



Functional Bureau Strategy

BUREAU OF GLOBAL TALENT MANAGEMENT

FOR PUBLIC RELEASE

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1. Executive Statement and Mission Statement

The mission of the Bureau of Global Talent Management (GTM) is to recruit, develop, and empower the world's premier diplomatic team to advance U.S. foreign policy goals. GTM's vision is to take care of the Department of State's people, including all our diverse domestic and overseas workforces, as we continually endeavor to serve and deliver dynamic 21st-century talent management. The Department relies heavily on its greatest asset, its people – nearly 80,000 women and men in Washington and around the world – to carry out its vital national security mission. Led by the Director General (DG), GTM has the critical responsibility of recruiting, hiring, developing, assigning, retaining, engaging, and supporting the Department's workforce, who are central to our success as the world's premier diplomatic corps.

GTM's FY 2022-2026 Functional Bureau Strategy (FBS) is grounded in the policy planning process and the goals of the FY 2022-2026 State-USAID Joint Strategic Plan (JSP), as enunciated by the Department of State's leadership. The JSP identifies the Department's strategic goals and objectives and provides an active "roadmap" that prioritizes accomplishments in support of the Administration's policy priorities over a four-year period. GTM is most active in realizing the Secretary's JSP Goal Four – Revitalize the Diplomatic and Development Workforce and Infrastructure. This is the foundation of GTM's FBS – how we build and equip a diverse, inclusive, resilient, and dynamic workforce that effectively serves U.S. interests at home and abroad, including by modernizing and securing information technology, as called for in the JSP.

In addition to aligning with the JSP, this FBS directly encompasses the goals and objectives enunciated by the recent and ongoing National Security Memorandum-3 / National Security Workforce Working Group (NSWWG) process; the Department's first Learning Agenda; and the Secretary's Modernizing American Diplomacy agenda; as well as concurrent internal strategic planning on enterprise data, climate adaptation and resilience, diversity and inclusion, and mobility policy.

It is also important to note the impact of the global COVID-19 pandemic. Throughout 2020-2021, the Department confronted an historic challenge posed by the global COVID-19 pandemic, which impacted all aspects of GTM and Department operations worldwide. GTM rapidly responded and adapted by developing new and unique capabilities in recruitment, evaluation and hiring, on-boarding, and permanent change of station processes; adjustments to professional career patterns; and workplace flexibilities to support employees and their families. Despite these unusual times, the Bureau's core priorities remained consistent.

GTM's goals and objectives, as outlined in the FBS Strategic Framework, align with the Director General's four priority pillars, which remain the framework for all Bureau programs. GTM's four priority goals are to: 1) promote an agile workforce; 2) retain high quality talent; 3) cultivate diversity, equity, inclusion and accessibility (DEIA); and 4) transform the customer experience. All GTM offices are involved in developing and executing strategies to meet the goals and objectives outlined in the FBS. Specific offices have the lead on individual objectives. Underpinning the Bureau's approach to achieving these goals is a commitment to Innovation, Communication, and Resilience.

While GTM's objectives are ambitious, our team is strong, and we are both directed and inspired by Administration priorities, executive orders, and current areas of emphasis. Under the objective of Promoting an Agile Workforce, we expect substantial efforts to position the Department to meet evolving needs for employees with critical skills, as well as ongoing initiatives to expand workplace flexibilities and support a mobile workforce – in line with OPM's and the Department's vision for the Future of Work and climate adaptation and resilience. Retaining High Quality Talent has become critical as the Department faces a tough skilled labor environment with fierce competition from the private sector. Through establishing a Retention Unit and building out the Department's exit survey and interview capabilities, GTM will gain an in-depth understanding of why employees stay at the Department of State and why they leave, enabling the remediation and development of new strategies to enhance employee retention. Expanding and promoting opportunities for professional development will also be critical for retention.

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In terms of Cultivating DEIA, successfully implementing the Department's DEIA Strategic Plan will be of the utmost importance, in addition to implementing the joint State-USAID DEIA Agency Priority Goal for FY 2022-2023 in the JSP. GTM will collaborate closely in this effort with the Secretary's Office of Diversity and Inclusion (S/ODI). GTM is also participating in DEIA barrier analyses to pinpoint existing obstacles among specific workforce segments, including those with disabilities, which is an important part of our overall retention effort. The Department's congressional oversight committees also place significant priority on these efforts. In terms of Transforming the Customer Experience, technology and adaptation will play a key role in establishing a culture of excellence in customer service and in line with Executive Order 14058 on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government. GTM will develop and enhance partnerships that bring best practices from the private and NGO sectors. Finally, our FBS Management Objective to leverage data and technology to drive informed decision making is critical, as is a commitment to investment in IT infrastructure. This is best achieved by synchronizing GTM's efforts with the Secretary's new Center for Data Analytics and the new Chief Data Officer (CDO) in executing the Department's ambitious new Enterprise Data Strategy.

Despite the difficult macroeconomic environment, competition for resources, and an unpredictable global health pandemic, GTM is optimistic about its ability to address Administration priorities; however, we also know the risks associated with the implementation of the FBS are significant. Internal risks include: diverse workforce personnel systems; still cumbersome hiring processes; security clearance processes; Office Management, Facilities, Construction, and IT staffing shortages; a restricted ability to mobilize recruitment and retention activities; and internal disagreements on initiatives to achieve DEIA goals. External risks include: a periodic lack of and timeliness of appropriations, strong competition from the private sector for talent, and the extension or worsening of the current global health pandemic and associated personnel disruptions.

The U.S. Department of State takes these risks seriously. GTM has been mitigating these risks through a variety of initiatives, including: expanding telework, remote work, and virtual employee onboarding and orientation; prioritizing the further reduction of security clearance processing time; improving personnel information systems and customer service; enhancing data collection and quality control; and increasing stakeholder collaboration and engagement. GTM meticulously utilizes the Department's budget request and review process, with support of congressional oversight committees, to enhance the Department's global workforce. The proposed FY 2022 plus up of the Department's and GTM's annual budget, the strong interest in DEIA and climate adaptation issues from the Administration and Congress, and pending legislation to fund student interns, support GTM's efforts. GTM plans to use these and other newly appropriated funds to build out data and modelling capabilities within GTM to more expeditiously hire a diverse and talented workforce and retain them for the long term.

GTM constantly monitors the progress of its programs during implementation, performing periodic internal reviews of progress toward enunciated goals and objectives in the most current Functional Bureau Strategy. In addition, GTM reports externally through a variety of monitoring and evaluation mechanisms. These mechanisms include: the Annual Performance Plan and Report (APP/APR), which reports on performance goals contained in the Joint Strategic Plan (JSP); the Department's annual senior-level strategic reviews; GTM's Evaluation Program; and the Human Capital Operating Plan (HCOP), Human Capital Review (HCR), and HRStat, which provide data and oversight reporting to OPM. Finally, led by the Director General, GTM is a key participatory member of the Department's Enterprise Governance Board (EGB), the Enterprise Data Council, and OPM's interagency Chief Human Capital Officers (CHCO) Council.

2. Bureau Strategic Framework

Bureau Goal 1: Promote an Agile Workforce

- **Bureau Objective 1.1:** Recruit and hire a highly qualified workforce from all segments of society.
- **Bureau Objective 1.2:** Foster and expand workplace flexibilities to support an agile, mobile, and resilient workforce that integrates the Department's vision for the Future of Work.
- **Bureau Objective 1.3:** Position the Department to meet evolving needs for critical skills.
- **Bureau Objective 1.4:** Maximize staffing resource efficiency by aligning human capital resources to bureau strategies.

Bureau Goal 2: Retain High Quality Talent

- **Bureau Objective 2.1:** Identify key factors that influence employees' decisions to stay or leave the Department and develop strategies to address them.
- **Bureau Objective 2.2:** Equip and empower employees for success at work and life.
- **Bureau Objective 2.3:** Expand and promote opportunities for career development.
- **Bureau Objective 2.4:** Recognize and reward quality performance and promote fair and equitable evaluation of all staff.
- **Bureau Objective 2.5:** Cultivate and train effective leaders and managers.

Bureau Goal 3: Cultivate Diversity, Equity, Inclusion, and Accessibility (DEIA)

- **Bureau Objective 3.1:** Identify and address barriers to a diverse workforce.
- **Bureau Objective 3.2:** Promote and implement the Department's Diversity, Equity, Inclusion, and Accessibility Strategic Plan (DEIA/SP), through a collaborative and inclusive process.
- **Bureau Objective 3.3:** Support DOS bureaus in promoting inclusiveness and expanding recruitment and outreach.

- **Bureau Objective 3.4:** Continue to improve and enhance multi-phase initiatives on employee education and mentoring.

Bureau Goal 4: Transform Customer Experience

- **Bureau Objective 4.1:** Strengthen partnerships that enhance the customer experience.
- **Bureau Objective 4.2:** Promote a culture of excellence in customer service and experience.
- **Bureau Objective 4.3:** Streamline and manage human resources processes, plans, and systems to better align operations with customer needs and enhance user engagement.

Bureau Cross-Cutting Management Objective 5.1: Leverage data and technology to drive informed decision making and synchronize GTM efforts with the Department's Enterprise Data Strategy.

3. Bureau Goals and Objectives

Bureau Goal 1: Promote an Agile Workforce

- **Bureau Goal 1 Description:** GTM will identify, attract, and hire a diverse, highly qualified workforce by engaging with Department stakeholders and fostering workplace flexibilities that promote agility and help align talent to the mission of the Bureau and the Department. This objective will include working to support human resource professionals, managers, and leaders throughout the recruitment, hiring, and onboarding process to meet staffing objectives.

Bureau Objective 1.1: Recruit and hire a highly qualified workforce from all segments of society.

- **Bureau Objective 1.1 Justification and Linkages:** Federal recruitment policies and regulations are complex. GTM provides Department stakeholders with expert knowledge of policies and regulations, including direct hiring authorities, to make the hiring process more efficient. GTM uses a wide range of recruitment strategies to attract candidates who reflect the diversity of America. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce.

- **Bureau Objective 1.1 Risk Considerations:** Risks to recruiting a diverse and highly qualified workforce include both internal and external factors. Internal factors include: the decentralized nature of Department hiring processes, the lengthy security clearance timeline, and limited ability to mobilize recruitment activities. External factors include: the availability of sufficient pools of qualified candidates, uncompetitive salaries for certain occupations, and a cumbersome Civil Service hiring process managed by the Office of Personnel Management. Risks for not achieving this objective include the inability of the Department to adequately staff overseas missions and recruit the specific skills sets it needs to achieve U.S. foreign policy objectives. To mitigate these risks, GTM will continue to take steps to streamline the hiring and onboarding process for both Civil Service and Foreign Service and will broaden outreach efforts to attract more candidates from under-represented groups.

Bureau Objective 1.2: Foster and expand workplace flexibilities to support an agile, mobile, and resilient workforce that integrates the Department’s vision for the Future of Work.

- **Bureau Objective 1.2 Justification and Linkages:** GTM will expand eligibility and accessibility to workplace flexibilities – including encouraging managers and leadership to support these flexibilities to the greatest extent practicable. GTM will prioritize outreach, training, and IT solutions that support these flexibilities and will staff and maintain mechanisms to support a hybrid work environment, recruitment and retention of a diverse workforce, and the ability of the workforce to engage effectively both domestically and overseas. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce. It also supports the Department’s Learning Agenda for managing risks to our employees overseas and supporting mobile workspaces and workforces. Workforce flexibility and mobility are core components of the Department’s Climate Adaptation and Resilience Plan (CARP).

- **Bureau Objective 1.2 Risk Considerations:** Risks to achieving this objective include both internal and external factors including an organizational culture that has not traditionally been supportive of broad use of workplace flexibilities and the ongoing impact of the pandemic. Risks to the Department include reduced staff mobility and retention. To mitigate these risks, GTM will expand awareness of workplace flexibilities, enhance training, and development opportunities.

Bureau Objective 1.3: Position the Department to meet evolving needs for critical skills.

- **Bureau Objective 1.3 Justification and Linkages:** GTM will support professional and critical skills development by improving the Department's efficiency in defining future training and position needs. This objective supports the Secretary's Modernization of American Diplomacy; JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce. In addition, the President's Executive Order 14057, Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability, requires federal agencies to build climate and sustainability-focused workforces.
- **Bureau Objective 1.3 Risk Considerations:** Changes in administrations result in changes of policy priorities and can create difficulty in staffing for the longer term. To address this issue, GTM will prioritize the long-term staffing needs of the Department by identifying and developing mission-critical occupations and skills to address emerging trends and technologies.

Bureau Objective 1.4: Maximize staffing resource efficiency by aligning human capital resources to bureau strategies.

- **Bureau Objective 1.4 Justification and Linkages:** GTM will efficiently align staffing resources to bureau strategies through organizational assessments, reorganizations and workforce planning. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce.

- **Bureau Objective 1.4 Risk Considerations:** Staffing must often be quickly realigned to avoid negative impact in response to emerging trends and threats. To mitigate this, GTM will leverage participation in strategic staffing review processes including those lead by the Enterprise Governance Board (EGB).

Bureau Goal 2: Retain High Quality Talent

- **Bureau Goal 2 Description:** GTM will seek to retain a high-performing, resilient, and engaged workforce that is able to adapt to the Department's changing needs and will foster an organizational culture committed to supporting employees and their families, promoting the value of work-life wellness, and investing in career-long development and growth.

Bureau Objective 2.1: Identify key factors that influence employees' decisions to stay or leave the Department and develop strategies to address them.

- **Bureau Objective 2.1 Justification and Linkages:** GTM will build up and disseminate its exit survey program to identify the reasons employees stay with the organization and why they leave. This goal supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions, and GTM's five-year workforce plan.
- **Bureau Objective 2.1 Risk Considerations:** Risks to achieving this objective include both internal and external factors, including difficulty pinpointing underlying reasons for employee departures even with exit surveys, the voluntary nature of exit surveys, and lack of control over salary schedules and other government-wide policies impacting retention. A significant increase in attrition would be particularly damaging to the Department's ability to conduct diplomacy in an increasingly complex and technology-driven world, as well as our existing knowledge base and subject matter expertise.

Bureau Objective 2.2: Equip and empower employees for success at work and life.

- **Bureau Objective 2.2 Justification and Linkages:** The Department's most valuable asset is its employees, and GTM remains committed to fostering an organizational culture that takes care of its people. GTM leads by example and continues to develop programs and enhance efforts to support employee work-life wellness, career development, employment options for EFMs, and performance recognition, while at the same time equipping managers with the tools to lead successful teams. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions, and GTM's five-year workforce plan.
- **Bureau Objective 2.2 Risk Considerations:** Risks to sustaining an organizational culture that engages employees and promotes work-life balance include both internal and external factors. Internal factors include: lack of awareness, and lack of managerial support of workplace flexibilities and work-life wellness programs. Frequent moves and difficult and dangerous living conditions pose strains on Foreign Service families. Other risks include: maintaining work-life wellness, eligible family member employment, or accountability and discipline programs. External risks include: impact of economic and global health and climate conditions, including the impact on working parents and caregivers. GTM has made significant efforts to conduct outreach and awareness programs to mitigate these risks. GTM also participates in the Department's Climate and Sustainability Working Group, where enabling a mobile and flexible workforce is recognized for its climate resilience benefits.

Bureau Objective 2.3: Expand and promote opportunities for career development.

- **Bureau Objective 2.3 Justification and Linkages:** Providing professional development opportunities to employees is key to maintaining high rates of engagement, retaining a skilled workforce, and ensuring employees are prepared to meet leadership challenges throughout their careers. The Civil Service workforce requires clearer career paths, greater mobility, and professional development opportunities to prepare them for more senior responsibilities. Foreign Service personnel require professional development opportunities throughout their careers to prepare for new assignments, as well as for promotion to the senior ranks. A large portion of the Foreign Service moves around the world every two to three years. Changing demands require flexibility in the development and deployment of existing skills and expertise. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Objective 2.3 Risk Considerations:** Achieving this objective requires support from senior leadership and relevant funding. GTM is a member of the Department's Executive Governance Board where workforce issues and the Future of Work are brought to the forefront. We know from surveys and external studies that career development is a critical factor for employee retention.

Bureau Objective 2.4: Recognize and reward quality performance and promote fair and equitable evaluation of all staff.

- **Bureau Objective 2.4 Justification and Linkages:** The Department of State demands a lot from its workforce. To retain its best and brightest, it is essential that employees are evaluated fairly; rewarded for excellent performance; and provided tools to improve if they are failing to meet standards. GTM addresses employee recognition and awards in its annual Bureau Resource Request. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce.

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- **Bureau Objective 2.4 Risk Considerations:** Achieving this objective requires support from senior leadership and relevant funding. GTM is committed to reforming performance evaluation in the CS and FS and has a number of initiatives ongoing. There is global competition for talent, and the Department must be able to recognize quality employee performance.

Bureau Objective 2.5: Cultivate and train effective leaders and managers.

- **Bureau Objective 2.5 Justification and Linkages:** GTM will cultivate and support training of effective leaders and managers focused on the development of professional skills and resilience in their subordinates. This effort is critical to organizational success and the retention of quality talent. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Objective 2.5 Risk Considerations:** Achieving this objective requires support from the Department's senior leadership. OPM FEVS and internal Department surveys show that poor management and a lack of career development and work-life balance contribute to poor morale and attrition.

Bureau Goal 3: Cultivate Diversity, Equity, Inclusion, and Accessibility (DEIA)

- **Bureau Goal 3 Description:** Increasing diversity and promoting a culture of inclusion in the workforce are priorities for the Department and a continued focus of the Department's recruitment and retention efforts. Improving diversity throughout all levels of the workforce, including senior leadership positions, is also a goal of workforce management within the overall framework of both the merit promotion system for the Civil Service and the Foreign Service Act. Under this goal, GTM will identify and address barriers to recruitment, retention, development, and advancement of a diverse workforce, as well as develop and reinforce an inclusive Department climate, where all employees feel valued, respected, and empowered to thrive.

Bureau Objective 3.1: Identify and address barriers to a diverse workforce.

- **Bureau Objective 3.1 Justification and Linkages:** GTM will continue its work on DEIA barrier analyses. This goal supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce. It also supports the State-USAID DEIA Agency Priority Goal 4.1.3 of the JSP.
- **Bureau Objective 3.1 Risk Considerations:** Risks to achieving and sustaining diversity through all levels of the workforce include both internal and external factors. Internal factors include: lack of Civil Service promotion opportunities, attrition of mid-level Foreign Service officers, and perceptions that the Department is not an inclusive workplace. External factors include competition for diverse talent.

Bureau Objective 3.2: Promote and implement the Department's Diversity, Equity, Inclusion, and Accessibility Strategic Plan (DEIA/SP).

- **Bureau Objective 3.2 Justification and Linkages:** GTM will promote and support implementation of the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan (SP), through a collaborative and inclusive process. The DEIA/SP serves as the fundamental strategic document describing the Department's DEIA goals and objectives.
- **Bureau Objective 3.2 Risk Considerations:** Risk factors include internal factors, such as: awareness of program aims, resources, and managerial support. The United States has always seen strength in diversity, and the Department needs to be a model employer that reflects the diversity of our nation. Newly set-up S/ODI working groups will help to mitigate these risks.

Bureau Objective 3.3: Support DOS bureaus in promoting inclusiveness and expanding recruitment and outreach.

- **Bureau Objective 3.3 Justification and Linkages:** Department Civil Service hiring processes are diffuse, with responsibilities shared among bureaus/offices and GTM. Encouraging collaboration with external partners can potentially expand recruiting pools among under-represented groups and enhance diversity. This goal supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce. It also supports the State-USAID DEIA Agency Priority Goal 4.1.3 of the JSP.
- **Bureau Objective 3.3 Risk Considerations:** Risk factors include internal factors such as the decentralized hiring process, which can provide for uneven efforts and dissemination of information. The expansion of Bureau Diversity Councils is helping to mitigate this.

Bureau Objective 3.4: Continue to improve and enhance multi-phase initiatives on employee education and mentoring.

- **Bureau Objective 3.4 Justification and Linkages:** A strong and diverse staff is pivotal for the success of any organization. Transparency and education are crucial in showing employees that they are valued and supported. Experience shows that effective mentoring is important to employee career development, morale, and retention. This supplements State efforts under the DEIA Agency Priority Goal (APG) Action Plan, as part of the FY 2022-2026 JSP.
- **Bureau Objective 3.4 Risk Considerations:** Risks include internal factors such as management awareness and support for employee participation in programs. Mentoring has been a recognized factor in achieving a Department workforce that represents America.

Bureau Goal 4: Transform Customer Experience

- **Bureau Goal 4 Description:** In order to provide a high level of support to the workforce, GTM continues efforts to transform the customer experience with an emphasis on service delivery, effective management, communications, engagement, and inclusiveness supported by data and technology.

Bureau Objective 4.1: Strengthen partnerships that enhance the customer experience.

- **Bureau Objective 4.1 Justification and Linkages:** This objective supports the State-USAID Joint Strategic Plan Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce. In addition, this goal supports accountability in executing our mission efficiently and effectively, as well as the GTM Five-Year Workforce Plan 2022-2026 and the 2021 Executive Order 14058 on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.
- **Bureau Objective 4.1 Risk Considerations:** Risks to this objective include both internal and external factors. Among the internal factors are the internal conflicts regarding funding and priorities that can occur when multiple bureaus/offices interact with some of the same external partners. External factors include the competition for resources among partner institutions. To mitigate the challenge of stakeholder and partner interaction, GTM will seek to coordinate better with other bureaus and offices who interact with partners.

Bureau Objective 4.2: Promote a culture of excellence in customer service and experience.

- **Bureau Objective 4.2 Justification and Linkages:** The Department understands that in a difficult labor market, our customer service to employees and candidates must be top notch. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce; and Executive Order 14058 on Transforming Federal Customer Experience and Service Delivery.

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- **Bureau Objective 4.2 Risk Considerations:** GTM faces various risks working towards this goal, from both internal and external factors. Internal factors include the Department's large and geographically dispersed workforce, which challenges GTM to integrate the viewpoints and unique user needs into the organization's day-to-day decisions and approach. External factors include significant challenges posed by the global pandemic, which have disrupted Department operations, requiring GTM to work swiftly in identifying priorities and updating guidance to respond to evolving circumstances. Additional external factors are the vulnerability of computer systems to threats from viruses and hackers and lack of available technological solutions. The Department has made significant investments in modernizing and protecting its network to mitigate these risks.

Bureau Objective 4.3: Streamline and manage human resources processes, plans, and systems to better align operations with customer needs and enhance user engagement.

- **Bureau Objective 4.3 Justification and Linkages:** The Department has a diverse and global workforce with a variety of customer needs. Meeting those needs is critical to our recruitment and retention efforts. This objective supports JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions; and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Objective 4.3 Risk Considerations:** Risks for this objective include both internal and external risks. Internal risks include: lack of resources and updated technology, lack of internal coordination, and lack of support by stakeholders for obtaining appropriate resources. Centralized web-based access to information on policies, SOPs and managing offices will improve customer service and coordination, while building support among stakeholders. The Department needs to be able to compete in the global competition for talent by enhancing its customer-centric processes.

4. Bureau Cross-Cutting Management Objective

Bureau Cross-Cutting Management Objective 5.1: Leverage data and technology to drive informed decision making and enhanced service delivery.

- **Bureau Cross-Cutting Management Objective 5.1 Justification and Linkages:** This objective supports the Secretary's Modernization of American Diplomacy and JSP Goal 4, Revitalize the Diplomatic and Development Workforce and Institutions, and Strategic Objective 4.1, Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Cross-Cutting Management Objective 5.1 Risk Considerations:** Risks include cybersecurity threats to maintaining data and maintaining a data strategy that includes the appropriate selection and maintenance of technology. GTM uses appropriated funds to build out data and modelling capacities to hire the right people for the right position and to retain them for the long term.