



# Functional Bureau Strategy

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## Executive Secretariat

**FOR PUBLIC RELEASE**

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## 1. Executive Statement

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

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

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

The Secretariat provides the Department's leadership the capacity to monitor and manage crises while continuing essential operations. The Secretariat provides support and direction that enable the Secretary to prioritize and improve the Department's preparedness to ensure the safety of employees and citizens overseas. The Executive Secretariat ensures information supporting leadership's decisions and documenting the Department's actions is managed with appropriate levels of collaboration, transparency, retention, availability, and security.

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

## 2. Bureau Strategic Framework

### Strategy Outline

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

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

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

Objective 1.3: Modernize the Department's crisis management structures to meet the dynamic threats the Department and posts overseas face in order to improve the Department's crisis readiness and response capabilities.

### 3. Goals and Objectives

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

#### Description and Linkages

Policy coordination occurs through consultative processes that include all the bureaus in the Department and other agencies. The Executive Secretariat must ensure the Department leverages the best foreign policy expertise across our government to ensure the maximum effectiveness of the Secretary's initiatives in the national interest. S/ES must ensure efficient delivery of taskings to implement the Secretary's vision and priorities and to allow for the organized, timely flow of concise high-value information distilled from subject matter experts to the Secretary, the Deputy, and the Under Secretaries. The Secretariat must formulate and disseminate guidance and manage the norms and expectations so that this process can occur with speed and reliability. This goal aligns with pillars I, III, and IV of the National Security Strategy (NSS) and goals 1 and 3 of the Joint Strategic Plan.

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

#### a. Justification

Policy coordination occurs through consultative processes that include all the bureaus in the Department and other agencies. The Executive Secretariat must ensure the Department leverages the best foreign policy expertise across our government to ensure the maximum effectiveness in executing the Secretary's priority initiatives and advancing the national interest. If we do not succeed at this coordination, we risk having a disjointed cacophony of positions on any one issue.

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

#### a. Justification

Adherence to established processes, templates, and standards ensures that Department principals can receive timely briefing materials and focus on substantive issues. When drafters, staffers, and clearers are well informed of these standards, Department principals are best positioned to focus on key decisions. The risks associated with failing to meet this objective include wasted time by principals distracted by varying formats and unnecessarily long narratives.

**Bureau Objective 1.3:** Modernize the Department’s crisis management structures to meet the dynamic threats the Department and posts overseas face in order to improve the Department’s crisis readiness and response capabilities.

**a. Justification**

The Executive Secretariat seeks to bolster the resilience of the Department and its foreign missions to react to major external shocks caused by natural or man-made crises. The Operations Center leads the effort of training and preparing the Department for these inevitable occurrences through the Crisis Management and Strategy Office (S/ES-O-CMS). We risk the safety and security of our staff and citizens, as well as our ability to respond to crises if we do not meet this objective.

#### 4. Cross-cutting Management Objective

**Management Objective:** Maximize the quality and effectiveness of personnel resources through proactive recruitment, professional development, and retention practices.

**a. Justification**

S/ES will ensure an inclusive, diverse and welcoming workplace that empowers all staff to fulfill their potential. At all levels, our offices will value, recruit, train and retain a workforce that represents the richness of American diversity including age, gender, race, ethnicity, sexual orientation, gender identity, faith, disability, background, and skills. Through our diversity and our actions, we will serve as a model for the rest of the Department. Our wealth of backgrounds and experience will help us lead knowledgeably, inspire top performance, and solve problems efficiently. By not seeking diversity in our workplace we risk group-think and limit our perspectives on any one issue, resulting in sub-optimal outcomes.