United States
Consumer Product Safety Commission

This document has been electronically approved and signed.

BALLOT VOTE SHEET

TO: The Commission
Alberta E. Mills, Secretary

DATE: December 7, 2022

THROUGH: Austin C. Schlick, General Counsel
Jason K. Levine, Executive Director

FROM: Daniel R. Vice, Assistant General Counsel, Regulatory Affairs
David M. DiMatteo, Attorney, Regulatory Affairs

SUBJECT: CPSC's Strategic Plan 2023-2026

BALLOT VOTE DUE: Tuesday, December 13, 2022

The Office of the General Counsel is forwarding a proposed final Strategic Plan 2023-2026 to the Commission for consideration. CPSC's Strategic Plan will set the framework for subsequent agency planning, communication, management, and reporting. On August 26, 2022, the Commission published in the *Federal Register* a notice of availability seeking public comment on a draft of the Strategic Plan. The public comment period closed on September 26, 2022, and four comments were received.

Please indicate your vote on the following options:

I. Approve the Strategic Plan 2023-2026, as drafted.

_____ _____
(Signature) (Date)

II. Approve the Strategic Plan 2023-2026, with the specified changes.

_____

_____

_____

_____ _____
(Signature) (Date)

U.S. Consumer Product Safety Commission
4330 East-West Highway
Bethesda, MD 20814
cpsc.gov

National Product Testing & Evaluation Center
5 Research Place
Rockville, MD 20850

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United States
Consumer Product Safety Commission

III. Do not approve the Strategic Plan 2023-2026.

_____ _____
(Signature) (Date)

IV. Take other action specified below.

_____

_____

_____

_____

_____ _____
(Signature) (Date)

Attachment: Proposed CPSC Strategic Plan 2023-2026

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DATE: December 7, 2022

TO: The Commission
Alberta E. Mills, Secretary

THROUGH: Austin C. Schlick, General Counsel

FROM: Jason K. Levine, Executive Director

SUBJECT: CPSC Strategic Plan 2023–2026

This memorandum requests Commission approval of the 2023-2026 Strategic Plan. The proposed Strategic Plan will set the framework for subsequent agency planning, communication, management, and reporting.

The CPSC's mission statement in the Strategic Plan is "Protecting the public from hazardous consumer products." The overarching vision is "A nation free from unreasonable risks of injury and death from consumer products." The Strategic Plan has four strategic goals to achieve the vision and mission. The strategic goals are the following:

Goal 1: Prevent hazardous products from reaching consumers

Goal 2: Address hazardous consumer products in the marketplace and with consumers in a fast and effective manner

Goal 3: Communicate actionable information about consumer product safety quickly and effectively

Goal 4: Efficiently and effectively support the CPSC's mission

Additionally, the Plan includes Strategic Objectives with corresponding Strategies and Initiatives that will contribute to the overall mission of the CPSC.

Following the August 26, 2022, *Federal Register* notice announcing the draft Strategic Plan (Docket No. CPSC-2022-0031), public comments were received, reviewed, and reflected in the Strategic Plan, as appropriate. Many of the comments focused on specific program areas and are best addressed in the agency's Operating Plan. The public comments can be viewed at: www.regulations.gov.

I am available to answer any questions you may have on the proposed final Strategic Plan. Following a Commission decision, staff will make any directed adjustments and prepare a final document for submission to Congress and OMB.

Attachment
CPSC Strategic Plan 2023–2026

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U.S. Consumer Product Safety Commission

STRATEGIC PLAN 2023–2026

PROTECTING THE PUBLIC FROM HAZARDOUS CONSUMER PRODUCTS

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Message from Chair Hoehn-Saric

I am pleased to present the U. S. Consumer Product Safety Commission's (CPSC) 2023–2026 Strategic Plan.

A strategic plan sets the direction of the agency. It helps to establish priorities, guide the allocation of resources, and communicate to the American people the work we intend to accomplish.

The CPSC is a small agency with a vast mission to protect the public from hazardous consumer products. In 2022, we celebrated our 50th year of service to the American people following our founding in 1972. Over the past 50 years, consumer products have become safer for Americans. Children's toys and infant products now must meet safety standards enforced by the CPSC. Countless hazardous products have been recalled and others have been banned altogether. However, the risks from unsafe products remain and are evolving with the development of new technologies and purchasing practices. The work of the CPSC continues to be vital to the health and safety of the public, especially for our most vulnerable members–children and the elderly.

As we look ahead to the next 50 years, this strategic plan puts us on a path to accomplish our safety goals and advance a vision of a nation free from unreasonable risks of injury and death from consumer products.

We set four interrelated goals in this strategic plan.

The first goal is to **prevent hazardous products from reaching consumers**. This is not a simple task, given the tens of thousands of product types that fall within our jurisdiction, the more than $1.6 trillion in consumer products sold each year, and the many ways that they enter the marketplace. The CPSC has a multifaceted approach to prevention that will be strengthened through this strategic plan. We work at the national and international level to help ensure that hazards are appropriately addressed by voluntary standards or mandatory regulations, and write new regulations if they are not; we provide technical information and other support for voluntary standards development; we allocate inspection, surveillance, and enforcement resources effectively to identify and remove hazardous products from the marketplace; we educate manufacturers on safety requirements and collaborate with foreign regulatory counterparts to help build safety into consumer products; and we are increasing our capacity to identify and intercept hazardous consumer products through import surveillance and inspection programs, whether those products come into the country in large commercial shipments or as smaller eCommerce packages sent direct to consumers.

The second goal is to **address hazardous consumer products** in the marketplace and in consumers' hands **in a fast and effective manner**. The agency must be able to quickly identify hazardous products in the marketplace, evaluate the safety hazard, and, where appropriate, take action to protect consumers. This means strengthening our data collection and analysis, so that we can more rapidly and accurately identify hazards. The CPSC learns about potential consumer product hazards from many sources, including incident reports, consumer complaints, reports to SaferProducts.gov, and calls to our Hotline. In addition, we have field investigators and import inspectors located across the country who investigate incidents and injuries, conduct inspections, monitor imported shipments, and

meet with and inspect retailers and manufacturers. When a recall is necessary, the agency works closely with the affected business to notify consumers on appropriate actions to take to mitigate the product safety concern. And when companies don't agree to take necessary action, the CPSC will take appropriate steps to enforce the law and notify the public.

The third goal is to **communicate actionable safety information** about consumer products **quickly and effectively**. Specifically, we seek to improve the accessibility, usefulness, and actionability of our information so that CPSC becomes the place the public turns to when they hear about a recall or want product safety information or identify a hazard and want to raise a red flag. This means making it easier for the public to reach us and to deliver clear and actionable information across traditional and new platforms to the public. It means reaching out to and understanding the needs of all consumers, including vulnerable communities and communities of color. If deaths and injuries are hitting some communities more than others, the CPSC should understand that and communicate in ways that will resonate.

Our fourth goal is internally focused and calls on us to **efficiently and effectively** support the CPSC's mission. This means attracting, recruiting, cultivating, and retaining a high-performing, diverse, inclusive, and engaged workforce. The staff is our most vital resource at the agency, and we must continually focus on our efforts in this area. It means strengthening our technology so that we can keep up with industry in a rapidly changing world. And it means holding ourselves to the highest ethical standards.

The CPSC has a meaningful and important mission. As we begin our second half-century, we are well-situated to continue our efforts to ensure a safe marketplace for all consumers.

[Signature]

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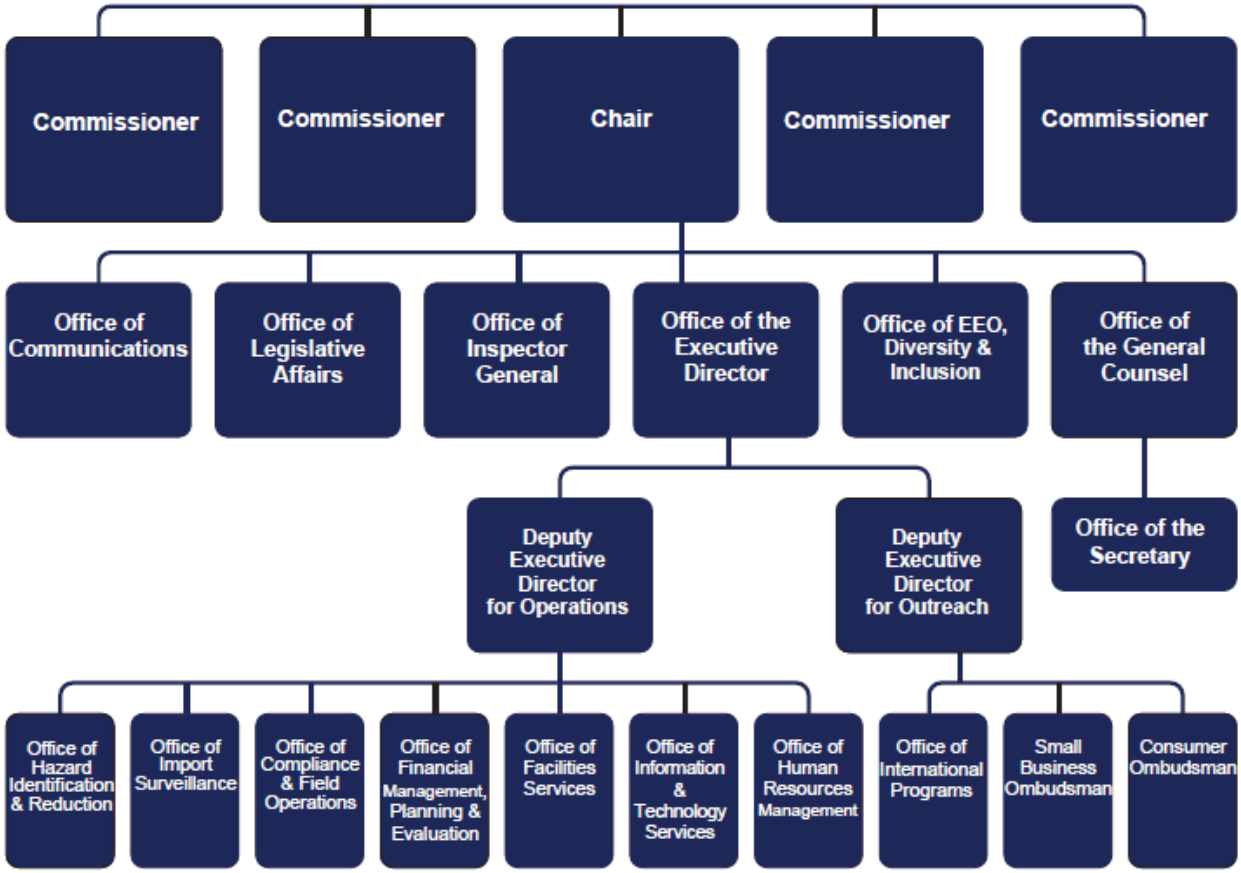
CPSC Organizational Structure

The U.S. Consumer Product Safety Commission (CPSC) is a bipartisan commission that is authorized to consist of five members appointed by the President with the advice and consent of the Senate. The Chair is the head and principal executive officer of the Commission. The chart below depicts the organizational structure of the CPSC:



Overview of the Agency

The CPSC is an independent federal regulatory agency with a public health and safety mission to protect the public from unreasonable risks of injury and death from consumer products.

Congress created the CPSC 50 years ago, in 1972, with the Consumer Product Safety Act (CPSA). In addition to the CPSA, as amended by the Consumer Product Safety Improvement Act of 2008 (CPSIA), and Public Law No. 112-28, the CPSC also administers the Flammable Fabrics Act, the Refrigerator Safety Act, the Federal Hazardous Substances Act, the Poison Prevention Packaging Act, the Labeling of Hazardous Art Materials Act, the Child Safety Protection Act, the Virginia Graeme Baker Pool and Spa Safety Act, the Children's Gasoline Burn Prevention Act, the Drywall Safety Act of 2012, the Child Nicotine Poisoning Prevention Act of 2015, the Portable Fuel Container Safety Act of 2019, the Nicholas and Zachary Burt Memorial Carbon Monoxide Poisoning Prevention Act of 2021, the Safe Sleep for Babies Act of 2021, Reese's Law, and the imitation firearms provisions of Public Law Nos. 100-615 and 117-167.

The CPSC has jurisdiction over thousands of types of consumer products used in and around the home. Although the CPSC's regulatory purview is quite broad, a number of product categories fall outside the CPSC's jurisdiction.[1]

The CPSC works to reduce consumer product-related injury and death rates by using analysis, regulatory policy, enforcement, and education to identify and address product safety hazards. This includes:

- **Hazard Identification and Assessment—**collecting information and developing injury and death statistics related to the use of products under the CPSC's jurisdiction;
- **Voluntary Standards**[2] **and Mandatory Regulations**[3]**—**participating in the development and strengthening of voluntary standards and developing mandatory regulations;
- **Import Surveillance—**using a risk assessment methodology to analyze import data to identify and interdict violative consumer products before they enter the United States;
- **Compliance and Enforcement—**enforcing mandatory regulations and removing defective products through compliance activities, such as recalls or other corrective actions, and litigating when necessary;
- **Public Outreach—**educating consumers, families, industry, civic leaders, and state, local and foreign governments about safety programs, alerts and recalls, emerging hazards, mandatory regulations, voluntary standards, and product safety requirements in the United States;
- **Intergovernmental Coordination—**coordinating work on product safety issues with other federal government stakeholders; and
- **Cooperation with Foreign Governments—**leveraging work with foreign government safety agencies, bilaterally and multilaterally, to improve safety for U.S. consumers.

[1] Different federal agencies regulate other product categories, such as automobiles, boats, alcohol, tobacco, and firearms, foods, drugs, cosmetics, and medical devices, and pesticides.
[2] "Voluntary standards" are safety standards developed for consumer products by voluntary standard organizations. See: www.cpsc.gov/Regulations-Laws--Standards/Voluntary-Standards for a description of CPSC Voluntary standards activities.
[3] A "mandatory regulation" is defined as a mandatory standard called a technical regulation.

2023–2026 Strategic Plan Summary

MISSION: Protecting the public from hazardous consumer products

VISION: A nation free from unreasonable risks of injury and death from consumer products

CORE MISSION GOALS AND OBJECTIVES

STRATEGIC GOAL 1 PREVENT
Prevent hazardous products from reaching consumers

Strategic Objective 1.1 Improve identification and timely assessment of hazards to consumers
Strategic Objective 1.2 Lead efforts to improve the safety of consumer products before they reach the marketplace through robust and effective safety standards
Strategic Objective 1.3 Increase capability to identify and stop imported hazardous consumer products

STRATEGIC GOAL 2 ADDRESS
Address hazardous consumer products in the marketplace and with consumers in a fast and effective manner

Strategic Objective 2.1 Rapidly identify and prioritize hazardous consumer products for enforcement action
Strategic Objective 2.2 Minimize further exposure to hazardous consumer products through effective and timely enforcement that also deters future unlawful actions
Strategic Objective 2.3 Advance timely, comprehensive, effective, and efficient consumer product recalls for hazardous consumer products
Strategic Objective 2.4 Monitor post-recall firm actions to identify need for additional compliance, enforcement, or communication activities

STRATEGIC GOAL 3 COMMUNICATE
Communicate actionable information about consumer product safety quickly and effectively

Strategic Objective 3.1 Improve accessibility, usefulness and actionability of consumer product safety information for diverse audiences
Strategic Objective 3.2 Increase dissemination of actionable consumer product safety information to a variety of diverse audiences
Strategic Objective 3.3 Increase and enhance CPSC collaborations to reach diverse audiences, including vulnerable and underserved communities

STRATEGIC GOAL 4 SUPPORT
Efficiently and effectively support the CPSC's mission

Strategic Objective 4.1 Attract, recruit, cultivate, and retain a high performing, diverse, inclusive, and engaged workforce
Strategic Objective 4.2 Ensure strong stewardship and effective use of agency resources
Strategic Objective 4.3 Foster public trust in the Commission by holding employees and officials to a high standard of ethics; updating and maintaining agency's internal governance system; and promoting transparency in agency operations
Strategic Objective 4.4 Deliver high quality effective mission-oriented information and technology solutions

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Strategic Plan Overview

The CPSC's mission of "Protecting the public from hazardous consumer products" is grounded in the statutes that authorize the work of the agency. The agency's overarching vision is: "A nation free from unreasonable risks of injury and death from consumer products." The CPSC will work to achieve four strategic goals that will contribute to realizing the vision and achieving the mission. The CPSC's programs will align with the strategic goals, and the agency will implement strategies through initiatives and priority activities to achieve the strategic goals. The strategic goals are:

1. Prevent hazardous products from reaching consumers
2. Address hazardous consumer products in the marketplace and with consumers in a fast and effective manner
3. Communicate actionable information about consumer product safety quickly and effectively
4. Efficiently and effectively support the CPSC's mission

Strategic objectives have been formulated to reflect the key component outcomes necessary to achieve each of the strategic goals. The strategic objectives are underpinned by strategies and initiatives, which define additional outcomes, outputs, and activities that the CPSC will implement and pursue within each strategic objective. Initial key performance measures are identified for monitoring and reporting on progress toward achieving the strategic objectives. Additional key measures will likely be developed, and the initial key measures may be refined during the development of the agency's annual plans and operating plans.

The CPSC's Strategic Plan sets the framework for all subsequent agency planning, communication, management, and reporting. The Strategic Plan provides a general direction for resource allocation, program design, and management decisions. The Strategic Plan defines the evidence and performance data that will be used to monitor and assess program effectiveness.

Development of the Strategic Plan and Stakeholder Involvement

In developing the 2023–2026 Strategic Plan, staff reviewed the framework from the 2018–2022 Strategic Plan that was developed in fiscal year (FY) 2017 and determined that most of the Plan's overall framework remains relevant. The mission, vision, and three of the four strategic goals, including their underpinning strategic objectives still capture and highlight most of the CPSC's priorities. However, staff determined that the prior Plan's *Workforce* Goal should be broadened to include other dimensions of operational support. As a result, that goal has been renamed the *Support* Goal with new underpinning strategic objectives to capture not only workforce, but also the areas of information and technology, ethics, governance, and financial management.

The CPSC also reviewed changes in the external environment, potential risks, and new policy priorities of Congress and the current Administration. Additional background information was provided during a CPSC public meeting where stakeholders and the public offered comments and recommendations about CPSC program priorities for FYs 2023 and 2024. Representatives from a variety of consumer safety organizations, industry associations, and other organizations with an interest in consumer product safety issues presented oral and/or written comments that included recommendations for future areas of CPSC's focus.

Lastly, after the development and Commission approval of the Draft 2023–2026 Strategic Plan in August 2022, CPSC staff engaged external stakeholders. The CPSC posted the Draft Strategic Plan on the agency's website and solicited public comments through a Federal Register notice.

The agency also posted a news release to inform the public and external stakeholders of the review and comment period. The Draft 2023–2026 Strategic Plan was also shared with the Office of Management and Budget (OMB) and sent to Congress through CPSC's Office of Legislative Affairs. All public comments were received, reviewed, and included in the Strategic Plan, as appropriate. The CPSC Chair and Commissioners provided guidance during the strategic planning process.

This Strategic Plan covers 2023–2026 and will be issued and made public with the release of the CPSC's FY 2024 Performance Budget Request to Congress.

The CPSC Strategic Plan addresses the requirements of the GPRA Modernization Act (GPRAMA) and OMB guidance, as stated in OMB Circular No. A-11, *Part 6: The Federal Performance Framework for Improving Program and Service Delivery.*

STRATEGIC GOAL 1: PREVENT

Prevent Hazardous Products from Reaching Consumers

Lead Office: Office of Hazard Identification & Reduction
Contributing Offices: Office of Import Surveillance and Office of International Programs

Strategic Goal Overview

The CPSC is charged with protecting the public from unreasonable risks of injury and death from a vast array of consumer products increasingly supplied through expanding global markets. In FY 2021, imports represented approximately 51 percent of available consumer products in the United States. Efforts to ensure the manufacture of safe consumer products, combined with improved mechanisms to identify hazardous products before they enter the marketplace, are the most effective ways to prevent hazardous products from reaching consumers.

The CPSC will focus on addressing key challenges to preventing consumer product-related injuries, including:

- Providing surveillance for the myriad of consumer products under CPSC's jurisdiction;
- Advancing data analysis and research capabilities to identify existing and potential emerging consumer product hazards that pose the greatest risks;
- Addressing product hazards associated with changes in traditional manufacturing methods, such as additive manufacturing using 3-D printers;
- Keeping pace with evolving consumer practices and preferences, manufacturing practices, and consumer product technologies;
- Evaluating safety implications of eCommerce sales and evolving distribution options;
- Working with affected stakeholders to address product hazards and product hazards resulting from new technologies;
- Helping develop voluntary standards and adopting mandatory regulations;
- Identifying, researching, and informing the public about chemical and chronic hazards in consumer products; and
- Increasing the ability to interdict potentially noncompliant *de minimis* shipments of eCommerce products.

The CPSC uses several means to try to prevent injury or harm from consumer products. The overall approach is to: (1) work at the national and international level to help ensure that hazards are appropriately addressed by voluntary standards or mandatory regulations; (2) provide technical information and other support for voluntary standards development; (3) allocate inspection, surveillance, and enforcement resources effectively to identify and remove hazardous products from the marketplace; and (4) educate manufacturers on safety requirements and collaborate with foreign regulatory counterparts to help build safety into consumer products.

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Another major component of the CPSC's prevention approach is identification and interception of hazardous consumer products through import surveillance and inspection programs. The agency conducts establishment inspections of manufacturers, importers, and retailers; monitors Internet and resale markets; responds to industry-generated reports about potentially hazardous products; and tests products for compliance with specific standards and mandatory regulations.

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STRATEGIC OBJECTIVE 1.1

Improve identification and timely assessment of hazards to consumers

Strategic Objective Overview

Achieving the CPSC's mission of preventing hazardous products from reaching consumers depends on identifying, collecting, integrating, and assessing data to identify hazards, and developing potential mitigation strategies. Determining when a consumer product is hazardous to consumers depends on critical analysis of data at a sufficient level of detail to characterize the risk associated with the hazard. An enormous quantity of hazard-related data from multiple sources must be processed and analyzed systematically to quickly identify patterns and trends. Improving the quality and specificity of hazard data, and improving the agency's capacity to analyze the data, is necessary and will result in an increase in the number and percentage of consumer product-related incident reports that are more likely to require agency action. Agency follow-up actions may include conducting a detailed investigation of a reported incident, gathering additional product-related information from the manufacturer and/or importer, and, as appropriate, requiring a recall of the product. By improving the agency's ability to screen out hazard data associated with incidents and products that present little-to-no risk to consumers, the CPSC is able to focus its limited resources directly on the products that present the greatest risk to consumers. The CPSC will also focus on characterizing and addressing differences in safety risk by demographic subgroup, with particular attention to vulnerable populations, allowing the CPSC to set priorities and protect those most vulnerable groups.

STRATEGY 1.1.1
Improve quality and specificity of hazard data:

The CPSC will work to improve the quality and specificity of hazard information as part of the strategy for enhancing identification and assessment of hazards to consumers, reinforcing the data-driven nature of the agency's work. This will involve identifying and adopting methods for improving the completeness of data submitted to the CPSC, including data relating to vulnerable subgroups, such as racial, ethnic, age, and disability status, to improve the ability to identify areas of disproportionate risk which may be addressable. The CPSC will improve the quality and specificity of hazard information through the following initiatives:

INITIATIVES:

- Research and implement methods for improving completeness of data submitted to the CPSC;
- Research and implement methods to increase the use of automated data quality assurance; and
- Identify alternative sources of data that will assist in hazard analysis and monitoring, including data relating to vulnerable subgroups.

STRATEGY 1.1.2
Increase agency capacity to analyze hazard data:

The CPSC will increase the agency's capacity to analyze consumer product hazard data by improving access to timely data from additional relevant sources and by using specific information technology tools. The CPSC will also broaden analysis to include products with similar identified features and hazards. Increased agency capability for analysis of hazard data will be accomplished through the following initiatives:

INITIATIVES:

- Enhance information technology (IT) solutions and techniques to improve data collection and analysis; and
- Strengthen staff capacity and capability to utilize data science and artificial intelligence/machine learning.

STRATEGY 1.1.3
Improve agency capacity to identify and assess emerging hazards:

The CPSC will increase the agency's capacity to identify and assess emerging hazards by using automated data extraction and analysis tools and artificial intelligence to systematically search incoming data for incipient trends. The CPSC will also conduct research and collaborate with other federal agencies and stakeholders to gain insight into new and emerging issues. Increased agency capability to identify and assess emerging hazards will be accomplished through the following initiatives:

INITIATIVES:

- Implement a plan to enhance the identification and characterization of emerging hazards; and
- Enhance coordination with relevant federal agencies, standards development organizations, and other stakeholders working on emerging hazards.

STRATEGY 1.1.4
Improve agency capacity to identify and assess chronic hazards:

Every day, new products under the jurisdiction of the CPSC are being introduced into the marketplace and consumers' homes. Additionally, we are learning new information about products that have been in use for many years, and other products that are being used in new and different ways, as consumer lifestyles change, demographics shift, and use cases evolve. Furthermore, product environments have changed, including increased time indoors, increased building tightness and other factors. This new information and the changes vary across demographic subgroups, potentially in ways that exacerbate other issues facing vulnerable and/or underserved communities. In light of the impact of these and other changes, research is urgently needed to identify emerging trends, assess the resultant changes in risk, and identify, evaluate, and implement strategies to address them as quickly as possible. The CPSC will undertake the following initiatives:

INITIATIVES:

- Identify, evaluate, acquire, and integrate data sources pertaining to chronic hazards;
- Enhance coordination with relevant federal agencies that are working to address chronic hazards; and
- Develop and implement plans to protect consumers from chronic hazards in their homes, including through regulatory action, where appropriate.

STRATEGIC OBJECTIVE 1.2

Lead efforts to improve the safety of consumer products before they reach the marketplace through robust and effective safety standards

Strategic Objective Overview

The CPSC works to prevent consumer product-related hazards from entering the marketplace. One approach involves promoting product safety best practices with manufacturers, importers, and retailers to address consumer product hazards before products enter the stream of commerce. When there is evidence that consumer products pose an unreasonable risk of harm and existing voluntary standards or mandatory regulations are insufficient to resolve the issue, the CPSC works to strengthen those standards and regulations, either by collaborating with standards development organizations and other stakeholders in developing new voluntary standards or adopting mandatory regulations to mitigate the risk and help reduce future harm.

Another CPSC approach involves working, within the limits of its authority, to prevent consumer product hazards from entering markets by sharing information on consumer product safety, and conducting targeted outreach, with importers and manufacturers as well as governments at multiple levels, including U.S. federal agencies, state governments, and foreign governments. The CPSC also seeks to encourage discovery and innovation of safety solutions for hazards, emerging technologies, and product trends with the potential to affect consumer product safety.

STRATEGY 1.2.1
Increase manufacturers', importers', and retailers' use of consumer product safety best practices:

Effective implementation of process-focused quality management systems by those involved in the manufacture, importation, and sale of consumer products can prevent, reduce, or eliminate hazards in consumer products. To produce consumer products that do not pose an unreasonable risk of injury or death, product design, material selection, and manufacturing practices should follow available voluntary standards and existing mandatory regulations. The CPSC strives to increase consumer product industry use of safety-related best practices. The CPSC provides guidance and educational materials and collaborates with foreign and domestic industry to develop standards and to conduct outreach and training on federal safety regulations, to help understand the product design and supply chain process. The CPSC will pursue increased adoption of consumer product safety best practices by manufacturers and importers through the following initiatives:

INITIATIVES:

- Deliver training events and collaborate on consumer product safety best practices with foreign manufacturers and domestic manufacturers, importers, and retailers; and
- Provide individual outreach and education to the import community to improve safety of imported products.

STRATEGY 1.2.2
Actively participate in the development of consumer product voluntary standards and develop mandatory regulations for products that pose an unreasonable risk of injury:

Safety standards and mandatory regulations for consumer products play a vital role in protecting the public from hazardous products. The CPSC will continue to participate in the development of voluntary standards and mandatory regulations to reduce injury and death from hazards associated with consumer products. The CPSC will conduct risk assessments to inform priority-setting decisions, using available data on hazards. The agency will also work on developing a systematic way to evaluate the effectiveness of existing voluntary standards and mandatory regulations, and will conduct

research, as needed, to help develop and improve voluntary standards and mandatory regulations. The CPSC will work to make consumer products safer by implementing the initiatives below:

INITIATIVES:

- Identify and target top consumer product hazards, based on risk, and the ability to address through standards and regulations;
- Develop a process to facilitate the frequent monitoring and assessment of the effectiveness of standards and mandatory regulations;
- Conduct research, as appropriate, to enable development and improvement of consumer product voluntary standards and mandatory regulations; and
- Enhance CPSC's training and internal operations to improve the voluntary consensus standards development process.

STRATEGY 1.2.3
Engage federal, state, and foreign governments on product safety:

The CPSC will work to prevent consumer product hazards from entering markets by sharing information on consumer product safety and conducting targeted outreach with governments at multiple levels, including U.S. federal agencies, state governments, and foreign governments. As appropriate, the CPSC will provide relevant guidance and educational materials, conduct training, and exchange information.

Globalization and technological advances have expanded the range of products in the market, increasing the risks and opportunities associated with these advancements, and making the challenge of overseeing and regulating the thousands of product types under the agency's jurisdiction all the more complex. As part of a strategy for addressing the growing complexity and risk associated with additional global sources of production, the CPSC works to reduce the number of recalls through outreach and education for foreign manufacturers and regulators. The CPSC also seeks ways to address hazardous products by encouraging closer cooperation among product safety and customs authorities of the United States and other countries. International programs include education for industry and coordinating and sharing best practices with fellow regulators to help ensure that manufactured products meet U.S. safety requirements. Compliant products reduce the need for remedial action or recalls later, benefiting both the U.S. consumer and the manufacturer. Engaging different levels of government on consumer product safety issues will be accomplished through the following initiatives:

INITIATIVES:

- Deliver targeted federal, state, and foreign government outreach, (*e.g.*, summits, trainings, staff exchanges, and best practice exchanges); and
- Improve international information-sharing capability.

STRATEGY 1.2.4
Increase efforts to drive the discovery and innovation of safety solutions:

Given the nature of the consumer marketplace, and the myriad ways that consumer products are used, the CPSC cannot rely only on standards development and government monitoring to ensure consumer safety. To augment its own resources, therefore, the CPSC will seek to motivate and engage a wide range of public and private sector entities to identify, develop, and implement innovative safety solutions for existing and emerging hazards. To do so, the CPSC will provide characterizations of challenges (*e.g.*, hazards for which traditional risk management measures are not anticipated to be effective) and work with various stakeholders and potential solutions providers to develop, implement, and evaluate needed nontraditional solutions. Solutions may involve technology, procedures, information and education, and other mechanisms.

The CPSC will shape the agency's response to challenges posed by hazards associated with consumer products, as well as emerging technologies and other trends with the potential to affect consumer product safety, by implementing the following initiative:

INITIATIVE:

- Implement initiatives to incentivize and drive the discovery and innovation of safety solutions for hazards, emerging technologies, and product trends with potential to affect consumer product safety.

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STRATEGIC OBJECTIVE 1.3

Increase capability to identify and stop imported hazardous consumer products

Strategic Objective Overview

In FY 2021, approximately $996 billion in products under the CPSC's jurisdiction were imported into the United States. The CPSC's Import Surveillance program successfully interdicts many noncompliant consumer products at the ports. The CPSC stops violative or potentially hazardous consumer products at ports of entry and prevents them from entering U.S. markets. Each noncompliant or hazardous consumer product that is stopped at a port is kept from entering the domestic marketplace and potentially injuring a U.S. consumer.

Congress is aware of issues related to the safety of imported consumer products and has mandated that the CPSC address those issues. For example, the CPSIA, Section 222, required the CPSC to create a Risk Assessment Methodology (RAM) to identify products imported into the United States that are most likely to violate consumer product regulations. The FY 2021 Consolidated Appropriations Act (Pub. L. No. 116-260) and subsequent funding under the American Rescue Plan Act of 2021 (ARPA) directed the CPSC to expand its import surveillance program, including to ports where *de minimis* shipments arrive.

However, the CPSC remains challenged to interdict all consumer product imports of interest. The CPSC does not have all of the necessary information technology resources and access to key data and systems to systematically identify noncompliant products before they leave U.S. ports for store shelves and ultimately consumers' homes. Given the volume of consumer products that are imported and the likelihood of imported products being noncompliant, the CPSC must increase its capability to identify and address noncompliant products at importation. To do this, the agency will continue to modernize the CPSC's RAM surveillance system to target higher risk imported shipments. Another critical performance goal is to improve the timeliness with which imported consumer product hazards are addressed. To effectively monitor an average of more than $2.7 billion per day in consumer product imports, the CPSC needs sufficient staff, processes, and technology.

STRATEGY 1.3.1
Bolster the CPSC's Risk Assessment Methodology:

The CPSC uses an analytical, data-driven approach to identify shipments that have an increased risk of containing noncompliant or defective products. The CPSC's RAM surveillance system was developed in 2011 to analyze a subset of products imported into the United States under CPSC's jurisdiction. Certain high-risk imports are identified based on a predetermined rule set and stopped at the port for inspection, while low risk shipments are allowed to move through the ports unimpeded. If a violation is found, the shipment is denied entry into the United States, preventing a public safety concern before the product enters the marketplace. The CPSC will continue to modernize the RAM system and import surveillance activities, which will be accomplished through the following initiatives:

INITIATIVES:

- Modernize the RAM surveillance system to align with CPSC's enforcement initiatives and updates to the U.S. government's overall trade enforcement posture; and
- Enhance the RAM targeting system to identify noncompliant and hazardous products at ports of entry while continuing to facilitate legitimate trade.

STRATEGY 1.3.2
Expedite processing of imported products subject to inspection:

The CPSC needs to make timely determinations on whether imported products pose an unreasonable risk of injury or death before they are admitted into the United States. The CPSC also will use a multi-

faceted approach to improve the timeliness of the resolution of consumer product hazards once they are identified. When a consumer product is identified at the ports as violating a consumer product safety rule or creates a hazard that could cause a risk of injury, the CPSC and U.S. Customs and Border Protection (CBP) will cooperate in seizing products and taking appropriate action. The following initiatives will contribute to improving the timeliness of hazard resolution and addressing corrective actions for imports:

INITIATIVES:

- Implement CPSC's eFiling program to electronically collect certificate of compliance data in advance of importation, which will allow companies to proactively demonstrate compliance with CPSC requirements; and
- Improve efficiency of notification to importers, and interdiction, of noncompliant products.

STARTEGY 1.3.3
Expand CPSC's capability to interdict noncompliant *de minimis* eCommerce products:

Shopping online has become routine for consumers in the United States and around the world. Consumers can purchase products easily, often directly from overseas manufacturers, which has resulted in a tremendous rise in the importation of *de minimis* eCommerce shipments. This increase in eCommerce has introduced new challenges to CPSC's efforts to interdict noncompliant and dangerous products before they reach consumers. The CPSC will implement the following initiatives to address the challenges created by the rise of *de minimis* eCommerce:

INITIATIVES:

- Co-locate CPSC staff at additional ports of entry where large volumes of *de minimis* eCommerce product shipments arrive; and
- Improve CPSC's ability to risk assess *de minimis* eCommerce shipments prior to arrival in the U.S. and interdict noncompliant products.

STRATEGIC GOAL 2: ADDRESS

Address hazardous consumer products in the marketplace and with consumers in a fast and effective manner

Lead Office: Office of Compliance & Field Operations
Contributing Offices: Office of Hazard Identification & Reduction

Strategic Goal Overview

The CPSC learns about potential consumer product hazards from many sources, including incident reports, consumer complaints, death certificates, the agency's Consumer Hotline (800-638-2772), www.SaferProducts.gov, internet reports, company reports, and referrals from state and local agencies. When potential product defects are identified, the CPSC must act quickly to address the most hazardous consumer products that have made their way into the marketplace or into the hands of consumers. The longer a hazardous consumer product remains available for sale or in homes, the longer the risk of exposure to the hazard remains. Moreover, investigation and enforcement efforts should be predictable and carried out in a consistent manner.

This strategic goal focuses on key response challenges, including:

- Addressing trends in retailing and eCommerce, including sales through third party platform providers;
- Ensuring CPSC product test and evaluation capabilities are adequate to meet current and anticipated demands;
- Working within a global supply chain, which creates complex investigatory, communication, and monitoring challenges;
- Identifying, collecting, integrating, and analyzing data to provide the factual and analytical support needed for appropriate action;
- Ensuring CPSC investigative and legal capabilities are adequate to promptly and effectively seek enforcement; and
- Improving consumer product recall monitoring and understanding consumer recall response.

To better identify potentially hazardous products, the CPSC will monitor internal and external information sources, leverage online surveillance activities, and improve methods for integrating information from multiple sources. To advance the agency's ability to act upon the information and quickly remove the most hazardous products from the marketplace, the CPSC will review incident profiles and other information to improve its prioritization of products for investigation. The agency will also seek to enhance resources to promptly investigate hazardous products, seek timely voluntary corrective actions from firms, seek mandatory corrective action and notices to the public for non-cooperating firms, and pursue civil penalties to provide effective deterrence of law violations. The CPSC also will work with firms to maximize communications about recalls through multiple communication channels and the use of technology. The CPSC will prioritize resources to improve its recall monitoring process and conduct follow-up activities with firms as appropriate. The agency will also work with a variety of stakeholders to better understand consumer behavior in the recall context and to increase recall response rates.

STRATEGIC OBJECTIVE 2.1

Rapidly identify and prioritize hazardous consumer products for enforcement action

Strategic Objective Overview

Reducing the possibility that a consumer will be injured by a hazardous product requires the CPSC to identify quickly potentially hazardous consumer products and prioritize matters for investigation and enforcement. To achieve the strategic objective of rapidly detecting and prioritizing potentially hazardous consumer products, the CPSC will increase the speed with which the agency identifies these products by improving data collection, internal analysis, and technical testing to quickly identify the patterns and trends that reflect emerging hazards. The CPSC will accomplish this through strengthening analytic capabilities, enhancing investigative and legal capabilities, updating case management technologies, coordinating efforts with other CPSC functional areas, and maximizing operational efficiencies.

STRATEGY 2.1.1
Improve methods for identifying potentially hazardous products and for prioritizing hazardous products for investigation:

Improving how the CPSC identifies, and prioritizes data is the first step in reducing the time required to identify hazardous consumer products for enforcement action. The CPSC will identify hazardous products more rapidly by improving agency approaches for identifying, assessing, and prioritizing hazard data collected from a variety of sources. Identification, assessment, and prioritization of data will be improved through the following initiatives:

INITIATIVES:

- Identify and monitor internal and external information sources of potentially hazardous products;
- Leverage online and other surveillance activities to identify potentially hazardous products;
- Identify those consumer products of highest risk level based on incident profiles developed by the Office of Compliance & Field Operations-Office of Hazard Identification & Reduction Integrated Product Teams;
- Improve methods for integrating information from multiple sources to support hazardous product identification activities; and
- Improve prioritization of products for investigation.

STRATEGIC OBJECTIVE 2.2

Minimize further exposure to hazardous consumer products through effective and timely enforcement that also deters future unlawful actions

Strategic Objective Overview

Reducing exposure to a hazardous consumer product reduces the likelihood that a consumer will sustain a product-related injury. As soon as a potentially hazardous consumer product has been identified, the CSPC works to investigate the risks to consumers and determine if the product violates a consumer product safety law or standard. If so, the CPSC takes action to protect consumers, remove the product from the marketplace, and hold violators accountable. The more quickly and effectively the agency can conduct an investigation and negotiate a corrective action, including a voluntary recall, the greater the likelihood that consumers' exposure to a known hazard will be reduced. Seeking appropriate civil penalties or making appropriate criminal referrals where firms have engaged in a prohibited act can also deter unlawful behavior.

STRATEGY 2.2.1
Efficiently investigate potentially hazardous products to determine violations of consumer product safety law:

A well-developed investigation conducted in a timely manner helps the CPSC determine whether a product presents a substantial product hazard or violates a regulation and can persuade a firm to enter into a voluntary corrective action plan (CAP)[4]. Shortening the time required to obtain and implement an effective CAP will reduce consumers' exposure to a hazardous product. More efficient corrective actions will be achieved through the following initiatives:

INITIATIVES:

- Promptly assign well-defined in-depth investigations and inspections to gather factual information;
- Perform technical assessments of potentially hazardous products to support legal determinations; and
- Develop and analyze investigative information to make prompt enforcement decisions.

STRATEGY 2.2.2
Promptly take action to address hazardous products:

Where firms agree to take voluntary corrective action, prompt execution of the recall, including public announcement, is critical. Where firms are unwilling to take voluntary corrective action additional action may be necessary for consumer safety. Actions may include notifying the public about a hazardous product or seeking a mandatory recall. Improved effectiveness will be achieved through the following initiatives:

INITIATIVES:

- Seek timely voluntary corrective actions from firms;
- Pursue prompt notices to the public where firms will not take corrective actions voluntarily; and
- Seek mandatory recalls where firms will not take corrective actions voluntarily.

[4] A CAP generally consists of remedial action taken by a firm, such as providing for the return of a product to the manufacturer or retailer for a cash refund or a replacement product or for product repair, and public notice of the hazard.

STRATEGY 2.2.3
Investigate possible failures of firms to report product safety hazards and other prohibited acts, and seek appropriate civil penalties and make appropriate criminal referrals:

Where firms fail to comply with their reporting obligations or engage in other prohibited acts, taking action is designed in part to have a deterrent effect. Holding firms accountable for unlawful behavior will be achieved through the following initiatives:

INITIATIVES:

- Analyze facts and law to achieve appropriate civil penalty assessments and demands;
- Ensure civil penalty demands are tailored, meaningful, and provide for effective vindication of the public interest and deterrence of future violations; and
- Make criminal referrals of civil monetary penalty matters to the U.S. Department of Justice, where appropriate.

STRATEGIC OBJECTIVE 2.3

Advance timely, comprehensive, effective, and efficient consumer product recalls for hazardous consumer products

Strategic Objective Overview

Once a firm agrees to take voluntary corrective action, the CPSC works with the recalling firm to notify consumers and provides information on specific remedies that consumers may pursue. The CPSC urges firms to leverage all communication channels and technological advances to notify consumers, particularly those who can be contacted directly. Notification may take many forms, such as press releases, website postings, social media posts, emails, text messages, telephone calls, letters, posters, or advertisements. A notification explains the reason for the recall and provides consumers with information on how to obtain a repair, replacement, or refund.

The CPSC also monitors the effectiveness of recalls, including through the receipt and analysis of progress reports submitted by firms, and takes follow-up action based on this monitoring where appropriate. Improved consumer responses are also essential to reducing exposure to hazardous products. The CPSC will improve its understanding of consumer recall responsiveness in order to increase recall response rates through collaboration with a wide range of stakeholders.

STRATEGY 2.3.1
Maximize recall communications:

The CPSC will work with firms to use multiple communication methods and technological advances to communicate recall information to consumers. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Leverage all communication channels available to firms;
- Encourage broader utilization of technology by firms to maximize direct notice to consumers; and
- Expand digital forms of communication by firms to publicize recalls.

STRATEGY 2.3.2
Improve consumer recall response:

Although providing safety information is an important tool in an overall strategy for managing the risk of injury and death related to the use of consumer products, simply making information available to consumers does not always yield the desired results. Consumers must receive the information in a way that will meaningfully inform their actions. Closing the gap between information availability and consumer responsiveness is a key to improving recall effectiveness. One way the CPSC can address this gap is by collaborating with consumer organizations, industry, and through coordination with federal, state, and local partners, including through CPSC's State and Local Program, to consider novel actions that motivate consumers to pay closer attention to safety information and change behavior to account better for actual risks. To improve the agency's understanding of what affects consumer response so that steps can be taken to increase future response rates, the CPSC will implement the following initiatives:

INITIATIVES:

- Collaborate with consumer safety groups, industry, and other government agency stakeholders to increase recall response rates; and
- Enhance domestic interagency collaboration on best practices to increase consumer recall response.

STRATEGIC OBJECTIVE 2.4

Monitor post-recall firm actions to identify need for additional compliance, enforcement, or communication activities

Strategic Objective Overview

Monitoring a firm's post-recall activities, including its progress reports, allows the CPSC to determine whether a firm is following through with its voluntary CAP and whether the CPSC should take additional action. The CPSC will leverage different tools to address recall implementation deficiencies or post-recall unlawful behavior, including expanded public notice, additional investigation, or enforcement action, including through its civil penalty authority.

STRATEGY 2.4.1
Effectively monitor recalls:

To determine when follow-up activities are needed, such as expanding an investigation or re-announcing a recall, the CPSC will monitor and analyze progress reports submitted by firms following recall announcements. The CPSC will take action as necessary consistent with the nature of the deficiency through the following initiatives:

INITIATIVES:

- Monitor recalling firms' progress reports and publicly release the names of the recalling firm and the recalled product(s), and, where feasible, data regarding the response to the firm's recall; and
- Conduct post-recall verification activities to identify deficiencies in recall implementation.

STRATEGY 2.4.2
Take follow-up action to address recall deficiencies or unlawful behavior:

By conducting post-recall monitoring, CPSC can assess whether a firm has followed through with the terms of a recall and identify any concerns with the execution of a particular recall. Through the following initiatives, CPSC will identify the need for additional CPSC compliance, enforcement, or communication activities:

INITIATIVES:

- Expand recall monitoring program to identify recalling firms that are appropriate targets for an expanded recall announcement, a renewed investigation, or enforcement action; and
- Incorporate improved information about firms' recall activities into civil penalty program.

STRATEGIC GOAL 3: COMMUNICATE

Communicate Actionable Information About Consumer Product Safety Quickly and Effectively

Lead Office: Office of Communications
Contributing Offices: Small Business Ombudsman, Consumer Ombudsman, and Office of International Programs

Strategic Goal Overview

Consumers, safety advocates, industry, and government regulators need high-quality information about consumer product safety. Consumers need safety information to make more informed decisions for themselves and their families. Safety advocates rely on accurate data to shape their policy recommendations. Industry needs information to stay in compliance with safety requirements. Foreign regulators and state and local government agencies also need high-quality information to establish new safety requirements that advance consumer safety. These diverse audiences have different information needs and respond to different methods of communication.

Within the CPSC, technical staff, management, and Commissioners need high-quality information to make better decisions more quickly to help the agency maintain its standing as a leader in consumer product safety in an ever-expanding global marketplace.

For this strategic goal, the CPSC will focus on the following key drivers to implement the agency's communication strategy:

- Strengthening the CPSC's collaboration with all stakeholders across a variety of platforms to improve communication and awareness of our mission, impact, and relevance;
- Updating communication and engagement strategies and leveraging advanced communication tools and channels to improve consistency, reliability, accessibility, and timeliness of information provided to stakeholders and internally among CPSC staff;
- Improving CPSC messaging and outreach to affected populations, including historically excluded communities and those disproportionately impacted by safety hazards; and
- Maintaining a robust digital presence to enhance communications with consumers, industry stakeholders and others.

The CPSC uses a wide array of communication channels and strategies to provide timely, targeted information about consumer product safety to the public, industry, and other stakeholders. The agency disseminates safety messages through workshops and training sessions; listserv messages; press releases; newspaper, radio, and TV interviews; public service announcements and paid advertising; and increasingly, through social media, including blogs and Twitter; special outreach staff tasked with responding to inquiries from special groups (international stakeholders, small businesses, and consumers). The CPSC will improve the accessibility, usefulness, and utility of its safety messages by collecting and analyzing data; and designing and applying new and innovative communication tools. An additional element of the CPSC's strategy involves strengthening collaborations with stakeholders, including other government agencies, nonprofit organizations, and those with an interest in amplifying our safety messaging. This may include collaboration on information and education campaigns on product safety, foreign and domestic conferences addressing federal regulations, or online educational resources for industry and consumers.

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STRATEGIC OBJECTIVE 3.1

Improve accessibility, usefulness and actionability of consumer product safety information for diverse audiences

Strategic Objective Overview

A critical part of the CPSC's communication strategy involves improving the usefulness and availability of safety information. The CPSC is striving to be an even more valuable source of information for consumers, businesses, and fellow regulators. Before a consumer buys a portable gas generator for the first time, for example, the CPSC would like the consumer to turn to the agency for insight on its safe operation. When a small business needs to determine the steps required to comply with mandatory product safety requirements, the CPSC would like the owner to turn to the agency's Small Business Ombudsman[5] and other resources for guidance. To achieve this, the CPSC will assess and improve the utility of information disseminated to different audiences and identify new and innovative tools to increase the availability of consumer product safety information.

STRATEGY 3.1.1
Evaluate and measure message usefulness:

The CPSC will collect information on the utility of its safety messages, using selected tools identified through research on best practices from the public and private sectors. Evaluative tools may take the form of a survey of users of www.CPSC.gov, or feedback from participants of conferences where CPSC officials make presentations. The following initiatives will be implemented:

INITIATIVES:

- Conduct study of consumer behavior regarding recalls and factors relating to consumers' willingness to report consumer product injuries;
- Increase the number of consumer subscribers signed up for CPSC's communications, including recalls; and
- Assess consumer engagement with CPSC's digital and other contents.

STRATEGY 3.1.2
Implement enhanced tools to increase availability and accessibility of safety information:

The CPSC will identify and use new and innovative tools to increase the availability of consumer product safety information. Large segments of the population use smartphones as their primary means of electronic communication and information gathering. From millennials to minorities to busy parents, many consumers prefer to receive news delivered in images, social media, and emails. During the next 4 years, the CPSC will strive to increase the availability of CPSC's digital content to audiences, including historically excluded communities. This will be accomplished through the following initiative:

INITIATIVE:

- Design and develop new online content, including for disproportionately impacted communities.

[5] The CPSC's Small Business Ombudsman serves as the CPSC's primary point of contact for small businesses seeking information, guidance, and technical assistance in complying with applicable federal consumer product safety laws.

STRATEGIC OBJECTIVE 3.2

Increase dissemination of actionable consumer product safety information to a variety of diverse audiences

Strategic Objective Overview

Increasing dissemination of useful consumer product safety information is an essential element of the CPSC's strategy to quickly and effectively communicate information to inform decisions. The CPSC plans to expand outreach to targeted audiences with tailored messages and relevant platforms, use enhanced technologies and social media platforms, and drive the rapid disseminating of information on known hazards. The CPSC is seeking to increase the frequency with which targeted audiences share agency safety information, whether by disseminating copies of CPSC publications, sharing social media posts, or participating in the Neighborhood Safety Network[6].

STRATEGY 3.2.1
Expand awareness of the CPSC brand:

While the work of the agency touches the life of every American nearly every day, the CPSC is still not a well-recognized agency. The CPSC "brand" or identity among various stakeholder groups with which the agency works is a potentially valuable asset that could be used to increase the effectiveness of CPSC outreach and information dissemination. The more consumers, members of the media, and opinion leaders understand what the CPSC does and how the agency serves the public, the greater the potential for increased consumer confidence in the legitimacy of the safety message from the CPSC. The CPSC will implement the following initiative:

INITIATIVE:

- Increase awareness of the CPSC's mission and relevance, to enhance its effectiveness in furthering consumer product safety.

STRATEGY 3.2.2
Expand communications with targeted audiences:

The CPSC implements outreach campaigns for priority hazards to reach targeted audiences, including historically excluded communities, such as low-income, African-American, Indigenous-American, and limited English-speaking audiences who might not otherwise receive safety messages or who may be disproportionately affected by particular product-related and hidden hazards. Communication with targeted groups will be expanded by implementing the following initiatives:

INITIATIVES:

- Drive communications and engagement with communities disproportionally impacted by hazards (micro-targeting strategies); and
- Increase and enhance collaboration with state and local governments through joint safety initiatives.

STRATEGY 3.2.3
Increase use of enhanced communication technology to advance consumer safety:

The CPSC will increase the use of modern communication technologies and enhanced social media platforms to expand dissemination of consumer product safety information. The CPSC plans to increase the agency's presence on social media platforms used by hundreds of millions of consumers.

[6] The Neighborhood Safety Network (NSN) is a CPSC program designed to offer timely consumer product safety information and resources to hard-to-reach communities that may be underserved by traditional media. Organizations that are members of NSN receive regular safety information and have access to free posters, checklists, and toolkits that can be used to create safety programs tailored to reach specific groups of consumers.

These types of activities will increase the CPSC's ability to disseminate safety information quickly and reach targeted audiences. The agency will undertake the following initiative:

INITIATIVE:

- Explore new technology to create deeper engagement with the public.

STRATEGY 3.2.4
Increase timeliness of CPSC information dissemination

The CPSC will work to increase the timeliness of information on consumer product hazards that it disseminates and makes readily available. The American public expects to be provided with information about an emerging or serious hazard quickly and conveniently. The CPSC must continue to improve on how it communicates with consumers in a timely manner. One strategy for accomplishing this involves developing safety messages and materials that can be made readily available on demand. To accomplish this, the agency will implement the following initiative:

INITIATIVE:

- Develop new and enhanced safety content that can be disseminated quickly to respond to known and emerging consumer product hazards.

STRATEGIC OBJECTIVE 3.3

Increase and enhance CPSC collaborations to reach diverse audiences, including vulnerable and underserved communities

Strategic Objective Overview

To ensure that all communities—especially those that are disproportionately impacted by safety hazards—get the safety information they need, it is important that CPSC leverage internal and external collaborators to drive our outreach efforts. It is also important to provide guidance to industry to ensure they are aware of their compliance responsibilities. The CPSC plans to identify relevant messaging and platforms to reach target communities and audiences. The CPSC will also work to amplify its safety messaging and engagement by increasing the number of collaborators it works with, including advocacy groups, federal, state, and local governments, and others to help amplify product safety information with their constituencies.

STRATEGY 3.3.1
Support agency-wide collaboration with external audiences/groups:

To increase collaboration and enhance targeted outreach, the CPSC will establish an agency-wide stakeholder collaboration plan and prioritize the stakeholder groups with which the agency will work. This will include outreach to the stakeholder community to help amplify CPSC messaging and requirements. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Increase the number and types of collaborators; and
- Increase the number of collaborations with external audiences on outreach efforts.

STRATEGIC GOAL 4: SUPPORT

Efficiently and effectively support the CPSC's mission

Lead Offices: Office of Human Resources Management, Office of Financial Management, Planning & Evaluation, Office of the General Counsel, and Office of Information & Technology Services

Contributing Offices: Office of EEO, Diversity & Inclusion, Small Business Ombudsman, Consumer Ombudsman, and Office of International Programs

Strategic Goal Overview

The U.S. consumer's interest and the CPSC's mission are best served when the CPSC operates in an efficient, responsive, and transparent manner. Excellence in areas including information technology, financial management, human capital, diversity and equity, and legal affairs is vital to agency effectiveness. For example, CPSC's support units ensure that the agency:

- Recruits and retains highly qualified and motivated individuals with the education, expertise, and potential to effectively fulfill the depth and breadth of agency responsibilities;
- Recruits and retains a talented and diverse staff with a wide range of specialized skills and provides employees with the training and professional development opportunities that enable them to develop expertise and expand their skills;
- Performs with the highest integrity in the areas of financial management and in the allocation of resources;
- Serves as an effective steward of the funds appropriated to CPSC by Congress;
- Operates with the highest level of ethical standards so that the public will have confidence that CPSC employees are acting on behalf of the public;
- Provides a strong system of guidance for agency employees to ensure consistent and clear direction for their work;
- Increases the transparency of CPSC activities by improving the Freedom of Information Act (FOIA) program's timeliness and providing proactive disclosures to the public; and
- Uses technology efficiently not only to accomplish daily tasks but to increase capacity and use artificial intelligence and machine learning to become more efficient in achieving the mission.

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STRATEGIC OBJECTIVE 4.1

Attract, recruit, cultivate, and retain a high performing, diverse, inclusive, and engaged workforce

Strategic Objective Overview

Having a highly trained, diverse, and engaged workforce is critical to meeting the dynamic challenges of the consumer product safety landscape and achieving the CPSC's life-saving mission. Agency staff's knowledge about product safety, commitment to the agency's mission, and "can-do" attitude make achieving the CPSC mission possible. The CPSC must cultivate the most effective safety workforce because people enable the accomplishment of all other goals, objectives, and initiatives. The CPSC plans to recruit and retain a talented and diverse staff, train current staff so that skills and competencies are aligned with evolving needs, and develop policies and programs to create an engaged and top-performing workforce. To accomplish this and all strategic goals, the CPSC needs a diverse staff with a wide range of specialized and support skills, and with the education, expertise, and potential to effectively fulfill the full depth and breadth of agency responsibilities. This includes technical experts in law, science and engineering, health sciences, child health and development, safety inspection and enforcement, communications, statistics, information technology, data analysis, financial management, facilities management, and program analysis, among other disciplines. The CPSC will ensure that the agency's performance management system is effectively used to manage employee performance and that performance expectations are aligned to the agency's mission, appropriately rigorous, and effectively communicated. The CPSC will support managers through training and provide the tools and support they need to manage performance effectively to achieve high quality results. The CPSC is committed to providing an inclusive work environment that maximizes employee engagement and commitment to achieving the mission.

STRATEGY 4.1.1
Attract and recruit a talented and diverse workforce:

Recruiting talented, diverse, and committed employees is fundamental to the CPSC's success in having a highly effective workforce and achieving all strategic goals. The CPSC, like all government agencies and private companies, has the fundamental challenge of competing for talented people with the right mix of skills needed to deliver the agency's mission at the highest level. For most positions, the CPSC currently conducts targeted outreach and typically has a large, diverse applicant pool from which to select. Nevertheless, recruitment can be improved by training the CPSC's hiring managers to make better use of targeted assessment tools such as questionnaires and structured interviews, and by expanding targeted outreach activities to reach the best, most diverse pool of applicants, resulting in the most talented candidates being referred for selection. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Improve targeted assessments to recruit talent;
- Increase targeted outreach to increase diversity;
- Advance relationships with colleges and universities, disability organizations, diversity groups and other recruitment sources; and
- Increase utilization of special hiring authorities.

STRATEGY 4.1.2
Cultivate a culture of continuous learning:

The CPSC solicited feedback from its employees to better understand the results of the Federal Employee Viewpoint Survey (FEVS). Employees provided helpful feedback, indicating that they are looking for more professional development opportunities to keep their skills current and develop professionally. This is consistent with the agency's need for diverse technical skills to deliver on

its broad mission. The CPSC has formulated performance goals to increase professional development opportunities. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Deliver high-quality, targeted career development opportunities;
- Develop and implement agency-wide training plan annually;
- Establish Agency Diversity Council;
- Develop individual development plans for entry level employees; and
- Implement coaching program.

STRATEGY 4.1.3
Increase employee engagement and workplace inclusion:

Employee engagement is defined as a state of passion and commitment to the organization's goals on the part of each employee, which leads to his or her willingness to invest discretionary effort to ensure success. A motivated, high-performing workforce is essential to achieving the agency's mission. Engaged employees are more productive and produce higher quality results than their less engaged colleagues. It is important that CPSC managers recognize high performers, provide an inclusive work environment, help employees identify and address areas that need improvement, and hold employees accountable for meeting expectations. The CPSC launched an employee engagement initiative in September 2015, led by the Office of Human Resources Management, in partnership with the American Federation of Government Employees Local, and the CPSC's Office of Equal Employment Opportunity, Diversity & Inclusion. A new employee engagement initiative will be developed for FY 2023, with focus areas to be determined by CPSC results from the FEVS. The CPSC believes that an engaged workforce maximizes performance and leads to improved outcomes, including better mission results and long-term talent retention. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Promote and recognize performance excellence;
- Develop and implement agency diversity, equity, inclusion, and accessibility (DEIA)[7] Plan initiatives;
- Promote work-life balance; and
- Develop and implement agency employee engagement plan initiatives.

[7] Executive Order 14035, signed by the President on June 25, 2021, strengthens the federal workforce by promoting diversity, equity, inclusion, and accessibility.

STRATEGIC OBJECTIVE 4.2

Ensure strong stewardship and effective use of agency resources

Strategic Objective Overview

Being a good steward of the CPSC's resources while also meeting its mission and obligations to the public is a top priority of the agency. The CPSC will effectively and efficiently use its limited resources to accomplish its critical goals and objectives while being accountable and transparent. To do this, the CPSC will maintain and bolster financial management processes and internal controls to ensure reliability of its financial reporting. It will continue to examine and improve its acquisition planning, budget formulation and execution, and accounting operations. The CPSC will also work to optimize and increase the agency's resources to enhance internal controls over program operations and invest in risk management, program evaluation, and evidence building capabilities and capacities. Despite challenges presented by limited resources, the CPSC will continue to efficiently utilize resources to accomplish the agency's mission.

STRATEGY 4.2.1
Maintain and enhance overall agency financial management:

Ensuring proper execution, monitoring, and reporting of financial resources is a priority for the CPSC. The agency's financial stewardship begins with establishing financial policies, procedures, and systems consistent with U.S. generally accepted accounting principles and guidance to ensure resources are used appropriately, and to minimize the risk of fraud, waste, and abuse. The agency wlil maintain effective internal controls to ensure proper and accurate financial reporting. Additionally, the CPSC will continue to work with the financial auditors to address weaknesses. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Achieve annual unqualified financial audit opinion; and
- Maintain strong internal controls over financial reporting.

STRATEGY 4.2.2
Promote transparent and effective use of resources:

Effective management and use of resources are critical in progressing the CPSC's mission, goals, and objectives. The CPSC will plan how best to deploy available resources to address consumer product safety priorities and will execute accordingly. The agency will maintain and strengthen acquisition planning to ensure timely delivery of products and will create innovative business strategies to achieve cost-effective solutions while meeting socio-economic goals with Small Disadvantaged Businesses. The CPSC will increase its evidence and evaluation efforts to promote effectiveness and efficiency in programs. The agency will also expand its internal controls over program operations and build an enterprise risk management (ERM) and evidence building culture. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Develop and implement annual Operating Plans that align budget resources to CPSC's strategic initiatives and priorities;
- Meet contracting goals through strengthened acquisition planning;
- Increase integration of risk management and internal control activities into program operations and decision making; and
- Increase program evaluation and evidence building capabilities and capacity.

STRATEGIC OBJECTIVE 4.3

Foster public trust in the Commission by holding employees and officials to a high standard of ethics; updating and maintaining agency's internal governance system; and promoting transparency in agency operations

Strategic Objective Overview

For the agency to be effective, the public must be confident that CPSC employees are upholding the highest ethical standards in conducting their work. The Office of the General Counsel is the CPSC component charged with ensuring employee compliance with the Ethics in Government Act and the Standards of Ethical Conduct for Employees of the Executive Branch. This ethics program, which applies to every CPSC employee, is designed to prevent financial conflicts of interest and thereby ensure that government decisions are made free from employees' personal financial bias. To that end, the CPSC will train employees about and monitor compliance with all federal ethics laws and regulations.

The CPSC will update and maintain agency's Directives System, a series of documents providing guidance and instruction to employees. Directives prescribe and record CPSC's organizational structure, delegations of authority, and internal policies. Many of these documents have not been updated in 20 years or more, leading to incomplete and inaccurate guidance that can confuse employees and reduce efficiency. Modernizing and updating the Directives System is critical to ensuring quality, consistency, and efficiency of agency operations.

Transparency of agency activity is an important priority for the CPSC. The agency responds to information requests from the public within the constraints of FOIA and other disclosure laws. Timely responses to information requests and proactive disclosure of information of interest to the public are critical for achieving the agency's transparency goals.

STRATEGY 4.3.1
Support and maintain an ethical culture:

The CPSC will conduct ethics training for all new employees and annual training for all employees. The training will cover conflicts of interest, impartiality, post-employment obligations, and political activity, among other topics. The CPSC will also conduct financial disclosure reviews annually of all required employees, timely and in compliance with the Ethics in Government Act and Office of Government Ethics regulations. The CPSC will implement this startegy through the following initiatives:

INITIATIVES:

- Complete all financial disclosure reviews within applicable deadlines; and
- Provide ethics training to new employees and employees required to receive annual ethics training.

STRATEGY 4.3.2
Update and maintain the documentation of operating procedures:

The CPSC is conducting an update of every document in the Directives System and will review each document at least once every five years. To promote transparency in agency operations, the CPSC will assess directives for placement on the Commission's public website. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Revise obsolete and insufficient directive documents, leading to better guidance for employees and an increase in employee efficiency; and
- Establish a schedule for review of directives documents no less often than every five years, and update directive documents as appropriate.

STRATEGY 4.3.3
Promote transparency in agency operations through improvements to the FOIA Program:

The CPSC seeks to resolve any backlog of FOIA requests, as well as respond to incoming requests in a timely fashion. Additionally, the CPSC intends to increase proactive disclosures, whereby frequently requested documents are posted on the public website, because the agency recognizes that the information will be of interest to the public. The CPSC will implement this strategy through the following initiatives:

INITIATIVES:

- Resolve substantial backlog of FOIA requests awaiting completion of processing;
- Improve timeliness of FOIA processing; and
- Implement additional proactive disclosures of information of substantial interest to the public.

STRATEGIC OBJECTIVE 4.4

Deliver high quality effective mission-oriented information and technology solutions

Strategic Objective Overview

Managing and leveraging IT and data is integral to both the daily operations of the CPSC and the achievement of CPSC's mission and operations, and the attainment of agency strategic goals and objectives. Effective management of IT systems and data management services involves a wide range of activities and complex interrelationships. The CPSC will develop, implement, operate, maintain, and protect all IT, networks, and systems. The agency will also oversee policy, planning, and compliance activities related to the effective management of IT resources, as required by law, regulation, and policy, including, but not limited to, OMB Circulars No. A-11 and No. A-130, Clinger Cohen Act of 1996 (CCA), Federal Information Technology Acquisition Reform Act (FITARA), Federal Information Security Management Act (FISMA), National Institute of Standards and Technology (NIST) *Framework for Improving Critical Infrastructure Cybersecurity*. Government Paperwork Elimination Act (GPEA), Section 508 of the Rehabilitation Act, the E-Government Act of 2002, Federal IT Modernization Report, Government-wide Federal Cloud Computing Strategy—Cloud Smart—policy, Foundations for Evidence-Based Policymaking Act of 2018 (Pub. L. No. 115-435), and all applicable executive orders and Government-wide direction.

STRATEGY 4.4.1
Sustain and enhance agency IT infrastructure and core services:

IT infrastructure and core services provide the foundation for effective agency operations, innovation, and automation. Through the following initiative, the CPSC will optimize its IT resources:

INITIATIVE:

- Identify, prioritize, and plan IT infrastructure activities to improve performance, reduce cost, and/or enhance resiliency of agency networks, systems, and information.

STRATEGY 4.4.2
Enhance, reengineer, and modernize mission facing IT systems and capabilities:

Agency IT systems require modernization to prevent technological obsolesence and to ensure that underlying platforms remain supported by vendors. Modernization is also important to deliver and update agency systems with significant changes to support new or evolving program area needs. The CPSC will implement this strategy through the following initiative:

INITIATIVE:

- Assess and plan IT system enhancement and modernization activities to improve performance, usability, and support of agency mission.

STRATEGY 4.4.3
Leverage data as a strategic asset:

Data and analytics are critical for informing agency decisions. Systems that manage, process, and analyze data are vital, as are processes to improve data management,and data collection methods, and to facilitate authorized use. The CPSC will implement this strategy through the following initiative:

INITIATIVE:

- Support enterprise data management and analytical improvement including activities involving data collection and use.

STRATEGY 4.4.4
Protect agency systems and information resources:

The importance of agency data and information systems to the agency's mission requires protections commensurate with risk. The CPSC must comply with federal regulations to protect these resources from interruption or unauthorized access, modification, or destruction. Cybersecurity threats are constant and evolving, which requires continual improvement to agency abilities to identify, prevent, and respond to vulnerabilities. The CPSC will implement this strategy through the following initiative:

INITIATIVE:

- Identify, monitor, and address evolving cybersecurity risks, Government-wide direction, and best practices to protect agency systems and information.

Appendix A:
External Factors Affecting the CPSC's Strategic Plan

External factors beyond the CPSC's direct control may affect the agency's ability to accomplish some program outcomes and strategic goals. The following external factors have been considered, and workable strategies to try to address them, where feasible, have been included in the Strategic Plan.

Production Technology and Supply Chain Changes Affecting Consumer Products

The marketplace for consumer products under the CPSC's jurisdiction is constantly evolving. New technologies lead to new consumer products and applications that were not previously imagined. For example, new technologies, such as additive manufacturing (3-D printing), have the potential to fundamentally change the consumer product supply chain. Cutting-edge products containing new, advanced materials present a number of new human exposure questions that the agency must address. In addition, the COVID-19 pandemic has caused unforeseen changes to the product supply chains. The Internet enables consumers to purchase products directly from a manufacturer or distributor located nearly anywhere in the world. The CPSC's Strategic Plan includes initiatives to drive the discovery of innovative safety solutions for emerging technologies and strategies to address the evolving supply chain, marked by increased online sales and other direct manufacturer-to-consumer marketing.

Increasingly Global Markets

The marketplace is more global today than ever before. Many of the consumer products for sale in the United States are manufactured in foreign countries, which are governed by different standards and regulations. During FY 2021, more than 283,000 importers brought into the United States imports of consumer products under the CPSC's jurisdiction having a total estimated value of approximately $996 billion. That averages to more than $2.7 billion worth of consumer product imports per day. These facts bring into focus the enormity and urgency of the global consumer product safety challenge. In addition, the CPSC is faced with the challenge of increasing its ability to interdict small-quantity (*de minimis*) importations of potentially noncompliant eCommerce products. The CPSC's strategy to deal with an increasingly global marketplace has already been set in motion through the Import Surveillance program, and the Strategic Plan builds and expands on this strategy.

Consumer Product Safety Scope and Resources

The scope of the consumer product safety challenge is enormous with the value of imported consumer products estimated to average over $4.5 billion every day[8]. The value of eCommerce shipments the CPSC regulates is estimated to reach $415 billion[9] by calendar year 2023. Many products manufactured using cutting-edge technologies arrive on store shelves or directly on consumers' front porches each day. In addition, the many eCommerce platforms, increases the challenges of addressing potentially violative or defective products. The CPSC is a small, independent Commission with a vast policy responsibility to protect the U.S. public against unreasonable risks of injury associated with consumer products. The CPSC, like all government agencies, operates in a challenging fiscal environment, competing for scarce resources. To operate successfully in this environment, the CPSC has worked with OMB and Congress to develop thoughtful, analytically supported budget requests for program expansions; and we have collaborated with other federal agencies to build upon and leverage work they have done that is applicable to consumer product safety. Additionally, legislative requirements and mandates could impact the scope of the CPSC's responsibilities and the direction of its safety programs, as well as its regulatory agenda. All these

[8] Source: Trade and domestic production data from the U.S. Department of Commerce and U.S. International Trade Commission.
[9] Source: 2016 E-Stats Report from the U.S. Census Bureau.

factors affect the agency's need for resources, which have not kept pace with the changing marketplace and the increased demands on the agency. The CPSC will continue to work with OMB and Congress to address limited resources in relationship to the scope of our mission.

Stakeholder Cooperation

Cooperative efforts and activities are critical to the outcomes of the CPSC. The agency has a history of working effectively and collaboratively with many types of external organizations to achieve strategic outcomes, including consumer advocacy organizations and groups, manufacturers' associations and trade groups, voluntary standards organizations, express couriers, recalling firms, federal agencies, state and local governments, and foreign governments. In FY 2021, the CPSC continued to work closely with CBP to identify and stop noncompliant products from entering the United States. The partnership between the CPSC and CBP began in 2008; therefore, the collective effort has been crucial in preventing noncompliant and hazardous imported products from reaching consumers, while facilitating trade for compliant importers. Also in FY 2021, the CPSC worked with 30 different standards development and stakeholder organizations across dozens of various working groups on 172 voluntary standards covering 78 different areas, each focusing on improving safety to the consumer. The CPSC will continue to strengthen relationships, increase engagement, and leverage education with stakeholders to mitigate challenges and provide safe and sustainable innovation for the future.

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Appendix B: Research and Evaluation

The CPSC is committed to using evidence to inform management decisions, drive improvements in program delivery and effectiveness, and inform future strategies and program formulation.

The CPSC uses a variety of methods to evaluate its programs. For example, the CPSC's Office of the Inspector General conducts audits, evaluations, reviews, and investigations relating to the agency's programs and operations. The agency's financial statements are audited annually, which encompasses a thorough overview of the agency's financial position and various transactions throughout the fiscal year. The purpose of this audit is to provide objective analyses to improve program performance and operations, reduce costs, facilitate decision-making, and contribute to public accountability.

The U.S. Government Accountability Office (GAO), an independent, nonpartisan agency that works for Congress, also conducts evaluations and analyses and makes recommendations to help improve the CPSC's practices, policies, and programs to ensure effective and efficient operations within the federal government.

The CPSC, through its Office of Financial Management, Planning and Evaluation, conducts a semi-annual Strategic Data Review with senior leadership to assess the status of program performance measures, processes, improvements, and achievements. This exercise is based on submissions from every program office and engages the CPSC's senior leadership in a comprehensive performance review that informs annual planning and budget formulation, sets performance improvement areas for the year, and identifies potential evaluation topics to improve understanding of the effectiveness of agency activities.

In addition, the CPSC performs targeted reviews of internal controls. The areas targeted for review are determined by several factors, including risk assessment, management input, prior audits and reviews, and the current external (regulatory) environment. Management evaluates the results from the internal controls reviews to determine what processes should be modified to strengthen and improve operations.

The annual FEVS offers another evaluation tool for leadership, supervisors, and managers to determine the extent to which the CPSC is providing an inclusive and satisfying work environment and supports the professional development of its staff.

The CPSC plans to conduct evaluation and research on the effectiveness of specific strategies and programs that support the strategic goals in the 2023–2026 Strategic Plan as well as implement program evaluations in accordance with the Foundations for Evidence-Based Policymaking Act of 2018 (Pub. L. No. 115-435) and OMB Memorandum M-21-27, "Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans." In FY 2022, the agency initiated work to develop an evaluation policy and plan, including an evaluation inventory of completed evaluations.

Appendix C: Implementing the Strategic Plan

The 2023–2026 Strategic Plan is central to the CPSC's planning, budgeting, and performance management systems. The Strategic Plan will be fully integrated into the CPSC's annual performance and budget planning and review cycles. It is a critical planning, management, reporting, and communication tool. The Strategic Plan will guide program design, project management, and resource allocation decisions.

The CPSC's budget, annual performance plan, and operating plan documents will serve as the primary implementation tools for the Strategic Plan, and will be aligned with the strategic goals, objectives, strategies, and initiatives. The budget will outline the necessary resources to implement the strategies and the annual performance plan will define the expected results at those resource levels. The agency operating plan will serve as the tactical implementation plan, delineating priority activities, milestones, projects, and associated resources to incrementally advance toward the accomplishment of the strategic goals.

The CPSC's performance monitoring and reporting systems will also align with the Strategic Plan, and future evaluation and research efforts will be designed to assess progress toward the intended results. The plan will serve as the framework for the agency's efforts to collect and analyze data and other evidence, and for agency performance reporting. The 2023–2026 Strategic Plan includes initial key performance measures to be used for assessing progress toward the strategic objectives, meeting a key requirement of OMB Circular No. A-11 and complying with the GPRAMA. A majority of these performance measures track higher-level outcomes that reflect the effectiveness of programs, rather than simple project outputs. Additional key measures, as well as operational measures, tracking simpler projects outcomes and outputs, will likely be developed during the implementation of the Strategic Plan which includes formulation of the agency's annual plans and operating plans. The agency's quarterly performance reporting and review process will be used to monitor and manage progress toward the stated Strategic Plan results, and to make management course corrections, as warranted. All employee performance plans will be aligned to the Strategic Plan, so that individuals' performance will have direct, transparent links to the achievement of agency goals.

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Appendix D: Key Performance Measures

The CPSC has identified the following initial set of key performance measures to track progress toward the strategic objectives. The key measures will be reported in the agency's Performance Budget Request, Annual Performance Plan, and Annual Performance Report. Additional operational-level performance measures and milestones will be developed to monitor lower-level outcomes and outputs of agency projects and programs during the development of the agency's annual plans and operating plans. Those measures will be tracked and analyzed internally to monitor progress toward program and performance goals supporting the strategic objectives and will be reported in the agency's annual Operating Plan.

Key Performance Measures	
GOAL/OBJECTIVE	**PERFORMANCE MEASURE**
Strategic Goal 1: Prevent	
Strategic Objective 1.1: Improve identification and timely assessment of hazards to consumers	***Measure:*** Number of hazard characterization annual reports completed on consumer product-related fatalities, injuries, and/or losses for specific hazards
	Measure: Percentage of consumer product-related injury cases correctly captured at National Electronic Injury Surveillance System (NEISS) hospitals
Strategic Objective 1.2: Lead efforts to improve the safety of consumer products before they reach the marketplace through robust and effective safety standards	***Measure:*** Percentage of firms that are engaged with a timely establishment inspection after being identified as a repeat offender
	Measure: Number of voluntary standards activities in which CPSC staff participated that result in a revised standard that reduces the risk of injury associated with products covered by the standard
	Measure: Number of candidates for rulemaking prepared for Commission consideration
Strategic Objective 1.3: Increase capability to identify and stop imported hazardous consumer products	***Measure:*** Percentage of consumer product imports, identified as high-risk, examined at import
	Measure: Percentage of import shipments processed through the Risk Assessment Methodology (RAM) system that are cleared within 1 business day
	Measure: Number of import examinations completed
	Measure: Number of *de minimis* shipment examinations at eCommerce ports completed
Strategic Goal 2: Address	
Strategic Objective 2.1: Rapidly identify and prioritize hazardous consumer products for enforcement action	***Measure:*** Percentage of cases for which a preliminary determination is made within 85 business days of case opening (Hazard Priorities A, B, and C)

Key Performance Measures	
	Measure: Percentage of cases for which a compliance determination is made within 5 business days of completed sample evaluation
Strategic Objective 2.2: Minimize further exposure to hazardous consumer products through effective and timely enforcement that also deters future unlawful actions	***Measure:*** Percentage of cases for which a corrective action plan (CAP) is accepted or public notice process initiated within 90 business days of Preliminary Determination (Hazard Priorities A, B, and C)
	Measure: Percentage of cases for which a firm is notified of a violation within 5 business days of compliance violation determination
	Measure: Percentage of Fast-Track cases with corrective actions initiated within 20 business days of case opening
	Measure: Percentage of initial assessments to determine whether to open a civil penalty investigation that are conducted within 90 business days of the recall announcement
	Measure: Percentage of cases open 90 business days for which a public safety assessment (PSA) planning discussion is held with technical staff
Strategic Objective 2.3: Advance timely, comprehensive, effective, and efficient consumer product recalls for hazardous consumer products	***Measure:*** Recall response rate for all consumer product recalls
Strategic Objective 2.4: Monitor post-recall firm actions to identify need for additional compliance, enforcement, or communication activities	***Measure:*** Percentage of overdue notification notices sent to firms within 21 calendar days of determining a firm's monthly progress report is overdue
Strategic Goal 3: Communicate	
Strategic Objective 3.1: Improve accessibility, usefulness, and actionability of consumer product safety information for diverse audiences	***Measure:*** Number of engagements with CPSC safety messaging on social media channels by stakeholders (in millions)
Strategic Objective 3.2: Increase dissemination of actionable consumer product safety information to a variety of diverse audiences	***Measure:*** Number of national media placements of CPSC stories
	Measure: Percentage of recall press releases cycled through the Office of Communications (OCM) in 2 business days or less once received from the Office of Compliance & Field Operations
Strategic Objective 3.3: Increase and enhance CPSC collaborations to reach diverse audiences, including vulnerable and underserved communities	***Measure:*** Number of collaborations with external groups to amplify OCM's safety campaign messages, especially with historically excluded communities.

Key Performance Measures	
Strategic Goal 4: Support	
Strategic Objective 4.1: Attract, recruit, cultivate, and retain a high performing, diverse, inclusive, and engaged workforce	***Measure:*** Percentage of hiring managers trained on recruitment
	Measure: Percentage of employees satisfied with opportunities to improve their skills (as reported in the Federal Employee Viewpoint Survey)
	Measure: High-performing Federal Workforce - Employee Engagement Index Score
Strategic Objective 4.2: Ensure strong stewardship and effective use of agency resources	***Measure:*** Achieved unqualified opinion on independent financial audit
	***Measure*:** Percentage of total eligible contract spending awarded to Small Disadvantaged Businesses, as set forth in OMB Memorandum M-22-03
	***Measure*:** Number of program evaluations conducted
Strategic Objective 4.3: Foster public trust in the Commission by holding employees and officials to a high standard of ethics; updating and maintaining agency's internal governance system; and promoting transparency in agency operations	**Measure:** Percentage of financial disclosure forms reviewed and certified timely by Office of the General Counsel
	Measure: Percentage of Freedom of Information Act (FOIA) responses to the public that meet timeliness benchmarks
Strategic Objective 4.4: Deliver high quality effective mission-oriented information and technology solutions	***Measure:*** Percentage of operating uptime for IT systems
	Measure: Percentage of operating uptime for IT networks
	Measure: Percentage of IT projects delivered on schedule
	Measure: Percentage of critical vulnerabilities addressed from U.S. CERT (United States Computer Emergency Readiness Team) within 3 business days
	Measure: Percentage of prioritized high-risk IT security audit findings addressed

Appendix E: External Stakeholders

The CPSC engages with a wide range of external stakeholders—from industry, trade associations, consumer groups, nonprofit entities, and standards development organizations—to the international, congressional, federal, state, and local sectors. To achieve the agency's lifesaving public health and safety mission, it is important for the CPSC to work with colleagues to share information and gain insights and perspectives into the ever-expanding global community.

The CPSC engages with the congressional committees and subcommittees listed below to get input on strategic priorities and goals:

- Energy and Commerce Subcommittee – Consumer Protection and Commerce
- House Appropriations Committee
- House Appropriations Subcommittee – Financial Services and General Government
- House Energy and Commerce Committee
- Senate Appropriations Committee
- Senate Appropriations Subcommittee – Financial Services and General Government
- Senate Commerce, Science, and Transportation Committee
- Senate Commerce, Science, and Transportation Subcommittee – Consumer Protection, Product Safety, and Data Security

A partial list of external agencies and organizations with which the CPSC works to achieve its mission and strategic goals follows:

Strategic Goal 1: Prevent

- Advisory Committee on Commercial Operations to U.S. Customs and Border Protection[10]
- Air Conditioning, Heating and Refrigeration Institute
- American Academy of Pediatrics
- American Association of Exporters and Importers
- American Association of Textile Chemists and Colorists
- The American Fireworks Standards Laboratory
- American Home Furnishings Alliance
- American National Standard for Safety of Corded Window Covering Products (ANSI/WCMA)
- American National Standards Institute
- American Pyrotechnics Association
- American Society of Heating, Refrigerating and Air-Conditioning Engineers
- Association of Home Appliance Manufacturers
- ASTM International
- Business and Institutional Furniture Manufacturing Associations
- Centers for Disease Control and Prevention
    - Agency for Toxic Substances and Disease Registry
    - Division of Healthcare Quality Promotion
    - National Center for Injury Prevention and Control
    - National Institute for Occupational Safety and Health
- Congressional Fire Services Institute

[10] The Advisory Committee on Commercial Operations to CBP advises the Secretaries of the U.S. Department of the Treasury and the Department of Homeland Security on the commercial operations of CBP and related DHS and Treasury functions.

- Consumer Federation of America
- Consumer Reports
- Council for Harmonization of Electrotechnical Standards of the Nations in the Americas
- CSA Group
- European Standards
- Express Carriers of America
- Foreign governments
- Industry (manufacturers, importers, distributors, retailers of consumer products)
- Industry associations
- International Association of Fire Chiefs
- International Association of Fire Fighters
- International Association of Plumbing and Mechanical Officials
- International Code Council
- International Electrotechnical Commission
- International Organization for Standardization
- The Institute of Electrical and Electronics Engineers
- Juvenile Products Manufacturers Association, Inc.
- Kids in Danger
- National Association of State Fire Marshals
- National Customs Brokers and Forwarders Association of America
- National Electrical Manufacturers Association
- National Fallen Firefighters Foundation
- National Fire Protection Association
- National Floor Safety Institute
- National Highway Traffic Safety Administration
- National Institutes of Health
    - National Institute of Child Health and Human Development
    - National Institute of Environmental Health Sciences
- National Institute of Standards and Technology
- National Operating Committee on Standards for Athletic Equipment
- National Science Foundation
- National Volunteer Fire Council
- Occupational Health and Safety Administration
- Office of the United States Trade Representative
- Outdoor Power Equipment Institute
- Parents Against Tipovers
- Portable Generator Manufacturers Association
- Pool and Hot Tub Alliance
- Public Citizen
- Public Interest Research Group
- Recreational Off-Highway Vehicle Association
- Society of Automotive Engineers
- Specialty Vehicle Institute of America
- Standards Council of Canada designation for a National Standard of Canada
- Underwriters Laboratories of Canada
- UL Standards and Engagement
- U.S. Agency for International Development
- U.S. Department of State

- U.S. Department of Transportation
- U.S. Environmental Protection Agency
- U.S. Fire Administration
- U.S. Food and Drug Administration
- Window Covering Manufacturers Association

Strategic Goal 2: Address

- Bureau of Alcohol, Tobacco, Firearms and Explosives
- Consumers
- Federal Trade Commission
- Foreign governments
- Foreign manufacturers
- Industry (manufacturers, importers, distributors, retailers)
- U.S. Customs and Border Protection
- U.S. Department of Justice
- U.S. Department of Transportation

Strategic Goal 3: Communicate

- Abbey's Hope Charitable Foundation
- American Home Furnishings Alliance
- American Red Cross
- Association of Pool and Spa Professionals
- ASTM International
- Centers for Disease Control and Prevention
- Consumer Federation of America
- Consumers Union
- Families United to Prevent Drowning
- Federal Trade Commission
- Joshua Collingsworth Memorial Foundation
- Juvenile Products Manufacturers Association, Inc.
- Kids in Danger
- National Drowning Prevention Alliance
- National Electrical Manufacturers Association
- National Fire Protection Association
- Public Citizen
- Safe Kids Worldwide
- Safe States Alliance
- Shane's Foundation
- Union of Concerned Scientists
- USA Swimming Foundation
- U.S. Customs and Border Protection
- U.S. Fire Administration
- U.S. PIRG
- YMCA of the USA

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Strategic Goal 4: Support

- FOIA Requesters
- Office of Management and Budget
- Small Agency Council[11]
- U.S. Department of Justice/Office of Information Policy
- U.S. Department of the Interior – Interior Business Center[12]
- U.S. Department of the Treasury – Administrative Resource Center[13]
- U.S. Office of Personnel Management
- U.S. Office of Government Ethics

[11] The Small Agency Council is a voluntary management association of sub-Cabinet, independent federal agencies. The council, which was created in 1986, represents approximately 80 small agencies.
[12] The Interior Business Center is a federal government shared service center used by the CPSC for the agency's personnel and payroll applicant intake, talent management, and entrance on duty systems.
[13] The Administrative Resource Center is federal government shared services center used by the CPSC for the agency's finance, budget, and procurement activities.

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Appendix F: Voluntary Standards and Mandatory Regulations

Consumer product voluntary standards and mandatory regulations play an important role in protecting the public from hazardous products.

Voluntary Standards

A "voluntary standard" is defined as a product standard and is also called a safety standard. It is a prescribed set of rules, conditions, or requirements concerning definitions of product-related terms; classification of components; specification of materials, performance, or operations; delineation of procedures; or measurement of quantity and quality in describing products, materials, systems, services, or practices relating to the safety of consumer products used in and around the home, outdoors, and in schools. The CPSC's statutory authority generally requires the agency to rely on voluntary standards rather than promulgate mandatory regulations, if compliance with a voluntary standard would eliminate or adequately reduce the risk of injury identified, and it is likely that there will be substantial compliance with the voluntary standard. The CPSC works with organizations that coordinate the development of voluntary standards. Voluntary standards activity is an ongoing process that may involve multiple revisions to a standard within a single year or a single revision over multiple years; and staff participation may continue in subsequent years, depending on the activities of the voluntary standards committees and priorities of the Commission. The CPSC participates actively in voluntary standards activities for identified products. Active participation extends beyond attendance at meetings and may include, among other things, providing injury data and hazard analyses; encouraging development or revision of voluntary standards; identifying specific risks of injury; performing research; developing health science data; performing laboratory technical assistance; and/or taking other actions that the Commission, in a particular situation, determines may be appropriate.

Mandatory Regulations

Mandatory regulations, also called technical regulations, are federal rules set by statute or regulation that define enforceable requirements for consumer products. They typically take the form of performance requirements that consumer products must meet or warnings they must display to be imported, distributed, or sold in the United States. In general, the CPSC may set a mandatory regulation when it determines that compliance with a voluntary standard would not eliminate or adequately reduce a risk of injury or finds that it is unlikely that there will be substantial compliance with a voluntary standard.[14] The Commission may also promulgate a mandatory ban of a hazardous product when it determines that no feasible voluntary standard or mandatory regulation would adequately protect the public from an unreasonable risk of injury.

[14] The CPSIA requires the Commission to promulgate mandatory regulations by adopting existing voluntary standards (in whole or in part) for some products, such as durable infant or toddler products, children's toys, and all-terrain vehicles. For additional information, please refer to the CPSIA at: www.CPSC.gov/CPSIA.pdf.

Appendix G: Acronyms

ARPA	American Rescue Plan Act of 2021
CAP	Corrective Action Plan
CBP	U.S. Customs and Border Protection
CCA	Clinger Cohen Act of 1996
CPSA	Consumer Product Safety Act
CPSC	U.S. Consumer Product Safety Commission
CPSIA	Consumer Product Safety Improvement Act of 2008
DEIA	Diversity, Equity, Inclusion and Accessibility
ERM	Enterprise Risk Management
FEVS	Federal Employee Viewpoint Survey
FISMA	Federal Information Security Management Act
FITARA	Federal Information Technology Acquisition Reform Act
FOIA	Freedom of Information Act
FY	Fiscal Year
GAO	U.S. Government Accountability Office
GPEA	Government Paperwork Elimination Act
GPRAMA	GPRA Modernization Act of 2010
IT	Information Technology
NEISS	National Electronic Injury Surveillance System
NSN	Neighborhood Safety Network
OMB	Office of Management and Budget
RAM	Risk Assessment Methodology

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