



# Integrated Country Strategy

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**CHILE**

**FOR PUBLIC RELEASE**

Approved: June 23, 2022

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## **1. Chief of Mission Priorities**

The United States and Chile enjoy a mutually beneficial and mature bilateral relationship founded on our common commitment to democracy, fair trade, sustainable development, security, human rights, and the rule of law. As Chile concludes a historic constitutional convention process and continues to navigate the challenges of the COVID-19 pandemic, Mission Santiago will continue to build on these shared values, ensuring the U.S.-Chile partnership remains one of the most vibrant and mutually productive relationships in the Southern Hemisphere. Promoting trade and investment that benefits all, furthering positive perceptions of the United States, and working together to address global peace and security challenges are among our most important national interests in Chile. In an era of global volatility and uncertainty, with heightened competition in the region from the People's Republic of China (PRC), and to a lesser extent, Russia, we will preserve and expand the influence of the United States and strengthen the U.S.-Chile partnership. We will ensure our success by providing an increasingly diverse Embassy community with safe, secure, and inclusive working and living conditions conducive to high morale and productivity.

### **Protect the United States' Security at Home and Abroad**

Chile has a highly capable and professionalized military and is a recognized leader in the area of Women, Peace, and Security initiatives. We will continue to emphasize military interoperability with the United States and NATO, and ensure we remain Chile's partner of choice. Mission Santiago and U.S. law enforcement will continue to work proactively with Chilean counterparts through training and collaboration to protect the U.S. Embassy and American citizens, sustain operational capacity, and respond to requests for cooperation on law enforcement and judicial matters. U.S. law enforcement agencies support Chilean counternarcotics efforts among growing evidence of transnational criminal organizations seeking to use Chile as a narcotics distribution and transshipment location.

Chile remains the only country in Latin America that is a member of the Visa Waiver Program (VWP), a source of immense pride in Chile. VWP is a key pillar of our relationship and a reflection of Chile's status as a stable, secure, and prosperous country. The number of visits by

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Chileans to the United States more than doubled since the implementation of VWP in 2014, climbing to over 470,000 in 2019, and the number of Chileans studying in the United States has grown substantially. Concurrently, the number of American citizens, retirees, and Social Security beneficiaries residing in Chile continues to increase. Nevertheless, Chile struggles with persistent social and economic inequality, leading to insecurity. Protecting the homeland through measures like secure information sharing and full implementation of the Preventing and Combating Serious Crime agreement, while also protecting and serving U.S. citizens abroad, is our fundamental responsibility.

### **Promote Global Leadership Based on our Shared Principles**

Chile is an active participant in the international arena and shares our vision of strong, democratic institutions and respect for human rights. Chile is an outspoken proponent of human rights and democracy in the region, condemning authoritarian moves and human rights abuses by the Maduro and Ortega regimes in Venezuela and Nicaragua, respectively. Chile hosts an estimated 500,000 Venezuelans and tens of thousands of Haitians. Amid high levels of irregular migration along Chile's northern border, we will work together to promote safe, orderly, and regular migration throughout the region.

External actors continue to expand their presence in Chile through its trade relationship, investments in key sectors, efforts to secure public-sector tender contracts, and health-related diplomacy. We will continue to highlight that the United States and Chile share democratic values and respect for the rules-based international order. We will encourage investments in Chilean critical infrastructure that do not threaten U.S. and Chilean national security interests, data security, and data privacy.

### **Strengthen the United States' Position as Chile's Strategic Partner**

Chile is a like-minded and reliable partner of the United States with a global outlook and common commitment to advancing shared priorities in areas such as free trade; human rights; regional security; military cooperation; sustainable environmental management; energy security; and science, technology, and innovation. As Chile's economy and political institutions have matured, so too has our bilateral relationship in terms of technical cooperation, trade, and

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movement of citizens between our two countries. The most economically prosperous country in South America, with social media penetration in Chile the highest in the region, creates opportunities to advance American influence and champion U.S. values. The bicentennial anniversary of our diplomatic relationship in 2023 offers opportunities to strengthen and celebrate the U.S.-Chile partnership.

Chile voted overwhelmingly in October 2020 to draft a new constitution following civil unrest in 2019, demonstrating its ability to address the civil unrest through institutional means by launching the Constitutional Convention process in 2021. This process, which concludes with a national plebiscite in September 2022, creates both challenges and opportunities for the bilateral relationship. Trade, energy, and collaboration on science, technology, and innovation represent key pillars of our bilateral engagement. We will deepen collaboration with Chilean counterparts on mechanisms that facilitate trade and investment in the energy sector, especially renewable energy. As we approach in 2023 the 20<sup>th</sup> anniversary of the signing of the bilateral free trade agreement, trade with Chile has been strong, making the United States Chile's second-largest trading partner, and generating a continuous trade surplus. After a decline in 2020, U.S. exports to Chile have recovered in 2021 to a level close to its 2012 peak. Of some concern, the trade surplus has steadily shrunk in the last decade. We will advocate on behalf of U.S. firms, especially in critical infrastructure, to expand their market presence, and to address instances when they face unfair regulatory pressure.

Chile has assumed a leadership role on combatting climate change and environmental protection. We will support Chile's ambitious plans to cut greenhouse gas emissions and increase conservation, including through the establishment of multiple new national parks and marine protected areas. We will step up cooperation on management of protected areas as part of our strong bilateral cooperation on sustainable environmental management under the U.S.-Chile Environmental Cooperation Agreement.

Given close social and cultural ties, the United States is respected as the most scientifically-advanced and innovative country in the world. We will continue to build on this aspect of the relationship through the U.S.-Chile Council on Science, Technology, and Innovation. This public-

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private initiative supports cooperation in astronomy, Antarctic research, climate adaptation, and health sciences to drive policies and programs that help the United States and Chile respond to emergent priorities and achieve economic success, including by opening markets for U.S. technology exports.

The United States helped Chile respond to the COVID-19 pandemic with life-saving assistance, including field hospitals, ventilators, and medical supplies. Additionally, the Centers for Disease Control and Prevention has expanded its cooperation with Chile, funding a study on vaccine effectiveness and technical assistance to Chile's genomic sequencing network. The U.S. will continue to partner with Chile to prepare for and respond to health and other natural disasters.

## 2. Mission Strategic Framework

### **Mission Goal 1:** Protect the United States' Security at Home and Abroad

- **Mission Objective 1.1:** Chile's institutions effectively confront domestic and transnational crime and contribute to a secure and democratic hemisphere
- **Mission Objective 1.2:** Chile's security institutions have an enhanced ability to identify emerging threats and achieve common policy objectives

### **Mission Goal 2:** Promote Global Leadership Based on our Shared Principles

- **Mission Objective 2.1:** Chile maintains strong democratic institutions and strengthens civil society networks
- **Mission Objective 2.2:** Chile supports, advocates for, and leads on common policy objectives at home and abroad
- **Mission Objective 2.3:** The U.S.-Chile partnership, grounded on rules-based international organizations, is strengthened

### **Mission Goal 3:** Strengthen the United States' Position as Chile's Strategic Partner

- **Mission Objective 3.1:** Enhance U.S. presence in Chile's key economic sectors and expand U.S.-Chile trade and investment
- **Mission Objective 3.2:** Enhance U.S. leadership and bilateral cooperation in science, technology, and health
- **Mission Objective 3.3:** Increase cooperation on environment protection and combatting climate change
- **Mission Objective 3.4:** Strengthen institutional and civil society networks between the U.S. and Chile through people-to-people relationships

**Management Objective 1:** Provide world-class support equitably for all members of the Mission and emphasize inclusion, diversity, and accessibility.

**Management Objective 2:** Enhance Post's material and procedural preparedness to respond to and manage crises, especially natural disasters.

**Management Objective 3:** Contain costs, particularly in the areas of General Services and utilities, through continued implementation of Overseas Cost Containment Initiatives, and purchase of homes in new neighborhood to save OBO lease costs. Raise funds for Mission Representational events from local sources to offset costs to representational budget.

**Management Objective 4:** Design, implement, and train on IT tools at post to best serve all customers and to mitigate bias in recruitment.

**Management Objective 5:** Vigorously engage host-country officials on a range of reciprocity and privileges and immunities issues, to improve service levels for mission members.



### 3. Mission Goals and Objectives

#### **Mission Goal 1:** Protect the United States' Security at Home and Abroad

**Description:** This Mission Goal seeks to increase Chile's capacity and resolve to strengthen hemispheric democratic institutions and enhance national and regional resilience to counter terrorism and threat networks. We will champion U.S. values as we increase Chilean capacity and will to counter the influence of external state actors, combat illicit networks, and deter malign actors. We will preserve U.S. influence in the region at a time of global strategic competition.

**Objective 1.1:** Chile's institutions effectively confront domestic and transnational crime and contribute to a secure and democratic hemisphere

- **Justification:** As the number of Chileans visiting the United States continues to rise, the Mission must work with the Government of Chile to fulfill the objectives as listed in the VWP workplan to assure the security of the United States. In addition, the ever-evolving nature of organized crime and terrorism threat, particularly cyber-enabled activity calls for efficient intelligence sharing, and cooperation as called for through international agreements such as the Inter-American Convention on Mutual Assistance, Extradition Treaty of 2016, and Budapest Convention on Cybercrime.
- **Linkages:** Our mission goal contributes to a secure hemisphere, protects the American people and homeland, and supports the Interim National Security Strategic Guidance (NSS), the Department of State – U.S. Agency for International Development Joint Strategic Plan (JSP), and the Joint Regional Strategy (JRS) of the Western Hemisphere Bureau, Department of State.
- **Risks:** Lack of integration within Law Enforcement and restrictions on information sharing capabilities could slow implementation of a new constitution and could lead to political polarization, affecting the Chilean government's ability to enact its domestic and foreign policy agenda.

**Objective 1.2:** Chile's security institutions have an enhanced ability to identify emerging threats and achieve common policy objectives

- **Justification:** Chile has the potential to become an even greater partner and regional net exporter of security. Externally, Chile has taken a leadership role promoting citizen security and contributing to peacekeeping in the region and beyond. The Government of Chile has established itself as a regional leader on Women, Peace, and Security (WPS) initiatives. The U.S. military continues to pursue greater interoperability with Chile's armed forces to protect shared interests, an objective furthered through officer exchanges, joint training, and operational exercises. Chile's participation with the National Guard State Partnership Program is a model example of collaboration, while annual bilateral military and political talks support continued cooperation.
- **Linkages:** This Mission Objective contributes to a secure and democratic hemisphere and supports the National Security Strategy, National Defense Strategy, National Military Strategy, Office of the Secretary of Defense (OSD) Western Hemisphere Strategy, U.S. Southern Command Combatant Commander Campaign Plan, and the Department of State Western Hemisphere Affairs Joint Regional Strategy.
- **Risks:** Failure to achieve this objective risks loss of U.S. access and interoperability to external state actor competitors, thereby reducing U.S. national defense and security

**Mission Goal 2: Promote Global Leadership Based on our Shared Principles**

**Description:** This Mission Goal seeks to foster increased partnership between Chile and the United States in support of our shared goals to help our democratic partners equitably deliver public goods to strengthen people's faith in democracy and build safe, inclusive, prosperous, equitable, and climate-resilient societies. Together with Chile we will partner to counter corruption, combat illicit networks, and deter activities of concern from strategic competitors. This mission goal contributes to a secure and democratic hemisphere, and supports the Interim National Security Strategic Guidance, the Department of State – U.S. Agency for International Development Joint Strategic Plan (JSP), the Joint Regional Strategy of the Western Hemisphere Bureau, Department of State, and the SOUTHCOM Posture Statement.

**Objective 2.1:** Chile has strong democratic institutions and civil society networks.

- **Justification:** The United States will support Chile's government as a democracy that is accountable, resilient, and inclusive. Chile set an example for the region by channeling social, economic, and political demands from the 2019 civil unrest into a constitutional process. Chilean civil society played a prominent role in the Summit for Democracy in December 2021 and we will promote civil society participation in the Summit of the Americas in June 2022 and the second Summit for Democracy in late 2022 or early 2023.
- **Linkages:** This mission objective contributes to a secure and democratic hemisphere and supports the Interim National Security Strategic Guidance, the Department of State – U.S. Agency for International Development Joint Strategic Plan (JSP), and the Joint Regional Strategy of the Western Hemisphere Bureau, Department of State.
- **Risks:** Lack of popular support for Chile's constitutional process or slow implementation of a new constitution could lead to political polarization and affect the Chilean government's ability to enact its domestic and foreign policy agenda.

**Objective 2.2:** Chile supports, advocates for, and leads on common policy objectives at home and abroad.

- **Justification:** Given our shared values and goals, we seek to increase Chile's global leadership and engagement with regional actors to advance U.S. interests.
- **Linkages:** This mission objective contributes to a secure and democratic hemisphere and improves multilateral coordination to confront common challenges and pursue shared goals. It supports the Interim National Security Strategic Guidance, the Department of State – U.S. Agency for International Development Joint Strategic Plan (JSP), the Joint Regional Strategy of the Western Hemisphere Bureau, Department of State, and the SOUTHCOM Posture Statement.
- **Risks:** Regional partners could fail to reach consensus on political commitments for the Summit of the Americas, stifling progress on key priorities. Continued high levels of irregular migration or a resurgence of COVID-19 would strain government resources and could undermine a collective response.

**Objective 2.3:** The U.S.-Chile partnership, grounded in rules-based international organizations, is strengthened.

- **Justification:** Chile is a like-minded and reliable partner of the United States with a global outlook and common commitment to advancing shared priorities in areas such as free trade; human rights; regional security; military cooperation; sustainable environmental management; energy security; and science, technology, and innovation. It prioritizes regional consensus and multilateralism.
- **Linkages:** This mission objective contributes to a secure and democratic hemisphere and improves multilateral coordination to strengthen the rules-based international system. It supports the Interim National Security Strategic Guidance, the Department of State – U.S. Agency for International Development Joint Strategic Plan (JSP), and the Joint Regional Strategy of the Western Hemisphere Bureau, Department of State.
- **Risks:** Other global powers, principally the PRC and Russia, are eager to challenge the rules-based international order and replace the United States where we withdraw or

reduce our influence. The PRC, in particular, may seek to leverage its economic influence to compel Chile to support positions in multilateral fora that undermine U.S. interests.

### **Mission Goal 3: Strengthen the United States' Position as Chile's Strategic Partner**

**Description:** In 2023, the United States and Chile will celebrate the 200<sup>th</sup> anniversary of the bilateral relationship. Our enduring relationship is built on a foundation of shared-values, expansive and mutually beneficial commercial ties, security linkages, and close cooperation on scientific exploration and discovery. The United States has been and remains one of Chile's most important partners, but strategic rivals are heavily invested in Chile's economy, seeking to gain additional influence over Chile's critical infrastructure and resources with heavy state investments, and aggressively promoting narratives aimed at turning Chilean public opinion against U.S. interests to advance their own. We will demonstrate our commitment to building a better and more prosperous future for the people of both countries and maintain our status as Chile's most reliable partner by enhancing U.S. presence in Chile's key economic sectors and expanding U.S.-Chile trade and investment; facilitating bilateral cooperation in science, technology, and health; increasing cooperation on environmental protection; and strengthening institutional and civil society networks between the United States and Chile.

**Objective 3.1:** Enhance U.S. presence in Chile's key economic sectors and expand U.S.-Chile trade and investment

- **Justification:** We will promote American prosperity by advancing bilateral and multilateral trade relationships to increase exports, to improve market access for U.S. goods and services, to reduce market barriers, to secure commercial opportunities, and to foster investment and business practices that contribute to equitable job creation. We will work to support U.S. businesses by reviewing our existing U.S.-Chile Free Trade Agreement to ensure it continues to promote a fair playing field, protect labor rights, address climate change, strengthen transparent regulatory development, and reinforce robust anti-corruption policies.

- **Linkages:** We will coordinate and focus our advocacy, development finance tools, and trade missions on strategic industries. Initiatives like Partnership for Global Infrastructure (PGI) will provide opportunities to improve transparency in procurement procedures while also improving the infrastructure needed by business. This objective links to JSP Objective 2.1 on economic governance to promote a global economy that creates opportunities for all Americans.
- **Risks:** In the attempt to recover from the COVID-19 pandemic, countries may choose to institute protective trade measures, attempting to accelerate short-term growth. Governments may struggle to raise tax revenues to provide essential public goods and higher sovereign debt levels increase the risk of economic crises. Strategic competitors with financial resources may provide short-term access to financing that weakens the competitiveness of U.S. companies and damages long-term prospects for fair and equitable economic growth. Other risks include local government resistance and lack of resources for trade facilitation improvements. We will mitigate these risks by championing high-standards, transparency, competitiveness, and sustainability in business practices, trade, and investment.

**Objective 3.2:** Enhance U.S. leadership and bilateral cooperation in science, technology, and health

- **Justification:** Chile has been eager to partner with us in harnessing science, technology, and innovation to propel economic growth. One key outcome of the close relationship with the Ministry of Science is the increasing collaboration with host nation representatives in the health sciences fields and the CDC. Maintaining this critical collaborative relationship remains a priority, particularly with the arrival of the new cabinet members and representatives in the Ministry of Science. The U.S. - Chile Council on Science, Technology, and Innovation provides the Embassy with a unique mechanism to push for economic growth through science, technology, and innovation. Aside from numerous sections and agencies with equities in STI, Embassy Santiago houses regional science offices for the U.S. Army, Navy, and Air Force. All three offices work in support

of the National Security Strategy objective to maintain U.S. leadership in research, technology, invention, and innovation and we will continue to leverage the strong relationship to deepen engagement with the Chilean military S&T community to improve the understanding of worldwide S&T trends, and how they are likely to influence American strategies and programs.

- **Linkages:** As Chile increasingly partners with the U.S. government, private sector, academic institutions, and NGOs on STI issues, the U.S. and Chile will be more aligned on policies, such as protection of intellectual property rights, environmental standards, taxation, and labor standards. Closer STI cooperation sets the foundation for closer people-to-people ties, as well as trade and investment opportunities.
- **Risks:** Key obstacles that remain include low levels of public spending on research and development, the lack of private sector collaboration with universities on technology transfer, and the need to improve science education and workforce development. Competition with other global powers vying for influence in the region continue to play a central focus in Post's efforts to maintain and grow its bilateral relationship with Chile.

**Objective 3.3:** Increase cooperation on environmental protection and combatting climate change

- **Justification:** Chile is a global leader on climate and environment issues, and strong existing U.S.-Chile cooperation on environmental protection presents opportunities for increasing bilateral cooperation. The Chilean public has a high level of environmental awareness that supports government action to address climate change, regardless of politics. Chile has pledged to have a "turquoise" – focused on both environment and oceans – foreign policy, and the new Minister of Environment, Maisa Rojas, is a climate scientist who has been a lead author of the IPCC. On March 9, just before President Boric took office, Chile's congress passed the Climate Change Framework Law, which formalizes the goal of carbon neutrality by 2050 and establishes a legal structure for reducing emissions. As a top priority for the U.S. and Chilean

governments, opportunities for increased collaboration and exchange of expertise and best practices on this key issue abound. Both nations can benefit significantly from increased cooperation and if the United States does not step up as Chile's preferred partner on this issue, strategic rivals may fill that void.

- **Linkages:** Strengthening our partnership on climate and environment contributes directly to the Interim National Security Strategy, Department of State – U.S. Agency for International Development Joint Strategic Plan (JSP), and the Joint Regional Strategy of the Western Hemisphere Bureau, Department of State.
- **Risks:** Although the Chilean public and current government strongly support climate initiatives, the country must balance its plans for decarbonization with the need to stimulate growth. While Chile has many protected areas, management plans are severely underfunded.

**Objective 3.4:** Strengthen institutional and civil society networks between the U.S. and Chile through people-to-people relationships

- **Justification:** The United States and Chile have a long and complex relationship. In 2023, our bilateral relationship will celebrate its 200<sup>th</sup> anniversary, and while the arc of the relationship has been generally positive, the United States' complicity in the coup that overthrew socialist president Salvador Allende and brought Augusto Pinochet to power in 1973 fuels perpetual skepticism among the public about the United States' agenda in Chile. Furthermore, since Chile's 2019 social unrest, a new generation of emerging Chilean leaders focused on rectifying Chile's longstanding socioeconomic inequities has come to power, and its large, passionate, and politically charged constituency remains wary of the United States' free-market policies and substantial commercial interests in Chile. We must demonstrate to the Chilean public that we are as committed to expanding our people-to-people ties and strengthening the institutional and civil society networks that advance our shared values and greater equality, as we are to continuing to deepen our commercial ties.



- **Linkages:** Mission Goal 3.4 links directly to President Biden’s stated national security priority of expanding engagement and partnerships throughout the Western Hemisphere based on principles of mutual respect and equality and a commitment to economic prosperity, security, human rights, and dignity. It also links to objective 3.3 of the U.S. Department of State and USAID Joint Strategic Plan, which aims to promote U.S. leadership by increasing partnerships with civil society organizations to shape foreign public opinion, and with U.S. Department of State Western Hemisphere Bureau Strategic Framework Objectives 1.1 to strengthen accountable, resilient, and inclusive democracies, and 2.1 to promote social inclusion and respect for the human dignity and rights of all persons.
- **Risks:** Strategic rivals are investing significant resources in Chile to advance a variety of public engagement programs and misleading messaging initiatives designed to sway Chilean public opinion into believing they are more invested in advancing Chile’s prosperity and development than the United States. If those efforts succeed, the Chilean people and the new generation of progressive Chilean leaders may decide there is little distinction between the overall motives of the United States and those of our strategic rivals. As a result, they may turn to our strategic rivals instead of us for commercial, research, resource exploitation, and infrastructure development initiatives. If the Chilean government surrenders its economic and infrastructure security to our rivals, it will significantly hinder U.S. efforts to promote regional security and advance regional economic and policy priorities. The United States must advance initiatives in Chile that show a genuine commitment to deepening our people-to-people ties, strengthening civil society networks, and promoting shared values, creating a clear picture for our Chilean counterparts that the United States is Chile’s most reliable partner.

## 4. Management Objectives

**Management Objective 1:** Provide world-class support equitably for all members of the Mission and emphasize inclusion, diversity, and accessibility.

- **Justification:** Mission Chile strives to be known for equitably providing the highest quality and most cost-effective services to all employees and family members, without regard to rank, familial, or social status, while maintaining safe and secure working and living conditions conducive to high morale and productivity. We will use Office of Management Strategy and Solutions (M/SS) metrics, customer satisfaction survey results from the Administration (A) and Comptroller and Global Financial Services (CGFS), and staffing efficiency data from the Global Talent Management (GTM) bureaus to objectively evaluate our performance against uniform service standards. These existing and well-developed metrics offer us the best opportunity to gauge the level of our success in a context that is truly global.
- **Linkages:** This objective aligns with the Global Talent Management (GTM) functional bureau strategy, the Joint Regional Strategy (JRS) of the Western Hemisphere Bureau, and the overall Diversity, Equity, Inclusion and Accessibility (DEIA) goals of the Department of State.
- **Risks:** Failure to build a welcoming and inclusive workplace for LE Staff would negatively affect workplace morale, increase attrition, and reduce capacity to support mission goals across the management platform.

**Management Objective 2:** Enhance Post's material and procedural preparedness to respond to and manage crises, especially natural disasters.

- **Justification:** Mission Chile has had a series of difficult external events that have affected post operations over the past three years, and will place special emphasis on preparation for managing operations during and after political, health, and natural disaster crises that may occur.
- **Linkages:** This objective aligns with the Diplomatic Security (DS) and Overseas Building Operations (OBO) functional bureau strategies, and the Joint Regional Strategy (JRS) of the Western Hemisphere Bureau.
- **Risks:** Potential failure of essential mission operations. Mission Chile operates in a geographic region prone to natural disasters, and Crisis Management skills must be practiced routinely so that mission personnel can maintain essential operations in case of an emergency.

**Management Objective 3:** Contain costs, particularly in the areas of General Services and utilities, through continued implementation of Overseas Cost Containment Initiatives, and purchase of homes in new neighborhood to save OBO lease costs. Raise funds for Mission Representational events from local sources to offset costs to representational budget.

- **Justification:** The Management team is a responsible steward for U.S. Government funds in Chile, and seeks to implement programs that maximize return on our investments in country.
- **Linkages:** This objective aligns with the OBO, M/SS, A, and CGFS functional bureau strategies, and the Joint Regional Strategy (JRS) of the Western Hemisphere Bureau.
- **Risks:** Inability to fund essential goods and services, continued excess spending on lease costs.

**Management Objective 4:** Design, implement, and train on IT tools at post to best serve all customers and to mitigate bias in recruitment.

- **Justification:** The Information Technology components of Embassy personnel's job requirements continue to evolve and require ongoing training and investment by the Management team to maintain operational efficiencies.
- **Linkages:** This objective aligns with the IRM and GTM functional bureau strategies.
- **Risks:** Productivity lags and inefficiencies at work, as well as inability to recruit and hire the most qualified and diverse candidates for Mission Chile.

**Management Objective 5:** Vigorously engage host-country officials on a range of reciprocity and privileges and immunities issues, to improve service levels for mission members.

- **Justification:** Maintaining employment opportunities for all eligible family members in Chile is a goal of the Mission. Mission Chile is one of three countries in WHA without a Bilateral Work Agreement (BWA). Recent legislative changes in Chile indicate that a BWA is more acceptable given Chile's ongoing implementation of a same sex marriage law, a BWA would increase employment options for our EFM community.
- **Linkages:** This objective aligns with the Foreign Service Institute (FSI), Office of Foreign Missions (OFM), A, and GTM functional bureau strategies, and the Joint Regional Strategy (JRS) of the Western Hemisphere Bureau.
- **Risks:** Restricting spouse employment opportunities causes fewer qualified candidates to apply for Mission Chile positions, reducing the overall quality of candidates for positions, and also affecting morale.