisory Committee for Trade Policy and Negotiations, each appropriate policy

advisory committee, and each sectoral or functional advisory committee, if the sector or area which such committee represents is affected, shall meet at the conclusion of negotiations for each trade agreement entered into under section 1102 of the Omnibus Trade and Competitiveness Act of 1988, to provide to the President, to Congress, and to the United States Trade Representative a report on such agreement. Each report that applies to a trade agreement entered into under section 1102 of the Omnibus Trade and Competitiveness Act of 1988 shall be provided under the preceding sentence not later than the date on which the President notifies the Congress under section 1103(a)(1)(A) of such Act of 1988 of his intention to enter into that agreement.

(2) The report of the Advisory Committee for Trade Policy and Negotiations and each appropriate policy advisory committee shall include an advisory opinion as to whether and to what extent the agreement promotes the economic interests of the United States and achieves the applicable overall and principal negotiating objectives set forth in section 1101 of the Omnibus Trade and Competitiveness Act of 1988, as appropriate.

(3) The report of the appropriate sectoral or functional committee under paragraph (1) shall include an advisory opinion as to whether the agreement provides for equity and reciprocity within the sector or within the functional area.

(f) APPLICATION OF FEDERAL ADVISORY COMMITTEE ACT.—The provision of the Federal Advisory Committee Act apply—

(1) to the Advisory Committee for Trade Policy and Negotiations established under subsection (b); and

(2) to all other advisory committees which may be established under subsection (c); except that the meetings of advisory committees established under subsections (b) and (c) shall be exempt from the requirements of subsections (a) and (b) of sections 10 and 11 of the Federal Advisory Committee Act (relating to open meetings, public notice, public participation, and public availability of documents), whenever and to the extent it is determined by the President or his designee that such meetings will be concerned with matters the disclosure of which would seriously compromise the development by the United States Government of trade policy, priorities, negotiating objectives or bargaining positions with respect to matters referred to in subsection (a), and that meetings may be called of such special task forces, plenary meetings of chairmen, or other such groups made up of members of the committees established under subsections (b) and (c).

(g) TRADE SECRETS AND CONFIDENTIAL INFORMATION.—

(1) Trade secrets and commercial or financial information which is privileged or confidential, and which is submitted in confidence by the private sector or non-Federal government to officers or employees of the United States in connection with trade negotiations, may be disclosed upon request to—

(A) officers and employees of the United States designated by the United States Trade Representative;

(B) members of the Committee on Ways and Means of the House of Representatives and the Committee on Finance of the Senate who are designated as official advisers under section 161(a)(1) or are designated by the chairmen of either such committee under section 161(b)(3)(A) and staff members of either such committee designated by the chairmen under section 161(b)(3)(A); and

(C) members of any committee of the House or Senate or any joint committee of Congress who are designated as advisers under section 161(a)(2) or designated by the chairman of such committee under section 161(b)(3)(B) and staff members of such committee designated under section 161(b)(3)(B), but disclosure may be made under this subparagraph only with respect to trade secrets or commercial or financial information that is relevant to trade policy matters or negotiations that are within the legislative jurisdiction of such committee;

for use in connection with matters referred to in subsection (a).

(2) Information other than that described in paragraph (1), and advice submitted in

confidence by the private sector or non-Federal government to officers or employees of the United States, to the Advisory Committee for Trade Policy and Negotiations, or to any advisory committee established under subsection (c), in connection with matters referred to in subsection (a), may be disclosed upon request to—

(A) the individuals described in paragraph (1); and

(B) the appropriate advisory committee established under this section.

(3) Information submitted in confidence by officers or employees of the United States to the Advisory Committee for Trade Policy and Negotiations, or to any advisory committee established under subsection (c), may be disclosed in accordance with rules issued by the United States Trade Representative and the Secretaries of Commerce, Labor, Defense, Agriculture, or other executive departments, as appropriate, after consultation with the relevant advisory committees established under subsection (c). Such rules shall define the categories of information which require restricted or confidential handling by such committee considering the extent to which public disclosure of such information can reasonably be expected to prejudice the development of trade policy, priorities, or United States negotiating objectives. Such rules shall, to the maximum extent feasible, permit meaningful consultations by advisory committee members with persons affected by matters referred to in subsection (a).

(h) ADVISORY COMMITTEE SUPPORT.—The United States Trade Representative, and the Secretaries of Commerce, Labor, Defense, Agriculture, the Treasury, or other executive departments, as appropriate, shall provide such staff, information, personnel, and administrative services and assistance to advisory committees established under subsection (c) as such committees may reasonably require to carry out their activities.

(i) CONSULTATION WITH ADVISORY COMMITTEES; PROCEDURES; NONACCEPTANCE OF COMMITTEE ADVICE OR RECOMMENDATIONS.—It shall be the responsibility of the United States Trade Representative, in conjunction with the Secretaries of Commerce, Labor, Agriculture, the Treasury, or other executive departments, as appropriate, to adopt procedures for consultation with and obtaining information and advice from the advisory committees established under subsection (c) on a continuing and timely basis. Such consultation shall include the provision of information to each advisory committee as to—

(1) significant issues and developments; and

(2) overall negotiating objectives and positions of the United States and other parties; with respect to matters referred to in subsection (a). The United States Trade Representative shall not be bound by the advice or recommendations of such advisory committees, but shall inform the advisory committees of significant departures from such advice or recommendations made. In addition, in the course of consultations with the Congress under this title, information on the advice and information provided by advisory committees shall be made available to congressional advisers.

(j) PRIVATE ORGANIZATIONS OR GROUPS.—In addition to any advisory committee established under this section, the President shall provide adequate, timely and continuing opportunity for the submission on an informal basis (and, if such information is submitted under the provisions of subsection (g), on a confidential basis) by private organizations or groups, representing government, labor, industry, agriculture, small business, service industries, consumer interests, and others, of statistics, data and other trade information, as well as policy recommendations, pertinent to any matter referred to in subsection (a).

(k) SCOPE OF PARTICIPATION BY MEMBERS OF ADVISORY COMMITTEES.—Nothing contained in this section shall be construed to authorize or permit any individual to participate directly in any negotiation or any matters referred to in subsection (a). To the maximum extent practicable, the members of the committees established under subsections (b) and (c), and other appropriate parties, shall be informed and consulted before and during any such negotiations. They may be designated as advisors to a negotiating delegation, and may be permitted to participate in international meetings to the extent the head of the United States delegation deems appropriate. However, they may not speak or negotiate for the United States.

(l) ADVISORY COMMITTEES ESTABLISHED BY DEPARTMENT OF AGRICULTURE.—The Provisions

of title XVIII of the Food and Agriculture Act of 1977 (7 U.S.C. 2281 et seq.) shall not apply to any advisory committee established under subsection (c).

(m) NON-FEDERAL GOVERNMENT DEFINED.—As used in this section the term "non-Federal government" means—

(1) any State, territory, or possession of the United States, or the District of Columbia, or any political subdivision thereof; or

(2) any agency or instrumentality of any entity described in paragraph (1).

Examples of Private Sector Advice on Trade Policy

TEXT: USTR ADVISORY GROUP REPORT ON GOVERNMENT PROCUREMENT
(Group supports interim accord by January 1998)

Washington -- Member countries of the World Trade Organization should agree to reach an "interim" agreement by January 1, 1998, that will bring greater openness to government procurement actions.

Such an interim agreement would be a first step toward subsequent negotiations aimed at producing a more comprehensive global trade accord covering all government procurement practices, according to a new report by the Advisory Committee for Trade Policy and Negotiations (ACTPN).

ACTPN, with 45 members from representative elements of the U.S. economy with international trade interests, provides overall guidance on trade policy to the Office of the U.S. Trade Representative.

Following is the text of the "ACTPN Report on WTO Interim Government Procurement Agreement" released by USTR on September 24:

(begin text)

THE ISSUE

Governments are among the largest purchasers of goods and services in the world. In recognition of the importance of this market for international trade, a subset of GATT members reached an Agreement on Government Procurement (AGP) in the Tokyo Round of the late 1970s. This agreement imposed commitments regarding the two main pillars of fair and open procurement -- transparency and market access -- as well as the important principle of national treatment. The Tokyo Round AGP had 19 signatories, including the United States, the European Community, Canada, and Japan. In the Uruguay Round, negotiators expanded and improved the AGP. However, the new agreement also has only a limited number of signatory countries, with many of them excluding from coverage some important sectors, such as telecommunications. A majority of World Trade Organization (WTO) members are not covered by the AGP and their procurements are therefore not subject to basic WTO rules of transparency and market access. The result is an environment in which anticompetitive behavior can continue to distort this significant market. Attempts by the U.S. Government to broaden the membership of the existing AGP have achieved little success.

While recognizing that government procurement is trade-related, most countries have been hesitant to engage in negotiations to liberalize their procurement markets. In recent years, their hesitancy results partly from the common perception that the AGP is highly complicated and administratively burdensome. Some developing countries also are reluctant to change the ingrained status quo in their procurement markets, especially in response to an effort whose main advocates are developed countries. While developing countries, their governments, and their citizens would greatly benefit from fair and open

government procurement of the best quality goods and services for the lowest cost, change will not come overnight.

Clearly, full integration of all WTO members into the AGP will be a long-term activity. In the short term, the United States and other leading WTO members are seeking supplemental approaches for opening up government procurement markets. The most promising proposal, recently tabled at the WTO by the U.S. Government, is negotiation of an interim arrangement covering transparency, including open bidding and due process, leaving market access commitments for future work. Supporters of this new agreement propose that the WTO trade ministers at the Singapore Ministerial mandate negotiations to begin January 1997 with a goal of producing an interim agreement by January 1998. The interim agreement would then become a platform for facilitating continued negotiations to extend the existing AGP, or a revised agreement with broader scope and powers, to all countries in the WTO.

ACTPN RECOMMENDATION

Pursue an interim procurement agreement that focuses on transparency, openness, and due process.

The ACTPN agrees with the premise of the U.S. proposal -- that WTO members should conclude an interim procurement agreement embodying basic principles of transparency, openness, and due process in government procurement practices.

These principles, once in place, would apply equally among all WTO Members on a non-discriminatory basis, and would apply to all procurement, including by central, subcentral, and state-owned enterprises. However, as envisioned by the U.S. proposal, while an interim agreement would establish basic procedural guarantees available to all WTO Members, such an arrangement, as a first step, would not address existing government-mandated preferential procurement requirements.

The interim agreement's procedural guarantees should include increased information flows on procedural opportunities, but without requiring administratively rigid and centralized systems. Foreign suppliers should receive access to information on what entities are procuring in their sector, notification of specific procurement opportunities, and guarantees that all suppliers will have access to the same information on an equal basis. An interim agreement should also include review mechanisms for disputes.

An interim agreement should be a good source of information on WTO Members' procurement practices and on the quantitative and qualitative importance of government procurement in multilateral trade. Compilation of such information will be key to future efforts to fully integrate government procurement into the WTO (which is likely to proceed in stages, just as the lowering of tariff barriers has required a series of negotiations). An interim agreement will also provide governments with experience regarding the benefits of a more open, transparent, and competitive procurement system. This will help build support for an AGP covering all WTO members.

The U.S. government should make appropriate use of existing U.S. laws to encourage key countries to adopt an interim procurement agreement. In particular, the Uruguay Round

implementing legislation allows prohibitions against federal purchases from non-AGP members to be waived for countries that have adopted transparent and competitive procurement procedures.

In sum, an interim agreement would be a very useful first step in opening up all WTO members' government procurement through multilateral commitments related to transparency. This would hopefully set the stage for future commitments leading to a comprehensive AGP requiring broad market access and applying full national treatment to government procurement worldwide.

Agricultural Advisory Committees for Trade

May 1997

The Agricultural Policy Advisory Committee (APAC) for Trade and five Agricultural Technical Advisory Committees (ATACs) for Trade are a formal mechanism to ensure ongoing liaison between the federal government and the private sector regarding agricultural trade issues. The committees are jointly chartered by the Secretary of Agriculture and the United States Trade Representative pursuant to the Trade Act of 1974, as amended. On April 3, 1997, the Committees were rechartered for a period of two years.

The APAC and the ATACs consult with, advise, and make recommendations to the Secretary and to the U.S. Trade Representative on a wide range of agricultural trade issues. The committees provide information and advice on U.S. negotiating objectives and bargaining positions before the United States enters into trade agreements, on the operation of existing trade agreements, and on other matters related to the development, implementation, and administration of U.S. agricultural trade policy.

The APAC gives advice on overall trade policy objectives regarding agricultural trade issues, while the ATACs provide detailed technical advice and information on the specific commodities. The five technical advisory committees are:

ATAC for Trade in Animals and Animal Products
ATAC for Trade in Fruits and Vegetables
ATAC for Trade in Grains, Feed, and Oilseeds
ATAC for Trade in Tobacco, Cotton, and Peanuts
ATAC for Trade in Sweeteners and Sweetener Products

Background: The APAC and the ATACs were formed in 1974, when Congress established a private sector advisory committee system to ensure that U.S. trade policy and trade negotiation objectives adequately reflect U.S. commercial and economic interests. Private sector agricultural advisors were first used, however, on an ad hoc basis in the Kennedy Round of the General Agreement on Tariffs and Trade (GATT) as part of the U.S. policy development and review process during the multilateral trade negotiations of the 1960's.

The Trade Act of 1974 included a formal mechanism for agricultural advisory committees. This advisory mechanism proved to be so successful during the Tokyo Round of

GATT multilateral trade negotiations that the legislation to implement the agreements of the Tokyo Round included a provision to continue gathering advice from the private sector through advisory committees.

Today the private sector trade advisory system consists of almost 40 committees, arranged in three tiers: The President's Advisory Committee on Trade and Policy Negotiations (ACTPN); seven policy advisory committees, including the Agricultural Policy Advisory Committee (APAC) for Trade; and more than 30 technical advisory committees, including the five Agricultural Technical Advisory Committees (ATACs) for Trade. The Departments of Commerce and Labor also administer policy and technical or sectoral committees.

Meeting and Membership Information: Members of the APAC and ATACs are appointed to the advisory committees jointly by the Secretary of Agriculture and the U.S. Trade Representative and serve at their discretion. Appointments usually run no longer than 2 years, although members may serve longer if reappointed.

The advisory committees must have balanced representation. All members must have demonstrated leadership qualities. ATAC members must have commodity expertise, and a knowledge of the effects that various trade barriers -- or the lack of barriers -- can have on the commodities they represent. All members should be recognized leaders in their field, and be able to defend those interests rationally and with balance.

Meetings usually are held in Washington, D.C. Due to the sensitive nature of the issues discussed, committee meetings are generally closed to the public and all members are required to hold a confidential security clearance.

The committees meet on average three times per year, but meetings may be called more often. Committee members serve at their own expense; they are not compensated for their services and do not receive per diem or travel funds.

United States International Trade Commission Investigations and Studies

United States International Trade Commission Investigations and Studies

The United States International Trade Commission (Commission) is responsible for carrying out studies under the authority of various sections of U.S. law. The Commission is approximately the same size as FTS, with 349 employees as of September 30, 1997. Also, the variety of investigations carried on at the Commission is similar to that envisioned for the FTS.

Although the Commission is better known for its injury determinations in antidumping and countervailing duty investigations, more staff time is spent on investigations carried on under section 332(g) of the Tariff Act of 1930 than on any other kind of investigation. Section 332(g) is a short law, requiring the Commission to complete all studies requested by the President (who has delegated that authority to the U.S. Trade Representative), the House Ways and Means Committee, the Senate Finance Committee, or by either branch of Congress:

> **Section 332(g) of the Tariff Act of 1930, as amended**
>
> [19 U.S.C. 1332; P.L. 71-361, as amended by P.L. 93-618, P.L. 96-39, P.L. 100-418, and P.L. 100-647]
>
> **SEC. 332. INVESTIGATIONS.**
>
> (g) REPORTS TO PRESIDENT AND CONGRESS.—The Commission shall put at the disposal of the President of the United States, the Committee on Ways and Means of the House of Representatives, and the Committee on Finance of the Senate, whenever requested, all information at its command, and shall make such investigations and reports as may be requested by the President or by either of said committees or by either branch of the Congress. However, the Commission may not release information which the Commission considers to be confidential business information unless the party submitting the confidential business information had notice, at the time of submission, that such information would be released by the Commission, or such party subsequently consents to the release of the information. . . .

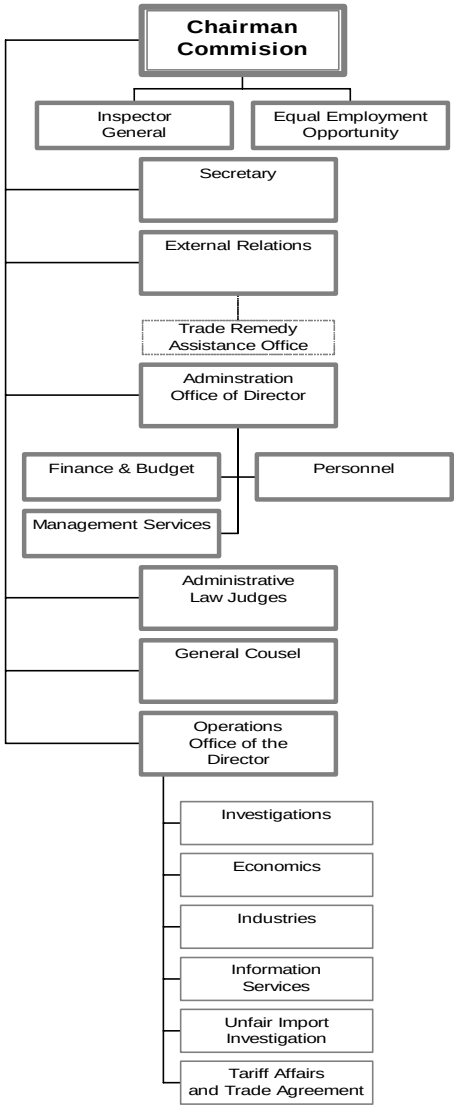
For each 332 investigation a study team is organized. The head of the team will be drawn from the office with the most direct responsibility for the subject matter. For country studies, for example, the team will be headed by an economist from the Country and Regional Analysis Division of the Office of Economics. For a study of a particular industry, the team will be headed by an industry analyst from the Office of Industries. More sophisticated economic and statistical analysis is carried on by Economists in the Research Division of the Office of Economics. Each study team will be made up of economists, industry analysts if needed, an attorney to review or write part of the study, and so on.

The staff assigned will produce a study outline and discuss it with staff of the requesting agency, to ensure that the study will respond correctly to the request. After the outline is completed proposed staffing, schedule and outline are approved by the Commissioners. Once approved, the study is completed on schedule. The Commission has the distinction of never having missed a statutory deadline, and Commission punctuality is also followed for 332 studies.

Statutory investigations of injury in antidumping, countervailing duty, and safeguard cases are headed up by investigators from the Office of investigations, and the team will consist of economists from the Applied Economics Division of the Office of Economics and usually, but not always, an industry analyst from the Office of Industries. An attorney will also be assigned, and will review but not normally participate in writing the staff report.

Virtually all studies at the Commission are carried out by teams from the Office of Operations. The organization of the U.S. International Trade Commission is given in the following organization chart:

ITC Organization



A list of fact-finding reports produced by the Commission over the past few years follows:

GENERAL FACT-FINDING REPORTS

SECTION 332

ADVICE CONCERNING THE ADDITION OF CERTAIN PHARMACEUTICAL PRODUCTS AND CHEMICAL INTERMEDIATES TO THE PHARMACEUTICAL APPENDIX TO THE HARMONIZED TARIFF SCHEDULE OF THE UNITED STATES
Investigation No. 332-402: This report includes a summary description of the products contained in the existing Pharmaceutical Appendix and the modifications to be made to that appendix; an explanation of the relationship between the various elements in the Pharmaceutical Appendix and the Harmonized Tariff Schedule of the United States (HTS); and an estimate of the current U.S. imports and, where possible, U.S. exports of products included in the existing Pharmaceutical Appendix and the proposed additions to the appendix, based on product groupings as necessary.
(Publication 3167; April 1999)

ADVICE CONCERNING THE ADDITION OF CERTAIN PHARMACEUTICAL PRODUCTS AND CHEMICAL INTERMEDIATES TO THE PHARMACEUTICAL APPENDIX TO THE HARMONIZED TARIFF SCHEDULES OF THE UNITED STATES
Investigation 332-376: This report provides a summary description of the products contained in the existing Pharmaceutical Appendix and the modifications to be made to the Appendix; an explanation of the relationship of the pharmaceutical agreement to the HTS; and estimates of current U.S. imports, and where possible, U.S. exports, of the products included in the existing Pharmaceutical Appendix, as well as the proposed additions to the Appendix. (Publication 3011; January 1997)

ADVICE CONCERNING POSSIBLE MODIFICATIONS TO THE U.S. GENERALIZED SYSTEM OF PREFERENCES
Investigation 332-383: This report provides economic advice to USTR on whether any industry in the United States is likely to be adversely affected by possible modifications to the U.S. Generalized System of Preferences (GSP). (Publication 3079; December 1997)

ADVICE CONCERNING THE PROPOSED EXPANSION OF THE INFORMATION TECHNOLOGY AGREEMENT: PHASE II
Investigation 332-390: This report incorporates all of the information in the first phase and also provides analysis of patterns of trade, non-tariff barriers, and opportunities presented by duty elimination for the products under study. These products have been divided into six groups for analysis--(1)consumer electronics; (2)office machines and photographic, navigational aid, and scientific apparatus; (3)machines for the manufacture of information technology products; (4)components, subassemblies, and accessories; (5)paper, metal, plastic and other inputs; and (6)industrial equipment and miscellaneous products.
(Publication 3104; May 1998)

ASSESSMENT OF THE ECONOMIC EFFECTS ON THE UNITED STATES OF CHINA'S ACCESSION TO THE WTO
Investigation 332-403
(Publication 3228; August 1999)

ADVICE CONCERNING THE PROPOSED MODIFICATION OF DUTIES ON CERTAIN INFORMATION TECHNOLOGY PRODUCTS AND DISTILLED SPIRITS
Investigation 332-380: This report provides information and advice to the U.S. Trade Representative on the information technology products and distilled products under consideration for tariff modifications. The information and analysis provided in this report are for the purpose of this report only. Nothing in this report should be considered to reflect possible future findings by the Commission in any investigation conducted under statutory authority covering the same or similar subject matter.
(Publication 3031; April 1997)

ADVICE ON PROVIDING ADDITIONAL GSP BENEFITS FOR LEAST DEVELOPED COUNTRIES
Investigation 332-370: This is the public version of a report for the USTR that provides advice on the probable effect of granting duty-free treatment under the Generalized System of Preferences (GSP) to selected articles from countries designated as least developed beneficiary developing countries for purposes of the GSP.
(Publication 3023; February 1997)

ADVICE ON PROVIDING TEMPORARY DUTY-FREE ENTRY FOR CERTAIN SUITS AND SUIT-TYPE JACKETS FROM MEXICO
Investigation 332-352: This is the public version of a report for the USTR that provides advice on the probable effect of providing temporary duty-free entry for certain suits and suit-type jackets from Mexico containing certain imported interlining fabrics, provided that the fabrics have been cut in the United States and the garments otherwise meet the criteria of HTS heading 9802.00.90. The proposed action is to be on a temporary basis to allow domestic firms time to develop and test the interlining fabrics.
(Publication 3012; January 1997)

AMMONIUM NITRATE: A COMPARATIVE ANALYSIS OF FACTORS AFFECTING GLOBAL TRADE
Investigation 332-393: This report provides a comparative analysis of the ammonium nitrate (AN) industries in the United States, the European Union (EU), and Russia. The analysis includes profiles of the industries, addressing factors such as production, trade, and consumption; ownership and investment patterns; government programs; the ammonium nitrate production process with information regarding major feedstocks; and trends in domestic and export prices of ammonium nitrate.
(Publication 3135; October 1998)

ANDEAN TRADE PREFERENCE ACT (4TH REPORT)
This report has been combined with the CBERA report. See below "CARIBBEAN BASIN ECONOMIC RECOVERY ACT (12TH REPORT)"

ANNUAL STATISTICAL REPORT ON U.S. IMPORTS OF TEXTILES AND APPAREL: 1997
Investigation 332-343: The sixth in a series of annual statistical reports on imports of textiles and apparel.
(Publication 3102; April 1998)

BROOM CORN BROOMS: EFFORTS OF WORKERS AND FIRMS IN THE INDUSTRY TO MAKE A POSITIVE ADJUSTMENT TO IMPORT COMPETITION
Investigation 332-394: The sixth in a series of annual statistical reports on imports of textiles and apparel.
(Publication 3122; August 1998)

CARIBBEAN BASIN ECONOMIC RECOVERY ACT (13TH REPORT 1997); ANDEAN TRADE PREFERENCE ACT: (5TH REPORT 1997)
Investigations Nos. 332-227 and 332-352: The submission of this study to the Congress and to the President continues a series of annual reports by the U.S. International Trade Commission on the impact of the Caribbean Basin Economic Recovery Act (CBERA) and the Andean Trade Preference Act (ATPA) on U.S. industries and consumers. This year's reports examine trends in U.S. trade with beneficiaries from the implementation of each program until 1997.
(Publication 3132; September 1998)

CARIBBEAN BASIN ECONOMIC RECOVERY ACT (12TH REPORT)/ANDEAN TRADE PREFERENCE ACT (4TH REPORT)
Investigations 332-227 & 332-352: This report estimates the impact of CBERA and ATPA on U.S. industries and consumers in 1996. The effectiveness of ATPA in promoting drug-related crop eradication and crop substitution efforts in the beneficiary countries is also assessed.
(Publication 3058; September 1997)

CATTLE AND BEEF: IMPACT OF THE NAFTA AND THE URUGUAY ROUND AGREEMENTS ON U.S. TRADE
Investigation 332-371: This report includes an analysis of the impact of the NAFTA and the Uruguay Round Agreements on U.S. imports and exports of live cattle for slaughter and fresh, chilled, or frozen beef; and a review of the steps taken by the United States, since the enactment of the NAFTA, to prevent the transshipment of live cattle and fresh, chilled, or frozen beef through Mexico and Canada for importation into the United States.
(Publication 3048; July 1997)

CHANGING STRUCTURE OF THE GLOBAL LARGE CIVIL AIRCRAFT INDUSTRY AND MARKET: IMPLICATIONS FOR THE COMPETITIVENESS OF THE U.S. INDUSTRY

Investigation 332-384: This report examines structural changes in the global LCA industry and market during 1992-97 that have affected the competitive position of the U.S. industry, including the Boeing-McDonnell Douglas merger; the restructuring of Airbus Industrie, G.I.E.; the emergence of Russian producers; the possibility of Asian parts suppliers forming joint ventures and consortia to manufacture complete airframes; the emergence of markets for regional and jumbo jets; and issues involving Open Skies and free flight systems.
(Publication 3143; November 1998)

DYNAMIC EFFECTS OF TRADE LIBERALIZATION: AN EMPIRICAL ANALYSIS

Investigation 332-375: This report reviews theoretical and empirical literature on the dynamic economic effects of trade liberalization. The primary focus of the report is the relationship between economic growth and trade liberalization.
(Publication 3069; October 1997)

ECONOMIC EFFECTS OF ANTIDUMPING AND COUNTERVAILING DUTY ORDERS AND SUSPENSION AGREEMENTS

Investigation 332-344: This report estimates the economic effects of unfair trade practices as transmitted through unfair imports and of the remedies imposed under U.S. antidumping and countervailing duty laws. The analysis consists of estimating economic effects at an economy-wide level and at the industry level. Industry-specific case studies include empirical analysis of conditions; quantitative estimates of key performance indicators; and comparative static analysis of upstream and downstream industries/consumers and net welfare effects.
(Publication 2900; June 1995)

ECONOMIC EFFECTS OF SIGNIFICANT U.S. IMPORT RESTRAINTS: SECOND UPDATE 1999

Investigation 332-325: This update of earlier USITC reports (published in 1993 and 1995) presents results on the economic effects on the U.S. economy of removing significant U.S. import restraints in manufacturing, agricultural products, and services. The report includes two types of general equilibrium analyses for the sectors subject to significant import restraints. The first simulation, reported in chapter 2, estimates the economy-wide effects of simultaneously removing all significant import restraints for the covered sectors. Second, the effects of eliminating the barriers for each sector individually are estimated, as reported in chapters 3 through 6. Each simulation yields estimates of net welfare changes for the economy as a whole due to liberalization of the specific sector, as well as estimated effects on trade, output, and employment for the sector(s) being liberalized and for the rest of the economy. (Publication 3201; May 1999)

ECONOMIC IMPLICATIONS OF LIBERALIZING APEC TARIFF AND NONTARIFF BARRIERS TO TRADE

Investigation 332-372: (Publication 3101; April 1998)

GENERAL AGREEMENT ON TRADE IN SERVICES (GATS): EXAMINATION OF THE SCHEDULES OF COMMITMENTS SUBMITTED BY EASTERN EUROPE, THE EUROPEAN FREE TRADE ASSOCIATION, AND TURKEY
Investigation 332-385: This report examines the schedules of commitments submitted by Bulgaria, the Czech Republic, Hungary, Iceland, Liechtenstein, Norway, Poland, Romania, the Slovak Republic, Slovenia, Switzerland, and Turkey; these 12 trading partners accounted for almost 5 percent of U.S. exports of services in 1995. This report focuses on the subject countries' commitments pertaining to the following service industries: distribution services (defined as wholesaling, retailing, and franchising services); education services; communication services (defined as enhanced telecommunication, courier, and audiovisual services); health care services; professional services (defined as accounting, advertising, and legal services); architectural, engineering, and construction services; land-based transport services (defined as rail and trucking services); and travel and tourism services.
(Publication 3127; September 1998)

GENERAL AGREEMENT ON TRADE IN SERVICES (GATS): EXAMINATION OF ASIA/PACIFIC TRADING PARTNERS' SCHEDULES OF COMMITMENTS
Investigation 332-367: This report examines GATS commitments scheduled by Australia, Hong Kong, India, Indonesia, Korea, Malaysia, New Zealand, the Philippines, Singapore, and Thailand. The report reviews the following industries: distribution services, defined as wholesaling, retailing, and franchising services; education services; communication services, defined as enhanced telecommunication services, courier services, and audiovisual services; health care services; professional services, defined as accounting, architectural, engineering, construction, advertising, and legal services; land-based transportation services, defined as rail and trucking services; and travel and tourism services. (Publication 3053; August 1997)

IMPACT OF THE NORTH AMERICAN FREE TRADE AGREEMENT ON THE U.S. ECONOMY AND INDUSTRIES: A THREE YEAR REVIEW
Investigation 332-381: Includes an analysis of NAFTA's effects on sectoral trade, employment, and productivity, as well as the aggregate effects on the U.S. economy.
(Publication 3045; July 1997)

IMPLICATIONS FOR U.S. TRADE AND COMPETITIVENESS OF A BROAD-BASED CONSUMPTION TAX
Investigation 332-389: This study provides an analysis of the implications for U.S. trade and competitiveness of replacing the current income-tax system with a broad-based consumption tax. (Publication 3110; June 1998)

LIKELY IMPACT OF PROVIDING QUOTA-FREE AND DUTY-FREE ENTRY TO TEXTILES AND APPAREL FROM SUB-SAHARAN AFRICA
Investigation 332-379: This report is was requested by the Committee on Ways and Means of the U.S. House of Representatives. Legislation introduced in April 1997 (H.R. 1432, The African Growth and Opportunity Act) would grant such trade preferences.
(Publication 3056; September 1997)

MACADAMIA NUTS: ECONOMIC AND COMPETITIVE CONDITIONS AFFECTING THE U.S. INDUSTRY
Investigation 332-386: This report covers competitive factors affecting the U.S. macadamia industry, including competition from Australia, Kenya, South Africa, Malawi, Guatemala, Costa Rica, and Brazil, as well as trade practices and barriers of the competing countries that impede U.S. macadamia nut exports.(Publication 3129; September 1998)

MONITORING OF U.S. IMPORTS OF TOMATOES
Investigation 332-350: This report is required by the NAFTA Implementation Act, so that the government can be prepared to expedite requests for provisional relief under Section 202 of the Trade Act of 1974 or Section 302 of the NAFTA. The report covers "fresh or chilled tomatoes" for fresh-market use and for processing and includes current conditions in the U.S. industry in such areas as production, imports, exports, and prices.
(Publication 3130; September 1998)

MONITORING OF U.S. IMPORTS OF PEPPERS
Investigation 332-351: This report is required by the NAFTA Implementation Act, so that the government can be prepared to expedite requests for provisional relief under Section 202 of the Trade Act of 1974 or Section 302 of the NAFTA. The report covers peppers for fresh-market use and for processing and includes current conditions in the U.S. industry in such areas as production, imports, exports, and prices. (Publication 3131; September 1998)

MONITORING OF U.S. IMPORTS OF TOMATOES
Investigation 332-350: This report is required by the NAFTA Implementation Act, so that the government can be prepared to expedite requests for provisional relief under Section 202 of the Trade Act of 1974 or Section 302 of the NAFTA. The report covers "fresh or chilled tomatoes" for fresh-market use and for processing and includes current conditions in the U.S. industry in such areas as production, imports, exports, and prices.
(Publication 3064; September 1997)

NONRUBBER FOOTWEAR STATISTICAL REPORT, 1998 (Annual)
Investigation 332-191: This report is part of a series of reports on nonrubber footwear and includes data on industry production, shipments, employment, prices, imports and exports.
(Publication 3174; March 1999)

OVERVIEW AND ANALYSIS OF CURRENT U.S. UNILATERAL ECONOMIC SANCTIONS
Investigation 332-391: This report includes a description of U.S. unilateral economic sanctions currently in effect; a review of recent literature on the economic effects of national level economic sanctions; a survey of affected U.S. industries concerning the costs and effects of U.S. unilateral economic sanctions on such industries and their markets; and a proposed methodology to analyze in future studies the short- and long-term costs of U.S. unilateral sanctions and their impact on the U.S. economy.
(Publication 3124; August 1998)

PIANOS: ECONOMIC AND COMPETITIVE CONDITIONS AFFECTING THE U.S. INDUSTRY
Investigation 332-401: This report covers the current conditions affecting the domestic piano industry, and it includes the following: an overview of the global market; a profile of the U.S. piano industry; profiles of leading manufacturers in Japan, Korea, China, and Indonesia; and a comparison of the competitive strengths and weaknesses of U.S. and foreign producers. (Publication 3196; May 1999)

PRODUCTION SHARING: USE OF U.S. COMPONENTS AND MATERIALS IN FOREIGN ASSEMBLY OPERATIONS, 1994-1997
Investigation 332-237: The current report focuses on developments in 1997 related to the use of U.S.-made components in foreign assembly plants and places these developments in the context of trends over the past 4 years.
(Publication 3146; December 1998)

PRODUCTION SHARING: USE OF U.S. COMPONENTS AND MATERIALS IN FOREIGN ASSEMBLY OPERATIONS, 1993-1996
Investigation 332-237: Assessment of the products and countries (by industry sector) that use the production sharing provisions of the U.S. tariff schedules.
(Publication 3077; December 1997)

RECENT TRENDS IN U.S. SERVICES TRADE (1999 ANNUAL REPORT)
Investigation 332-345: This report presents industry-specific analyses that focus on trends in exports, imports, and trade balances during 1992-97. Industry-specific analyses also identify major trading partners during the subject period. The report concludes with an examination of the U.S. professional services sector, emphasizing the sector's importance and reviewing recent efforts to liberalize trade in professional services. (Publication 3198; May 1999)

PROFILE OF THE U.S. INDUSTRY AND MARKET, BY INDUSTRY/COMMODITY GROUPS, 1994-98
(Appendix B below is included in the full report above.) Data are estimated by the Commission's international trade analysts on the basis of primary and secondary data sources and are subject to change. Further, these data may undergo adjustments based on revisions in tariff nomenclature, classification practices, or redefinitions of industry classes.

U.S.-AFRICA TRADE FLOWS AND EFFECTS OF THE URUGUAY ROUND AGREEMENTS AND U.S. TRADE AND DEVELOPMENT POLICY
Investigation 332-362: This fourth of five annual reports on the subject provides for 1997: (1) data on total U.S.-Sub-Saharan Africa trade and investment flows by selected major sectors and by regional groupings; (2) identification of major developments in the WTO and in U.S. trade and economic policy and commercial activities that significantly affect bilateral trade and investment with the region; (3) information on changing trade and economic activities within the individual countries; and (4) an update on progress in regional integration in Africa. (Publication 3139; October 1998)

U.S. SCHEDULE OF COMMITMENTS UNDER THE GENERAL AGREEMENT ON TRADE IN SERVICES
Investigation 332-354: This report includes supplemental commitments and MFN exemptions on basic telecommunication services, finalized on February 15, 1997, and financial services, finalized on December 13, 1997.
(Publication NA; August 1998)

U.S. SCHEDULE OF COMMITMENTS UNDER THE GENERAL AGREEMENT ON TRADE IN SERVICES
Investigation 332-354: This report includes supplemental commitments and MFN exemptions on financial services, finalized on July 28, 1995, and on basic telecommunication services, finalized on February 15, 1997
(Publication NA; May 1997)

Studies not done under Section 332

U.S. TRADE SHIFTS IN SELECTED INDUSTRIES: MERCHANDISE, ANNUAL REPORT (See above SHIFTS IN MERCHANDISE TRADE)

INDUSTRY & TRADE SUMMARIES

INDUSTRY AND TRADE SUMMARY: ADHESIVES, GLUES, AND GELATIN
The analysis of adhesives, glues, and gelatin in this report covers the period 1992-96. (Publication 3093; March 1998)

INDUSTRY AND TRADE SUMMARY: APPAREL
This report analyzes trade and industry conditions for apparel for the period 1993-97. (Publication 3169; March 1999)

INDUSTRY AND TRADE SUMMARY: CANNED FISH, EXCEPT SHELLFISH
This report examines a variety of biological and legal constraints on the availability of raw fish to canneries affected production and trade during 1992-96, the years covered by the report. The principal products covered in the publication include tuna, salmon, sardines, and mackerel. (Publication 3083; January 1998)

INDUSTRY AND TRADE SUMMARY: CERTAIN NONFERROUS METALS
This report analyzes four nonferrous mineral industries - nickel, lead, zinc, and magnesium - during the 1993-97 time period and the first six months of 1998.
(Publication 3161; March 1999)

INDUSTRY AND TRADE SUMMARY: CHLORALKALI CHEMICALS
This report analyzes This report addresses industry and trade conditions for the chloralkali chemicals for the period 1992-96, with trade data added for 1997.
(Publication 3158; March 1999)

INDUSTRY AND TRADE SUMMARY: DAIRY PRODUCTS
This summary covers all commonly known dairy products, including milk and cream, whether fluid, concentrated, or dried; buttermilk and curdled, fermented, or acidified milk and cream (e.g., yogurt); whey, in all forms, and whey protein concentrate; and articles of milk and cream. Also included are butter and other fats and oils derived from milk; cheese and curd of all kinds; ice cream; and the principal proteins of milk, namely casein, casein derivatives (caseinates), and milk albumin. The analysis covers the period 1992-96.
(Publication 3080; January 1998)

INDUSTRY AND TRADE SUMMARY: DRIED FRUITS OTHER THAN TROPICAL This summary covers the general period 1993 through 1997. The industry covered in this summary produces dried nontropical fruit, which includes dried raisins, dried apricots, dried prunes, dried apples, dried berries, dried peaches, and mixtures of dried fruits or dried fruits mixed with nuts. The industry consists of fresh fruit growers, dryers, packers, repackers, shippers, marketers, and exporters. (Publication 3171; March

1999)

INDUSTRY AND TRADE SUMMARY: EXPLOSIVES, PROPELLANT POWDERS, AND RELATED ITEMS
This summary covers explosives or rapid-burning products that utilize heat, pressure, and/or light generated in their application to accomplish their desired function. Included are products such as dynamite, TNT, PETN, certain rocket fuels, fuses and detonators, fireworks, matches, and signal flares. The analysis covers the period 1992-96.
(Publication 3081; March 1998)

INDUSTRY AND TRADE SUMMARY: FERTILIZERS
This summary covers fertilizers, which supply nutrients to vegetable matter. Most of the information in this report is provided in the context of a 5-year (1992-96) timeframe.
(Publication 3082; March 1998)

INDUSTRY AND TRADE SUMMARY: FLAVOR AND FRAGRANCE MATERIALS
This summary covers trade and industry conditions in the flavor and fragrance materials industry for the period 1993-97.
(Publication 3162; March 1999)

INDUSTRY AND TRADE SUMMARY: GEMSTONES
This report provides a global overview of the gemstone industry and examines market trends through a unique compilation of production and trade data that is not otherwise readily available. Industry products covered include: (1) natural and cultured pearls, (2) natural and synthetic diamonds, and (3) natural and synthetic colored gemstones.
(Publication 3018; March 1997)

INDUSTRY AND TRADE SUMMARY: HIDES, SKINS, AND LEATHER
(Publication 3015; February 1997)

INDUSTRY AND TRADE SUMMARY: HOME TEXTILES
This summary covers trade and industry conditions for home textiles for the period 1993-97. Home textiles include such furnishings as bed, toilet, kitchen, and table linens (e.g., sheets, blankets, comforters, pillows, towels, and table cloths), curtains, and draperies.
(Publication 3170; March 1999)

INDUSTRY AND TRADE SUMMARY: INDUSTRIAL PAPERS AND PAPERBOARDS
This summary covers industrial papers and paperboards. Information is provided on both U.S. and foreign industry structure, tariff and nontariff measures, and market competitiveness for 1991-95.
(Publication 3022; April 1997)

INDUSTRY AND TRADE SUMMARY: MILLED GRAINS, MALTS, AND STARCHES
This summary covers trade and industry conditions for milled wheat, other milled grain products (corn, oats, rye, and rice), malts, and starches for the period 1992-96.
(Publication 3095; March 1998)

INDUSTRY AND TRADE SUMMARY: MILLWORK
This summary covers a wide range of wooden products, including dowels, moldings, picture frames, windows, doors, blinds, shutters, and screens, that are collectively referred to as "millwork." Information is provided on the structure of the U.S. industry, domestic and foreign tariffs, U.S. trade in millwork products, and foreign millwork industries for 1992-96.
(Publication 3096; April 1998)

INDUSTRY AND TRADE SUMMARY: NONALCOHOLIC BEVERAGES
This report examines trade and industry conditions for the period 1991-95. The industry consists of bottlers, processors, canners, freezers, and distributors of nonalcoholic beverages such as carbonated soft drinks, bottled water, fruit juices and drinks, vegetable juices, iced teas, sports drinks, health drinks, milk drinks, chocolate drinks, and nonalcoholic beers, wines, and champagnes.
(Publication 3020; March 1997)

INDUSTRY AND TRADE SUMMARY: POULTRY
(Publication 3148; December 1998)

INDUSTRY AND TRADE SUMMARY: REFINED PETROLEUM PRODUCTS
(Publication 3147; December 1998)

INDUSTRY AND TRADE SUMMARY: SYNTHETIC ORGANIC PIGMENTS
This report covers synthetic organic pigments, which are chemical compounds used to impart color to products found in end-use markets suck as inks, paints, and plastics.
(Publication 3021; February 1997)

INDUSTRY AND TRADE SUMMARY: SYNTHETIC RUBBER
(Publication 3014; January 1997)

INDUSTRY AND TRADE SUMMARY: WOOL AND RELATED ANIMAL HAIR
(Publication 3145; December 1998)

STAFF RESEARCH, ECONOMIC WORKING PAPERS & OTHER REPORTS

OFFICE OF ECONOMICS WORKING PAPER: AN OVERVIEW OF QUASICONCAVITY AND ITS APPLICATIONS IN ECONOMICS
(Publication NA; April 1999)

OFFICE OF ECONOMICS WORKING PAPER: APEC--ORGANIZATION, GOALS AND APPROACH
(Publication NA; March 1997)

OFFICE OF ECONOMICS WORKING PAPER: EFFECT OF GLOBAL TRADE LIBERALIZATION ON TOXIC EMISSIONS IN INDUSTRY(Publication NA; February 1998)

OFFICE OF ECONOMICS WORKING PAPER: INCOME ELASTICITY OF TRADE THEORY, EVIDENCE, AND IMPLICATIONS
(Publication NA; September 1998)

OFFICE OF ECONOMICS WORKING PAPER: INTERNATIONAL AND DOMESTIC PRODUCT CLASSIFICATIONS
(Publication NA; April 1999)

OFFICE OF ECONOMICS WORKING PAPER: LATIN AMERICAN EXPORT SECTOR DYNAMICS AND ECONOMIC GROWTH IN INTERNATIONAL COMPARISON
(Publication NA; October 1998)

OFFICE OF ECONOMICS WORKING PAPER: LIBERALIZING APEC TRADE IN SERVICES
(Publication NA; September 1997)

OFFICE OF ECONOMICS WORKING PAPER: REGIONALISM AND INCENTIVES FOR MULTILATERALISM
(Publication NA; September 1997)

OFFICE OF ECONOMICS WORKING PAPER: R&D ACTIVITY AND ACQUISITIONS IN HIGH TECHNOLOGY INDUSTRIES
(Publication NA; April 1997)

OFFICE OF ECONOMICS WORKING PAPER: TRADE, TRADE POLICY, AND PRODUCTIVITY GROWTH IN OECD MANUFACTURING
(Publication NA; November 1998)

GLOBAL ASSESSMENT OF STANDARDS BARRIERS TO TRADE IN THE INFORMATION TECHNOLOGY INDUSTRY
This staff issue paper examines study assesses standards-related barriers to trade in the global IT industry. The study (1) discusses the role of standards and conformity assessment

in the IT industry; (2) provides an overview of the standards process in the United States, the European Union, Japan, and other important global markets; (3) examines the effects of certain standards-related barriers to trade on the computer hardware, software, and telecommunications equipment sectors of the IT industry; and (4) evaluates proposals for reducing IT standards-related barriers to trade.
(Publication 3141; November 1998)

MARKET DEVELOPMENTS IN MERCOSUR COUNTRIES AFFECTING LEADING U.S. EXPORTERS
This staff issue paper examines recent trends in the economic climate of Mercosur countries, intra-Mercosur trade and bloc member trade with the United States and the rest of the world, and U.S. exports to and investment in member countries. Profiles of the four charter members -- Argentina, Brazil, Paraguay, and Uruguay -- provide a synopsis of their macroeconomic performance and of the government pricing policies, reforms, and remaining barriers affecting trade and foreign investment.
(Publication 3117; July 1998)

STAFF RESEARCH STUDY (22): COMMERCIALIZATION OF NEW MANUFACTURING PROCESSES FOR MATERIALS
U.S. industries are placing a growing emphasis on improving the processes used to manufacture the component materials of a wide range of commercial products. From ceramic composites to steel, both the industries that produce the component materials and the downstream industries that use them in parts and final products are finding that their global competitiveness is directly affected by the adoption of new manufacturing processes for materials (NMPM).

This publication examines several different NMPM in various stages of development and commercialization; factors affecting adoption of NMPM; benefits and drawbacks as compared with conventional processes; industries and companies involved and interactions between them; the role of the government in commercialization; and the extent of adoption of new processes in the United States and foreign countries.
(Publication 3100; April 1998)

STAFF RESEARCH STUDY (25): REVIEW OF GLOBAL COMPETITIVENESS IN THE PHARMACEUTICAL INDUSTRY:
This staff issue paper describes the principal factors currently affecting the competitiveness of the U.S. pharmaceutical industry, particularly in relation to the industries of Western Europe and Japan.
(Publication 3172; April 1999)

STAFF RESEARCH STUDY (24): TELECOMMUINCATIONS EQUIPMENT--U.S. PERFORMANCE IN SELECTED MAJOR MARKETS
(Publication 3150; December 1998)

The Operation of the Trade Agreements Program

An annual OTAP is required from the U.S. Trade Representative by section 162 of the Trade Act of 1974, and a second OTAP report is required from the Commission by section 163 of the same trade act. The difference between the two required reports is that the USTR is responsible for explaining the policy of the President. The Commission report is simply an annual report of the events in trade for the previous year. The Commission report has been published for 50 years. It is recommended that FTS begin to publish a similar study, because it is well within their current capability, and it would be an excellent project to train newly acquired staff. It provides an excellent example of how teams whose members have different areas of expertise work together to produce a report that is better than any one of them could produce by themselves. A brief description of the report for 1998 and the law requiring the publication of these reports by the USTR and the Commission, and the contents of the 1998 report follow:

THE YEAR IN TRADE: OPERATION OF THE TRADE AGREEMENTS PROGRAM DURING 1998
One of the government's most comprehensive reviews of U.S. trade-related activities, covering major multilateral, regional, and bilateral developments. Among other things, this year's report covers significant activities in the WTO, including its dispute settlement mechanism, and the Organization for Economic Cooperation and Development; bilateral trade issues with major U.S. trading partners, such as those with the European Union on the recent banana dispute; with Canada on magazines; with Japan on autos and deregulation; with Mexico on sweeteners and meat; with China on WTO accession and intellectual property protection; with Taiwan on WTO accession; and with Korea on automobiles and taxes on distilled spirits; and, major U.S. trade sanctions activities involving Cuba, the Federal Republic of Yugoslavia (Serbia and Montenegro), Iran, Iraq, and Libya. (Publication 3192; May 1999)

2. Reports to Congress

Sections 162 and 163 of the Trade Act of 1974, as amended

[19 U.S.C. 2212 and 2213; P.L. 93-618, as amended by P.L. 100-418 and P.L. 100647)

SEC. 162. TRANSMISSION OF AGREEMENTS TO CONGRESS.
(a) As soon as practicable, after a trade agreement entered into under section 123 or 124 or under section 1102 of the Omnibus Trade and Competitiveness Act of 1988 has entered into force with respect to the United States, the President shall, if he has not previously done so, transmit a copy of such trade agreement to each House of the Congress together with a statement, in the light of the advice of the International Trade Commission under section 131(b), if any, and of other relevant considerations, of his reasons for entering into the agreement.
(b) The President shall transmit to each Member of the Congress a summary of the information required to be transmitted to each House under subsection (a). For purposes of this subsection, the term "Member" includes any Delegate or Resident Commissioner.

SEC. 163. REPORTS.

(a) ANNUAL REPORT ON TRADE AGREEMENTS PROGRAM AND NATIONAL TRADE POLICY AGENDA.--

(1) The President shall submit to the Congress during each calendar year (but not later than March 1 of that year) a report on-

(A) the operation of the trade agreements program, and the provision of import relief and adjustment assistance to workers and firms, under this Act during the preceding calendar year; and

(B) the national trade policy agenda for the year In which the report is submitted.

(2) The report shall include, with respect to the matters referred to in paragraph (1)(A), information regarding-

(A) new trade negotiations;

(B) changes made in duties and non-tariff barriers and other distortions of trade of the United States;

(C) reciprocal concessions obtained;

(D) changes in trade agreements (including the incorporation therein of actions taken for import relief and compensation provided therefor);

(E) the extension or withdrawal of nondiscriminatory treatment by the United States with respect to the products of foreign countries;

(F) the extension, modification, withdrawal, suspension, or limitation of preferential treatment to exports of developing countries;

(G) the results of actions to obtain the removal of foreign trade restrictions (including discriminatory restrictions) against United States exports and the removal of foreign practices which discriminate against United States service industries (including transportation and tourism) and investment;

(H) the measures being taken to seek the removal of other significant foreign import restrictions;

(I) each of the referrals made under section 141(d)(l)(B) and any action taken with respect to such referral; (J) other information relating to the trade agreements program and to the agreements entered into thereunder; and

(K) the number of applications filed for adjustment assistance for workers and firms, the number of such applications which were approved, and the extent to which adjustment assistance has been provided under such approved applications.

(3)(A) The national trade policy agenda required under paragraph (1)(B) for the year in which a report is submitted shall be in the form of a statement of-

(i) the trade policy objectives and priorities of the United States for the year, and the reasons therefor;

(ii) the actions proposed, or anticipated? to be undertaken during the year to achieve such objectives and priorities, including, but not limited to, actions authorized under the trade laws and negotiations with foreign countries;

(iii) any proposed legislation necessary or appropriate to achieve any of such objectives or priorities; and

(iv) the progress that was made during the preceding year in achieving the trade policy objectives and priorities included in the statement provided for that year under this paragraph.

(B) The President may separately submit any information referred to in subparagraph (A) to the Congress in confidence if the President considers confidentiality appropriate.

(C) Before submitting the national trade policy agenda for any year, the President shall seek advice from the appropriate advisory committees established under section 135 and shall consult with the appropriate committees of the Congress.

(D) The United States Trade Representative (hereafter referred to in this section as

the "Trade Representative") and other appropriate officials of the United States Government shall consult periodically with the appropriate committees of the Congress regarding the annual objectives and priorities set forth in each national trade policy agenda with respect to F(i) the status and results of the actions that have been undertaken to achieve the objectives and priorities; and (ii) any development which may require, or result in, changes to any of such objectives or priorities.

(b) ANNUAL TRADE PROJECTION REPORT.--

(1) In order for the Congress to be informed of the impact of foreign trade barriers and macroeconomic factors on the balance of trade of the United States, the Trade Representative and the Secretary of the Treasury shall jointly prepare and submit to the Committee on Finance of the Senate and the Committee on Ways and Means of the House of Representatives (hereafter referred to in this subsection as the "Committees") on or before March 1 of each year a report which consists of

(A) a review and analysis of

(i) the merchandise balance of trade,

(ii) the goods and services balance of trade,

(iii) the balance on the current account,

(iv) the external debt position,

(v) the exchange rates,

(vi) the economic growth rates,

(vii) the deficit or surplus in the fiscal budget, and

(viii) the impact on United States trade of market barriers and other unfair practices, of countries that are major trading partners of the United States, including, as appropriate, groupings of such countries;

(B) projections for each of the economic factors described in subparagraph (A) (except those described in clauses (v) and (viii)) for each of the countries and groups of countries referred to in subparagraph (A) for the year in which the report is submitted and for the succeeding year; and (C) conclusions and recommendations, based upon the projections referred to in subparagraph (B), for policy changes, including trade policy, exchange rate policy, fiscal policy, and other policies that should be implemented to improve the outlook.

(2) To the extent that subjects referred to in paragraph (1) (A), (B), or (C) are covered in the national trade policy agenda required under subsection (a)(l)(B) or in other reports required by this Act or other law, the Trade Representative and the Secretary of the Treasury may, as appropriate, draw on the information, analysis, and conclusions, if any, in those reports for the purposes of preparing the report required by this subsection.

(3) The Trade Representative and the Secretary of the Treasury shall consult with the Chairman of the Board of Governors of the Federal Reserve System in the preparation of each report required under this subsection.

(4) The Trade Representative and the Secretary of the Treasury may separately submit any information, analysis, or conclusion referred to in paragraph (1) to the Committees in confidence if the Trade Representative and the Secretary consider confidentiality appropriate.

(5) After submission of each report required under paragraph (1), the Trade Representative and the Secretary of the Treasury shall consult with each of the Committees with respect to the report.

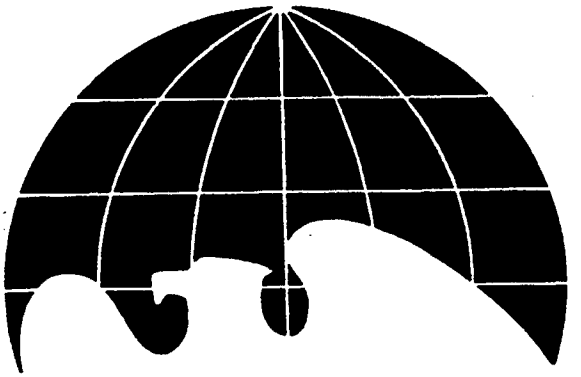
(c) ITC REPORTS. -- The United States International Trade Commission shall submit to the Congress, at least once a year, a factual report on the operation of the trade agreements program.

The Year in Trade: OTAP 1998—(contents)

THE YEAR IN TRADE:

OPERATION OF THE TRADE AGREEMENTS PROGRAM DURING 1998

50th Report



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**Prepared in Conformity With
Section 163(b) of the
Trade Act of 1974**

U.S. International Trade Commission

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Information Management—suggestions for change

Information Management—suggestions for change

Effective information management can let small, new organizations compete effectively with larger, better-funded, established ones that may not be able or willing to change their traditional ways of doing business Information Management

Information management, especially automated information management, is an increasingly critical issue for almost every organization. The arrival of the personal computer and then of the Internet has raised public expectations of convenience, efficiency, and value they receive from organizations they deal with. For private organizations (corporations) meeting these expectations is a competitive necessity: they must do it or face business failure. But effective information management is expected by the customers of public organizations as well: citizens and business partners of Government ministries are beginning to demand the same levels of efficiency and convenience they receive from private-sector service providers.
Resources devoted to information management are typically small relative to those spent on the more traditional budget categories like staff, rent, or even furniture. Whether or not this allocation is optimal, the fact is that it increases the urgency of using information resources effectively.

Information management can be divided into 2 components: infrastructure and applications. Infrastructure comprises the basic hardware and software components of the general computing environment that will support an organization, like desktop equipment (PCs), printers, network wiring, and communications (Internet connections.) Applications are systems that directly deliver real business value: systems for managing documents, accounting, specialized databases, as well as “desktop applications” like word-processing, electronic mail and spreadsheets.

Ideally, planning for information systems should follow and should be guided by overall business planning. That is, until an organization has a firm idea of what tasks and functions it is trying to accomplish, it cannot rationally decide what information systems are needed to support them. The same can be said for any

resource, of course, like staff: to hire the right staff one needs to know what they will be doing.

Fortunately, as a practical matter many infrastructure decisions and some application system decisions can be made before a detailed business process "map" has been completed. (On the other hand, it is a common mistake for organizations to invest heavily in "generic" resources—more PCs, more printers, larger and faster servers—before business processes are defined.)

This report suggests a timeline for definition of MEFT/FTS business processes. As a new (or renewed) organization, FTS should invest significant time and top-management attention to make sure this definition process is done well. In the meanwhile, FTS must carry out its existing responsibilities and should do as much as possible toward creating an information management infrastructure that is likely to be appropriate for FTS' future.

Information Architecture

An organization's "information architecture" is a description of its overall approach to defining infrastructure and applications that support its business operations. The information architecture consists of the organization's *technology strategies and principles* plus its *standards* for information technology (IT) products and protocols. The standards should be just sufficient to avoid building or buying systems that cannot work with other systems in the organization, and to capture any economies of training or procurement that may be available. For a very simple example, an organization for which production of documents is an important process should establish a standard for word-processing software (e.g. Microsoft Word) and not allow other products to be bought or used. This will avoid interoperability problems (one person not being able to read or revise a document produced by another) and will let technical support staff training focus on only one product.

Like most organizations in the early stages of implementing an information technology infrastructure, MEFT/FTS has not developed formal information technology strategies and principles derived from their business requirements. Instead, they have concentrated on (1) acquiring and installing PC's and some network connections, and (2) gathering "low-hanging fruit", i.e., applications that promise immediate benefits, like word-processing, spreadsheets, and file sharing.

However, a broader vision will be needed to get the maximum benefit from IT, and that vision must be understood by and have the support of top business management. Top management buy-in is needed because successful application of IT will change the culture of the business and will change or even eliminate existing business processes (what staff do and how they do it.)

For example, one of the most common benefits sought from IT is to increase the sharing of information, both within and outside the organization. However, if an organization has a tradition of restricting access to information to those with a "need to know", then information-sharing projects will encounter obstacles at every turn. Only the organization's top management can change traditions, which they must do by supporting and communicating support for a new tradition.

Technology strategies and principles logically follow business strategies. However, some basic principles are becoming very widely accepted, driven by current customer-oriented business theories and the technological phenomenon of the Internet. **Some of these principles may be stated as follows, and might be used by MEFT/FTS as a "working hypothesis" for technology strategies and principles pending completion of a strategic business plan**:

1. Information technology serves the business. No project (with a limited exception for shared infrastructure) should be started or continued without a business sponsor who is "paying" for the project, either directly with funding or indirectly through support for the project in the budget process that funds IT.

2. All information should be shared *both internally and externally* unless there is a specific legal or other requirement to maintain confidentiality. Where possible, a single authoritative version of information should be shared rather than being duplicated. **[NOTE: the principle of information sharing is highly relevant to the mission of MEFT/FTS in that it is directly supportive of the policy concept of "transparency."]**

3. Every project should be designed keeping in mind its eventual deployment via the Internet;

4. Wherever possible, commercial "off-the-shelf" information systems products and services should be preferred over the alternative of customized in-house development—in other words, FTS should generally "buy" rather than "build";

5. Computer systems should be designed for self-service operation, so that internal or external customers can get information at any time without requiring assistance or intervention from a staff expert;

6. Wherever possible, computer products that implement public technical standards (Internet standards) should be chosen in preference to proprietary or customized ones, where functionality is reasonably comparable;

7. Every computer project should be designed keeping in mind flexibility (or scalability) and maintainability. This typically implies use of "thin-client" technical architectures.

8. Computer hardware is (relatively) inexpensive. Additional hardware should be acquired when it can substitute for skilled labor.

FTS's current technical information architecture (hardware, software and networking standards) may be described briefly as follows (NOTE: this is based on Trade Remedies unit ONLY):

1. Desktop: Intel ("IBM") hardware running Microsoft Windows95 (Arabic enabled); Microsoft Office desktop applications: Word, Excel, Internet Explorer, PowerPoint, Access and Outlook.
2. Network protocol (where networks are installed): 10-BaseT Ethernet, TCP/IP and Microsoft networking (NetBEUI) protocols supported.
3. Network servers: Intel ("IBM") hardware running Microsoft NT.
4. Network services: file and print—provided by Windows NT; electronic mail—none; database—none (except Access at the desktop); internet—164KB leased-line access (pending) shared via NT server.

Observations and recommendations

1. The **FTS technical architecture is based on Microsoft software products.** This is (presumably) a decision based on local availability of software and support, and FTS' relatively non-specialized information requirements. This choice is entirely appropriate, and makes it easy to achieve interoperability; however, FTS should consider products based on public standards for new purchases, provided they are also interoperable with the existing Microsoft infrastructure.

2. The technical group within the Information staff (3 staff plus a staff leader) has achieved a major milestone in installing PC's for most Remedies staff and connecting them via a local network (LAN.) Stand-alone PC's, while they are a very visible symbol of automation, are quite often counterproductive in that they can quickly become a quicksand sucking up support and maintenance resources. They also often degenerate into a tangle of different software versions and configurations that waste time of non-computer staff. Connecting PC's in a network lets them share resources, communicate and be managed more efficiently**. Connecting all present and future FTS (or even MEFT) PC's via a common network should be a key short-run information technology objective.** Stand-alone PC's should be avoided.

3. Even with their progress on networking PC's, the FTS Information staff is still in danger of being bogged down in routine maintenance simply to provide basic office-automation functions. *These functions do not represent the major potential value of information systems*. To free up the time of their very few computer experts to work on high-value projects, the Information staff must find more efficient ways to handle routine maintenance. Ultimately this will mean **moving the MEFT/FTS information architecture in the direction of "thin-client" architecture, where most applications are accessed by staff using a Web browser (i.e., Internet Explorer.)**

4. Establishment of a reliable, always-connected link between the FTS network and the Internet will be another major milestone on the way to enhancing the potential of the FTS computer infrastructure. The new Internet connection (due to be operational in September, 1999) will be a vast improvement over the current facility, which is unreliable and slow. However, if the performance of the new connection falls short of expectations (i.e., throughput of 164 kilo-bits per second) or if reliability remains poor**, FTS should give consideration to getting a faster Internet connection.** Information architectures based on the Internet are already being implemented by leading private-sector corporations on a large scale. There is no sign that this trend will abate. **MEFT/FTS should anticipate developing its business applications in the Internet environment and put appropriate infrastructure in place.** The public telecommunications infrastructure in Cairo is a limiting factor for MEFT/FTS and for its potential customers and local partners. However, DEPRA has identified at least one option for high-speed Internet access via direct connection to a telecommunications satellite. This system, which is in use today by the USAID office in Cairo, provides about 1 mega-bit/second

throughput receiving data, and 128 kilo-bit/second sending. The cost is about $30,000 for initial setup (satellite dish and associated electronics) and about $30,000/year for Internet access service, all included. While this is a substantial cost, it is a cost that might be shared throughout FTS and possibly by other co-located MEFT units once they are connected together in a local network (see number 2 above.)

5. **FTS should consider the development of several basic network services.** "Network services" are systems or applications that are stored on and are run on network servers for access by all (authorized) PC's on the network. The alternative to a server-based applications architecture is to have applications that run on individual PC's. The long-run costs of PC-based applications are typically higher than server-based ones, though the former may appear less costly, especially if only a few PC's are included in the application's initial deployment. FTS is already implementing Internet access as a server-based shared service. Another network service from which almost all organizations realize very great value is electronic mail. As with many other applications, the value of e-mail increases as more people are connected via a local network (inside MEFT/FTS) or via the Internet. Thus the value of e-mail will grow as the population of the inside-FTS network recommended above grows, and will grow still more when FTS staff can reach other Egyptian Government and private organizations, and non-Egyptian contacts, via the new Internet connection. **FTS should plan to implement electronic mail as a standard application (that is, for all staff with networked PC's) without delay.** Given the Microsoft-based architecture of FTS' current network, consideration should be given to the Microsoft e-mail server product, called *Exchange*. However, consideration should also be given to using one of the many products based on the non-proprietary e-mail standards (SMTP, IMAP, and POP.) In either case, the goal should be to support both internal (within the MEFT/FTS network) and external (Internet) e-mail communications.

6. **FTS should establish a public external (Internet) Web site without delay.** An external Web site will almost certainly quickly become the main channel for communications of all types between MEFT/FTS and external organizations within and outside Egypt, most particularly including the press. Therefore, senior management and staff responsible for public or press relations should participate in the development of policies that will govern what is "published" to the Web site. On the other hand, they should not commit themselves to review every document that is published, lest the approval process become a choke-point. An appropriate

policy might be, for example, that all press releases are published to the Web site within one hour of their official release. To speed implementation of the external Web site, FTS should consider contracting for initial development of the site. MOE recently implemented an attractive Web site using a local contractor. FTS Information staff can accelerate their learning by working with experienced contractors and can focus more on issues related to information content of the site. FTS should acquire a separate computer (server) for the Web site, both for improved security and for manageability. The Web server could be a machine of the same specifications as those recently acquired as staff PC's, with the addition of some additional memory (RAM) and a second hard drive. A rough estimate of the cost of this equipment is $3,500. Consistent with the MEFT/FTS architecture, the Web server would use Microsoft NT operating system software, plus Microsoft's standard (and free) Internet Information Server (IIS) Web server software.

7. **FTS should establish an internal (Intranet) Web site without delay.** An internal Web site (Intranet) is a network service that can promote information sharing within MEFT/FTS. Information sharing can be accomplished without an Intranet by using shared-access files and directories on the existing network file server. However, it is well established that Web technology is very much more effective for most information-sharing purposes because it is easy to learn and easy to use, often with no specific training at all. There is an almost endless variety of ways an Intranet can provide efficiencies to an organization. However, one simple and effective short-term goal for Intranet development is to replace all non-public printed administrative reference materials in the organization: telephone listings, administrative and procedure manuals, stocks of standard forms, and even widely used reference documents like a law or decree. (Materials that are used by staff but are also of public interest should be posted on the external Web site, which would simply have a link from the Intranet site.) Intranet development can be performed by FTS Information staff. Since the Intranet is not publicly accessible, it is less sensitive and can thus be considered a more experimental or learning project, with a more relaxed development schedule. FTS should acquire a separate server as host computer for the Intranet. As for the external Web server, the Intranet server can be a standard PC machine with minor enhancements.

8. **MEFT/FTS** currently builds database applications using Microsoft's desktop database product, MS Access. While this is a widely supported and capable product, it does require MS Access to be loaded and maintained on each desktop

and it is limited in its support for simultaneous use by many people; it also has limited data-management capabilities. This is not a problem in the short run, but **MEFT/FTS should begin to consider migration to a more robust server-based database**. Given FTS's standardization on Microsoft products, the obvious choice is Microsoft's SQL Server. The combination of an IIS Web server and a SQL Server database would provide a solid foundation for development of multiple database applications that are accessible via a Web browser. This architecture has 2 important benefits: (1) it does not require skilled- labor-intensive maintenance of MS Access on every PC that is a potential user of any database application, and (2) it provides a virtually costless path to open up any of these applications to distribution to the public via the external Web server. In addition to IIS and SQL Server, Microsoft's Web development environment includes several other components, most importantly the Active Server Pages (ASP) system for producing Web pages dynamically from database content. The USITC's Dataweb system, for example, was built using ASP. ASP supports Microsoft Visual Basic as a programming language; FTS Information staff are reportedly using Visual Basic currently in their MS Access development, so they would have some familiarity with the ASP environment. Because of the close integration anticipated between IIS and SQL Server, there would be some advantage to installing it on the same server as the Intranet. However, as usage expands it will make more sense to follow the general rule of having a separate server machine for each major network service. Implementation of a database network service should be done with contracted assistance, because the technology involved requires significant new skills which would be slow and inefficient for FTS staff to acquire through experimentation.

9. Organizational issue No. 1: procurement.—A successful information technology program will be very dynamic, and will thus require a steady stream of acquisitions of hardware and parts, software and services. If there are significant delays (more than a few days) in getting approvals of small purchases (for example, under LE 3,000), the IT program will suffer. **MEFT/FTS should consider making an annual or quarterly allocation for miscellaneous IT hardware and software, based on planned projects and maintenance requirements, which could be expended with relatively few approvals. If the MEFT/FTS budget process cannot support some variation of this approach, support for this category of purchases should be sought via a contract funded by USAID or other source.** This same issue will be encountered in the area of the proposed Library's

acquisition of research and reference materials (books, periodicals, data series.) Getting information quickly is critical to effectiveness.

10. Organizational issue No. 2: information staff consolidation.—As an organization of about 350 staff, FTS is too small to maintain multiple IT organizations. **Planning should begin to consolidate existing Information staffs into a single organization** before additional small units spring up to support individual FTS units. Presumably there will be budgetary and other organizational considerations to be worked through. However, the main problem with centralized support organizations of any type is responsiveness. Support units that are part of a business unit like Trade Remedies are very responsive to that unit's management. Those managers are justifiably concerned with losing that responsiveness if they must depend on a centralized support staff. One approach to maintaining responsive service from a centralized support organization is to fund the "customer" units (rather than the Information unit) for IT projects (i.e., building a database.) Having control of the funds should give customers some control over how the project is done. Another common technique is to form a council or committee of business unit managers to oversee the Information unit. Both these techniques have the desirable side-effect of reinforcing the close link between business objectives and IT priorities.

11. Organizational issue No. 3: IT staff compensation.—Skilled IT staff are difficult to recruit and even more difficult to retain. While information technology experts do not enjoy the status of the traditional professions like medical doctor, attorney, or even economist, they are often in more demand in the market**. Compensation of IT staff should be reasonably competitive with that offered by other employers in the local market**. Otherwise an undue amount of management effort, as well as considerable cost, will be expended re-recruiting IT staff every year or two, and the benefit of continuity will be lost. On the other hand, the number of permanent IT staff should be kept small, and non-strategic project work and maintenance should be accomplished via contract wherever possible.

Sample Job Descriptions

International Trade Analyst (Investigator)
GS-1101-13

I. INTRODUCTION

This position is located in Investigative Divisions A, B, C, and D of the Office of Investigations, Office of Operations, United States International Trade Commission. The incumbent serves as an international trade analyst (investigator) and is responsible for carrying out the functions assigned in support of the Commission's mission.

The Commission is an independent agency whose mission is to fulfill statutory requirements, as well as advise the President and the Congress in formulating and carrying out U.S. trade policy. The work generally takes the form of fact-finding; technical, economic, and legal assistance; and, under prescribed standards, findings and recommendations. In furtherance of this role, the Commission has been provided with broad general investigative powers, including the power to investigate the administration and fiscal and industrial effects of U.S. trade laws and the conditions, causes, and effects relating to competition between U.S. and foreign industries. In addition, the Commission has specific authority to make domestic-industry injury determinations with respect to subsidized imports and imports sold at less than fair value, and to adjudicate and issue remedial orders with respect to unfair practices in import trade. The Commission also has authority with respect to the creation and maintenance of national and international product nomenclatures.

The Office of Investigations is responsible for the conduct of statutory Commission investigations under sections 202, 204, 406, and 603 of the Trade Act of 1974; sections 303, 701, 731, and 751 of the Tariff Act of 1930; and section 22 of the Agricultural Adjustment Act. This involves the collection, compilation, and analysis of data; the preparation of reports; and the presentation (both orally and in writing) of relevant information to the Commission.

II. MAJOR DUTIES AND RESPONSIBILITIES

1. The incumbent serves as a journeyman-level international trade analyst (investigator) and an authority in conducting the statutory Commission investigations identified above. Under the guidance of a Supervisory Investigator, the incumbent is specifically responsible for the collection, compilation, analysis, and presentation of data related to international trade in products subject to those investigations, and the U.S. industries affected by that trade. Journeyman-level investigators are assigned to handle the more difficult, sensitive, and/or highly technical cases filed with the Commission, especially those for which complex issues are raised and little precedent exists. The incumbent must exercise well-reasoned judgment in making decisions and recommendations concerning broad aspects of the investigation being conducted.

   This often includes searching out and developing state-of-the-art approaches to collecting and/or analyzing information relevant to the case, the resolution of which will, in most instances, have a significant impact on international trade in the subject

merchandise, as well as the domestic industry producing those products. As a technical expert, the incumbent normally determines (subject to Commission approval) the nature and extent of data to be collected. He/she also provides technical assistance and guidance to other assigned staff (financial analysts, economists, commodity analysts, and attorneys) concerning their input into investigations.

2. With respect to data collection and compilation, the primary source of information in Commission investigations is a questionnaire that is sent to U.S. producers, importers, and (in all but 45-day cases) purchasers of the subject merchandise. The assigned investigator is responsible for the following activities relating to these questionnaires: design and drafting; field-testing as necessary; reviewing returned questionnaires for completeness; verifying data submitted in questionnaires for accuracy, reasonableness, and consistency; and obtaining explanations for any significant or unusual trends in the data reported. In addition to questionnaires, incumbents are responsible for the identification and use, as appropriate, of secondary data sources. These could include other Government agencies, trade associations; marketing research firms, libraries, or computer data banks, as well as interviews with market participants. Following the data collection exercise, incumbents are responsible for the compilation of the information collected. Included are such activities as aggregating the information in meaningful ways. Throughout this process, and for the duration of the investigation, incumbents are responsible for maintaining files that will, at the conclusion of the investigation, become part of the official "record" of the investigation. This record, which will be used in any court review of the Commission's determination, must contain documentation for all data used in data analysis and presentation (see No. 3 below).

3. Once the relevant data have been collected and compiled, it is the responsibility of the assigned investigator to analyze and present it in such a way as to be of maximum use to the Commission. The incumbent is responsible for the preparation of the confidential and public versions of the Staff Report, using established guidelines for content and format. The data analysis should be as comprehensive and probing as possible, but always within the bounds of being objective and factual in nature. Data presented in the Report should be examined and analyzed as appropriate to the specific case. As a minimum, trends of market indicators and comparisons for domestic and import products should be discussed, and any unusual occurrences noted. The incumbent is responsible for responding to suggestions made during supervisory review of the Report, and for ensuring that all written materials are proofread and prepared in compliance with established guidelines.

4. On request, the incumbent is responsible for briefing Commissioners on the data collected in connection with the subject investigations.

5. The incumbent is expected to maintain up-to-date proficiency in the fields of market analysis and international trade, including applicable U.S. trade laws. He/she attends commercial and technical meetings and expositions; consults with executives of trade associations and other industry representatives, importers, and exporters; participates in economic seminars; conducts field trips to manufacturing plants; reviews literature pertaining to domestic and international trade; and attends Government and academic and private industry meetings dealing with trade issues.

6. Performs other related duties as assigned.

III. FACTOR DESCRIPTIONS

1. ***Knowledge required by the position***

Ability to rapidly develop a comprehensive knowledge of the industry and market being investigated. A comprehensive knowledge of the Tariff Act of 1930, the Trade Act of 1974, and other related international trade laws as they relate to investigations. Knowledge of economic theory and methods, and of national and international trade policies and practices as they relate to investigations. Knowledge of national and international product nomenclature systems for tariff, trade, and statistical purposes. In this position, the incumbent makes decisions or recommendations that have a significant impact on the data collection, compilation, analysis, and presentation aspects of the operations of the Office of Investigations.

2. ***Supervisory controls***

The supervisor sets the overall objectives and deadlines to be met. The incumbent and the supervisor, in consultation, determine the specific work to be done and the resources needed. The incumbent is responsible for planning, coordinating, and carrying out the work, and resolving most problems and conflicts that arise. Broad aspects of approach and methodology are cleared with the supervisor. Incumbent provides oral reports periodically to the supervisor on progress and problems.

3. ***Guidelines***

Mission and function statements for the Commission and applicable U.S. trade laws and regulations, which set forth overall requirements. Guidelines are broadly stated and non-specific; e.g., broad policy statements and basic legislation which require extensive interpretation. Incumbent must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. He/she is recognized as a journeyman-level technical authority in the development and interpretation of guidelines as they pertain to trade policies and practices for industries being investigated.

4. ***Complexity***

The work includes varied duties requiring many different and unrelated processes in providing expertise and advice as to the conduct of Commission investigations and related international trade matters. The methods applied require a comprehensive analysis of issues/trade matters related to assigned investigations. Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology, or interpretation and evaluation resulting from such elements as continuing changes in programs, unknown phenomena, or conflicting requirements.

5. ***Scope and effect***

In addition to collecting, compiling, analyzing, and presenting data in connection with statutory investigations, incumbent's work also involves resolving critical problems associated with those responsibilities, as well as identifying and describing issues related to the relevant U.S. and, if appropriate, world markets for products subject to the investigations. The work product affects Commissioners' determinations in the investigations, as well as the work of other experts in the international trade community.

6. ***Personal contacts***

Personal contacts are with fellow workers and subject-matter specialists within and outside the agency. Typical of contacts (in addition to the "team" members mentioned above) are principals of the firms involved in Commission investigations and their representatives (attorneys, consultants, etc.).

7. ***Purposes of contacts***

The purposes of the contacts are to define, justify, negotiate, or settle matters involving significant or controversial issues related to assigned investigations.

8. ***Physical demands***

The work is principally sedentary and has no special physical demands. The incumbent typically sits comfortably on the job, although there may be some walking (especially during fieldwork), standing, bending, and carrying of light items such as paper, books, etc.

9. ***Work environment***

The work is performed in a typical office setting and special safety precautions are not required. However, the work environment involves everyday risks or normal discomforts which require normal safety precautions, such as the use of safe work practices with office equipment, the avoidance of trips and falls, the observance of fire regulations, etc. The work area is well lighted, heated, and ventilated.

Auditor
GS-511-13

I. INTRODUCTION

This position is located in the Financial Analysis and Accounting Division, Office of Investigations, Office of Operations, United States International Trade Commission. The incumbent serves as an auditor of data submitted by U.S. firms in response to Commission questionnaires. This information forms the basis upon which Commissioners make determinations concerning the effects of imports on U.S. producers of similar merchandise.

The Commission is an independent agency whose mission is to fulfill statutory requirements, as well as advise the President and the Congress in formulating and carrying out U.S. trade policy. The work generally takes the form of fact-finding; technical, economic, and legal assistance; and, under prescribed standards, findings and recommendations. In furtherance of this role, the Commission has been provided with broad general investigative powers, including the power to investigate the administration and fiscal and industrial effects of U.S. trade laws and the conditions, causes, and effects relating to competition between U.S. and foreign industries. In addition, the Commission has specific authority to make domestic-industry injury determinations with respect to subsidized imports and imports sold at less than fair value, and to adjudicate and issue remedial orders with respect to unfair practices in import trade. The Commission also has authority with respect to the creation and maintenance of national and international product nomenclatures.

The Office of Investigations is responsible for the conduct of statutory Commission investigations under sections 202, 204, 406, and 603 of the Trade Act of 1974; sections 303, 701, 731, and 751 of the Tariff Act of 1930; and section 22 of the Agricultural Adjustment Act. This involves the collection, compilation, and analysis of data; the preparation of reports; and the presentation (both orally and in writing) of relevant information to the Commission.

II. MAJOR DUTIES AND RESPONSIBILITIES

1. The incumbent serves as an auditor and, under the direction of the Supervisory Financial Analyst, conducts audits (also called verifications) of data submitted by U.S. firms in connection with questionnaires issued by the Commission. The incumbent is responsible for examining accounts for the purpose of ascertaining that reported data fairly present the financial position of the audited activity. Audit emphasis includes evaluating internal controls to determine the reliability of reported results; and assuring that generally accepted accounting principles have been consistently applied by the activity audited.
2. The incumbent prepares all documentation related to the conduct of an audit, including notification letters to the firms to be examined, audit worksheets, and reports of the results of audits.
3. The incumbent serves as advisor to Commissioners and the Commission's senior staff on the reliability and interpretation of data submitted by U.S. firms in connection with the statutory investigations conducted by the Office of Investigations.

4. With the guidance of the Supervisory Financial Analyst, the incumbent identifies and selects the firms to be audited.
5. The incumbent offers advice to the Supervisory Financial Analyst on the design and content of questionnaires so as to facilitate audit upon completion.

III. FACTOR DESCRIPTIONS

1. ***Knowledge required by the position***

This position requires a professional knowledge of the theory, concepts, and practices of accounting and auditing, and skill and ability to apply this knowledge to very broad assignments. The incumbent should be recognized as an expert in developing and applying auditing techniques and methodologies to diversified activities that use a number of different accounting and control systems. In this position the incumbent makes decisions and/or recommendations which have a significant impact on the data collection, compilation, analysis, and presentation aspects of the operations of the Office of Investigations.

2. ***Supervisory controls***

The Supervisory Financial Analyst provides administrative direction in terms of broadly defined missions and functions of the agency. The incumbent defines objectives and coordinates the audits, assignments, or projects to be completed. Audit reports or other completed assignments are considered technically authoritative and the best possible analysis under the current conditions. Such reports are normally accepted without significant changes. Review of the work covers such matters as fulfillment of audit program objectives, and effect of advice and influence on the overall audit program. Recommendations for new projects and alterations of objectives are usually evaluated for such considerations as availability of funds and other resources or other priorities.

3. ***Guidelines***

Guidelines consist of broad agency policy statements and basic legislation, which require extensive interpretation. The auditor uses judgement and ingenuity in interpreting the intent of conflicting legislation or broad program objectives. The incumbent is recognized as a technical authority in a field of auditing with responsibility for developing policies, as well as standards and guidelines, for use by other accountants/auditors in the agency to meet new legislative intent.

4. ***Complexity***

The work is characterized by intensive efforts in audit planning, coordination, and problem definition, as well as intensive efforts in problem solving and analysis in an area of accounting or auditing where the auditor functions as a designated authority. Audit assignments require the incumbent to develop audit plans and define problem areas for the comprehensive analysis of a great variety of functions and operations and perform a comprehensive analysis of the overall operations of an organizational entity for the purpose of fulfilling legislative requirements for injury analysis. Operations under audit are broad in scope, complex, and interrelated, thus requiring the incumbent to perform work such as meeting with program and functional representatives to gather information

needed to define issues and structure the audit for many discrete functional or program areas; writing audit instructions for use by other accountants/auditors in the Office of Investigations; and advising others in the office, as well as Commissioners, on a variety of technical issues such as interpreting data, surfacing significant findings, and offering preferred approaches for data collection and conflict resolution.

Decisions regarding what needs to be done are complicated by the extreme diversity of functional programs and operations and their related accounting and control systems. The work requires the incumbent to be adept at conceiving new strategies for the solution of auditing problems. The incumbent must make decisions regarding what needs to be done based on an analysis of the particular circumstances (needs and problems) of each assignment, and upon any alternative courses of action suggested by the supervisor.

5. ***Scope and effect***

The purpose of the work is to develop audit approaches to evaluate a variety of programs and accounting systems. Audit approaches vary widely because of the variability of subject programs and systems due to differences in organization or mission, technological advances, or changes in regulations. Audit reports provide information on program operations and identify causes of deficiencies or problems.

6. ***Personal contacts***

Personal contacts include officials, managers, professionals, and employees and executives of other agencies and outside organizations. Typical of these contacts are lawyers and accountants of business firms and the Commission's top managers.

7. ***Nature of contacts***

The purpose of the contacts is to justify, defend, negotiate, or settle matters involving significant or controversial issues. The incumbent typically attends meetings to accomplish such goals as giving overall direction to the Commission's audit program and developing standards and goals for auditing complex activities. The persons contacted have diverse viewpoints, goals, or objectives concerning the issue or problem requiring the incumbent to achieve a common understanding or the problem and arrive at a compromise or develop suitable alternatives.

8. ***Physical demands***

The work is principally sedentary and no special physical demands are required to perform the work. There may be some walking in factories, warehouses, and similar areas to check on inventories and the existence or, or nature of, equipment and property.

9. ***Work environment***

The work is usually performed in an office setting. There may be occasional exposure to uncomfortable conditions in factories, supply yards, or other areas.

Applied Economics Division—International Economist

GS-0110-13

I. INTRODUCTION

This position is located in the Applied Economics Division, Office of Economics, Office of Operations, United States International Trade Commission. The incumbent serves as an international economist and is responsible for carrying out the functions assigned in support of the Commission's mission.

The Commission is an independent agency whose mission is to fulfill statutory requirements, as well as advise the President and the Congress in formulating and carrying out U.S. trade policy. The work generally takes the form of fact-finding; technical, economic, and legal assistance; and, under prescribed standards, findings and recommendations. In furtherance of this role, the Commission has been provided with broad general investigative powers, including the power to investigate the administration and fiscal and industrial effects of U.S. trade laws and the conditions, causes, and effects relating to competition between U.S. and foreign industries. In addition, the Commission has specific authority to make domestic-industry injury determinations with respect to subsidized imports and imports sold at less than fair value, and to adjudicate and issue remedial orders with respect to unfair practices in import trade. The Commission also has authority with respect to the creation and maintenance of national and international product nomenclatures.

The Office of Economics is responsible for assisting the Commission in providing expert economic advice to Congress and the President on a variety of international trade issues before U.S. policy-makers. Its mission also includes studies into the economic viability and comparative strengths and weaknesses of all major segments of U.S. industry to point out any vulnerability to imports and identify export potential, as well as providing expert economic advice in the support of statutory Commission investigations under sections 202, 204, 406, and 603 of the Trade Act of 1974; sections 303, 332, 701, 731, and 751 of the Tariff Act of 1930; and section 22 of the Agricultural Adjustment Act. The latter includes the collection and analysis of pricing, demand, supply, and other market related information; the preparation of Economic Issues Memorandum; the preparation of investigation reports; and the presentation (both orally and in writing) of relevant information to the Commission.

II. MAJOR DUTIES AND RESPONSIBILITIES

1. The incumbent serves as a journeyman-level international economist on Commission teams formed to conduct the statutory investigations identified above. The incumbent's role is to provide general expert economic advice during the course of the investigation and, with the major exception of 332 investigations, to be responsible for the collection, compilation, analysis, and presentation of data related to the relative pricing of products subject to these investigations.

Journeyman-level international economists are assigned to handle the more difficult, sensitive, and/or highly technical cases, especially those for which complex new issues are raised and limited precedent exists. The incumbent must exercise well-reasoned judgment in making decisions and recommendations concerning broad aspects of the investigation.

This may include developing new methodologies based on relevant economic theory. The incumbent also provides technical expertise and guidance to other assigned staff (investigators, financial analysts, commodity analysts, and attorneys) concerning economic issues that arise in assigned investigations.

2. In final title VII investigations the incumbent is additionally responsible for the preparation of an Economic Issues Memorandum. This requires the acquisition of a general, but thorough, understanding of the industry under investigation, and the collection and analysis of demand, supply, and other market related information from primary industry sources. A pre-hearing version of section II of the memorandum ("Evaluation of Relevant Economic Factors") is currently made available to parties to an investigation to allow comments on the various elasticity estimates prior to the memorandum's final version.

3. In section 22 and 202 investigations the incumbent is additionally responsible for the preparation of a Remedy Memorandum analyzing and estimating the probable economic effects of implementing various types of import relief (tariffs, quotas, etc...). This requires the acquisition of a general, but thorough, understanding of the industry under investigation, and the collection and analysis of demand, supply, and other market related information from primary industry sources. A pre-hearing version of part of the memorandum is currently made available to parties to an investigation to allow comments on the various elasticity estimates prior to the memorandum's final version.

4. The incumbent provides economic expertise in support of the Commission's efforts in preparing reports requested by the President, the House Committee on Ways and Means, the Senate Committee on Finance or either House of Congress concerning such matters. This may involve contributing sections of reports, as appropriate.

5. The incumbent is expected to maintain up-to-date expertise in the field of international and applied microeconomics. The incumbent reviews literature pertaining to domestic and international trade; attends Government and academic and private industry meetings dealing with trade issues; participates in economic seminars; attends commercial and technical meetings and expositions; consults with members of trade associations and other industry representatives, importers, and exporters; and conducts field trips to manufacturing plants.

6. With respect to data collection and compilation, the primary source of pricing data in Commission investigations is a questionnaire that is sent to U.S. producers, importers, and (in all but 45-day cases) purchasers of the subject merchandise. The assigned international economist is responsible for the following activities relating to the pricing sections of these questionnaires: design and drafting; field-testing as necessary; reviewing returned questionnaires for completeness; verifying data submitted in questionnaires for accuracy, reasonableness, and consistency; and obtaining explanations for any significant or unusual trends in the data reported.

In addition to questionnaires, an incumbent is responsible for the identification and use, as appropriate, of secondary data sources. These could include other Government agencies, trade associations, marketing research firms, libraries, or computer data banks, as well as interviews with market participants.

Following the data collection exercise, an incumbent is responsible for the compilation of the information collected. Included are such activities as aggregating the information in meaningful ways using basic statistical techniques as appropriate (computing weighted averages, correlations, and least-squares regressions, for example). Throughout this process, and for the duration of the investigation, an incumbent is responsible for maintaining files that will, at the conclusion of the investigation, become part of the official "record" of the investigation. This record, which will be used in any court review of the Commission's determination, must contain documentation for all data used by the economist in data analysis and presentation.
Once the relevant data have been collected and compiled, it is the responsibility of the assigned international economist to analyze and present it in such a way as to be of maximum use to the Commission. The incumbent is responsible for the preparation of the confidential and public versions of the assigned sections of the Staff Report and supplemental memoranda, using established guidelines for content and format. The data analysis should be as comprehensive and probing as possible, but always within the bounds of being objective and factual in nature. Data presented in the Report should be examined and analyzed as appropriate to the specific case. As a minimum, price trends and comparisons for domestic/import products should be discussed and any unusual occurrences noted. The incumbent is responsible for responding to suggestions made during supervisory review of the Report, and for ensuring that all written materials are proofread and prepared in compliance with established guidelines.

7. On request, the incumbent is responsible for briefing Commissioners on the data collected in connection with the subject investigations.

8. Performs other related duties as assigned.

III. FACTOR DESCRIPTIONS

1. ***Knowledge required by the position***

A comprehensive knowledge of economic theory, methods, and literature as it relates to the laws and practices of the United States and foreign countries on international trade. A thorough knowledge of national and international trade policies and practices as they relate to investigations. Knowledge of national and international product nomenclature systems for tariff, trade, and statistical purposes. Knowledge of the Tariff Act of 1930, the Trade Act of 1974, and other related international trade laws as they relate to investigations. In this position, the incumbent makes decisions or recommendations which have a significant impact on the data collection, compilation, analysis, and presentation aspects of statutory investigations conducted by the Commission, as well as an impact on changing, interpreting, or developing important policies or programs affecting national and international trade policies and practices.

2. ***Supervisory controls***

The supervisor sets the overall objectives and deadlines to be met. The incumbent and the supervisor, in consultation, determine the specific work to be done and the resources needed. The incumbent is responsible for planning, coordinating, and carrying out the work, and resolving most problems and conflicts that arise. Broad aspects of approach and methodology are cleared with the supervisor. Incumbent provides oral reports periodically to the supervisor on progress and problems.

3. ***Guidelines***

Mission and function statements for the Commission and applicable U.S. trade laws and regulations set forth overall requirements. Guidelines are broadly stated and non-specific; e.g., broad policy statements and basic legislation which require extensive interpretation. Incumbent must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work.

4. ***Complexity***

The work includes varied duties requiring many different and unrelated processes in providing economic expertise and advice as to applied international trade matters. The methods applied require a comprehensive understanding of microeconomic theory and the methodology of applied microeconomics. Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology, or interpretation and evaluation resulting from such elements as continuing changes in programs, unknown phenomena, or conflicting requirements.

5. ***Scope and effect***

In addition to collecting, compiling, analyzing, and presenting data in connection with statutory investigations, incumbent's work also involves identifying and describing economic issues related to the relevant U.S. and, if appropriate, world markets for products subject to the investigations. The work product affects Commissioners' determinations in the investigations, as well as the work of other experts in the international trade community.

6. ***Personal contacts***

Personal contacts are with fellow workers and subject-matter specialists within and outside the agency. Typical of contacts (in addition to the "team" members mentioned above) are principals of the firms involved in Commission investigations and their representatives (attorneys, consultants, etc...).

7. ***Purposes of contacts***

The purposes of the contacts are to define, justify, negotiate, or settle matters involving significant or controversial issues related to assigned investigations.

8. ***Physical demands***

The work is principally sedentary and has no special physical demands. The incumbent typically sits comfortably on the job, although there may be some walking (especially during fieldwork), standing, bending, and carrying of light items such as paper, books, etc.

9. ***Work environment***

The work is performed in a typical office setting and special safety precautions are not required. However, the work environment involves everyday risks or normal discomforts which require normal safety precautions, such as the use of safe work practices with office equipment, the avoidance of trips and falls, the observance of fire regulations, etc. The work area is well lighted, heated, and ventilated.

U.S. International Trade Commission
Office of Operations
Office of Economics

Research Division--International Economist

GS-110-14

INTRODUCTION

This position is located in the Research Division, Office of Economics, United States International Trade Commission. The incumbent of this position serves as an International Economist and is responsible for assisting in the carrying out of the functions assigned in support of the Commission's mission.

The Commission is an independent agency whose primary mission is to assist the President and the Congress in formulating and carrying out U.S. foreign trade policy. This assistance is generally advisory and takes the form of fact finding technical economic and legal assistance and, under prescribed standards, findings and recommendations. In furtherance of this role, the Commission has been provided with broad general investigative powers, including, without limitation, power to investigate the administration and fiscal and industrial effects of U.S. customs and other trade laws and the conditions, causes, and effects relating to competition of foreign industries with those of the United States. In addition, the Commission has specific authority to make domestic-industry injury determinations with respect to subsidized imports and imports sold at less than fair value, and to adjudicate and issue remedial orders with respect to unfair practices in the import trade. The Commission also has authority with respect to the creation and maintenance of national and international product nomenclatures, and has joint responsibility with the Departments of Treasury and Commerce regarding the collection of statistics with respect to U.S. imports, exports, and production.

The Office of Economics is charged with the responsibility for conducting research and analysis in international economics with respect to United States foreign trade and international trade in general. Its mission also includes studies into the economic viability and comparative strengths and weaknesses of all major segments of United States industry to point out any vulnerability to imports and identify export potential. Its major objective is to put the Commission in a position of readiness so it may provide early warning signals and advice to the Congress and the President on international trade matters.

DUTIES

-- Incumbent, recognized as an authority in his field, serves as a consultant and advisor and provides authoritative professional advice to top-level Commission officials on matters of international trade, particularly on the relevant official statistics are relevant and available. This requires the incumbent to locate and explore the most fruitful areas of applied research in relation to the Commission's program and needs. He/she is completely responsible for formulating and carrying out research assignments as well as having full technical responsibility for the interpretation and application of findings. This responsibility also includes that Commission policy-makers are provided with accurate,

meaningful, and properly evaluated and understood economic information for their use in matters of international trade.

-- Incumbent provides economic expertise for Commission-initiated applied research studies. Studies made are usually broader in scope and focus than other statutory investigations conducted by the Commission. These economic studies may be focused on such topics as (1) The administration and fiscal and industrial effects of the customs laws of this country; (2) The relationships between rates of duty on raw materials and finished or partly finished products; (3) The effects of ad valorem and specific duties and of compound (specific and ad valorem) duties; (4) The operation of customs laws, including their relation to the Federal revenues and their effect upon the industries and labor of the country; (5) The tariff relations between the United States and foreign countries, commercial treaties, preferential provisions and economic alliances; (6) The effect of export bounties and preferential transportation rates; (7) The volume of importations compared with domestic production and consumption; and (8) Conditions, causes, and effects relating to competition of foreign industries with those of the United States.

-- Incumbent provides economic expertise, particularly in empirical application of general-equilibrium models, in support of the Commission's efforts in preparing reports requested by the President, the House Committee on Ways and Means, the Senate Committee on Finance, or either House of Congress concerning such matters as described in duty statement above.

-- Incumbent provides economic expertise, in particular expertise on official statistics relevant for in-depth economic studies, for the purpose of providing the necessary background and support to the President and the Congress in the development of foreign trade and economic policy. For example, such studies might include (1) A study of the effects of exchange-rate changes on the prices and quantities of various categories of imports; (2) A study of the effect of the business cycle on various categories of imports; (3) Devising a methodology to convert East-West nominal trade changes into real terms; (4) A study of the impact on United States trade of the continued expansion of the preferential trade area of the European Community; (5) A study of the impact on various United States industries on continuing escalation in the relative price of imported oil; (6) A study of the relationship between the degree of standardization of products made by United States industries and the international competitiveness of those industries; and etc.

-- Incumbent applies innovative methodological techniques and models for evaluation and possible use in Commission studies and investigations.

-- Incumbent, working with the Office of Data Systems, assembles and interprets statistical information on foreign trade and uses the information, as required, in developing statistics on various trends developing in foreign trade. In support of a research project, prepares timely reports on trends and developments affecting United States foreign trade and international trade in general for inclusion into the final report on the project.

-- Incumbent develops and presents new research proposals in areas that he or the Office of Economics feels may require further study and attention.

Research proposals are submitted through channels to the Director of the Office of Economics for use as appropriate or for use in support of budget considerations.

-- Incumbent provides economic expertise for research and other substantive support to the Special Adviser to the Commission for trade agreements, as needed.

-- Provides economic expertise in Office of Economics on Commission-wide research projects. Contributes sections to the project, as appropriate. Plans and executes the required research utilizing learned journals and foreign publications and sophisticated statistical techniques, including regression and econometric analysis, as appropriate. Consults with respondent companies or industries (both domestic and foreign) and subsequently answers economic questions resulting from the distribution of consultants, universities, trade associations and the public.

-- Maintains up-to-date expertise in the "state-of-the-art" of activity assigned. Attends commercial and technical meetings and expositions; consults with members of trade associations and other industry representatives, importers, and exporters; participates in educational seminars; conducts field trips to manufacturing plants and reviews technical and commercial literature and domestic and foreign statistical publications.

-- Prepares economic comments on proposed legislation affecting foreign trade for the General Counsel for transmittal to Congress. Provides all of the economic technical assistance on such bills, particularly those to temporarily suspend import duties.

-- Provides economic expertise, particularly as regards the relevant and appropriate statistics, in drafting or assisting in drafting, replies to congressional correspondence on economic questions. These replies are prepared for the Office of Congressional Liaison and may subsequently be used by members of Congress (House of Representatives and Senate) in responses to inquiries from their constituents.

-- Attends Congressional Committee and Subcommittee meetings on international trade and reports thereon to the Commission. Provides economic expertise and consults with congressional staff, directly or through an intermediary, on economic matters relating to the drafting of legislation on commodities of international trade.

-- Provides technical guidance to lower grade economists on work-related problems and by introducing them to Government, industry and trade association publications and contacts, and particularly by introducing them to all sources of official statistics relevant to the economic studies typically performed by the Commission. Provides assistance to these economists in the use of contacts and in the preparation of written documents, such as investigation reports, congressional correspondence, special research reports, etc.

-- Reviews literature pertaining to both studies and new sources of data relevant for examining domestic and international trade, and attends Government and academic and private industry meetings dealing with trade issues.

-- Performs other related duties as assigned.

Factor 1, Knowledge required by the position

An expert economist knowledge as relates to laws and practices of the United States and foreign countries on international trade. An expert knowledge of national and international product nomenclature systems for tariff, trade and statistical purposes. Knowledge of the Trade Act of 1974, the Trade Agreements Act of 1979, the Tariff Act of 1930, and other related international trade laws as they relate to economic research. An expert knowledge of economic statistics used to measure U.S. trade, production, employment, industry input requirements, prices, productivity, and various domestic and international taxes. In this position, the incumbent makes economic decisions or recommendations which have a significant impact on changing, interpreting or developing important policies or programs affecting national and international trade policies and practices.

Factor 2, Supervisory controls

The supervisor provides administrative direction with assignments in terms of broadly defined goals or objectives. The employee independently plans and carries out assignments and leads projects in coordination with other economic or subject matter experts, both within and outside of the Commission. Review concentrates on fulfillment of objectives and effect of advice and assistance on related trade matters. The incumbent is considered a technical authority in his field; recommendations on new projects usually are evaluated on the basis of available resources.

Factor 3, Guidelines

Mission and function statements for the Commission as well as applicable U.S. international trade laws and regulations which set forth overall requirements. Existing nomenclature and valuation systems serve as both constraints and partially applicable precedents. Guidelines are broadly stated and nonspecific; e.g., broad policy statements and basic legislation which requires extensive interpretation. Incumbent must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. The employee is recognized as a technical authority in the development and interpretation of guidelines as they pertain to trade policies and practices for assigned economic activities.

Factor 4, Complexity

The work includes varied duties requiring many different and unrelated processes in providing economic expertise and advice as to international trade matters. The methods applied require a substantial depth of analysis of commodity issues related to nomenclature valuation and other international trade matters. Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology, or interpretation and evaluation resulting from such elements as continuing changes in programs, unknown phenomena, or conflicting requirements.

Factor 5, Scope and effect

The work involves identifying issues and resolving critical economic problems and primarily concerns with agency-wide economic studies or formal investigative procedures.

The work involves isolating and defining unknown conditions, resolving critical economic problems and developing new approaches to solve problems. The work product affects the work of other experts in the international trade community and the development of major aspects of the programs assigned to the Commission.

Factor 6, Personal contacts

Personal contacts are with fellow workers and subject-matter specialists within and outside the agency. Typical of contacts are professional economists, trade and industry representatives, and persons in the general public interested in trade matters.

Factor 7, Purpose of contacts

The purpose of the contacts are to justify, define, negotiate or settle matters involving significant or controversial issues in trade matters. Incumbent actively participates in conferences, meetings, heading or presenting issues involving trade matters of considerable consequence or importance. A significant requirement exists to advise top trade advisory officials within the Commission on program progress and to justify needed changes regarding long range plans and related policy.

Factor 8, Physical demands

The work is sedentary. Typically, the incumbent sits comfortably to do the work. However, there may be some walking, standing, bending, carrying of light items such as paper, books, etc. No special physical demands are required to do the work.

Factor 9, Work environment

The work is performed in a typical office setting. The work environment involves everyday risks or normal discomforts which require normal safety precautions typical of such places as offices, meeting and training rooms, use of safe work practices with office equipment, avoidance of trips and falls, observance of fire regulations, etc. The work area is well lighted, heated, and ventilated.

U.S. International Trade Commission
Office of Operations
Office of Industries

Agriculture and Forest Products Division--International Trade Analyst

GS-1101-13

I. INTRODUCTION

This position is located in the Animal and Forest Products Branch, Agriculture and Forest Products Division, Office of Industries. The Division is responsible for identifying, developing, maintaining, and analyzing on a current basis all pertinent qualitative and quantitative data on technical and economic matters of the United States in domestic and world markets. The Division provides timely and accurate information, reports, and technical services as may be required by the Commission, Congress, or the President regarding international trade and related economic issues. The incumbent of this position is responsible for identifying, developing, and maintaining pertinent data and information on a variety of technical and economic topics relative to international trade and tariff matters which may involve agricultural, fishery, and forest products. As required, the incumbent conducts and/or assists in the conduct of statutory investigations.

II. MAJOR DUTIES AND RESPONSIBILITIES

Under the general direction of the Branch Chief, the incumbent identifies, develops, and maintains knowledge and expertise relating to manufacturing and processing techniques, production, distribution, costs, sources of raw materials, and other factors for assigned products and industries producing them, both foreign and domestic. The incumbent independently plans, directs, and conducts research for the purpose of obtaining such data; directs other staff members assigned in the conduct of such research. The research work includes surveys of technical and trade literature; inspection of factories, companies, plants, and mills; analysis of comparative cost or efficiency of processing or production; study of technological developments in the assigned industries, etc. The incumbent is responsible for the technical adequacy of comprehensive fact-finding reports relative to these commodities/industries.

In order to maintain the high level of expertise in the assigned commodity/industry areas, the incumbent personally interviews producers, importers, exporters, converters, distributors, company representatives, and/or members of the technical staffs in the industry, trade association officials, and any other relevant source.

The incumbent identifies, collects, analyzes, and interprets, often using office automation techniques to do so, technical or other appropriate data and serves in advisory capacity with respect to domestic production, imports, and exports of such products, from the standpoint of comparability, classification, and competitive factors. Prepares research papers dealing with the impact of such

factors as changing technology, competitive foreign production, and changing consumer uses.

When required, the analyst provides technical fact-finding support in the conduct of statutory investigations and may be formally assigned to participate full-time on such investigations. The analyst may be required to delineate the specific product or products under investigation; identify the industry, both producers and importers; give technical assistance in drafting and reviewing questionnaires; analyze data; identify where travel should be most productive; accompany investigators on field trips; assist in resolving difficulties due to misclassified imports and poor or inaccurate responses to questionnaires; and assist in drafting and reviewing the staff report of investigation. Generally, an analyst is fully responsible as assigned in investigations conducted primarily by the Office of Industries (e.g., section 332 investigations).

The incumbent provides expert services to reciprocal trade agreements committees and/or their representatives and furnishes technical advice with respect to tariff classification for such agreements; and advises and prepares information for other members of the Commission's staff on general commodity/industry manufacturing developments or upon trade operations. The analyst may be assigned to assist negotiating teams both in foreign countries and within the United States.

The incumbent prepares reports, surveys, and summaries of technical information for publication and for the use of the Congress, the President, and the public; prepares information for other Government agencies. May assist and/or be assigned to intergovernmental committees concerned with trade and tariff matters and may be temporarily assigned to other Government agencies having a current need for the expertise of the incumbent.

The analyst at this senior level should remain constantly up-to-date with the assigned commodities/industries. The incumbent should be able to describe the product service, major producers, major importers, distributors, production, technology, uses, volume of trade, volume of production, tariff treatment and history, impending changes or complaints, and should be able to identify industry and governmental counterparts. The senior analyst should be able to alert the Branch Chief and Division Chief of possible and/or probable investigations forthcoming within a reasonable period of time.

III. CONTROLS OVER THE POSITION

Only general supervision is received from the Chief of the Branch, in the form of broad policy and program objectives. The incumbent determines priorities and fulfills the responsibilities substantially on his/her own initiative. Major assignments are accomplished with a discussion of overall objectives. The analyst keeps the Branch Chief advised of the status of projects. Work is required to be technically accurate and is reviewed only for adherence to Commission procedures and standards.

Country and Regional Analysis Division--International Economist

GS-110-13

I. <u>INTRODUCTION</u>

This position is located in the Country and Regional Analysis Division, Office of Economics, U.S. International Trade Commission. The incumbent of this position serves as an International Economist and is responsible for assisting in the carrying out of functions assigned in support of the Commission's mission.

The Commission is an independent agency whose primary mission is to assist the President and the Congress in formulating and carrying out U.S. foreign trade policy. This assistance is generally advisory and takes the form of fact-finding, technical, economic, and legal assistance and, under prescribed standards, findings and recommendations. In furtherance of this role, the Commission has been provided with broad general investigative powers, including, without limitation, power to investigate the economic effects of U.S. and foreign customs and other trade laws and the conditions, causes, and effects of competition of foreign industries with those of the United States. In addition, the Commission has specific authority to make domestic-industry injury determinations with respect to subsidized imports and imports sold at less than fair value, and to adjudicate and issue remedial orders with respect to unfair practices in import trade. The Commission also has authority with respect to the creation and maintenance of national and international product nomenclatures, and has joint responsibility with the Departments of Treasury and Commerce regarding the collection of statistics with respect to U.S. imports, exports, and production.

The Country and Regional Analysis Division of the Office of Economics is the Commission's "country desk" resource. Economists in the division regularly monitor trade policy and trade-related economic trends in key markets—the EU, Japan, Canada, Mexico, China, Central and Eastern Europe, the former Soviet Union, Latin America, Asia, and Africa—as well as U.S. trade, investment and services flows with these nations and regions. Country and Regional Analysis economists also monitor developments in the World Trade Organization and the activities of the main regional and international organization dealing with trade issues with a view towards identifying the implications of such policy on U.S. and global commerce.

II. DUTIES

--Incumbent employs economic expertise in support of the Commission's work connected with the Trade Agreements Program, other statutory reports, and special studies related to international trade requested by the Congress or the President. Incumbent collects and analyzes information on pertinent economic phenomena, analyzes economic data, and prepares interpretative analysis and descriptive material for publications. This requires analyzing such subjects as (a) agreements to reduce tariffs and non-tariff barriers to international trade, (b) international trade activities and associated policies of the European Union, Canada, Mexico, Japan, and the emerging economies of Asia and Latin America, (c) United States participation in the World Trade Organization (WTO), regional trade initiatives, and other international fora, and (d) trade and financial flows between the United States and other nations.

--Incumbent provides economic expertise to agency staff for their use in responding to Presidential, Congressional or Commission needs. In this capacity, incumbent monitors import and export trends with respect to assigned countries or areas, foreign trade policies and practices, foreign exchange and international monetary developments and provides appropriate reports. This requires working closely with Departments of State, Commerce, Treasury, USTR, Labor and other government agencies to develop monitoring methods and reporting procedures.

--Provides technical guidance to other economists and analysts on research issues, location and appropriate use of data sources, and analytical and presentation standards of the USITC. Incumbent also assists them in making and using policy and technical contacts in Government, industry, academic and other research organizations, and in the preparation of written documents, such as investigation reports, congressional correspondence, special research reports, etc.

--As assigned, serves as project leader or assistant project leader for special studies or continuing projects within the Country and Regional Analysis Division. While serving as a project leader, incumbent is responsible for formulating the original study plan, execution and control of the project, and for the conclusions. In addition, the incumbent is responsible for assuring that the work assignments of other employees on the project are carried out by performing a range of duties such as:

(1) assuring timely accomplishment of the assigned workload;
(2) instructing employees in specific tasks and job techniques;
(3) checking on work in progress; and
(4) reviewing completed work for completeness, accuracy, and timeliness, with responsibility for amending or rejecting work not meeting standards.
(5) serving as the primary point of contact to the Commission, other agencies, and the general public for information about the project;
(6) supervising production and appropriate distribution of the final product.—Maintains up-to-date expertise in the “state-of-the-art” of activity assigned. Distills and synthesizes literature pertaining to international trade, including domestic and foreign regulatory practices, technical and legal publications, and other specialized literature.

--Incumbent also:

(1) Provides guidance based on expert knowledge of economic and trade data in developing systems for processing trade and economic data used in support of recurring and other fact-finding investigations.
(2) Provides economic expertise in drafting, or assisting in drafting, replies to congressional correspondence on economic and trade policy questions. These replies are prepared for members of Congress (House of Representatives and Senate) to assist them in formulating public policy or in response to inquiries from their constituents.
(3) Provides economic and area/issue expertise during peer review of Commission reports and staff research.
(4) Performs other related duties as assigned.

Factor 1 - Knowledge required by the position

An expert economic understanding of factors and institutions affecting movement across national borders of goods, services, money and technology. In particular, incumbent has knowledge and expertise in the international activities, trade and investment policies, and relevant cultural, geographic, historical, and sociological conditions of one or more of the following countries or areas: Japan, Canada, the EU, Mexico, China, the emerging economies of Asia, Latin America, Central and Eastern Europe, the successor states to the former Soviet Union, and Africa or expertise on multilateral or regional agreements affecting trade, such as the WTO, NAFTA, APEC, and MERCOSUR. Incumbent has demonstrated ability to anticipate and appropriately evaluate factors influencing trade and to prepare well-written and analytically sound interpretative reports; knowledge of national and international tariff, trade, statistical, and other factual sources; knowledge of the Trade Act of 1974, the Omnibus Trade and Competitiveness Act of 1988, the Trade Agreements Act of 1979, the Tariff Act of 1930, and other related international trade laws; knowledge of appropriate research and writing tools, including use of electronic database and relevant computer applications, such as word processing and spreadsheet software.

Factor 2 - Supervisory controls

The incumbent is expected to exhibit a marked degree of professional independence and technical authority. The supervisor sets the overall objectives and deadlines to be met. The incumbent and the supervisor, in consultation, determine the specific programs to be developed and resources needed. The incumbent is responsible for planning, coordinating and carrying out the work, including identifying and obtaining the best data sources, using appropriate techniques for analysis, proposing effective methods for presentation and resolving all but the most difficult problems and conflicts that arise. Broad aspects of approach and methodology are cleared with the supervisor. Thereafter, completed work is expected to be a finished product in terms of accuracy, analytic soundness, and presentation and is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work of the office or effectiveness in meeting requirements or expected results.

Factor 3 – Guidelines

Mission and function statements for the Commission as well as applicable U.S. international trade laws and regulations set forth overall requirements. Guidelines are broadly stated and nonspecific; e.g., broad policy statements and basic legislation which requires interpretation.

Factor 4 – Complexity

The work includes varied duties requiring many different and unrelated skills in providing economic expertise and advice as to international trade matters. The methods applied require a substantial depth of analysis of issues related to foreign economic policies, trends, and other international trade matters. Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology, presentation, or interpretation and evaluation resulting from such elements as continuing changes in policies, unavailability of complete or reliable data, or conflicting assertions and

arguments by authoritative sources. Incumbent must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work.

Factor 5 - Scope and effect

The work involves numerous important issues and/or the in-depth evaluation of complex economic and trade policy problems. The work involves isolating and defining unknown conditions, resolving critical economic problems and developing new approaches to solve problems. The work product affects the work of other experts in the international trade community and may influence trade policy decisions of the Congress or the President. The incumbent provides technical advice or recommendations which are relied upon by officials responsible for changing, interpreting or developing important policies or programs related to the economist's field of expertise.

Factor 6 - Personal contacts

Extensive personal contacts are required with fellow workers and subject-matter specialists within and outside the agency. Typical of contacts are U.S. and foreign government economic officials, professional economists, and area or issue experts in academia, trade policy and industry. Incumbent also attends Government, academic and private sector meetings dealing with trade issues; consults with foreign area experts, as well as members of private industry; participates in educational seminars; and conducts field trips to meet with foreign government, academic, and industry representatives.

Factor 7 - Purpose of contacts

The purpose of the contacts is to obtain information needed to define and analyze significant trade issues, and to advise and assist U.S. government officials responsible for formulating trade policy. Assistance is provided to the Congress and to the President, primarily through the United States Trade Representative. Technical advice and counsel is also provided to executive departments and other government agencies, such as the Departments of State, Commerce, Labor, Agriculture, and Treasury.

Factor 8 - Physical demands

The work is sedentary. Typically, the incumbent sits comfortably to do the work. However, there may be some walking, standing, bending, carrying of light items such as paper, books, etc. No special physical demands are required to do the work. Ability to use a personal computer (PC) is an essential element of this job. Occasional travel to foreign countries may require considerable adaptability.

Factor 9 - Work environment

The work is performed in a typical office setting. The work environment involves everyday risks or normal discomforts which require normal safety precautions typical of such places as offices, meeting and training rooms, use of safe work practices with office equipment, avoidance of trips and falls, observance of fire regulations, etc. The work area is well lighted, heated and ventilated.