



# Functional Bureau Strategy

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## Bureau of Global Public Affairs (GPA)

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## 1. (U) Executive Statement and Mission Statement

**(U) Mission:** *To serve the American people by effectively communicating U.S. foreign policy priorities and the importance of diplomacy to American audiences and engaging foreign publics to enhance their understanding of and support for the policies and values of the United States.*

In May 2019, to create a more modern and effective communications operation within the U.S. Department of State, the Bureaus of International Information Programs (IIP) and Public Affairs (PA) merged to form the Bureau of Global Public Affairs (GPA). The merger combined IIP's strengths in analytics, content, platforms, and storytelling around American values with PA's deep expertise in strategic communications on U.S. policy, stakeholder engagement, and global media. As a result of the integration, GPA is an agile, modern, data-centered communications operation positioned to deliver on the Department's overall mission by communicating most effectively on America's behalf in a fast-accelerating, rapidly shifting media, technology, and communications landscape.



Central to GPA's mission is the development and promotion of data analytics to generate insights for continuously improved communications. GPA's research and analytic capability provides leadership with insights not only on how various messaging campaigns are performing, but also on how a succinct yet comprehensive view of global media will help inform U.S. foreign policy.

GPA seeks not only to communicate with external audiences, but to develop and establish best practices for internal communication within the Department. Tools such as the Talking Points application, Contact Relationship Management system (CRM) and "Miles with Mike" messages from the Secretary, provide Department employees up to date information on the policy positions and priorities of the Secretary. GPA is eager to collaborate within the Department to foster an environment of information sharing, as well as support PD practitioners globally speak with one voice.

GPA is the principal messenger for the Department of State. In an increasingly congested communications landscape, competition for audience attention is fierce. By focusing on insightful, sustained, and proactive storytelling, GPA will drive a foundational narrative, that informs audiences' understanding of U.S. foreign policy and American values. The ability to drive this narrative is shaped by audience research, made possible through our creative content teams and digital platform capabilities, amplified by our media engagement and translations and foreign language support services, and refined using comprehensive analytic efforts.

## **2. (U) Bureau Strategic Framework**

### **(U) Goal 1: Advance U.S. foreign policy through communication and deeper engagement with global publics.**

(U) Objective 1.1: Increase support for and deepen understanding of U.S. foreign policy priorities and the work of the Department among domestic and international audiences.

(U) Objective 1.2: Create content to inform or influence key audiences.

(U) Objective 1.3: Leverage digital technologies to effectively engage global audiences and advance U.S. foreign policy.

### **(U) Goal 2: Promote capabilities in data analytics that generate insights for continually improved communications.**

(U) Objective 2.1: Develop audience insights through message-testing, surveying, and research field work, enabling more effective communication.

(U) Objective 2.2: Create efficiencies and enable scale through data science and software engineering.

(U) Objective 2.3: Develop a comprehensive understanding of global media and maintain situational awareness to enable GPA and Department leadership to operate at the pace of modern media.

(U) Objective 2.4: Persistently observe and assess Department-owned platforms' performance, enabling leaders to better shape their forward-looking strategy.

### **(U) Goal 3: Empower Department personnel with the knowledge and tools needed to effectively communicate Department policies and priorities on a global scale.**

(U) Objective 3.1: Explore new and innovative ways to ensure Department officials have accurate and up-to-date information.

(U) Objective 3.2: Drive and integrate messaging on U.S. policy priorities and American values across the workforce.

### **(U) Goal 4 (Management Goal): Enhance the Bureau's ability to work in a more complex and diverse communications environment.**

(U) Objective 4.1: Plan, manage, and evaluate business operations within GPA to ensure success as well as compliance with Department and Federal mandates.

(U) Objective 4.2: Recruit, retain, and sustain a diverse, talented workforce capable of achieving the mission and goals of GPA.

(U) Objective 4.3: Provide and support modern, secure and resilient information technology and services.

(U) Objective 4.4: Lead the management of physical resources and logistical functions in support of the Bureau's mission.

### **3. (U) Goals and Objectives**

#### **(U) Goal 1: Advance U.S. foreign policy through communication and deeper engagement with global publics.**

##### **a. (U) Description**

In a fast and ever-changing global communications environment, U.S. policymakers, overseas missions, and foreign policy partners increasingly require communication strategies based on best practices and cutting edge technologies. GPA's mission is to serve the American people through effective and engaging communication. Our engagement with global audiences will improve their understanding of policy priorities and the importance of U.S. values, which in turn will provide our leadership with the ability to conduct diplomacy more effectively.

**(U) Objective 1.1:** Increase support for and deepen understanding of U.S. foreign policy priorities and the work of the Department among domestic and international audiences.

##### **a. (U) Justification and Linkages**

GPA seeks to advance U.S. foreign policy, national security, and American values by communicating Department priorities and engaging media and audiences in the United States and around the world. GPA is the U.S. government's premier partner for foreign policy communications and seeks to be a proactive, innovative, insightful, and effective driver of public messaging.

The Bureau's work is two-fold: first, to increase support for and deepen understanding of foreign policy priorities and American values among foreign audiences, and second, to communicate the Department's work to domestic audiences. By leveraging GPA's translations capabilities, regional HUBS are able to amplify in-language content quickly and with great impact.

In collaboration with other bureaus, GPA identifies key domestic audiences for outreach, determines priority messaging campaigns, engages global media, and provides posts with support and materials to engage and inform audiences abroad.

This is in direct support of JSP Performance Goal 3.3.2—increase approval of United States government policies among influential foreign publics. Additionally, this aligns with the State Department's Public Diplomacy Strategy, which seeks to target publics and specific domestic and international audiences as a part of a coordinated global strategy to implement public diplomacy efforts to further U.S. foreign policy.

**b. (U) Risk and Mitigation**

A significant risk associated with this objective is the unpredictable, fact-paced nature of world events as well as rapidly changing media priorities that require the Department to respond and engage. The Department’s need to respond to these shifts competes with attention and time dedicated to proactively driving our foreign policy priorities and focus areas. To mitigate this risk, GPA has developed a communications strategy that supports ongoing proactive messaging campaigns focused on the Department’s policy and communication priorities while allowing for regular engagement on the “news of the day.”

**(U) Objective 1.2:** Create content to inform or influence key audiences.

**a. (U) Justification and Linkages**

Engaging audiences in today’s modern, technology-driven world requires a multi-faceted approach. No single content medium, platform or format is capable of reaching a global audience. GPA employs a mix of digital content, including videos, social media copy, infographics, short-form articles, media briefs, and press releases, on a variety of platforms to engage intended audiences. This is in direct support of JSP Performance Goal 3.3.2, “increase approval of United States government policies among influential foreign publics.”

GPA’s content development and delivery methods are informed by insights from the Research team and therefore continuously evolve to ensure GPA continues to target the right audiences for the right messengers at the right time and place. To accomplish this, the Content vertical will work to continuously improve the process to identify and differentiate content for short- and long-term priorities to ensure all content meets established Bureau messaging goals. The Content vertical will partner more closely with the Analytics office to evaluate content performance and inform future content strategies, and will improve processes to release translated foreign language content in real time.

**b. (U) Risk Considerations**

To fully realize the benefits of the integration, GPA must continue to break down silos, encourage collaboration, share best practices, and foster a culture of continuous improvement across the Bureau. GPA must balance Washington-based, regional-focused, and post-specific priorities with short-term demands while executing longer-term strategies and projects. GPA will continue to increase collaboration and improve cross-office workflows. To ensure GPA is able to support these competing priorities, GPA will rigorously review the allocation of resources. If GPA is able implement these risk-mitigation strategies, it will be better positioned to carry out its mission of informing and influencing publics.



**(U) Objective 1.3:** Leverage digital technologies to effectively engage global audiences and advance U.S. foreign policy.

**a. (U) Justification and Linkages**

GPA serves as the Department's digital communication leader by anticipating and enabling the use of web and social media technology for communication. It uses the Department's social media properties and web platforms in innovative ways to distribute key foreign policy messages and Department information to global audiences.

This is in direct support of JSP Performance Goal 3.3.2—increase approval of United States government policies among influential foreign publics.

**b. (U) Risk Considerations**

Risks to achieving this objective include the rapid and unpredictable nature of the evolving social media landscape. These changes require us to be in tune with changing technologies and social media user habits as they evolve worldwide. To mitigate this risk, GPA is working to liaise closely with social media leaders to understand changes to platforms and policies that may affect us. GPA will also look to provide training to staff to keep their skills relevant and fresh. We will also use various staffing mechanisms to get the right resources in place as skill requirements change.

**(U) Goal 2: Promote capabilities in data analytics that generate insights for continually improved communications.**

**a. (U) Description**

GPA's Research and Analytics vertical empowers Department professionals to understand their strategic environments; informs narratives and programs that connect and resonate with target audiences; optimizes and amplifies messaging efforts through marketing channels; identifies and mitigates strategic and operational risk in Department communications; and measures campaign and program outputs, outcomes, and impact. The Office of Research provides insightful audience-research materials that inform U.S. government communicators about their audiences abroad and steer them to develop more effective campaigns grounded in an understanding of how their target audiences view the world. The Office of Analytics provides fast-paced global media environment analysis and trendspotting across digital, social, and traditional mediums, providing agile, data-informed insights for U.S. government communicators and policymakers.

This goal is aligned with the Department's broader Public Diplomacy (PD) strategy, which seeks in part to take full advantage of Washington analytics by equipping Ambassadors, Public Affairs Officers (PAOs), and their teams with the tools and

resources they need to understand the landscape, and effectively influence their local audiences.

**(U) Objective 2.1:** Develop audience insights through message testing, surveying, and research field work, enabling more effective communication.

**a. (U) Justification and Linkages**

In a rapidly evolving environment, the Office of Research aims to be GPA's primary office for forward-thinking issue research, audience analysis, and innovation. GPA aims to empower Department professionals to strategically communicate, inform campaigns and programs, and amplify messaging efforts through marketing channels to achieve the foreign policy goals of the United States.

This objective is in direct support of JSP performance goal 4.1.1—increase the use of evidence to inform budget, program planning and design, and management decisions. The primary role of our research and analytics capability is to help leadership at all levels make evidence-based decisions.

**b. (U) Risk Considerations**

GPA seeks to help customers increase their understanding of how to use and consume research by providing education within GPA and the Department. As the Department seeks to use more audience research and message testing to inform strategic communication, campaigns, and programs, the Office of Research will plan to improve processes both internally and in collaboration with other GPA offices to better meet rising demand for research products. Additionally, the Office of Research will continue to use a project-management information system to manage increasing demands while clearly communicating progress in completing requests. This will help to communicate expectations to multiple clients while being accountable to GPA colleagues as well as customers in other bureaus and at posts.

**(U) Objective 2.2:** Create efficiencies and enable scale through data science and software engineering.

**a. (U) Justification and Linkages**

GPA practices data-driven diplomacy and therefore seeks to inform Department strategic communications by providing timely analyses of media content and audience evaluations of digital platforms, empowered by modern technology. GPA's Office of Analytics will continue to increase the Bureau's ability to analyze the digital and social media landscape

to enhance ongoing strategic communication and engagement in support of U.S. foreign policy goals.

GPA plans to explore and use new data science technology and innovative tools to more effectively analyze platform data and provide actionable insights that inform U.S. foreign policy. If resources are available, GPA seeks to incorporate artificial intelligence and machine learning to analyze themes and messaging and develop new insights that otherwise may not be found through traditional methods.

This objective is in direct support of JSP Performance Goal 4.1.1—increase the use of evidence to inform budget, program planning and design, and management decisions. The primary role of our research and analytics capability is to help leadership at all levels make evidence-based decisions.

**b. (U) Risk Considerations**

GPA will leverage its strengths, including agility, creativity, and innovation, to balance short-term, shifting priorities with long-term strategic goals. GPA will continue to obtain support across the Bureau to successfully conduct evaluations and will work closely to improve coordination and communicate with stakeholders throughout the process. Additionally, the Bureau will continue to leverage its strong capacity to use cutting-edge technology and tools to analyze data in innovative ways and use it to inform programs, content, and messaging.

**(U) Objective 2.3:** Develop a comprehensive understanding of global media and maintain situational awareness to enable GPA and Department leadership to operate at the pace of modern media.

**a. (U) Justification and Linkages**

Within Research and Analytics, the Media Monitoring Unit will continue to provide quick-turnaround media monitoring, covering U.S. policy priorities, principal travel, major events, and breaking news. Research and Analytics will continue to partner with other GPA verticals and offices, such as Media Hubs, to leverage best practices and continuously improve how GPA staff and leadership are informed of global media environments and trends. Additionally, Research and Analytics will seek to share innovative data-analysis practices and media-monitoring technology processes via training and by establishing a detailee program to build the Department's expertise in those skills sets.

This objective is in direct support of JSP performance goal 4.1.1—increase the use of evidence to inform budget, program planning and design, and management decisions.

The primary role of our research and analytics capability is to help leadership at all levels make evidence-based decisions.

**b. (U) Risk Considerations**

The nature of the 24-hour news cycle has increased demands on GPA staff to provide quick-turnaround media monitoring support outside of regular business hours. GPA is exploring the option to expand coverage and leverage other resources to keep up with 24-hour, seven days a week demands. Additionally, GPA is working to improve processes, use innovative tools, and share best practices in order to operate more efficiently and provide products more quickly. Research and Analytics will seek to train employees across GPA, sharing knowledge and best practices across the bureau.

**(U) Objective 2.4:** Persistently observe and assess Department-owned platforms' performance, enabling leaders to better shape their forward-looking strategy.

**a. (U) Justification and Linkages**

Within GPA's Office of Analytics, the Media Monitoring Unit aims to use data science and analytical tools to evaluate the effectiveness of the Department's strategic communications in digital and social media. By evaluating how GPA content is perceived and whether or how it is affecting behavior, GPA can track and continuously improve to more effectively influence publics and implement U.S. foreign policy goals. Over the next year, Research and Analytics will aim to increase collaboration and improve processes with other GPA offices and business units to better collectively achieve the goal of evaluating and continuously improving GPA's content. This effort also aligns with the Department's PD Strategy and its objective to re-examine legacy platforms and organizational structures to better support sustained network engagement to achieve concrete results.

This objective is in direct support of JSP performance goal 4.1.1—increase the use of evidence to inform budget, program planning and design, and management decisions. The primary role of our research and analytics capability is to help leadership at all levels make evidence-based decisions.

**b. (U) Risk Considerations**

To implement additional evaluation of GPA platforms and programs, Research and Analytics will work in close partnership with other parts of the bureau, such as Content and Digital Strategy, to better understand those platforms and programs and better inform our evaluations. GPA will ensure our evaluation is appropriate, manage expectations across the Bureau, and ensure the evaluation is meeting the priorities of GPA and Department leadership. Additionally, Research and Analytics will establish processes,

manage workload, and communicate expectations to ensure that longer-term projects and short-term tasks are all accomplished according to GPA leadership priorities.

**(U) Goal 3: GPA will develop tools and execute efforts to better inform and equip the workforce to execute key communications and information efforts in support of GPA and Department goals.**

**a. (U) Description**

GPA advances U.S. foreign policy and national security interests by articulating, promoting, and defending our foreign policy priorities to audiences in the U.S. and around the world. GPA's mission cannot be successful without the support, collaboration, and coordination of other bureaus and offices within the Department. Effectively communicating myriad time-critical and nuanced policy messages to a variety of audiences requires the close coordination and cooperation of many parts of the organization. GPA seeks to use modern tools and approaches to ensure that Department personnel worldwide are equipped with the correct information and tools needed to communicate effectively as one voice.

This goal is aligned with the Department's broader Public Diplomacy (PD) strategy, which seeks to expand use of CRM and PD tools more broadly to support U.S. foreign policy goals.

**(U) Objective 3.1:** Explore new and innovative ways to ensure Department officials have accurate and up-to-date information to communicate U.S. foreign policy priorities.

**a. (U) Justification and Linkages**

GPA is the Department's leader in external communications. This responsibility requires close coordination and alignment of policy messaging across all parts of the Department, which includes Regional Bureaus, Functional Bureaus, and overseas posts. A lack of message coordination undermines the Department's ability to effectively communicate U.S. foreign policy objectives and thus weakens American leadership globally.

Department professionals are inundated with information on a regular basis. Breaking developments taking place around the world and reflected in lightning-fast news cycles challenge our ability to respond effectively to current events while also promoting consistent narratives on key policy topics.

GPA seeks to build and promote a Department-wide communications approach that responds to the critical events of the day while also maintaining a focus on a limited number of focused, strategic policy issues that are paramount to the Secretary and the

administration. To do this, it must coordinate closely with other parts of the Department to ensure that accurate messages and influential voices are amplified.

GPA is also well positioned to coordinate the Department's internal communications through a unified and comprehensive communication strategy. Creating an internal Department-wide communication strategy will ensure personnel have the information and context needed to execute the Department's overall mission and foreign policy priorities as laid out in the four pillars of the National Security Strategy and the four JSP goals.

**b. (U) Risk Considerations**

A risk to this objective is the cooperation of other bureaus and Department leaders. Moving parts of the Department from a balkanized internal messaging approach to a coordinated approach may prove challenging. To mitigate this risk, GPA will work closely to understand the concerns of various bureaus and leaders and work to address these concerns through its approach. Another risk related to this objective is that GPA is currently dependent on IRM for the procurement of CRM licenses. In addition, the total cost of ownership for the CRM program is high. To mitigate these risks, GPA will coordinate closely with IRM and carefully monitor costs.

**(U) Objective 3.2:** Drive and integrate messaging on U.S. policy priorities and American values across the workforce.

**a. (U) Justification and Linkages**

GPA equips personnel with new and powerful tools to collect, manage, share, and use critical information. This includes deploying powerful customer relationship management (CRM) tools to help PD officers and others in the field better track and engage with their contacts and support a primary goal the Department's PD strategy to build networks of individuals, organizations, and states who share American values and support U.S. policies. It also entails developing innovative mobile applications such as OneVoice, which will provide key officials with the most up-to-date, coordinated, and approved Department messaging on key issues. In addition, it involves supporting a team of professional dedicated to exploring emerging digital approaches and building innovative engagement tools and platforms that will allow the Department to more effectively reach global audiences.

**b. (U) Risk Considerations**

A risk to this objective is bureaus and leaders communicating to outside entities without first coordinating with GPA. To mitigate this risk, GPA will work to build strong connections with other bureaus and educate them on the importance of a coordinated communications approach. GPA will provide bureaus with approved communication

playbooks and develop methods to quickly review and approve messaging materials prior to delivery.

## 4. (U) Cross-Cutting Management Goal

### (U) Management Goal 4: Enhance the Bureau's ability to work in a more complex and diverse communications environment.

#### a. (U) Description

To achieve the goals of this Functional Bureau Strategy, GPA will provide its professionals with the management and administrative support required to succeed. The Bureau will plan, manage, and evaluate business operations within GPA to ensure success as well as compliance with Department and Federal mandates. GPA will work to strategically manage its resources and strive for continuous improvement to carry out its mission effectively. GPA's Executive Office will work to improve services for GPA employees. This includes human capital management, information technology, and other business-operations support. GPA's newly established Staff Advisory Forum, formed in 2019 following the integration of the legacy IIP and PA bureaus, will pursue the goal of increasing employee engagement and empowering staff to share new and innovative ideas to help establish GPA's culture as a new bureau. GPA will execute these goals while fostering an environment that values diversity and inclusion across the entire workforce.

This goal is aligned with the Department's broader Public Diplomacy (PD) strategy, which seeks to identify training opportunity for PD practitioners across the Department, to ensure they are equipped with the skills and tools needed to conduct PD efforts in an ever changing environment.

**(U) Management Objective 4.1:** Plan, manage, and evaluate business operations within GPA to ensure success as well as compliance with Department and Federal mandates.

#### a. (U) Justification and Linkages

GPA's Executive Office oversees a variety of critical management functions that enable the bureau to execute GPA's mission in an effective manner while remaining responsible stewards of U.S. taxpayer resources. GPA/EX will conduct and support resource planning and management, policy coordination, strategic planning, program evaluation, and communications, to ensure GPA is using its resources in an effective way.

This objective is in direct alignment with JSP Objective 4.1, "Strengthen the effectiveness and sustainability of our diplomacy and development investments."



**b. (U) Risk Considerations**

One of the Executive Office’s critical functions is to coordinate and implement Department and Federal policy. Coordination among multiple offices within GPA and throughout the Department has inherent risks, among them competing priorities, shifts in policy and transparent progress reporting. GPA will work to mitigate these risks by maintaining and communicating the bureau strategy, participating in the development and management of the Department strategy, and implementing a strategic review process within GPA. Another risk is considering the possibility of GPA having to operate effectively in a fiscal environment where we must appropriately allocate limited resources to competing priorities. To mitigate this risk, GPA will leverage the strategic review process to optimize resource management and achieve the goals and objectives outlined in this strategy. Additionally, GPA will seek to develop processes and workflows to empower staff to improve how they conduct business every day.

**(U) Management Objective 4.2:** Recruit, retain, and sustain a diverse, talented workforce capable of achieving the mission and goals of GPA.

**a. (U) Justification and Linkages**

GPA’s core asset and key enabler of its success as a bureau is its staff. The Bureau relies on its cadre of skilled employees to generate, communicate, and assess Department of State public pronouncements advancing American foreign policy and national security interests. The sourcing of qualified talent, the retaining and development of talent, and the sustaining of talent is crucial to the internal operations of the Bureau. In addition, creating flexible staffing systems that provide the right level and type of expert staff to deliver on policy priorities aligns with the Department’s PD Strategy. GPA strives to include diverse perspectives and experiences to produce quality products worldwide. Workplace diversity increases employee morale and causes employees to desire to work more effectively. Diversity in leadership within a bureau allows managers to bring in new skills and methods for achieving unity within their teams.

This objective supports JSP Objective 4.3, “Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively.”

**b. (U) Risk Considerations**

As the Bureau’s key resource, the hiring of a diverse and talented workforce is a key enabler to the proper execution of GPA’s mission. Current challenges regarding hiring have impacted every vertical across the Bureau, and are a key threat that senior leadership has identified to the ability of GPA to most effectively execute its public affairs/public diplomacy mandate. Challenges in the ability of GPA to hire the staff necessary to do the job, coupled with challenges in training and development, could lead

to a workforce that is less capable in their jobs and too stretched to prosper in a dynamic, global communications environment that is characterized by great power competition. To nullify these challenges, GPA is pursuing permanent delegate-hiring authority to more quickly and easily fill mission-critical vacancies. Furthermore, the Bureau is looking to strengthen its ability to retain and sustain its talented workforce through its Staff Advisory Forum and other initiatives that help build a more cohesive bureau culture.

**(U) Management Objective 4.3:** Provide and support modern, secure, and resilient information technology and services.

**a. (U) Justification and Linkages**

Given the centrality of technology as a key enablers of GPA’s Public Diplomacy and Public Affairs mandate, the ability to provide and support modern information technology is critical to the Bureau’s success. GPA depends on a suite of complex information technology, which requires GPA to have a robust servicing mechanism to ensure that disruptions to service have minimal impact on the overall mission of the Bureau.

This objective supports JSP Objective 4.2, “Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development.”

**b. (U) Risk Considerations**

The importance of technology as a key enabler of the Bureau’s mission makes disruptions to service, outdated technology, slow servicing of customer requests, and inadequate protection of GPA’s IT infrastructure key threats to the ability of the Bureau to execute its mission. These challenges, coupled with limited staffing resources to quickly address and remedy these issues, provide the potential for single points of failure. To mitigate these potential challenges and relieve concern, the Bureau is taking steps to harden itself to potential disruptions, establish mechanisms to quickly address customer challenges, and overall improve IT infrastructure and governance.

**(U) Management Objective 4.4:** Lead the management of physical resources and logistical functions in support of the Bureau’s mission.

**a. (U) Justification**

GPA’s Executive Office strives to provide exceptional customer service to GPA employees to ensure staff are well supported by the bureau’s physical resources, such as workspace and equipment, as well as by logistical and administrative functions. General Services Office (GSO) will establish service standards and improve customer

communication to provide better customer service. GSO will also seek input and feedback from customers to ensure the organization is addressing their needs. More specifically, following the IIP-PA integration, GPA's Executive Office is also supporting a large-scale move, so these functions are critically important to ensure GPA staff have the tools and space they need to conduct their work in an environment conducive to carrying out GPA's mission.

This objective supports JSP Objective 4.2, "Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development."

**b. (U) Risk Considerations**

One potential risk is the need for additional collaboration with customers to understand requirements. To mitigate that risk, GPA will seek feedback from employees to identify staff requirements and needed improvements. Another risk is if GPA does not establish service standards and communicate those to employees, GPA/EX will not be able to provide excellent customer service. GPA will work to mitigate these risks by establishing service standards and communicating them to employees, helping staff identify key points of contact for customer service requests, and developing SOPs to improve customer service. Additionally, GPA will establish a feedback loop with the customer to learn how customer service can improve. This will be helpful in identifying issues the Bureau is experiencing and solutions that EX can provide to improve customer service.

## Appendix. (U) Definitions and Acronyms

### Definitions

- **Diaspora** - the movement, migration, or scattering of a people away from an established or ancestral homeland (source: Merriam-Webster)
- **Content** – Articles, long and short videos, interactive programs, photos, and digital posts.
- **Engagement** – The number of likes, shares, and comments a piece of content receives online.
- **Vertical** – A term to reference a directorate of offices under each DAS.

### Acronyms:

- **GPA** – Bureau of Global Public Affairs
- **CRM** – Customer Relationship Management
- **DAS** – Deputy Assistant Secretary
- **IRM** – Bureau of Information Resource Management
- **IIP** – Bureau of International Information Programs
- **PA** – Bureau of Public Affairs
- **PD** – Public Diplomacy
- **JSP** – Joint Strategic Plan of the U.S. Department of State and U.S. Agency for International Development (USAID)
- **NSS** – National Security Strategy
- **FPC** – Foreign Press Center
- **FLOX** – Foreign Language Spokesperson