



Functional Bureau Strategy

Office of Management Strategy and Solutions (M/SS)

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1. Executive Statement and Mission Statement

On behalf of the Under Secretary for Management (M), the Office of Management Strategy and Solutions (M/SS) convenes stakeholders and works with partners across the Department to be the trusted partner for smart management.

Who We Are

M/SS' mission is to catalyze strategic insights and solutions to help improve the management platform and advance foreign policy goals. M/SS is comprised of three directorates, employing 75 full-time permanent Civil Service and Foreign Service employees, which provide management support to the Department's domestic facilities and overseas posts. These directorates are:

1. Policy and Global Presence (PGP) develops policies and manages platforms that strengthen the Department's strategic governance, accountability, and alignment of resources.
2. The Center for Analytics (CfA) serves as the U.S. Department of State's enterprise data management and analytics capability empowering data informed diplomacy.
3. Consulting and Advanced Projects (CAP) helps Department principals, bureaus, and posts solve their challenges, applying leading-edge management and mission expertise.

What We Do

M/SS partners with many stakeholders across the Department to develop and enhance management policies, improve processes, and embed data and analytics into decision-making, further helping our diplomats advance foreign policy. Our core service offerings directly align with several overarching strategic plans, including the Department's Joint Strategic Plan (JSP), the Interim National Security Strategic Guidance (INSSG), the Secretary's five pillars for Modernizing American Diplomacy, the Enterprise Data Strategy (EDS), and other Department-wide frameworks. M/SS helps to advance the objectives of each by:

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Joint Strategic Plan: M/SS supports 18/19 JSP strategic objectives either directly as a co-lead with other bureaus or indirectly through our various programs. One example is M/SS's co-leadership of strategic objective 4.2 (Modernize IT and leverage data to inform decision-making and support mission delivery) with the Bureau of Information Resource Management (IRM) and USAID counterparts. This objective supports the Department's and USAID's ongoing commitment to adopt and maintain state-of-the-art technologies that are critical to elevating data as an integral tool of American diplomacy. The Agency Priority Goal (APG) of Data-Informed Diplomacy also aligns to JSP strategic objective 4.2. Additional linkages to the JSP can be found throughout the "Justifications and Linkages" sections of each M/SS strategic objective.

Interim National Security Strategic Guidance: Advancing National Security priorities such as reinvigorating and modernizing our alliances and partnerships around the world through our delivery of data analytics products that deliver regional and global insights on field operations to domestic offices and posts, as well as tackling the climate crisis by coordinating the development and implementation of the Department's Climate Adaptation and Resilience and Sustainability plans in response to E.O.s 14008 and 14057.

Secretary's five pillars for Modernizing American Diplomacy: M/SS is helping to build capacity in priority areas such as climate and sustainability through coordinated "greening" activities, which increase operational resilience, efficiency, and innovation. M/SS also helps modernize technology and data analytical capabilities by leveraging data as a critical instrument of diplomacy, implementing the Department's first-ever Enterprise Data Strategy, and developing the Department's only operational Internet of Things Network that transforms how we collect and store data. Another way M/SS is supporting the Secretary's modernization efforts is by leading and coordinating the Department's Future of Work activities, which focus on processes and policies that support mobility and strong management foundations for a hybrid and flexible workforce. Additionally, M/SS is leading and coordinating efforts to address and advance the Department's risk culture and agility. All these efforts are undercut by M/SS's role in elevating new voices by building and retaining a diverse, dynamic, and entrepreneurial workforce through our diversity, equity, inclusion, and accessibility (DEIA) workforce and enterprise data efforts.

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Enterprise Data Strategy (EDS): M/SS is a champion of data-informed diplomacy and has helped push the Department along its data maturity path over the last several years. Under the leadership of the Enterprise Data Council (EDC) and M/SS, the Department released its first-ever EDS just ahead of FY 2022. This strategy has served as a north star for all things data in M/SS and the Department more broadly, and the objectives under Goal 2 of this FBS directly align to the four goals of the EDS.

DEIA Strategic Plan: Championed by the Department's first Chief Diversity & Inclusion Officer (CDIO), the DEIA Strategic Plan seeks to improve the Department's transparency, accountability, and intentionality of personnel practices to build a more diverse, equitable, inclusive, and accessible workplace. M/SS supports objectives under each goal of the DEIA Strategic Plan through its partnerships with GTM, S/OCR, and S/ODI as part of the DEIA Data Working Group. Through these efforts and DEIA components of the Management Objective of this FBS, M/SS seeks to make itself a model workplace.

Federal Data Strategy (FDS): M/SS is an active stakeholder in the interagency data coordination space, particularly on the Federal Chief Data Officers (CDO) Council. In coordination with OMB, the CDO Council releases an annual FDS Action Plan that aligns directly with the data maturity goals of the interagency. As the Department lead for implementation, M/SS leverages the Enterprise Data Council (EDC) to fulfill its Action Plan requirements – each of which align with goals of the EDS and Goal 2 of this FBS.

Learning Agenda: As required by the Foundations for Evidence-Based Policymaking Act (Evidence Act), the Department has formulated a list of critical research questions around its programs and operations. M/SS supports multiple aspects of the Learning Agenda, including Question 3 (Climate Crisis), Question 7 (Risk Management), and Question 8 (Using Data for Decision-Making).

2. Bureau Strategic Framework

Bureau Goal 1: Strengthen the Department's strategic management.

- **Bureau Objective 1.1:** Advance the Department's efforts to promote active risk management in decision-making.
- **Bureau Objective 1.2:** Strengthen planning and coordination for decisions related to USG presence overseas.
- **Bureau Objective 1.3:** Support Chief of Mission responsibilities by ensuring sound implementation of applicable U.S. laws and Presidential directives.

Bureau Goal 2: Empower data-informed diplomacy.

- **Bureau Objective 2.1:** Cultivate a Data Culture – Recruit, train, and incentivize a workforce and workplace where data is routinely sought, valued, and fluently utilized for decision-making at all levels and geographies.
- **Bureau Objective 2.2:** Accelerate Decisions Through Analytics – Empower the Department's global workforce to utilize data by providing easy access to the Department's data assets, modern analytics tools, and customer service to enable their use.
- **Bureau Objective 2.3:** Establish Mission-Driven Data Management – Implement technology solutions to effectively create, collect, store, protect, and share data across the Department, the interagency, and with the public.
- **Bureau Objective 2.4:** Enhance Enterprise Data Governance – Enable oversight and coordination of Department data through effective stewardship, policies, process controls, and investment decisions that appropriately value data.

Bureau Goal 3: Advance solutions to cross-cutting management and sustainability challenges.

- **Bureau Objective 3.1:** Green the Department through climate adaptation, sustainability, and resilience.
- **Bureau Objective 3.2:** Improve Department outcomes by planning, developing, and partnering on enterprise projects and programs.
- **Bureau Objective 3.3:** Strengthen teams across the Department by building management skills and facilitating problem solving.
- **Bureau Objective 3.4:** Optimize the management platform to improve customer satisfaction and cost efficiency.

Bureau Cross-Cutting Management Goal 4: Promote a high-performing, forward-looking organization that thrives on diversity, equity, inclusion, accessibility, and teamwork.

- **Bureau Management Objective 4.1:** Create an inclusive environment where all employees can thrive and contribute their unique experiences to spark innovative solutions.
- **Bureau Management Objective 4.2:** Incorporate external communication goals in all activities to promote greater stakeholder engagement.

3. Bureau Goals and Objectives

Bureau Goal 1: Strengthen the Department's strategic management.

- **Bureau Goal 1 Description:** Modernizing American Diplomacy requires us to address how the Department engages its assets and resources to accomplish its strategic goals. An enterprise-wide perspective on the Department enables M/SS to support cross-cutting efforts to strengthen the management platform's support for the conduct of American diplomacy in a dramatically changing world. Goal 1 of the M/SS Functional Bureau Strategy recognizes that we are not starting from scratch. The key to our success will be maintaining and supporting the necessary enterprise-wide view on Department management policy as well as improving and building upon important partnerships throughout the Department to stay current. Within that view, we connect the dots to join new ideas with the Department's existing knowledge and expertise to strengthen our management foundation that is policies, people, and processes (to include data and technology).

Bureau Objective 1.1: Advance the Department's efforts to promote active risk management in decision-making.

- **Bureau Objective 1.1 Justification and Linkages:** Department employees must have the tools, policies, and top cover they need so that they can conduct the in-person diplomacy, public engagement, and creative policy thinking that are essential to advancing U.S. foreign policy goals in rapidly changing geographic and operating environments. Various external reports from think tanks and internal Department studies have acknowledged that as our mission has changed, and so too has our need to manage risks. The Department recognizes the need to make institutional changes to support employees in making inherently risky but necessary decisions to be effective in the modern world. Such changes include tackling external sources of risk aversion codified in legislation, reducing institutional barriers to better risk management, ensuring appropriate risk policies and procedures are in place, and encouraging leaders to model and communicate desired risk management approaches.

The Department must be able to pursue vital U.S. national security goals with full knowledge that it is not desirable nor possible for the Department to avoid all risks. In October 2021, as part of Secretary Blinken's Modernization Agenda roll-out, the Secretary said we must "accept risk and manage it smartly" and "our employees must be able to conduct the in-person diplomacy and public engagement that are essential to advancing U.S. foreign policy goals." The Secure Embassy Construction and Counterterrorism Act of 1999 (SECCA) delays agility when it comes to opening new posts or presences abroad. SECCA requires that all new Embassies or Consulates abroad have 100 feet of setback, or the Secretary must approve a waiver. Abiding by SECCA adds significant time to any effort – even those in low threat locations – to expand the U.S. presence abroad.

M/SS will work with the Bureaus of Legislative Affairs, Overseas Buildings Operations, Diplomatic Security, and other stakeholders to pursue legislative changes to allow the Department to operate with more agility and pursue a greater return on diplomatic investments on behalf of the American taxpayer.

This objective also relates to M/SS Bureau Objectives 1.2, 1.3, 1.4, 2.2, and 3.3.

- **Bureau Objective 1.1 Risk Considerations:** Addressing the Department's risk aversion, both real and perceived, is not without risk. Risk management seeks to balance the benefits of action against the costs of failure or the costs of inaction. In public policy, foreign policy, and national security policy, the cost of failure, whether perceived or real, is not insignificant. In addressing the Department's risk culture, we need to differentiate failure of individuals and ideas from failure of overall missions.

As a public agency, the Department is necessarily responsive to the American people through Congress. To advance our risk posture and adapt to a rapidly changing world, we must not only look at internal policies, processes, and communication, but we also must engage Congress, and elicit their engagement and support to build a culture that manages risk, rather than avoids it, to enable the Department to pursue national security goals. Successful missions require risk taking and missions can be successful even when components of a mission fail.

Bureau Objective 1.2: Strengthen planning and coordination for decisions related to USG presence overseas.

- **Bureau Objective 1.2 Justification and Linkages:** Positions abroad should support the priorities identified in the JSP Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive and Strategic Objectives 1.5, 3.1, 4.1, 4.2, and 4.3. Presently, the Department's standard tools for managing overseas positions are devolved to bureaus with FTE authority for overseas positions. There is no centrally coordinated decision-making process for overseas positions. Bureaus receive funding for overseas positions through the Department's strategic planning and mission resource request processes, which is decentralized. The result is potential for overlapping resources in some locations, while other locations have comparatively fewer resources to meet Department priorities. The Department also lacks a central coordinating mechanism to effectively re-align existing staffing resources when new priorities emerge. Recognizing the need for better alignment of staffing resources to Department strategic goals, M/SS will expand on previous work with BP and GTM on a staffing alignment effort to ensure the Department can:
 - Mobilize resources in support of the Department's highest strategic priorities and partners by reallocating positions amongst posts.
 - Address critical staffing needs while making the most effective use of talented and scarce resources.
 - Enable an agile, flexible, transparent process for staffing America's overseas posts.

- **Bureau Objective 1.2 Risk Considerations:** Efforts to centrally direct Department staffing decisions must balance Chief of Mission (COM) authorities and responsibilities for their given missions, intra-Department bureau equities, interagency equities, and authorities to operate overseas, and the ebbs and flows of Department and interagency funding levels. For Department managed positions, changing existing planning and decision-making processes and expectations to better align overseas positions with Department priorities will require sponsorship and support from senior leadership. Existing Department position creation and employee assignment processes and timelines mean there will be a lag between approved realignments and actual incumbents working in new overseas positions. Unlike analytical models and authorities for coordination and reporting in the Office of Personnel Management for domestic agency workforce planning, the Executive Branch currently lacks a comprehensive, proactive, workforce planning model and approach for U.S. Executive Branch agency presence overseas. Achieving a whole of government understanding and proactive approach likely will require coordinated action at the Presidential level, including from the Office of Management and Budget and the National Security Council.

Bureau Objective 1.3: Support Chief of Mission responsibilities by ensuring sound implementation of applicable U.S. laws and Presidential directives.

- **Bureau Objective 1.3 Justification and Linkages:** As the Department modernizes to meet the challenges of a rapidly changing world, effective implementation of the President's foreign policy priorities remains critical to success. COMs coordinate USG executive branch activities to effectively implement these priorities. M/SS supports this important function by ensuring COMs are fully aware of their responsibilities, negotiating agreements to protect COM and Department equities, and advising interagency colleagues on lines of authority. This M/SS bureau objective links to JSP Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.
- **Bureau Objective 1.3 Risk Considerations:** The risks of not having clear lines of authority and responsibility for all personnel under Secretary of State and COM security responsibility can lead to ineffective coordination especially during crisis situations. If M/SS/PGP does not advance this objective, COMs and other agencies could not have all the information needed to make critical decisions regarding personnel, processes, and policies which can have negative impacts on the USG and our mission overseas. Success requires extensive collaboration with leadership and interagency stakeholders and partners.

Bureau Goal 2: Empowering Data-Informed Diplomacy

- **Bureau Goal 2 Description:** Ensuring that data is a critical instrument of diplomacy, the Department's global workforce is empowered with the skills and tools to derive actionable mission insights from data, and its data assets are securely shared and effectively managed. Strategic objectives under this Bureau Goal align to JSP Strategic Objectives 1.1-4.3, with particular emphasis on JSP strategic objective 4.2, which M/SS co-leads with IRM. This bureau goal also supports FY 2022-2023 Data-Informed Diplomacy APG and the Enterprise Data Strategy (EDS).
 - By September 30, 2023, and in alignment with the eight implementation themes of its first-ever Enterprise Data Strategy, the Department will have doubled workforce training in data analytics, increased the use of enterprise analytics products by 50%, increased the number of organizational units leveraging common analytics infrastructure, quadrupled the ingestion of data assets into the Department's Data Inventory/Data Catalog, and published modern enterprise data policy.

Bureau Objective 2.1: Cultivate Data Culture – Recruit, train, and incentivize a workforce and workplace where data is routinely sought, valued, and fluently utilized for decision-making at all levels and geographies.

- **Bureau Objective 2.1 Justification and Linkages:** The Department’s workforce does not have the data skills needed for each role in the future. Increased data fluency empowers employees to pair data skills with mission expertise to better advance American diplomacy and operational efficiency. M/SS will continue its partnerships with the Foreign Service Institute (FSI) to improve data analytics training and fluency throughout the Department. M/SS will also continue its partnership with the Bureau for Global Talent Management (GTM) on recruiting and retaining a data-savvy workforce. Through partnerships in the Enterprise Data Council (EDC), M/SS will work to build incentives to incorporating data into decision-making processes. This objective is in direct support of JSP Strategic Objective 4.2 – Modernize IT and leverage data to inform decision-making and support mission delivery.
- **Bureau Objective 2.1 Risk Considerations:** M/SS’ partnerships in the data culture space are designed to improve literacy and collaboration as well attract a data-skilled workforce. If M/SS is not able to achieve this objective, the Department would continue to be mired in a status quo that will increasingly not meet the needs of a global environment where data and information analytics is considered a critical asset to compete. The Department must also ensure it has the best-informed diplomatic force now and in the future to advance the Secretary’s Modernization Agenda.

Bureau Objective 2.2: Accelerate Decisions Through Analytics – Empower the Department’s global workforce to utilize data by providing easy access to the Department’s data assets, modern analytics tools, and customer service to enable their use.

- **Bureau Objective 2.2 Justification and Linkages:** The Department’s global workforce lacks tools for conducting advanced analytics and creating products to derive insights. Providing the workforce with data tools and analysis enables evidence-based decision-making across mission and operational activities. Through its existing partnerships with the EDC and the Bureau for Information Resource Management (IRM), M/SS will make more data assets available to the Department workforce and make the creation and storage of these assets easier. This M/SS strategic objective supports JSP Strategic Objectives 1.1-3.5 indirectly through various programs that advance foreign policy and is in direct support of JSP Strategic Objective 4.2 – Modernize IT and Leverage Data – and the Foundations for Evidence-Based Policymaking Act.
- **Bureau Objective 2.2 Risk Considerations:** If M/SS is not empowering the workforce to use data assets and tools to inform decisions, then the Department risks using staff resources ineffectively and inefficiently and risks not infusing critical data to inform better decisions, while adversaries and competitors do. These risks would prevent the Department from carrying out its mission more effectively, and the lack of lifecycle data management for the organization would put the Department in noncompliance with 44 U.S.C. 3520.

Bureau Objective 2.3: Establish Mission-Driven Data Management – Implement technology solutions to effectively create, collect, store, protect, and share data across the Department, the interagency, and with the public.

- **Bureau Objective 2.3 Justifications and Linkages:** The Department does not have the technologies needed to enable effective management and oversight of its data. Technology-enabled data management improves the depth, breadth, and quality of analysis possible with the Department’s data, while making more efficient use of the resources needed for maintenance throughout its lifecycle. Through its existing partnerships with the Enterprise Data Council and the Bureau for Information Resource Management (IRM), M/SS will ensure the data assets made available in the data inventory and catalog (on data.state.sbu) are managed according to law and Department policy and with the collaboration and oversight of Department data stewards. This M/SS strategic objective is in direct support of JSP Strategic Objectives 4.2 and 4.3 – and the Foundations for Evidence-Based Policymaking Act.
- **Bureau Objective 2.3 Risk Considerations:** Failing to meet this objective would prevent the Department from effectively leveraging data as a strategic asset, as outlined in the Foundations for Evidence-Based Policymaking Act of 2018. Lack of adherence to data management principles would inhibit interoperability and prevent the Department from appropriately responding to global challenges and crises and making data-informed decisions.

Bureau Objective 2.4: Enhance Enterprise Data Governance – Enable oversight and coordination of Department data through effective stewardship, policies, process controls, and investment decisions that appropriately value data.

- **Bureau Objective 2.4 Justification and Linkages:** The Department lacks comprehensive policies and procedures to provide oversight of data across the enterprise. Consistent data governance throughout the Department advances the ability of Bureaus and Offices to manage, share, and use the Department’s data, while reducing the time and resources required to do so. In partnership with the Department’s data stewards and practitioners, M/SS will build “rules of the road” that ensure data users at any point in the data lifecycle can understand what their and others’ roles and responsibilities are. This objective is in direct support of JSP Strategic Objective 4.3 and the Foundations for Evidence-Based Policymaking Act.
- **Bureau Objective 2.4 Risk Considerations:** Lack of effective enterprise data governance, led by M/SS, will prevent the Department from executing its mission in line with the Secretary’s Modernization Agenda and hinder the Department’s ability to effectively make mission and management decisions. The current data governance status quo does not clearly identify roles, responsibilities, and change management processes that are in line with an ever-changing data landscape, further hindering the Department’s ability to share critical information to solve foreign policy challenges.

Bureau Goal 3: Advance solutions to cross-cutting management and sustainability challenges.

- **Bureau Goal 3 Description:** Modernizing American Diplomacy and advancing the President’s climate goals require innovative thinking and resources dedicated to advancing short term and long-term solutions. Goal 3 of the M/SS FBS highlights the need to focus on management challenges that span the Department, whether domestic or overseas, regional, or functional, and develop appropriate solutions to these challenges.

Bureau Objective 3.1: Green the Department through advancing climate adaptation, sustainability, and resilience within Department operations.

- **Bureau Objective 3.1 Justification and Linkages:** The Greening Diplomacy Initiative (GDI) is responsible for coordinating Department-wide climate and sustainability policies, plans, and reporting in addition to implementing sustainability programs in-house. GDI serves as the support team for the Chief Sustainability Officer (CSO). The Department must report through various mechanisms to the White House, OMB, Congress, and the CSO regarding progress in mitigating the environmental impacts of our management operations and adaptation to climate risks. M/SS is well positioned to coordinate the Department's greening activities across management, regional, and policy-focused bureaus. GDI coordinates the Department's response to E.O.s 14008, 14057, and the Energy Policy Act of 2020 and other statutes. This objective supports JSP Strategic Objectives 1.2, 1.5, 2.2, 2.4, 4.1, 4.2, 4.3, and 5.1, and the Secretary's Modernization Agenda.
- **Bureau Objective 3.1 Risk Considerations:** Missed opportunities to improve sustainability and climate resilience and adaptation necessitates larger reactionary investments in response to climate-driven events. Inefficient operations increase operational and financial risks due to dependencies on large amounts of energy and water. The Department should be seeking to lower its resource requirements to ensure longer resiliency in times of crisis and reduce local and global reputational risks. Further, inefficient use of operational equipment and facilities requires more frequent capital investments to replace equipment, which impacts budgets and the reliability of operations.

Bureau Objective 3.2: Improve Department outcomes through planning, developing, and partnering on enterprise projects and programs.

- **Bureau Objective 3.2 Justification and Linkages:** Problem-solving in a complex bureaucracy requires sustained focus by a dedicated team with the right skill sets. This team applies proven skills and implementation expertise to address the Department's thorniest challenges. This objective supports JSP Strategic Objectives 4.1 and 4.2, and the Secretary's modernization agenda.
- **Bureau Objective 3.2 Risk Considerations:** Lack of cross-department collaboration on enterprise projects and programs results in costly inefficiencies and inconsistent project outcomes. The Department needs to ensure all projects are strategically focused on the overarching goals and objectives. The ability to effectively respond to enterprise-wide challenges is hindered when there is an absence of cross-department planning and development. Further, not having a dedicated team to tackle enterprise challenges will increase duplicative work and lower the quality of outcomes.

Bureau Objective 3.3: Strengthen teams by building management skills and facilitating problem solving.

- **Bureau Objective 3.3 Justification and Linkages:** Teams across the Department often need support to manage operational challenges. Teamwork@State is Consulting and Advanced Projects (CAP's) Department-facing resource to help teams facilitate process improvement, scenario and operational planning, project management, change management, and solution brainstorming. The demand for such services has grown significantly since the program's inception, requiring greater prioritization of projects over time. This objective supports JSP Goal 4 and Strategic Objectives 4.1, 4.2, and 4.3, and the Secretary's Modernization Agenda.
- **Bureau Objective 3.3 Risk Considerations:** Teams that employ strong management skills are better equipped to advance foreign policy and management challenges using the most up to date tools. Without M/SS Teamwork@State facilitations, the Department risks ineffective implementation of projects and strategies.

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Bureau Objective 3.4: Optimize the management platform to improve customer satisfaction and cost efficiency.

- **Bureau Objective 3.4 Justification and Linkages:** Given unprecedented challenges at Post, from staffing shortages to supply chain issues, there is a critical need to optimize the delivery of ICASS services through targeted regionalization and centralization efforts. This objective supports JSP Strategic Objectives 4.1 and 4.2, and the Secretary's modernization agenda.
- **Bureau Objective 3.4 Risk Considerations:** By not pursuing optimization efforts, the Department risks increased non-compliance, increased service costs, and reduced service delivery to the field, hampering the ability to advance foreign policy goals.

4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 4: Promote a high-performing, forward-looking organization that thrives on diversity, equity, inclusion, accessibility, and teamwork.

- **Bureau Cross-Cutting Management Goal 4 Description:** A strong focus on sound internal management practices underpins the ability of M/SS to develop innovative solutions to cross-cutting Department challenges. This includes promoting diversity, equity, inclusion, and accessibility (DEIA), upholding teamwork and morale through transparent and streamlined internal processes, sharing career development opportunities, promoting workplace flexibilities, encouraging work-life balance, and communicating strategically with stakeholders.

Bureau Cross-Cutting Management Objective 4.1: Create an inclusive environment where all employees can thrive and contribute their unique experiences to spark innovative solutions.

- **Bureau Cross-Cutting Management Objective 4.1 Justification and Linkages:** Fostering a strong team that is capable of devising solutions to a wide array of management challenges requires an inclusive approach that values each team member's diverse contributions. M/SS' role as a data-informed, innovative organization makes it uniquely positioned to contribute to the Department's overarching goal of increasing DEIA so that we can meet the needs of 21st century diplomacy. This includes working collaboratively with the Secretary's Office of Diversity and Inclusion (S/ODI), Bureau of Global Talent Management (GTM), the Office of Civil Rights (S/OCR), and other partners across the Department on activities that create an inclusive and equitable workplace for all employees, as well as promote employee flexibilities and wellbeing. This objective focuses on using sound data to evaluate the baseline for progress; expanding recruitment pipelines and partnerships to attract new talent; linking DEIA to career development to support ongoing learning and retention of a diverse team; and increasing awareness of DEIA and EEO among managers and staff to encourage an inclusive, accountable, and self-aware workplace culture. This M/SS bureau objective links directly to JSP Strategic Objectives 3.2: Advance equity, accessibility, and rights for all; and 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Cross-Cutting Management Objective 4.1 Risk Considerations:** Without a sustained focus on DEIA within M/SS, we risk not accessing a diverse talent pool and the full range of skills and experiences from all parts of our workforce to guide the development and implementation of enterprise solutions.

Bureau Cross-Cutting Management Objective 4.2: Incorporate external communication goals in all activities to promote greater stakeholder engagement.

- **Bureau Cross-Cutting Management Objective 4.2 Justification and Linkages:** There is a need to improve communication for the M family as well as M/SS priorities and activities to increase transparency and accountability with the workforce, effectuate change management, and fully realize the Secretary's modernization agenda. The establishment of an M strategic communications unit housed within M/SS, in addition to expanded M/SS communications, will strengthen M's communication with the workforce about key priorities, better explain M/SS's role and value as a partner for smart management, foster organizational resilience and modernization, and help recruit a diverse and talented team.
- **Bureau Cross-Cutting Management Objective 4.2 Risk Considerations:** Without attention to external communications, M and M/SS cannot effectively communicate management policy, process, and data analytics efforts and ensure a two-way feedback loop, especially to the field. Both M and M/SS may miss opportunities to understand challenges, advance change management, find synergies on management issues, recruit top talent, and help partners find innovative solutions that advance management and foreign policy efforts.