



Functional Bureau Strategy

EXECUTIVE SECRETARIAT

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Table of Contents

1. Executive Statement and Mission Statement.....	1
2. Bureau Strategic Framework	3
3. Bureau Goals and Objectives	4
4. Bureau Cross-Cutting Management Objectives	7

1. Executive Statement and Mission Statement

Mission Statement - The Executive Secretariat supports the Secretary in the advancement of U.S. foreign Policy goals by providing leadership in policy coordination, knowledge governance, and operational support.

The Secretariat Staff (S/ES-S), the Operations Center (S/ES-O), the Executive Office (S/ES-EX), and ExecTech (S/ES-ET) comprise the four main pillars in the Executive Secretariat (S/ES) that support the highest priorities of the Secretary, Deputy Secretaries, Counselor, and Under Secretaries of the Department.

The Executive Secretariat is the channel for authoritative communication between the Department and the interagency community and supports the Secretary and Department leadership with policy and crisis coordination, specialized technology, and other support services. S/ES's work provides direct policy and administrative support to the Secretary and other Department principals. S/ES provides guidance, oversight, coordination, and support to the Department's regional and functional bureaus, and advances vital national interests and all Joint Strategic Plan goals.

The Executive Secretariat provides leadership on the Secretary's highest priorities, and ensures foreign assistance and diplomatic operations are efficient, effective, and accountable. The Secretariat translates the Secretary's vision and directives into well-coordinated action across the Department and the interagency, domestically, and abroad. The Secretariat invests in and maintains systems that bring transparency and accountability to expenditures and ensures collaboration and documentation of policy formulation. The Secretariat enables Department leadership to model and direct secure, efficient, and agile execution of diplomacy. The Secretariat ensures the Department complies with appropriate legal and regulatory requirements.

The Secretariat provides the Department's leadership the capacity to monitor and manage crises while continuing essential operations. The Secretariat provides support and direction that enables the Secretary to prioritize and improve the Department's preparedness to ensure

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the safety of employees and citizens overseas. The Executive Secretariat ensures the proper documentation of leadership's decisions and that the Department's actions are managed with appropriate levels of collaboration, transparency, retention, availability, and security.

S/ES will review the goals, objectives, and sub-objectives annually to ensure this strategy remains in line with current foreign policy priorities. Potential risks associated with not delivering on this strategy include a weakening of U.S. foreign policy by failing to apply the knowledge and experience available in the Department to the nation's foreign policy priorities.

Approved: June 8, 2022

2. Bureau Strategic Framework

Bureau Goal 1: Support the Secretary in the advancement of U.S. foreign policy goals by providing leadership in policy coordination, knowledge governance, and operational support.

- **Bureau Objective 1.1:** Lead policy coordination throughout the Department and collaboration across agencies.
- **Bureau Objective 1.2:** Provide clear knowledge governance to ensure concise, high-value information is provided to principal decision makers.
- **Bureau Objective 1.3:** Modernize and improve the Department's crisis management preparedness, mitigation, response, and resilience capabilities to meet the dynamic threats the Department and posts overseas encounter.

Bureau Cross-Cutting Management Objective 1: Maximize the quality and effectiveness of personnel resources through proactive recruitment, professional development, and retention practices.

Bureau Cross-Cutting Management Objective 2: Simplify both public-facing and internal processes to improve efficiency and empower the Executive Secretariat to solve problems.

3. Bureau Goals and Objectives

Bureau Goal 1: Support the Secretary in the advancement of U.S. foreign policy goals by providing leadership in policy coordination, knowledge governance, and operational support.

- **Bureau Goal 1 Description:** Policy coordination occurs through consultative processes that include all the bureaus in the Department and other agencies. The Executive Secretariat must ensure the Department leverages the best foreign policy expertise across our government to ensure the maximum effectiveness of the Secretary's initiatives in the national interest. S/ES must ensure efficient delivery of taskings to implement the Secretary's vision and priorities and to allow for the organized, timely flow of concise high-value information distilled from subject matter experts to the Secretary, Deputy Secretaries, and the Under Secretaries. The Secretariat must formulate and disseminate guidance and manage the norms and expectations so that this process can occur with speed and reliability.

Bureau Objective 1.1: Lead policy coordination throughout the Department and collaboration across agencies.

- **Bureau Objective 1.1 Justification and Linkages:** Policy coordination occurs through consultative processes that include all the bureaus in the Department and other agencies. The Executive Secretariat must ensure the Department leverages the best foreign policy expertise across our government to ensure the maximum effectiveness in executing the Secretary's priority initiatives and advancing the national interest. Linkage to JSP Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security and JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 1.1 Risk Considerations:** If we do not succeed at this coordination, we risk having a disjointed cacophony of positions on any one issue. To mitigate this risk the Executive Secretariat plans to improve and expand innovative technology and foster the inclusion of varied perspectives in the compilation of policy.

Bureau Objective 1.2: Provide clear knowledge governance to ensure concise, high-value information is provided to principal decision makers.

- **Bureau Objective 1.2 Justification and Linkages:** Adherence to establish processes, templates, and standards ensures the Department principals can receive timely briefing materials and focus on substantive issues. When drafters, staffers, and clearers are well informed of these standards, Department principals are best positioned to focus on key decisions. Linkage to JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery and JSP Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.
- **Bureau Objective 1.2 Risk Considerations:** The risks associated with failing to meet this objective include wasted time by principals distracted by varying formats, unnecessarily long narratives, and disjointed delivery of key information. Without concise and succinct standards, the Department risks losing key information exchange in the minutia of overwhelming delivery. To mitigate this risk the Executive Secretariat plans to reduce redundancies through improved knowledge management using emerging technologies and security controls.

Bureau Objective 1.3: Modernize and improve the Department's crisis management preparedness, mitigation, response, and resilience capabilities to meet the dynamic threats the Department and posts overseas encounter.

- **Bureau Objective 1.3 Justification and Linkages:** The Executive Secretariat strives to bolster the resilience of the Department and its foreign missions in response to disruptions either natural or man-made crises. The Operations Center leads in preparing the Department and the interagency for these inevitable occurrences through the Crisis Management and Strategy Office (S/ES-O-CMS). Linkage to JSP Strategic Objectives 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.
- **Bureau Objective 1.3 Risk Considerations:** We risk the safety and security of our staff and citizens, as well as our ability to respond to crises if we do not meet this objective. To mitigate this risk the Executive Secretariat plans to improve the interoperability of its communication and information technology platforms.

4. Bureau Cross-Cutting Management Objectives

Bureau Cross-Cutting Management Objective 1: Maximize the quality and effectiveness of personnel resources through proactive recruitment, professional development, and retention practices.

- **Bureau Cross-Cutting Management Objective 1 Justification and Linkages:** S/ES will ensure an inclusive, diverse, and welcoming workplace that empowers all staff to fulfill their potential. At all levels, our offices will value, recruit, train and retain a workforce that represents the richness of American diversity including age, gender, race, ethnicity, sexual orientation, gender identity, faith, disability, background, and skills. Through our diversity and our actions, we will serve as a model for the rest of the Department. Our wealth of backgrounds and experience will help us lead knowledgeably, inspire top performance, and solve problems efficiently. Linkage to JSP Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Cross-Cutting Management Objective 1 Risk Considerations:** By not seeking diversity in our workplace, we risk groupthink and limit our perspectives on any one issue, resulting in sub-optimal outcomes. To mitigate this risk the Executive Secretariat plans to identify, design, and promote continuous professional development within the bureau.

Bureau Cross-Cutting Management Objective 2: Simplify both public facing and internal processes to improve efficiency and solve problems.

- **Bureau Cross-Cutting Management Objective 2 Justification and Linkages:** The Executive Secretariat must work with Federal Government interagency partners to design experiences that effectively reduce administrative burdens. Linkage to JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.
- **Bureau Cross-Cutting Management Objective 2 Risk Considerations:** A primary risk to this objective stems from the lagging access to technology and bureaucratic inertia. By not implementing this objective, the Department could face wasted resources, both fiscally and in personnel, resulting in a loss of institutional knowledge and efficiency. To mitigate this risk the Executive Secretariat plans to leverage the latest technology to streamline processes and mitigate redundancies.