

FOR PUBLIC RELEASE



# Functional Bureau Strategy

---

---

## Bureau of Legislative Affairs (H)

**FOR PUBLIC RELEASE**

Approved: February 23, 2022

FOR PUBLIC RELEASE

## Table of Contents

1. Executive Statement and Mission Statement.....	1
2. Bureau Strategic Framework .....	5
3. Bureau Goals and Objectives .....	7
4. Bureau Cross-Cutting Management Goal .....	16

## 1. Executive Statement and Mission Statement

**Mission Statement:** Since its establishment in 1949, the Bureau of Legislative Affairs (H) promotes the mission and legislative priorities of the U.S. Department of State through strategic and sustained engagement with Congress. Reporting directly to the Secretary of State, H advances the Secretary's objectives with the Legislative Branch by maintaining relationships and regular interactions with Members of Congress while leading the Department's mission-critical efforts to confirm Executive Branch nominees and ensure the Department's proper resourcing to carry out U.S. foreign policy objectives. The high-profile, fast-paced, and essential nature of H's duties mandates stringent controls and a high degree of discretion and care in all H operations. H is also the first, and sometimes the only, point of contact for Members of Congress and their staffs who interact with State. For this reason, H strives to put its best foot forward by maintaining a customer-focused, objective, hospitable, and results-oriented approach to congressional engagement. Our interactions are informed by a spirit of collegiality, integrity, and commitment to public service, and as a bureau, we are proud to advance United States foreign policy on behalf of the American people.

**Overview of Responsibilities:** H leads all legislative and congressional liaising activities for the Department. Responsibilities include advocacy for the Department and the Secretary's positions in Congress; advising the Secretary and other Department principals on how best to advance the Department's legislative agenda and craft legislative strategies pertaining to our foreign policy interests; coordination of all congressional hearings, briefings, and meetings; reviews of all legislation affecting the State Department and foreign policy; management of the nominations process; delivery and clearance of all Department notifications to Congress on foreign assistance, arms sales, etc.; and preparation and delivery of all State Department reports and letters to Congress. Notably, H is also responsible for coordinating and managing all overseas congressional member and staff travel and is home to the Department's new Intergovernmental Affairs Office so that the Department's activities and foreign policy work can be better understood at the state and local levels of government.

Approved: February 23, 2022

**Communicating with Congress:** The U.S. Congress is a co-equal branch of government, playing a key role in the funding, and oversight of U.S. foreign policy. The Constitution's division of responsibilities for foreign affairs invariably makes the role of H a mission critical necessity. Article I and Article II make clear that the executive and legislative branch each have a role in the conduct of foreign policy, but the duties enumerated are simultaneously too vague and too narrow to fully delineate just how those respective roles should operate in practice. The result is often a struggle between the two branches over the privilege of directing American foreign policy. H operates in the interstice of this struggle between the executive and legislative efforts to design, implement, and oversee foreign affairs.

To best navigate this unique constitutional dynamic, H's employees serve as highly specialized subject matter experts on Congress and must be recognized as such for the Department to best utilize the bureau. H recruits and fosters diverse talent to bridge foreign policy expertise with a deep and nuanced understanding of the legislative branch, its members, activities, and processes. H's ability to advance strategic communication and interactions between State Department officials and the Members of Congress, as well as their staffs, ensures that the Department's interests are well-represented, and that U.S. foreign policy is appropriately considered on the Hill. Further, since H reports directly to the Secretary of State, H play an important role in ensuring message consistency and discipline across the Department.

In order for the Administration's foreign policy initiatives to be successful, it is essential that the Department, through the leadership of the Secretary and H, keep Congress informed, gain congressional support for key initiatives, and obtain the assistance of key Members to advance foreign policy goals and priorities. While H is the smallest bureau in the Department, it exerts outsized influence by targeting its efforts to meet U.S. foreign policy objectives as determined by the Secretary and the President. Through coordination and collaboration across the Department, the bureau ensures the Department has a strong advocate in Congress for the Department's priorities, and likewise, supports the Constitutional oversight role of the Congress within the Department. H's responsibility for advocating on behalf of the Department and the nation's foreign policy goals is essential. Acting as the principal liaison between Congress and the Department, it is H's responsibility to coordinate communications with one voice that

Approved: February 23, 2022

accurately relays the Secretary's priorities, and to inform Congress on the enormous number of foreign policy issues and initiatives that underpin the diplomatic mission of the Secretary and Department. H's overarching mission is to facilitate effective communication with Congress on behalf of the Department. Not performing or being allowed to perform these duties effectively at the highest level of Departmental leadership fundamentally undermines and harms the Department's standing. If Congress does not fully understand the objectives of the Department, it may result in failed foreign policy initiatives from the lack of appropriate legislative support, obstructionism, or under funding.

To ensure a proper and informative dialogue on foreign policy, along with the coordination and preparation of Congressional hearings and briefings throughout the legislative year, H coordinates the Secretary's annual budget testimony to the Committees of jurisdiction, which have oversight on U.S. foreign policy expenditures; the programmatic and operational budgets that support the nation's diplomatic and consular activities; and foreign assistance expenditures. In addition to the Secretary's annual budget hearings, H coordinates and prepares all additional Hill engagements for the Secretary and other Department Leadership. H also seeks passage of foreign policy legislation, which is key to our nation's interests, including annual and when necessary supplemental appropriations, works to obtain approval of treaties, and works to ensure Senate confirmation of all the President's foreign affairs nominees.

The Bureau supports Secretary-level national security briefings to Congress on topics of importance to American security, foreign policy, and economic prosperity. These briefings require coordination and collaboration with the White House, the National Security Council, the Office of Management and Budget (OMB), the Department of Defense, the Office of the Director of National Intelligence, the Department of Justice, the Department of the Treasury, the Department of Homeland Security, and other foreign affairs agencies. The bureau manages notifications of arms sales, budget matters, Congressional investigations, and all policy oversight and administrative operations with Congress, including correspondence, case work, and Congressional travel. One of the most important functions of the bureau is to support the direct link between Congress and Americans in crisis while travelling overseas, through our

Approved: February 23, 2022

work with Congressional constituent services staff. H is a core participant in the Department's emergency response mechanisms, routinely serving on task forces established by the Operation Center's Crisis Management Strategy team in order to facilitate coordinated Congressional outreach and response to inquiries.

H must reflect modern government relations work as it amplifies its role as an external communications component of the Department. To support this, the bureau continually seeks to expand and strengthen partnerships with internal stakeholders in the various offices and bureaus within the Department. Cultivating these relationships makes certain that the Department's legislative strategic goals and priorities are communicated succinctly and effectively to Congress through targeted information-sharing, and timely, cordial, and collegial interaction with Congressional members and their staffs. H coordinates closely with all bureaus within the Department to ensure policy conformance with top-level policies, budgets, and operations set by the White House and the Secretary. Partnering with the Bureau of Public Affairs on external communications with Congress and the media ensures that H reflects the Administration's goals of transparency, public understanding of the Department's goals, and the appropriate protection of sensitive foreign policy deliberations regarding national security interests. Close coordination with both F and BP is critical with regard to the Department's budget and appropriations and helps to ensure funding needs are appropriately met in a timely manner. H routinely collaborates with its interagency partners on policy initiatives to realize Administration goals and objectives. This is essential to advancing the President's agenda.

H is a small bureau, consisting of approximately 60-70 direct hire U.S. employees, yet it leads Department communications and activities with 535 Members of Congress, their personal office and committee staffs, and increasingly with state, local and tribal governments. Through coordination and collaboration across the Department, the bureau ensures the Secretary's advocacy in Congress for the Department's priorities, and, likewise, supports the Constitutional oversight role of the Congress within the Department.

## 2. Bureau Strategic Framework

**Bureau Goal 1:** Develop and advance the Secretary's agenda in Congress.

- **Bureau Objective 1.1:** Advance the Secretary and Department's legislative and resourcing priorities through consistent engagement with congressional stakeholders.
- **Bureau Objective 1.2:** Protect and preserve the Department's mission and legislative priorities and the Secretary's authorities by defending against or developing effective revisions for legislation otherwise inconsistent with the Department's mission or legislative priorities.
- **Bureau Objective 1.3:** Proactively troubleshoot holds on congressional notifications (CNs) for foreign assistance and arms deliveries.

**Bureau Goal 2:** Ensure Department and Ambassadorial nominees requiring Senate confirmation are best positioned to be confirmed.

- **Bureau Objective 2.1:** Oversee effective, consistent, and high-quality preparation for each nominee throughout the confirmation process.
- **Bureau Objective 2.2:** Advance nominees through the confirmation process by leading the Department's engagement with Senate Members, Committees, Senate Leadership, and the White House.

**Bureau Goal 3:** Maintain timely and responsive communications with Members of Congress (reports, letters, inquiries, and travel).

- **Bureau Objective 3.1:** The Department drafts and delivers high-quality reports required by statute and accompanying Committee Reports, including Joint Explanatory Statements, in a timely manner.
- **Bureau Objective 3.2:** Support the timely delivery of Department responses to signed letters from Members of Congress.

- **Bureau Objective 3.3:** Support the timely responsiveness to incoming call requests or briefing requests from Members of Congress.
- **Bureau Objective 3.4:** Support the timely responsiveness to incoming requests from Committee and member staff.
- **Bureau Objective 3.5:** Facilitate Department officials' participation in Committee hearings to support Congressional oversight.
- **Bureau Objective 3.6:** Provide strategic input and solid support for Congressional travel.

**Bureau Cross Cutting Management Goal 4:** Attract and Maintain a Talented, Diverse, and Resilient Workforce.

- **Bureau Cross Cutting Management Objective 4.1:** Enhance professional development efforts to support the Bureau's expert workforce.
- **Bureau Cross Cutting Management Objective 4.2:** Enhance staffing back-up and minimize redundancy to maintain workload and tempo in face of heavy Congressional demands.
- **Bureau Cross Cutting Management Objective 4.3:** Promote diversity, equity, inclusion, and accessibility (DEIA).



### 3. Bureau Goals and Objectives

**Bureau Goal 1:** Develop and advance the Secretary's agenda in Congress.

- **Bureau Goal 1 Description:** The Bureau works with Congress on all aspects of the Administration's National Security Strategy to include protecting the American people, the homeland, and our way of life; promoting American prosperity; preserving peace through strength; and advancing American influence. To achieve these national security objectives, H works with the Senate to confirm the nominees to fill the Department's leadership, and with Congress to secure and sustain funding for Department operations and foreign assistance priorities, and to facilitate transparency, oversight, and American citizen services. By advancing the Department strategic priorities in Congress, H supports all the Department strategic goals and objectives.

**Bureau Objective 1.1:** Advance the Secretary and Department's legislative and resourcing priorities through consistent engagement with congressional stakeholders.

- **Bureau Objective 1.1 Justification and Linkages:** The Department depends on collegial and proactive relationships with members of Congress and staffers in order to secure resources, legislation and nominee confirmations that benefit the Department and assists in attaining its goals and objectives. It is H's primary goal to advance the Secretary's legislative and resource priorities and that engagement in turn supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being, Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive, Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity, Goal 4: Revitalize the diplomatic and development workforce and infrastructure, Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.

- **Bureau Objective 1.1 Risk Considerations:** All legislative activities, initiatives, policies and decisions, need to be advanced strategically with by well qualified legislative analyst. The greatest risk for the Department is not having appropriate staffing levels to defend and advance the legislative workload in order to meet the foreign policy objectives of the Secretary and Administration. Not having the appropriate staffing risks not achieving the priorities of Secretary.

**Bureau Objective 1.2:** Protect and preserve the Department's mission and legislative priorities, and the Secretary's authorities, by defending against or developing effective revisions for legislation otherwise inconsistent with the Department's mission or legislative priorities.

- **Bureau Objective 1.2 Justification and Linkages:** The current politically charged and divided atmosphere in Congress demands that H is prepared to defend against or develop effective revisions in order to advance the Secretary's priorities. H defends against and develops effective revisions in order to advance the Secretary's priorities which supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 1.2 Risk Considerations:** All legislative activities, initiatives, policies and decisions, need to be advanced strategically by well qualified legislative analysts. The greatest risk for the Department is not having appropriate and quality staffing levels to defend and advance the legislative workload in order to meet the foreign policy objectives of the Secretary and Administration. Not having the necessary staffing risks not achieving the priorities of Secretary.

**Bureau Objective 1.3:** Proactively troubleshoot holds on congressional notifications (CN) for State Department programs.

- **Bureau Objective 1.3 Justification and Linkages:** Congressional holds hamper the work of the Department. Working to clear holds advances U.S. foreign policy objectives. Clearing holds supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 1.3 Risk Considerations:** Prolonged holds on congressional notifications can keep the Department from attaining foreign policy goals and objectives.

**Bureau Goal 2:** Ensure Department and Ambassadorial nominees requiring Senate confirmation are best positioned to be confirmed.

- **Bureau Goal 2 Description:** Filling Senate-confirmed positions at the Department in a timely manner is key to achieving the goals of the Secretary and the Administration. Thoroughly preparing nominees for their engagement with the Senate throughout their confirmation process – including their meetings with Senators and staff, Committee hearings and business meetings, and post-hearing engagement toward a full Senate vote – is vital to successfully confirming Ambassadors and senior Department officials in order to carry out Administration policy objectives.

**Bureau Objective 2.1:** Oversee effective, consistent, and high-quality preparation for each nominee throughout the confirmation process.

- **Bureau Objective 2.1 Justification and Linkages:** Well-prepared nominees have a significantly better chance of being confirmed. Having highly qualified nominees confirmed and in their leadership positions supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 2.1 Risk Considerations:** Without well-qualified leaders in important senior Senate confirmed positions, the Department risks not achieving the Secretary's goals and objectives.

**Bureau Objective 2.2:** Advance nominees through the confirmation process by leading the Department's engagement with Senate Members, Committees, Senate Leadership, and the White House.

- **Bureau Objective 2.2 Justification and Linkages:** Engagement with members and committees in the Senate is critical to the successful confirmation of nominees. Having highly qualified nominees confirmed and in their leadership positions supports Goal 4: Revitalize the diplomatic and development workforce and infrastructure, and Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Objective 2.2 Risk Considerations:** Without well-qualified leaders in important politically appointed positions, the Department risks not achieving the Secretary's goals and objectives.

**Bureau Goal 3:** Maintain timely and responsive communications with Members of Congress (reports, letters, inquiries, and travel).

- **Bureau Goal 3 Description:** Working together, H coordinates congressional travel and official communications with Congress, including correspondence and legislative reference functions. In order to meet new and ongoing needs, the Bureau must strengthen information systems. To date, we have followed through on management reforms by upgrading our use of electronic means to distribute reports, track and clear correspondence and track other information; increased our reliance on our House and Senate Liaison Offices to keep abreast of emerging Congressional issues; and continued to pursue consolidation and simplification of Congressionally mandated reports and improve our support for Congressional travel. It is critically important that we continue advancing our management reform efforts. That means continuing to reduce our processing times on Hill correspondence and continuing to streamline our congressionally mandated reporting requirements. H has worked diligently to provide a Distance Learning Course on support for CODELS. If our staff at overseas posts do not avail themselves of training, H risks missing strategic opportunities to promote legislative initiatives and key issues if CODELS and STAFFDELS are not effectively managed.

**Bureau Objective 3.1:** The Department drafts and delivers high-quality reports required by statute and accompanying Committee Reports, including Joint Explanatory Statements, in a timely manner.

- **Bureau Objective 3.1 Justification and Linkages:** Outstanding Congressional correspondence and reports can have a direct impact on the consideration given to the Department in nomination confirmations, appropriations, and other legislation. In our experience, members regularly raise their disappointment when correspondence is delayed. While our tracking/routing system has continued to improve overall response times, there is still room for greater efficiencies. High quality reports submitted timely supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 3.1 Risk Considerations:** Not providing responses in a thorough and timely manner risks not receiving requested funding, flexibilities, and approval of legislative initiatives.

**Bureau Objective 3.2:** Support the timely delivery of Department responses to signed letters from Members of Congress.

- **Bureau Objective 3.2 Justification and Linkages:** Responding in a timely manner to Members of Congress is expected and assists in keeping good relations with members of Congress. Timely responses to signed letters from Members of Congress supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 3.2 Risk Considerations:** Not responding in a timely manner to Member of Congress risks not receiving needed funding or approved legislation.

**Bureau Objective 3.3:** Support the timely responsiveness to incoming call requests or briefing requests from Members of Congress.

- **Bureau Objective 3.3 Justification and Linkages:** Responding in a timely manner to Members of Congress is expected and assists in keeping good relations with members of Congress. Responding to Members of Congress in a timely manner supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 3.3 Risk Considerations:** Not responding in a timely manner to Member of Congress risks not receiving needed funding or approved legislation.

Approved: February 23, 2022

**Bureau Objective 3.4:** Support the timely responsiveness to incoming requests from Committee and member staff.

- **Bureau Objective 3.4 Justification and Linkages:** Responding in a timely manner to committees and member staff is expected and assists in keeping good relations with members of Congress. Responding to committee and staff members in a timely manner supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 3.4 Risk Considerations:** Not responding in a timely manner to Member of Congress risks not receiving needed funding or approved legislation.

**Bureau Objective 3.5:** Facilitate Department officials' participation in Committee hearings to support Congressional oversight.

- **Bureau Objective 3.5 Justification and Linkages:** Assuring Department Officials are in attendance at Committee hearings and are prepared to cogently discuss, support and promote legislation is key to securing resources and legislation that supports the Departments strategic goals and objectives. Assuring Department Official attend Committee Hearings supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.



- **Bureau Objective 3.5 Risk Considerations:** Not making well prepared Department Officials available for Committee hearings can lead to Members not fully understanding Department initiatives and risks not securing needed funding and legislation to advance the Department strategic goals and objectives.

**Bureau Objective 3.6:** Provide strategic input and solid support for Congressional travel to ensure that travel is coordinated in a manner that is safe, takes in to account any health restrictions and provides for mitigation of emergency circumstances.

- **Bureau Objective 3.6 Justification and Linkages:** Providing efficient travel support for Staffdels and Codels is a key tool for gaining Congressional support for foreign affairs goals and objectives. Allowing Congressional members to efficiently and safely travel supports all the JSP Goals, including Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being; Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive; Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity; Goal 4: Revitalize the diplomatic and development workforce and infrastructure; Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- **Bureau Objective 3.6 Risk Considerations:** Not efficiently supporting congressional travel risks undermining the Departments foreign affairs goals and objectives.

## 4. Bureau Cross-Cutting Management Goal

**Bureau Cross-Cutting Management Goal 4:** Attract and Maintain a Talented, Diverse, and Resilient Workforce.

- **Bureau Cross-Cutting Management Goal 4 Description:** H's most important resource is its people. In providing outstanding support for Congress and the Department, the Bureau of Legislative Affairs fully utilizes its diverse workforce comprised of Foreign Service, Civil Service, and political appointees. H's workforce bridges the constitutional divide between Congress and the State Department and are all congressional and legislative experts. H is faced routinely with high profile, politically charged, and challenging issues, extremely short deadlines, and little room for error or delay. Maintaining a high caliber workforce in the face of this challenging work environment requires constant leadership and professional support.

**Bureau Cross-Cutting Management Objective 4.1:** Enhance professional development efforts to support the Bureau's expert workforce.

- **Bureau Cross-Cutting Management Objective 4.1 Justification and Linkages:** H is a fast-paced office at the forefront of the Department's wide array of issues. Ensuring staff develop their skills, broaden their expertise, and develop their leadership and supervisory potential will be essential to ensuring H maintains a strong work force. Maintaining and developing expert congressional analytical and communication skills supports JSP Goal 4, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient and dynamic workforce.
- **Bureau Cross-Cutting Management Objective 4.1 Risk Considerations:** Not providing opportunities for employees to develop new skills, broaden expertise and develop leadership skills risks decreased morale and increased turnover. Also, not having the expert congressional analytical and communication skills risk not securing resources and legislation needed to support the Department's JSP Goals.

**Bureau Cross-Cutting Management Objective 4.2:** Enhance staffing back-up and maximize redundancy to maintain workload and tempo in face of heavy Congressional demands.

- **Bureau Cross-Cutting Management Objective 4.2 Justification and Linkages:** Given the pace and volume of inquiries and demands from Congress, building personnel skill redundancy and enhancing portfolio turnover will strengthen H's ability to share information and fill gaps. Maintaining sufficient staffing levels supports all the JSP Goals, including Goal 4, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient and dynamic workforce.
- **Bureau Cross-Cutting Management Objective 4.2 Risk Considerations:** Not filling positions timely and not having a bureau wide backup staffing plan risks delays in responding to inquiries from Congress. H failing to cogently and timely respond to Congress risks not securing needed funding and legislation to meet the Department's JSP Goals.

**Bureau Cross-Cutting Management Objective 4.3:** Insist on diversity, equity, inclusion, and accessibility (DEIA).

- **Bureau Cross-Cutting Management Objective 4.3 Justification and Linkages:** To fully and successfully represent the United States around the world, the Department needs a workforce as diverse as American society itself. Insisting on diversity, equity and inclusion directly supports the Departments JSP Strategic Objective 4.1: Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Cross-Cutting Management Objective 4.3 Risk Considerations:** Not having a diverse, equitable, and inclusive workforce risks losing important perspectives that will better inform decision making and help H achieve its mission.