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Functional Bureau Strategy

Bureau of Intelligence and Research (INR)

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1. Executive Statement and Mission Statement

INR's mission is to deliver and coordinate timely, objective intelligence that advances U.S. diplomacy.

The Bureau of Intelligence and Research (INR) is a bureau of the Department of State and an Intelligence Community (IC) element, reporting directly to both the Secretary of State and the Director of National Intelligence (DNI). INR serves as the “intelligence mission center” for the Department, and INR’s Assistant Secretary serves as the Secretary of State’s Principal Intelligence Advisor and as Head of the Intelligence Community Element (HOICE) at the Department.

INR’s focus on supporting U.S. diplomacy renders it a significant player in the IC, despite the bureau’s small size relative to the other IC agencies. Its mission is to ensure policymakers have access to all-source, independent analysis on the issues of concern, and intelligence and counterintelligence activities are consistent with U.S. foreign policy. INR maintains expertise about intelligence policies and activities for the purpose of supporting Department of State policymakers and Chiefs of Mission as they engage with the IC. INR provides important services to advance the Department’s mission of shaping and sustaining a peaceful, prosperous, just, and democratic world and fostering conditions for stability and progress for the benefit of the American people and citizens of the world. INR fulfills its mission through two key activities:

1. **All-Source Analysis** – INR provides daily intelligence support, warning, and analysis on national security issues, which are priorities for the Department in support of U.S. foreign policy and diplomatic operations. INR is a key contributor to all IC production, including National Intelligence Estimates (NIEs) and the President’s Daily Brief (PDB) under the auspices of the Office of the Director of National Intelligence (ODNI). In support of analysis and the Department’s public diplomacy mission, INR is the IC leader for foreign public opinion research and analysis. The bureau’s geographic responsibilities include analysis on land and maritime international boundaries and sovereignty issues, mapping, and geographic information systems. INR serves as a focal

point for IC analytic outreach to non-governmental experts to explore alternative perspectives and generate new knowledge.

2. **Intelligence Policy and Coordination** – INR oversees coordination between the Department of State and the IC to ensure intelligence activities – collection and operations – support and are informed by foreign policy. Within the Department, INR coordinates policy review of sensitive intelligence, cyber, counterintelligence, and law enforcement activities to ensure consistency with foreign policy interests. INR serves as the central point for intelligence information sharing and policy and represents the Department’s interests in the formulation of intelligence policy by the ODNI and other elements of the IC.

INR is one of three IC elements, from a consortium of 18 IC agencies, charged with producing strategic-level, all-source intelligence analysis. INR’s Civil Service and Foreign Service Officers, whose noted expertise reflects their average of 15 years on account, provide timely, tailored, all-source analysis to the Secretary and other Department policymakers.

INR receives strategic direction from the State Department and the ODNI. The National Security Strategy and the Secretary of State’s global agenda as outlined in the Department and USAID joint strategic goals determine INR’s priorities. INR priorities are honed further by IC guidance to include the President’s Intelligence Priorities, the National Intelligence Strategy, the National Intelligence Priorities Framework, and the DNI’s Consolidated Intelligence Guidance. The information needs and analytic priorities of our policy clients range from leaning forward on countering the assertive behavior and destabilizing activities of strategic adversaries, focusing on coercive and illicit threat finance, economic and trade activities, conducting analysis of cyber and emerging technology issues, and broadening analytic support on nascent human security issues such as global health and food security, climate, transnational threats, and migration. Operating with a global mandate and concentrating on issues and trends of primary importance, INR provides policymakers with current intelligence and longer-term analyses designed to provide decision-advantage to U.S. efforts and the advancement of U.S. interests.

2. Bureau Strategic Framework

Bureau Goal 1: Provide policymakers with timely, relevant, objective intelligence and information to provide decision-advantage and support and enable U.S. diplomacy.

- **Bureau Objective 1.1:** Provide policymakers independent, timely, and tailored all-source intelligence analysis and briefings that comply fully with IC analytic tradecraft standards.
- **Bureau Objective 1.2:** Advocate for IC analytic and collection coverage of State Department foreign policy information priorities and requirements to support foreign policy formulation and decision making.
- **Bureau Objective 1.3:** Maintain a modern geospatial enterprise with reliable computing and data infrastructure, capable of supporting the delivery of several geospatial product lines.

Bureau Goal 2: Coordinate all intelligence policy-related matters and operational activities to ensure they support U.S. foreign policy, and coordinate Departmental support to, and engagement with, the Intelligence Community (IC).

- **Bureau Objective 2.1:** Provide timely State Department guidance regarding intelligence requirements and proposed intelligence activities to the Department, IC, and the National Security Council (NSC).
- **Bureau Objective 2.2:** Meet Department's need for cleared intelligence to advance diplomacy on topics of concern to the Department and USG and ensure the Department's input to IC sharing guidance sufficiently addresses Departmental equities.
- **Bureau Objective 2.3:** Coordinate intelligence activities and analysis to support the Department's new Bureau of Cyberspace and Digital Technology Policy and related policy offices across the Department.

- **Bureau Objective 2.4:** Support Chief of Mission intelligence oversight authorities and responsibilities by providing relevant information about IC activities in their countries and serving as the focal point between Chiefs of Mission and the IC on intelligence activities.
- **Bureau Objective 2.5:** Develop and represent the Department's views on human intelligence (HUMINT), counterintelligence, and sensitive activities with key IC partners.

Bureau Goal 3: Ensure INR's IT systems and data are modernized and protected; and leverage Department and IC capabilities to promote secure and accessible information sharing for staff and internal and external clients.

- **Bureau Objective 3.1:** Facilitate policymaker and Chief of Mission access to Top Secret (TS) / Sensitive Compartmented Information (SCI) to enable consistent and efficient intelligence communication and security.
- **Bureau Objective 3.2:** Enhance cyber security of INR's TS/SCI enterprise.
- **Bureau Objective 3.3:** Migrate INR's TS/SCI enterprise to the cloud and leverage existing IC data services to reduce redundancy and financial outlays.
- **Bureau Objective 3.4:** Make intelligence analysis on Tempo, INR's content dissemination platform, more timely, accessible, and actionable for the Bureau's diplomatic and intelligence customers on all three information systems within the Department.

Bureau Cross-Cutting Management Goal 1: Manage efficiently INR personnel and non-personnel resources to anticipate tomorrow's robust and complex intelligence requirements.

- **Bureau Cross-Cutting Management Objective 1.1:** Cultivate a talented workforce in INR representing the heterogeneous, multifaceted diversity of the American people.

- **Bureau Cross-Cutting Management Objective 1.2:** Foster a data-driven environment where data analytics serve as the demand signal for resource requests and realignments and reflect mission priorities.
- **Bureau Cross-Cutting Management Objective 1.3:** Improve the request process for Sensitive Compartmented Information Facility (SCIF) space and, working with A Bureau and DS, establish a regular review process to measure usage to ensure equitable allocation.
- **Bureau Cross-Cutting Management Objective 1.4:** Obtain support for separate NIP appropriation request to allow INR to achieve multi-sector workforce optimization.
- **Bureau Cross-Cutting Management Objective 1.5:** Expand the bureau's open-source research programs.

3. Bureau Goals and Objectives

Bureau Goal 1: Provide policymakers with timely, relevant, objective intelligence and information to provide decision-advantage and support and enable U.S. diplomacy.

- **Bureau Goal 1 Description:** The more than 180 analysts in INR provide global intelligence support on all geographic and functional portfolios throughout the Department of State and to other agencies in the interagency policy community. Analytic staff research and produce classified all-source analyses, unclassified open-source products, visual graphics, and briefings for the Secretary of State and other Department and U.S. government officials, including the President. INR analysis provides policymakers a decision-making advantage and narrows the risk for policymakers when they must make a difficult policy decision. INR is a full participating agency in joint Intelligence Community (IC) production, including the President's Daily Brief (PDB) and National Intelligence Estimates (NIEs). INR's myriad written product lines include Assessments, Focuses, In Briefs, Intel Notes, Analyst Viewpoints, unclassified Commentaries, Opinion Analysis, Maps/Graphics, Media Analyses, and Analytic Outreach reports. Briefings include in-person or virtual daily intelligence briefings, electronic briefing packets, and deep dive expert briefings.

Bureau Objective 1.1: Provide policymakers independent, timely, and tailored all-source intelligence analysis and briefings that comply fully with IC analytic tradecraft standards.

- **Bureau Objective 1.1 Justification and Linkages:** All-source intelligence analysis, particularly at the strategic level, is a core INR mission. Policymakers rely on INR to provide independent, all-source analysis to inform their planning, formulation, and execution of foreign policy in accordance with Department strategic objectives and priorities. INR's Program of Analysis (PoA) provides the framework by which INR analytic activities support the Secretary's global agenda, the President's intelligence Priorities, and align to the priority topics within the National Intelligence Priorities Framework (NIPF). INR Tradecraft training, evaluation, and policies ensure adherence to IC standards and analytic objectivity. Client satisfaction will be evaluated by favorability ratings from INR client satisfaction surveys, daily feedback from clients, and feedback comments on Tempo. Bureau Objective 1.1 supports Joint Strategic Plan (JSP) Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.
- **Bureau Objective 1.1 Risk Considerations:** INR's relatively small analytic cadre minimizes risk by leveraging INR deep expertise by the formation of integrated INR Teams composed of analysts from all INR regional and functional offices. This allows INR to respond to dynamic intelligence that is subject to rapid and unexpected change. Increasing demands for INR support to Department policymakers, coordination on IC production, and greater publication of independent INR products will increase pressures on INR's limited analytic resources and force INR to prioritize analytic production and reduce engagement on IC products. INR relies on a mix of U.S. permanent civil service, rotational Foreign Service, IC Joint Duty officers, detailed military officers, and contractors to provide full coverage of all required topics. INR's Analytic Standards and Tradecraft program ensures INR production fully complies with IC standards and ensures analytic integrity and objectivity. The small Analytic Support and Production staff must keep up with INR's production tempo and will be required to prioritize production processing, giving lower priority to some production, increasing timelines.

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Bureau Objective 1.2: Advocate for IC analytic and collection coverage of State Department foreign policy information priorities and requirements to support foreign policy formulation and decision making.

- **Bureau Objective 1.2 Justification and Linkages:** INR develops an annual Program of Analysis (PoA) that reflects the information requirements and key intelligence questions (KIQs) to support foreign policy that integrates the priorities of the President's Intelligence Priorities (PIP) and the NIPF. The PoA serves as framework for analytic production to support policy makers across the functional and regional bureaus. INR analytic offices annually develop key intelligence questions based on the NIPF and participate in the ODNI process to develop the NIPF to ensure State equities are reflected for both analysis and collection requirements. INR representation at ODNI's NIAB, Executive Committee (EXCOM), Deputy Executive Committee (DEXCOM), NIM Strategy Boards and other working groups ensures Department analytic equities are represented through the IC. Bureau Objective 1.2 supports JSP Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.
- **Bureau Objective 1.2 Risk Considerations:** INR uses its PoA to better align limited resources to NIPF and policy maker requirements. The PoA must align fully with the PIP, NIPF, and Department of State strategic objectives and KIQs.

Bureau Objective 1.3: Maintain a modern geospatial enterprise with reliable computing and data infrastructure, capable of supporting the delivery of several geospatial product lines.

- **Bureau Objective 1.3 Justification and Linkages:** The Geographer is the Department's Senior Agency Official for Geospatial Information (SAOGI) and responsible for coordinating the Department's response to and ensuring compliance with the requirements of the Geospatial Data Act (GDA). INR cartographic products are frequently included in INR analytical pieces delivered to senior officials in diplomatic, defense, and intelligence circles. Additionally, the State Department, specifically INR, has an OMB mandate to maintain the official international boundaries used by the US government. This dataset, the Large-Scale International Boundaries (LSIB), is formally recognized as a National Geospatial Data Asset and is included in the National Spatial Data Infrastructure – the only dataset State Department currently maintains at this level. Bureau Objective 1.3 supports JSP Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.
- **Bureau Objective 1.3 Risk Considerations:** Technical challenges in the deployment and maintenance of core IT resources needed for geospatial analysis and cartographic production threaten the viability of the existing and future geospatial enterprise. The inability of INR to execute on its geospatial enterprise threatens the credibility of the SAOGI to lead the Department's response to the GDA and act as a leader in coordination with the Chief Data Officer and Chief Information Officer on data issues affecting the entire Department.

Bureau Goal 2: Coordinate all intelligence policy-related matters and operational activities to ensure they support U.S. foreign policy, and coordinate Departmental support to, and engagement with, the Intelligence Community (IC).

- **Bureau Goal 2 Description:** INR coordinates with the IC to ensure intelligence policy and activities, including collection and operations, support and are informed by foreign policy. Within the Department, INR coordinates the review of sensitive intelligence, counterintelligence, and law enforcement activities to ensure they are consistent with foreign policy.

Bureau Objective 2.1: Provide timely State Department guidance regarding intelligence requirements and proposed intelligence activities to the IC and the National Security Council (NSC).

- **Bureau Objective 2.1 Justification and Linkages:** INR represents the State Department's interests in the formulation of intelligence policy by the ODNI and participates in IC committees that provide strategic oversight to collection efforts. INR engages with the Secretary, Deputy Secretary, Bureau Assistant Secretaries, and COMs on these and other sensitive intelligence programs to facilitate senior policy review of sensitive intelligence and law enforcement programs. Bureau Objective 2.1 supports JSP Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity.
- **Bureau Objective 2.1 Risk Considerations:** Failure to meet this objective increases the risk intelligence activities will work in direct opposition to stated foreign policy objectives, causing complications abroad for the Department and the IC. Diplomats would experience diminished capacity to inform decision-making and policy development.

Bureau Objective 2.2: Meet Department's need for cleared intelligence to advance diplomacy on topics of concern to the Department and USG and ensure the Department's input to IC sharing guidance sufficiently addresses Departmental equities.

- **Bureau Objective 2.2 Justification and Linkages:** The effective coordination of and participation in the foreign disclosure, intelligence sharing, and release process is essential to protect policymakers, protect IC and DoD resources, and advance diplomatic objectives. IC policies can affect the Department's equities in using intelligence and ensuring intelligence activities support foreign policy. Bureau Objective 2.2 supports JSP Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity.
- **Bureau Objective 2.2 Risk Considerations:** Failure to coordinate sharing requests in accordance with intelligence policy guidance or in a timely manner undermines informed decision-making, reduces policymakers' ability to engage foreign counterparts in a fast-paced information environment, and hinders the effective implementation of Department's foreign policy goals.

Bureau Objective 2.3: Coordinate intelligence activities and analysis to support the Department's new Bureau of Cyberspace and Digital Technology Policy and related policy offices across the Department.

- **Bureau Objective 2.3 Justification and Linkages:** INR will ensure comprehensive IC coordination and analytical support to expanding Department policy offices covering cyber and emerging technology issues and their national security implications to ensure alignment of IC activities with U.S. foreign policy goals. Bureau Objective 2.3 supports JSP Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.

- **Bureau Objective 2.3 Risk Considerations:** Failure to meet this objective increases the risk U.S. foreign policy will not adequately address new or expanded challenges related to cyber and emerging technologies. This includes the risk U.S. policies will lack sufficient intelligence input to incorporate the plans, intentions, and capabilities of U.S. adversaries related to cyber and emerging technologies.

Bureau Objective 2.4: Support Chief of Mission intelligence oversight authorities and responsibilities by providing relevant information about IC activities in their countries and serving as the focal point between Chiefs of Mission and the IC on intelligence activities.

- **Bureau Objective 2.4 Justification and Linkages:** Chiefs of Mission (COMs) have full responsibility for the direction, coordination, and supervision of all U.S. government executive branch activities, operations, and employees in their country of assignment, except those operating under the command of a U.S. Geographic Combatant Commander (GCC), employees officially on the staff of an international organization, or Voice of America (VOA) correspondents on official assignment. The COM serves as the key link between foreign policy and intelligence activities overseas and must be kept fully and currently informed of all intelligence programs and activities conducted in-country. INR works with the COM both before departure for post and after arrival to ensure the COM can exercise these oversight responsibilities. Bureau Objective 2.4 supports JSP Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.
- **Bureau Objective 2.4 Risk Considerations:** Failure to properly exercise oversight authorities over IC activities can jeopardize non-IC activities and engagements, limiting the ability of diplomats abroad to advance stated foreign policy objectives.

Bureau Objective 2.5: Develop and represent the Department's views on human intelligence (HUMINT), counterintelligence, and sensitive activities with key IC partners.

- **Bureau Objective 2.5 Justification and Linkages:** As the liaison between the IC and senior State Department policy clients, INR independently reviews and analyzes sensitive intelligence programs and authoritatively presents Department views and positions on such programs at interagency meetings. INR leads Departmental participation in the biannual review of sensitive intelligence programs and drafts both briefing papers and read-outs of NSC-chaired interagency meetings, ensuring senior leaders across the Department are appropriately informed of relevant IC programs and proposals. Bureau Objective 2.5 supports JSP Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.
- **Bureau Objective 2.5 Risk Considerations:** Failure to identify concerns about sensitive intelligence programs hinders the ability of senior Department officials to effectively develop and advance foreign policy objectives.

Bureau Goal 3: Ensure INR's IT systems, content management sites, and data are modernized and protected; and leverage Department and IC capabilities to promote secure and accessible information sharing for all staff and internal and external clients.

- **Bureau Goal 3 Description:** Growing demand for intelligence, TS/SCI dissemination, and Department collaboration with the IC requires INR facilitate access to and enhance protection of highly classified information. INR's top IT priority is ensuring INR staff have continuous access to the TS/SCI and other IT resources needed to do their jobs. INR provides continuous IT services to other State Department clients. Executive Order 12333 governs intelligence activities and vests responsibility for protecting Department TS/SCI material in the HOICE, the INR Assistant Secretary. INR actively participates in annual OIG audits regarding compliance with the Federal Information Security Act (FISMA) and works to close any subsequent Plan of Action and Milestones (POA&Ms) within 180 days.

Bureau Objective 3.1: Facilitate policymaker and Chief of Mission (COM) access to Top Secret (TS) / Sensitive Compartmented Information (SCI) to enable consistent and efficient intelligence communication.

- **Bureau Objective 3.1 Justification and Linkages:** INR provides crucial IT services to Department clients by providing them with secure electronic access to TS/SCI information via e-Intel. Providing policymakers with access to TS/SCI information supports improved collaboration and operational effectiveness by integrating the IC enterprise. E-Intel has increased connectivity, information sharing, collaboration, and analysis within the State Department and between the State Department, the NSS, and the IC. Successful accomplishment of this object requires close cooperation and coordination with the Bureaus of Information Resource Management and Diplomatic Security. Bureau Objective 3.1 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.

- **Bureau Objective 3.1 Risk Considerations:** The risk associated with the degradation of INR's IT enterprise, to include an inability to disseminate critical intelligence to the policymaker and COMs, demonstrates the criticality of INR's IT infrastructure and operations. INR must modernize existing capabilities to ensure the decision-makers can access TS/SCI resources and communicate in a secure and timely manner.

Bureau Objective 3.2: Enhance cybersecurity of INR's TS/SCI enterprise.

- **Bureau Objective 3.2 Justification and Linkages:** INR works closely with the ODNI and IC counterparts to ensure all applicable IC information security regulations and initiatives are implemented for the Department's TS/SCI enterprise. INR regularly complies with Office of Inspector General (OIG) inspections and audits of INR's IT networks and systems as required by the Federal Information Security Modernization Act of 2014 (FISMA). INR works collaboratively with the Diplomatic Service (DS) to ensure quarterly vulnerability and compliance scans are completed as part of continuous monitoring activities, and the results uploaded to the proper IC dashboards for greater visibility. Bureau Objective 3.2 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.
- **Bureau Objective 3.2 Risk Considerations:** The risk of unauthorized access, including insider threats, demonstrate INR's need to effectively mitigate risks and address critical vulnerabilities on the Department's TS/SCI enterprise. These cyber threats and vulnerabilities pose an unacceptable risk to INR intelligence sharing mission capabilities; INR must protect its systems to ensure TS/SCI intelligence is easily accessible to those with a mission need for the information.

Bureau Objective 3.3: Migrate INR's TS/SCI enterprise to the cloud and leverage existing IC data services to reduce redundancy and financial outlays.

- **Bureau Objective 3.3 Justification and Linkages:** As a member of the IC, INR develops and delivers new technologies and production activities to support broader Department level and IC objectives and mission. INR's current infrastructure allows for INR analysts to access and pull from other data streams across the IC. INR must engage with other members of IC to better leverage lessons learned and existing capabilities to advance and streamline programmatic efforts while reducing cost. Bureau Objective 3.3 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.
- **Bureau Objective 3.3 Risk Considerations:** This risk of not leveraging these resources leaves INR to shoulder the burden of implementing, operating, and maintaining possibly duplicative and costly technological capabilities. Without these services, INR faces serious challenges in their ability to deliver timely intelligence with the increasing volume of data being amassed. INR must engage with the IC to find creative solutions to keep pace with the ever-advancing operating environment and the increasing amount of data.

Bureau Objective 3.4: Make intelligence analysis on Tempo, INR's content dissemination platform, more timely, accessible, and actionable for the Bureau's diplomatic and intelligence customers on all three information systems within the Department.

- **Bureau Objective 3.4 Justification and Linkages:** INR's mission is to ensure that timely, independent all-source analysis is available to and helps inform America's foreign policy decisions in alignment with intelligence and counterintelligence activities. To advance this mission, INR coordinates with IRM to make Tempo available to personnel on OpenNet and ClassNet. Bureau Objective 3.4 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.

- **Bureau Objective 3.4 Risk Considerations:** INR must have access to all IC systems and the ability to share its products and services broadly and seamlessly. Absent this ability, INR's all-source analytic support may be insufficient for America's foreign policy decision makers, who need to communicate across all levels of the Department's information systems.

4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 1: Manage efficiently INR personnel and non-personnel resources to anticipate tomorrow's robust and complex intelligence requirements.

- **Bureau Cross-Cutting Management Goal 1 Description:** As part of INR's national security responsibilities, its management of human, financial, and physical resources must be based on continual evaluation and oversight. The release of sensitive intelligence through improper management of our resources would put those national security responsibilities at risk. INR's human capital strategy encompasses three areas: recruitment and retention of a highly talented and diverse workforce; career development training; and collaboration with the Bureau of Human Resources and the IC on human capital initiatives. Effective management of the workforce and financial resources is critical to INR's ability to provide expert analytical and intelligence and support to the Secretary and Department. Meeting the security requirements for INR's physical space requires continuous collaboration with DS and other partners.

Bureau Cross-Cutting Management Objective 1.1: Cultivate a workforce in INR representing the heterogeneous, multifaceted diversity of the American people.

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** INR has a global mission to support the priorities of the Department and of the broader IC. INR recruits primarily from outside the Department new hires who tend to be highly trained in their fields with years of experience. INR received Schedule B authority as the first step towards Excepted Service and hiring parity with its IC partners. INR hired a DEIA expert from the interagency to join the bureau on a rotational assignment. INR remains committed to doing more to further DEIA initiatives and lean forward in these efforts. Bureau Cross-Cutting Management Objective 1.1 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.

- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** INR will not be able to attract and retain the best talent required to tackle the intelligence demands of tomorrow if the employee pool is not inclusive of all cultural, affinity, educational, and socio-economic backgrounds, and experiences. Without the access to broader perspectives which diversity, equity, inclusion, and accessibility bring to the workplace, discourse is at risk of becoming “group think,” which is contrary to “speaking truth to power.”

Bureau Cross-Cutting Management Objective 1.2: Foster a data-driven environment where data analytics serve as the demand signal for resource requests and reflect mission priorities.

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** INR’s diplomatic intelligence requirements are evolving based on a rapidly changing global landscape, shifting mission needs, and congressional directives. Guided by these priorities, INR instituted an annual, bureau-wide strategic review of personnel resources with an eye toward assessing the delta between INR’s expected fiscal year posture and personnel resources required in the outyears to address new strategic objectives. Data-driven strategic reviews serve to inform INR personnel and non-personnel decisions and ensure the bureau is responsive to the changing intelligence needs of both policymakers and the IC. Bureau Cross-Cutting Management Objective 1.2 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.
- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** Resources are finite. With its bifurcated budget process, INR must defend all resource decisions to both the Department and ODNI, congressional authorizers, and the Office of Management and Budget. Failure of INR to demonstrate a strategic approach in its resource allocations aligned to strategic direction risks losing support for the gains made in right-sizing the bureau after years of stagnant growth.

Bureau Cross-Cutting Management Objective 1.3: Improve the request process for Sensitive Compartmented Information Facility (SCIF) space and, working with A Bureau and DS, establish a regular review process to measure usage to ensure equitable allocation.

- **Bureau Cross-Cutting Management Objective 1.3 Justification and Linkages:** INR's Assistant Secretary (A/S) maintains the critical responsibility to manage the bureau's security controls and SCIF space. Bureau Cross-Cutting Management Objective 1.3 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.
- **Bureau Cross-Cutting Management Objective 1.3 Risk Considerations:** As the HOICE, the A/S coordinates with Diplomatic Security to vet and determine allocation of SCIF spaces. Because of the growing demand for more SCIF access across the department and limited physical space, A Bureau is carefully reviewing costs and usage. A Bureau has reached out to INR to engage on a path forward to ensure SCIF costs and usage are evaluated on a regular basis. A working group consisting of experts from DS, INR, and A has been formed to formalize new guidance to evaluate usage and feasibility of shared SCIF hot desking.

Bureau Cross-Cutting Management Objective 1.4: Obtain support for separate NIP appropriation request to allow INR to achieve multi-sector workforce optimization.

- **Bureau Cross-Cutting Management Objective 1.4 Justification and Linkages:** INR resources are part of the National Intelligence Program (NIP) overseen by the Office of the Director of National Intelligence (ODNI) and authorized by the Congressional Intelligence Committees, House Permanent Select Committee on Intelligence (HPSCI) and Senate Select Committee on Intelligence (SSCI). Currently, these funds are managed within the Department's Diplomatic Programs appropriation, but INR has fiduciary responsibilities to both the Department of State and the ODNI. NIP resources are subject to varying departmental and Congressional authorization and appropriations processes and policies for budget development, execution, and oversight. A separate appropriation would increase INR's operational efficiency and provide program transparency in our communications and collaboration with the Department, OMB, ODNI, and Congress to enhance national intelligence outcomes. Bureau Cross-Cutting Management Objective 1.4 supports JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.
- **Bureau Cross-Cutting Management Objective 1.4 Risk Considerations:** Apart from bureau-managed funds, INR resources are managed through the Bureau of Budget and Planning (BP). This relationship does not offer the same level of flexibility of a separate NIP appropriation, but it provides other benefits. BP colleagues work collaboratively with INR's Resource Manager to ensure INR is not disadvantaged when congressional appropriation falls short of INR's full budget request. Moving to a separate appropriation will eliminate this shortfall coverage.

Bureau Cross-Cutting Management Objective 1.5: Expand the bureau's open-source research programs.

- **Bureau Cross-Cutting Management Objective 1.5 Justification and Linkages:** INR analysts need the ability to access open-source research outside the scope of traditional national security topics that receive most IC resources. INR's outward-facing position situates it uniquely within the IC for developing and implementing sophisticated open-source research programs. Bureau Cross-Cutting Management Objective 1.5 supports JSP Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.
- **Bureau Cross-Cutting Management Objective 1.5 Risk Considerations:** Successful establishment of a robust open-source research program requires INR intelligence officers across the bureau to learn new skills.