



U.S. CONSUMER PRODUCT SAFETY COMMISSION

# STRATEGIC PLAN 2016-2020

EXECUTIVE SUMMARY



KEEPING CONSUMERS **SAFE**

# Overview of the Agency

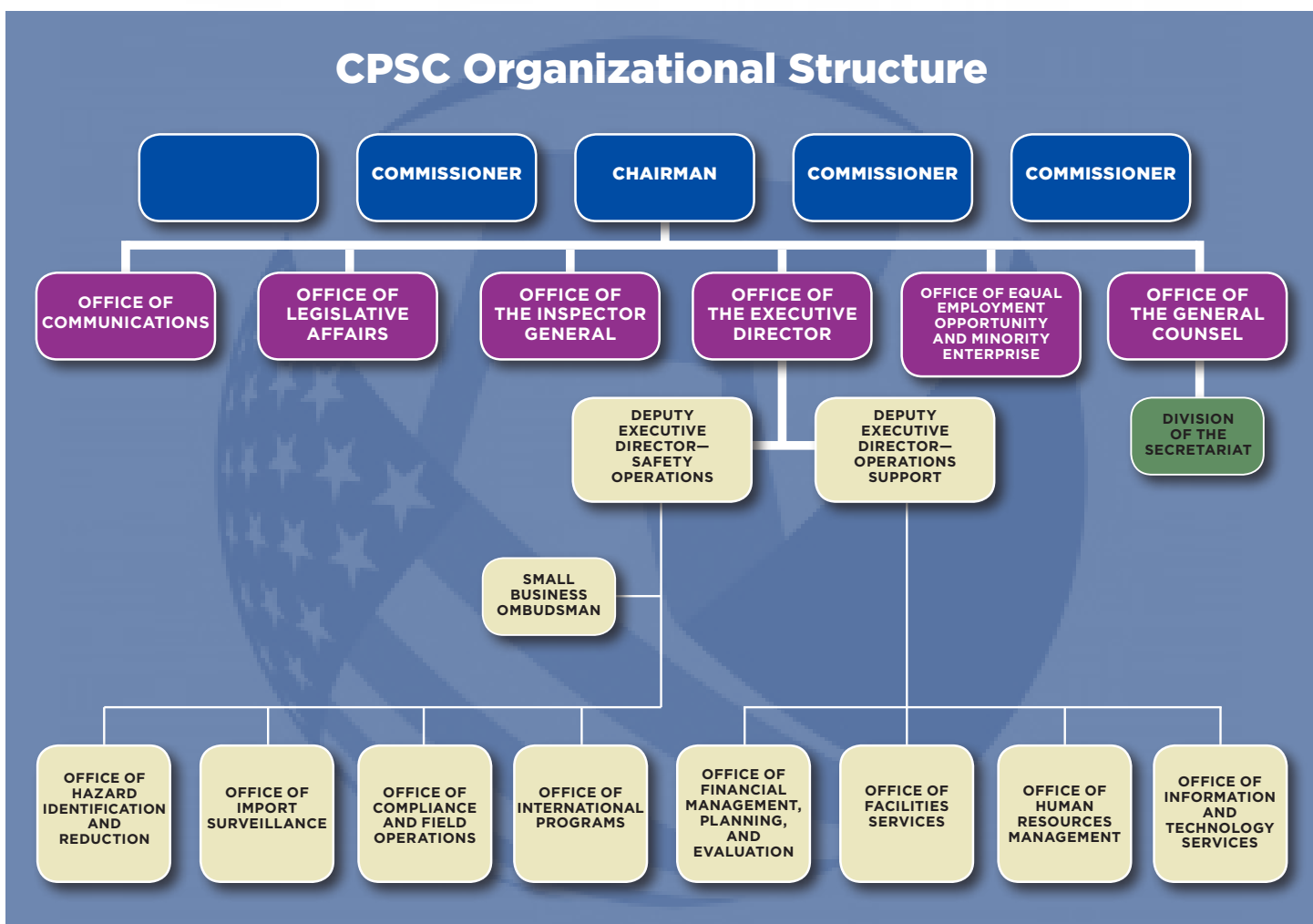
The U.S. Consumer Product Safety Commission (“CPSC”) is an independent federal regulatory agency with a public health and safety mission to protect the public from unreasonable risks of injury and death from consumer products.

The CPSC was created in 1972 by 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 Federal Hazardous Substances Act, the Flammable Fabrics Act, the Poison Prevention Packaging Act, the Refrigerator Safety Act, the Virginia Graeme Baker

Pool and Spa Safety Act, and the Children’s Gasoline Burn Prevention Act.

The CPSC has jurisdiction over thousands of types of consumer products used in and around the home, in recreation, and in schools, from children’s toys to portable gas generators and toasters. Although the CPSC’s regulatory purview is quite broad, a number of product categories fall outside the CPSC’s jurisdiction.\*

The CPSC is a bipartisan commission that consists of five members appointed by the President with the advice and consent of the Senate. The Chairman is the principal executive officer of the Commission, which convenes at meetings that are open to the public.



\* Other federal agencies regulate product categories such as automobiles and boats; alcohol, tobacco, and firearms; foods, drugs, cosmetics, and medical devices; and pesticides.

# 2016 - 2020 Strategic Plan Summary

## Mission: Keeping Consumers Safe

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

### CORE MISSION GOALS AND OBJECTIVES

#### CROSS-CUTTING PRIORITIES

OPERATIONAL  
EXCELLENCE

DATA COLLECTION  
AND ANALYSIS

INFORMATION  
TECHNOLOGY

INTERNAL AND  
EXTERNAL COLLABORATION

#### STRATEGIC GOAL 1 WORKFORCE

Cultivate the most effective  
consumer product safety workforce

##### Strategic Objective 1.1

Enhance effective strategic  
human capital planning and  
alignment

##### Strategic Objective 1.2

Foster a culture of  
continuous development

##### Strategic Objective 1.3

Attract and recruit a talented  
and diverse workforce

##### Strategic Objective 1.4

Increase employee  
engagement

#### STRATEGIC GOAL 2 PREVENTION

Prevent hazardous products  
from reaching consumers

##### Strategic Objective 2.1

Improve identification and  
assessment of hazards to  
consumers

##### Strategic Objective 2.2

Lead efforts to improve the  
safety of consumer products  
before they reach the  
marketplace

##### Strategic Objective 2.3

Increase capability to identify  
and stop imported hazardous  
consumer products

#### STRATEGIC GOAL 3 RESPONSE

Respond quickly to address hazardous  
consumer products both in the  
marketplace and with consumers

##### Strategic Objective 3.1

Rapidly identify hazardous  
consumer products for  
enforcement action

##### Strategic Objective 3.2

Minimize further exposure  
to hazardous consumer  
products

##### Strategic Objective 3.3

Improve consumer response  
to consumer product recalls

#### STRATEGIC GOAL 4 COMMUNICATION

Communicate useful information  
quickly and effectively to better  
inform decisions

##### Strategic Objective 4.1

Improve usefulness and  
availability of consumer  
product safety information

##### Strategic Objective 4.2

Increase dissemination of  
useful consumer product  
safety information

##### Strategic Objective 4.3

Increase and enhance  
collaboration with  
stakeholders

# GOAL 1:

## WORKFORCE

### Strategic Goal 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. This Strategic Plan was formulated to address the following key workforce challenges:

- Having a workforce with the knowledge, skills, and abilities to meet new, innovative, and emerging product safety challenges;
- Aligning staff resources to agency priorities;
- Maintaining a global presence to address global marketplace issues;
- Increasing employee engagement; and
- Strengthening knowledge transfer through succession planning.

## Cultivate the Most Effective Consumer Product Safety Workforce

### STRATEGIC OBJECTIVE 1.1

Enhance effective strategic human capital planning and alignment

### STRATEGIC OBJECTIVE 1.2

Foster a culture of continuous development

### STRATEGIC OBJECTIVE 1.3

Attract and recruit a talented and diverse workforce

### STRATEGIC OBJECTIVE 1.4

Increase employee engagement

### Employees by Location

Nearly one-fifth of the CPSC's workforce of approximately 550 employees is stationed in the field, where staff focuses on compliance and enforcement, including inspections of imported shipments and retail establishments to identify harmful consumer products.

 Headquarters

 National Product Testing and Evaluation Center

 Field and Port Investigators



## STRATEGIC OBJECTIVE 1.1

### Enhance effective strategic human capital planning and alignment

#### KEY PERFORMANCE MEASURE 1.1

Human capital strategic plan completed and implemented

##### PERFORMANCE GOAL 1.1.1

Improve human capital infrastructure

##### PERFORMANCE GOAL 1.1.2

Enhance human capital resource allocation reporting

**Strategic Objective Overview:** To achieve the strategic goal of cultivating an effective safety workforce, the CPSC needs to improve the agency's human capital infrastructure and develop and implement a human capital strategic plan that aligns resources to achieve the goals and priorities of the agency's overall Strategic Plan.

**Strategic Objective Overview:** The CPSC solicited feedback from its employees to better understand the results of the FEVS. Employees provided helpful feedback, indicating that they are looking for more professional development opportunities to keep their skills current. 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 for staff.

## STRATEGIC OBJECTIVE 1.2

### Foster a culture of continuous development

#### KEY PERFORMANCE MEASURE 1.2

Percentage of employees satisfied with opportunities to improve their skills (as reported in the Federal Employee Viewpoint Survey)

##### PERFORMANCE GOAL 1.2.1

Encourage and support professional development

##### PERFORMANCE GOAL 1.2.2

Deliver high-quality, targeted development opportunities

## STRATEGIC OBJECTIVE 1.3

### Attract and recruit a talented and diverse workforce

#### KEY PERFORMANCE MEASURE 1.3

Percentage of hiring managers trained on recruitment

##### PERFORMANCE GOAL 1.3.1

Improve targeted assessments to recruit talent

##### PERFORMANCE GOAL 1.3.2

Increase targeted outreach to increase diversity

**Strategic Objective Overview:** Recruiting talented, diverse, and committed employees is fundamental to the CPSC's success in having a highly effective workforce and achieving the 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.

**Strategic Objective Overview:** "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, fully engaged workforce is essential to achieving the agency's mission. The CPSC believes that an engaged workforce leads to improved outcomes, including better mission results and long-term talent retention.

## STRATEGIC OBJECTIVE 1.4

### Increase employee engagement

#### KEY PERFORMANCE MEASURE 1.4

Federal Employee Viewpoint Survey  
Employee Engagement Index score

##### PERFORMANCE GOAL 1.4.1

Promote and recognize innovation and creativity

##### PERFORMANCE GOAL 1.4.2

Build commitment to employee engagement

##### PERFORMANCE GOAL 1.4.3

Promote work-life balance

# STRATEGIC GOAL 2:

## PREVENTION

## Prevent Hazardous Products From Reaching Consumers

### 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 supplied through expanding global markets. Efforts to increase manufacturing 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 imported and domestically manufactured under the CPSC's jurisdiction;
- Advancing data analysis and research capability to identify existing and potential emerging consumer product hazards, particularly those linked to rapid advances in technology, such as the use of nanoparticles;
- Addressing changes in traditional manufacturing methods, such as additive manufacturing using 3-D printers, and eCommerce sales and distribution options;
- Helping develop voluntary standards and adopting mandatory regulations to address existing product hazards and product hazards resulting from new technologies; and
- Identifying, researching, and informing the public about chemical or chronic hazards in consumer products.

### STRATEGIC OBJECTIVE 2.1

Improve identification and assessment of hazards to consumers

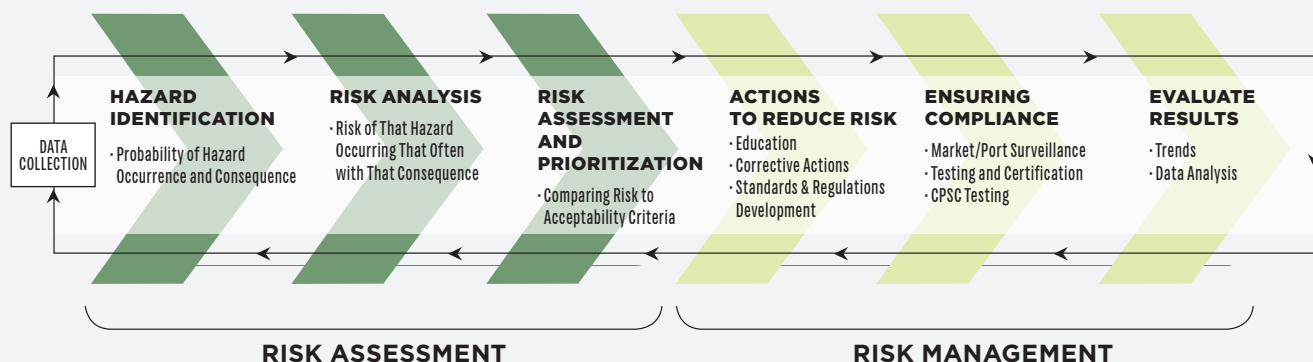
### STRATEGIC OBJECTIVE 2.2

Lead efforts to improve the safety of consumer products before they reach the marketplace

### STRATEGIC OBJECTIVE 2.3

Increase capability to identify and stop imported hazardous consumer products

### CPSC RISK MANAGEMENT PROCESS



## STRATEGIC OBJECTIVE 2.1

### Improve identification and assessment of hazards to consumers

#### KEY PERFORMANCE MEASURE 2.1

Percentage of consumer product-related incident reports warranting follow-up actions, such as In-Depth Investigations and enforcement actions

##### PERFORMANCE GOAL 2.1.1

Increase agency capacity to analyze hazard data

##### PERFORMANCE GOAL 2.1.2

Improve quality and specificity of hazard information

##### PERFORMANCE GOAL 2.1.3

Improve agency capacity to identify and assess chronic hazards

**Strategic Objective Overview:** Achieving the CPSC's mission of preventing hazardous products from reaching consumers depends on assessing data to identify hazards and developing potential mitigation strategies. The CPSC needs to increase agency capacity to analyze hazard data, including chronic hazard data. The CPSC also needs to identify and use additional data sources, and improve the quality and specificity of hazard data. Improving the quality and specificity of hazard data, and improving the agency's capacity to analyze the data, will result in an increase in the number and percentage of consumer product-related incident reports that are more likely to require agency action.

**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. 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 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 acute and chronic hazards, emerging technologies, and product trends with the potential to affect consumer product safety.

## STRATEGIC OBJECTIVE 2.2

### Lead efforts to improve the safety of consumer products before they reach the marketplace

#### KEY PERFORMANCE MEASURE 2.2

Violation rate of targeted repeat offenders and first-time importers

##### PERFORMANCE GOAL 2.2.1

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

##### PERFORMANCE GOAL 2.2.2

Participate actively in the development of consumer product voluntary standards and develop mandatory regulations for products that pose an unreasonable risk of injury

##### PERFORMANCE GOAL 2.2.3

Engage federal, state and foreign governments on product safety

##### PERFORMANCE GOAL 2.2.4

Increase efforts to drive the discovery and innovation of safety solutions

## STRATEGIC OBJECTIVE 2.3

### Increase capability to identify and stop imported hazardous consumer products

#### KEY PERFORMANCE MEASURE 2.3A

Percentage of consumer product import entries that are risk-scored by the CPSC

#### KEY PERFORMANCE MEASURE 2.3B

Percentage of consumer product imports, identified as high-risk, examined at import

##### PERFORMANCE GOAL 2.3.1

Fully implement the CPSC's risk assessment methodology

##### PERFORMANCE GOAL 2.3.2

Decrease time required to process imported products subject to inspection

**Strategic Objective Overview:** The CPSC's Import Surveillance program successfully interdicts many noncompliant consumer products at the ports. Each noncompliant consumer product that is stopped at a port is kept from entering the domestic U.S. consumer marketplace. The CPSIA, Section 222, requires 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 voluntary standards and mandatory regulations. 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.

# STRATEGIC GOAL 3:

## RESPONSE

## Respond Quickly to Address Hazardous Consumer Products Both in the Marketplace and with Consumers

### Strategic Goal Overview

The CPSC learns about potential consumer product hazards from many sources, including incident reports, consumer complaints, the agency's Hotline (800-638-2772), [www.SaferProducts.gov](http://www.SaferProducts.gov), Internet reports, and company reports. Additionally, field staff investigates reports of incidents and injuries; conducts inspections of manufacturers, importers, and retailers; and identifies potential regulatory violations and product hazards. 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. This strategic goal focuses on key response challenges, including:

- Addressing trends in retailing and eCommerce, such as the prevalence of online sellers or other direct manufacturer-to-consumer marketing, as well as sales through third party platform providers;
- Working within a global supply chain, which creates complex monitoring challenges;
- Collecting, integrating, and analyzing data to identify high-risk hazards for appropriate action; and
- Improving the monitoring and effectiveness of consumer product recalls.

#### STRATEGIC OBJECTIVE 3.1

Rapidly identify hazardous consumer products for enforcement action

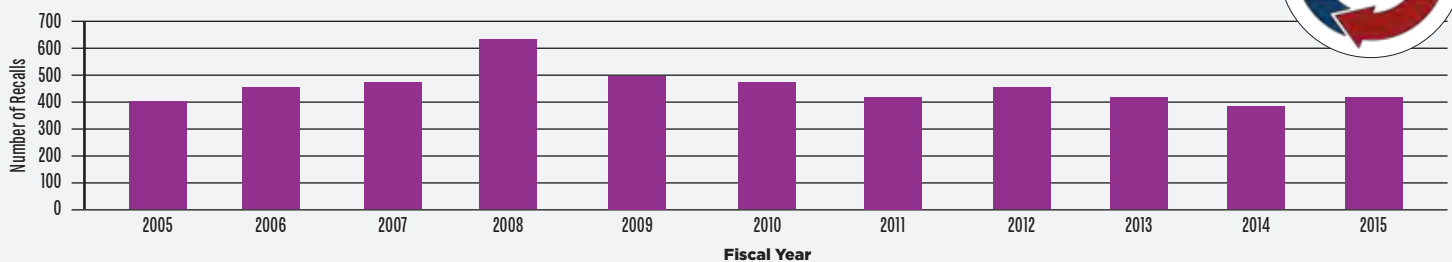
#### STRATEGIC OBJECTIVE 3.2

Minimize further exposure to hazardous consumer products

#### STRATEGIC OBJECTIVE 3.3

Improve consumer response to consumer product recalls

### Consumer Product Recalls



Recalls involve remedial actions by firms to address hazards in identified noncompliant or defective consumer products. The goal is to retrieve as many hazardous products from the distribution chain and from consumers in the most efficient, cost-effective manner possible. The annual number of consumer product recalls has been approximately 400 for several years.

## STRATEGIC OBJECTIVE 3.1

### Rapidly identify hazardous consumer products for enforcement action

#### KEY PERFORMANCE MEASURE 3.1A

Average number of days to identify a hazardous consumer product that contains a defect which could create a substantial product hazard or creates an unreasonable risk of serious injury or death to the public<sup>8</sup>

#### KEY PERFORMANCE MEASURE 3.1B

Average number of days to identify a consumer product that fails to comply with a CPSC regulation<sup>9</sup>

#### PERFORMANCE GOAL 3.1.1

Improve collection, prioritization, and assessment of data on potential consumer product hazards

**Strategic Objective Overview:** Reducing the possibility that a consumer will be injured by a hazardous product requires the CPSC to identify quickly the causes of potentially hazardous consumer products. To achieve the strategic goal of quickly addressing hazardous products in the marketplace and in the possession of consumers, the CPSC will increase the speed with which the agency identifies these products by improving the data collection, internal sampling analysis, and testing process to identify quickly the patterns and trends that reflect emerging hazards.

**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 hazardous consumer product has been identified, 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.

## STRATEGIC OBJECTIVE 3.2

### Minimize further exposure to hazardous consumer products

#### KEY PERFORMANCE MEASURE 3.2

Average time to obtain corrective actions for hazardous consumer products

#### PERFORMANCE GOAL 3.2.1

Increase speed of corrective actions

#### PERFORMANCE GOAL 3.2.2

Improve effectiveness of corrective actions

## STRATEGIC OBJECTIVE 3.3

### Improve consumer response to consumer product recalls

#### KEY PERFORMANCE MEASURE 3.3

Consumer correction rate (percentage of products corrected by consumers)

#### PERFORMANCE GOAL 3.3.1

Increase consumer motivation

#### PERFORMANCE GOAL 3.3.2

Improve direct contact with consumers

#### PERFORMANCE GOAL 3.3.3

Improve understanding of consumer response

**Strategic Objective Overview:** Once a consumer product hazard has been identified, the CPSC works with the recalling firm to notify consumers and provides information on specific remedies that consumers may pursue. Agency data on the number of products involved in consumers' pursuit of the prescribed remedy suggest that there is much room for improvement in the consumer response to safety notifications. Improved consumer responses are essential to reducing exposure to hazardous products.

<sup>8</sup>Under Section 15(b)(3) and (4) of the CPSA, manufacturers (including importers), distributors, and retailers have a duty to report to the CPSC a product that contains a defect that could create a substantial product hazard or a product that creates an unreasonable risk of serious injury or death, absent actual knowledge that the CPSC has been "adequately informed" of the defect or risk.

<sup>9</sup>Under Section 15(b) (1) and (2) of the CPSA, manufacturers, distributors, and retailers have a duty to report a product that fails to comply with any rule, regulation, standard, or ban under any Act enforced by the CPSC, absent actual knowledge that the CPSC has been "adequately informed" of the noncompliance.

# STRATEGIC GOAL 4: COMMUNICATION

## 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. The CPSC will focus on the following key challenges to the agency's communication strategy:

- Addressing trends in retailing and eCommerce, such as the prevalence of online sellers or other direct manufacturer-to-consumer marketing, as well as sales through third party platform providers;
- Updating knowledge management strategies and adopting advanced communication tools and channels to improve consistency, reliability, accessibility, and timeliness of information provided to stakeholders and internally among the CPSC staff;
- Improving CPSC messaging and outreach to affected populations, including underserved, low-income, and minority communities and families; and
- Strengthening the CPSC's collaboration with all stakeholders to improve communication.



"Pool Safely" is the CPSC's national public education campaign to reduce child drowning and entrapments.

## Communicate Useful Information Quickly and Effectively to Better Inform Decisions

### STRATEGIC OBJECTIVE 4.1

Improve usefulness and availability of consumer product safety information

### STRATEGIC OBJECTIVE 4.2

Increase dissemination of useful consumer product safety information

### STRATEGIC OBJECTIVE 4.3

Increase and enhance collaboration with stakeholders

"Anchor It!" is the CPSC's national public education campaign aimed at preventing furniture and TV tip-overs from killing and seriously injuring children.



## STRATEGIC OBJECTIVE 4.1

### Improve usefulness and availability of consumer product safety information

#### KEY PERFORMANCE MEASURE 4.1

Percentage of positive responses about usefulness of information received from CPSC communication channels

##### PERFORMANCE GOAL 4.1.1

Implement evaluation tools to measure message usefulness

##### PERFORMANCE GOAL 4.1.2

Implement enhanced tools to increase availability of safety information

**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. 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.

**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, use enhanced technologies and social media platforms, and increase the speed of disseminating 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.

## STRATEGIC OBJECTIVE 4.2

### Increase dissemination of useful consumer product safety information

#### KEY PERFORMANCE MEASURE 4.2A

Number of impressions of CPSC safety messages

#### KEY PERFORMANCE MEASURE 4.2B

Number of CPSC safety messages adopted, repeated, and/or shared by targeted groups

##### PERFORMANCE GOAL 4.2.1

Expand and enhance the CPSC "brand"

##### PERFORMANCE GOAL 4.2.2

Expand communications with targeted audiences

##### PERFORMANCE GOAL 4.2.3

Increase use of enhanced communication technology to advance consumer safety

##### PERFORMANCE GOAL 4.2.4

Increase timeliness of CPSC information dissemination

## STRATEGIC OBJECTIVE 4.3

### Increase and enhance collaboration with stakeholders

#### KEY PERFORMANCE MEASURE 4.3

Number of CPSC collaboration activities initiated with stakeholder groups

##### PERFORMANCE GOAL 4.3.1

Increase agency-wide collaboration capacity

**Strategic Objective Overview:** A variety of partners and stakeholders collaborate with the CPSC to communicate consumer product safety information. The CPSC works to disseminate safety information in cooperation with industry, state and local government, other federal agencies, foreign regulatory agencies, safety and advocacy organizations, and a variety of other nonprofit organizations. Improving existing stakeholder collaborations and initiating new collaborations with associations, organizations, agencies, and companies is a cross-cutting priority for the agency.

# Cross-Cutting Priorities

The following four cross-cutting strategic priorities are integral to the CPSC's FY 2016-2020 Strategic Plan: Operational Excellence, Data Collection and Analysis, Information Technology, and Internal and External Collaboration. The themes are fundamental to "the way the CPSC works" and how the agency plans to achieve the strategic goals in the Strategic Plan.

## Operational Excellence

All agencies, including the CPSC, depend on a solid administrative management foundation to enable their operations. The CPSC's programs require strong management policies, effective processes, and adequate support in areas such as human resources, financial management, risk management and internal control, budget and performance management, procurement, facilities, and information technology. The CPSC must continuously improve the management environment and service infrastructure necessary to meet the evolving safety mission and achieve strategic objectives and performance goals. To achieve operational excellence, the CPSC will aspire to:

- Enable a high-performing workforce;
- Improve performance management;
- Enhance financial stewardship.

## Data Collection & Analysis

In the CPSC's 2016-2020 Strategic Plan, agency access to useful, accurate, and timely data is a cross-cutting priority focus. The CPSC is a data-driven agency. Collection and analysis of high quality data are essential to successful achievement of the CPSC's strategic goals and fulfillment of the agency's mission. CPSC staff regularly collects and analyzes a wide range of data from multiple sources and uses that information to shape program strategies and prioritize program activities.

During the information-gathering phase of developing the Strategic Plan, staff identified constraints to effective collection and use of data



## National Electronic Injury Surveillance System

The National Electronic Injury Surveillance System ("NEISS") is a vitally important CPSC database system. NEISS provides statistically valid national estimates of consumer product-related injuries from a probability sample of hospital emergency rooms. Patient information is collected from each NEISS hospital for every emergency visit involving an injury associated with consumer products. NEISS data, which the CPSC uses to identify safety issues that may require additional analysis or corrective action, are critical to achieving the agency's Prevention, Response, and Communication Strategic Goals. Other stakeholders, including additional federal agencies, also depend on NEISS data. The CPSC relies on a national network of healthcare providers under contract to collect NEISS data. CPSC staff works with participating NEISS hospitals and emergency departments to improve the quality and timeliness of data, by enhancing the user interface and expanding data elements and possibly data sources, and seeks input from NEISS stakeholders and users to try to improve NEISS. The CPSC ensures that the quality of NEISS is monitored and tries to identify potential vulnerabilities that could threaten this valuable data resource. For example, the statistical validity of NEISS data depends on maintaining the sample of hospitals. If participating hospitals drop out, the CPSC takes steps to recruit new hospitals to replace them and maintain the sampling design.

by the CPSC. Some agency data management systems and analytical models need to be updated to maintain data quality and/or improve systems and search functions. In addition, some data systems are compartmentalized within specific organizational components, which results in a need for greater cross-program and inter-office collaboration, as described in the Internal and External Collaboration theme below. The CPSC should also explore additional potential sources of data on consumer product hazards that could inform agency work. Difficulty in identifying emerging risks, as compared to known hazards, is another data-related area of growth for the CPSC. Each of the strategic goals in the Strategic Plan involves strategies and specific initiatives aimed at improving data systems and increasing data-based decision making.

### **Information Technology**

Information Technology (“IT”) is an integral tool used to meet objectives across all of the CPSC’s strategic goal areas. The CPSC’s many IT applications and systems automate agency business processes and improve efficiency. CPSC IT systems collect and store critical consumer product safety-related data, and facilitate timely retrieval and analysis of data by agency staff, as well as by consumers, businesses, and other federal, state, and local agencies. IT projects at the agency support several centralized CPSC database systems that contain information vital to identifying and responding to consumer product hazards and preventing hazardous products from reaching consumers. The CPSC consistently looks for ways to improve the quality, transparency, reliability, and availability of data essential for achieving the agency’s strategic objectives, goals, and mission.

Another priority for the future is evaluating “big data” solutions to determine how the agency can best use data and advanced and predictive analytics to identify and respond to emerging hazards and improve consumer protection. The CPSC is also exploring the use of cloud computing to improve system availability and gain cost efficiencies. As part of the CPSC’s mobility strategy, the agency is updating its IT infrastructure to a Virtual Desktop Infrastructure environment, a platform that offers users the flexibility to access

CPSC applications and data from any location by using any Internet-connected computing devices, including smart phones and tablets.

### **Internal and External Collaboration**

Improved internal collaboration and working effectively across teams, offices, and projects is essential to the CPSC’s success in achieving the objectives of the Strategic Plan. During development of the strategic plan, staff identified as critical issues the need for effective, transparent communication among all levels of the agency and better integration of processes, systems, and resources across functional offices. Staff noted the need for improved integration of separate data systems, which is also relevant to the data and information technology cross-cutting priorities noted previously. Effective teamwork and internal communication are especially important, given the CPSC’s relatively small size and broad responsibilities because agency personnel must often work across offices to accomplish tasks.

The CPSC 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, federal agencies, state and local governments, and foreign governments.



[www.cpsc.gov](http://www.cpsc.gov)

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