Office of Policy, Planning, and Resources (R/PPR)

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1. Executive Statement and Mission Statement

Executive Statement

Since it was established by the Under Secretary for Public Diplomacy and Public Affairs (R) in 2004, the Office of Policy, Planning, and Resources (R/PPR) has worked to build itself into an organization that delivers the necessary resources, knowledge, skills, and tools to public diplomacy (PD) practitioners. As Secretary Blinken has emphasized, PD is a critical tool for advancing diplomatic priorities including democracy, climate, irregular migration, human rights, entrepreneurship, countering malign influence, and diversity and inclusion. The result has been an increased demand for PD support, which requires PD practitioners to embrace a new, modernized approach to American diplomacy. To fulfill this need, R/PPR aims to provide the foundation that helps PD practitioners plan, implement, and assess public diplomacy that is policy-centered, audience-focused, and data-informed to achieve measurable foreign policy outcomes.

Central to R/PPR’s mission is the development, support, and implementation of a set of core strategic documents that unify all PD practitioners around a shared knowledge of strategic priorities including the PD Strategic Plan (PDSP) and PD Foundations. The PDSP is required by the State Department Basic Authorities Act of 1956, as amended, which mandates the Under Secretary for Public Diplomacy to "prepare an annual strategic plan for public diplomacy in collaboration with overseas posts and in consultation with the regional and functional bureaus of the Department." The PDSP is informed by the National Security Strategy (NSS) and the Department of State and USAID's Joint Strategic Plan (JSP) in order to provide a shared strategic vision, consistent with a range of statutory authorities, for coordinating PD efforts. PD Foundations details the principles, methods, and common vocabulary of PD into a series of guiding documents for all PD practitioners. PD Foundations will codify the practice of PD as it continues to develop and modernize. The 2021 PD Modernization Act (HR 6395 NDAA, Sec 7603) also directs the Director of the Research and Evaluation Unit to coordinate and oversee

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all monitoring and evaluation (M&E), audience research, and digital analytics for public diplomacy in order to “improve public diplomacy strategies and tactics.”

In addition, R/PPR supports the development, procurement, and adoption of key technology like the integrated suite of Salesforce tools. PD Tools and Contact Relationship Management (CRM) allow PD practitioners to use a single platform to track PD activities, manage strategic planning, and track progress toward outcomes in order to meet Department goals. R/PPR also manages Zoom for Government (ZfG) and Slack and makes these tools available to PD practitioners to continue connecting with key audiences and collaborate seamlessly in a hybrid, distributed work environment.

**Mission Statement**

The mission of R/PPR is to champion the practice of public diplomacy and support the Under Secretary by coordinating policies and resources that equip practitioners with the knowledge, skills, and tools they need to achieve U.S. foreign policy goals.

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2. Bureau Strategic Framework

Bureau Goal 1: Secure and align resources needed for adaptable and effective public diplomacy.

- **Bureau Objective 1.1:** Support adaptable, evidence-based alignment of PD resources and strengthen the ability to align resources with emerging or changing needs.
- **Bureau Objective 1.2:** Improve the understanding of and support for PD’s role and effectiveness.


- **Bureau Objective 2.1:** Establish a consistent, replicable PD presence in interagency discussions, with State leading interagency coordination on overseas public engagement.
- **Bureau Objective 2.2:** Prepare State PD practitioners to engage as leaders in the interagency.
- **Bureau Objective 2.3:** Enhance working-level coordination with interagency partners, both domestic and overseas, in order to share information and build support for State PD’s leadership in public engagement.

Bureau Goal 3: Modernize and professionalize the practice of public diplomacy.

- **Bureau Objective 3.1:** Strengthen the PD profession by fostering a shared identity, and developing a shared understanding of the purpose, theory, and practice of U.S. public diplomacy.
- **Bureau Objective 3.2:** Enable public diplomacy practitioners to apply modern practices to their day-to-day work.

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• **Bureau Objective 3.3:** Support coherent, integrated deployment of people, technology, and data that enable teams to access needed capabilities and work with maximal effectiveness.

**Bureau Cross-Cutting Management Goal 1:** Build and sustain a R/PPR team that cares for people, uses the right tools and techniques, and collaborates to deliver exceptional work.

• **Bureau Cross-Cutting Management Objective 1.1:** Attract and retain a diverse, qualified, and dynamic staff.

• **Bureau Cross-Cutting Management Objective 1.2:** Create an office where staff can collaborate across roles and functions in flexible teams to deliver work that supports the PD community.

• **Bureau Cross-Cutting Management Objective 1.3:** Leverage existing and new technology integrations to enhance and extend the capabilities for information sharing, understanding key practitioners and stakeholders, and working together.
3. Bureau Goals and Objectives

**Bureau Goal 1:** Secure and align resources needed for adaptable and effective public diplomacy.

- **Bureau Goal 1 Description:** This goal and its related Objectives and Sub-Objectives highlight R/PPR’s focus on ensuring PD practice and practitioners are fully and robustly included, postured to respond to policy demands, and aligned to policy decision-making. Across the interagency and the Department, policy makers increasingly recognize that advancing democracy and U.S. foreign policy requires engagement in the public information space, the historic domain of PD practitioners. In order to build on the long-term success and continuing advancing the evolution of PD, additional resources and capacity are needed. Within the Department, R/PPR – on behalf of the R Family – will continue to coordinate and advocate for the inclusion and alignment of PD resources in the broader foreign policy decision process.

**Bureau Objective 1.1:** Support adaptable, evidence-based alignment of PD resources and strengthen the ability to align resources with emerging or changing needs.

- **Bureau Objective 1.1 Justification and Linkages:** In order to ensure the consideration of PD as a critical dimension of foreign policy formulation and implementation, this objective will advance the space for PD practitioners’ involvement in both processes. This objective reflects the NSS priority to strengthen and equip the national security workforce by ensuring that Administration policy priorities are sufficiently resourced and leverage data to inform decision-making and support mission delivery (JSP 4.2). This objective will also enable R/PPR officers to be more responsive to the needs of PD practitioners in Washington and the field and ensure they have up-to-date knowledge, capabilities, and skills to be successful in the wide variety contexts in which we operate.

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• **Bureau Objective 1.1 Risk Considerations**: There are external factors that may result in a shift of policy priorities as well as internal considerations that may impact the timely adjustment of resources to align with said priorities. Externally driven risks include sudden-onset situational changes – including geopolitical crises and shifting political priorities – that may require urgent realignment of resources and capacity and reduced appropriation of resources straining operational capacity and capabilities. In order to mitigate the impact of these external factors, R/PPR can cultivate best practices for supporting greater flexibility for resource allocation in PD budgets, particularly at the regional bureau level, and proactively socialize high-quality reporting and information to policy and appropriations decision-makers and influencers. Internally, staffing gaps and turnover limit human capacity and institutional knowledge to act efficiently; R/PPR may be able to reduce the impact and probability through increased staffing and internal coordination early in the budget formulation process.
Bureau Objective 1.2: Improve the understanding of and support for PD’s role and effectiveness.

- **Bureau Objective 1.2 Justification and Linkages:** The Department needs a refined strategy for bolstering support among a broadened audience of domestic stakeholders for PD. The more we can communicate the value of PD to the American people and other policy-making stakeholders, the greater opportunity we have to strengthen support for and secure resources to maintain and expand PD efforts. This objective reflects the NSS’s guidance that, “...the strength and quality of the American project at home is inextricably linked with our leadership in the world and our ability to shape the terms of the world order” (JSP 1.5).

- **Bureau Objective 1.2 Risk Considerations:** PD as a practice at the Department must continue to compete for attention and support among other important strategic priorities. Bureaucratic inertia and territorialism inhibit the ability to coordinate and clear strategic plans and competing demands for attention and resources derailing ongoing efforts to implement strategic objectives. In order to mitigate the potential impact of these concerns, R/PPR will secure senior leadership support.

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- **Bureau Goal 2 Description:** To allow the United States to better compete in an increasingly crowded information space, R/PPR will empower PD practitioners with new tools and knowledge required for leading, deconflicting, and coordinating USG public engagement globally. R/PPR will provide PD practitioners with enhanced tools, new tradecraft skills and clear interagency processes to support these efforts. R/PPR will obtain appropriate security clearances and information access required for PD practitioners to build a shared understanding of the environment globally, offer professional development to cultivate the new tradecraft skills required to convene and lead interagency public engagement, and advocate for the Department to retain a leadership role in the process for managing the risks and rewards associated with the full spectrum of information operations across the USG.
Bureau Objective 2.1: Establish a consistent, replicable PD presence in interagency discussions, with State leading interagency coordination on overseas public engagement.

- **Bureau Objective 2.1 Justification and Linkages:** R/PPR seeks to establish PD’s role in strategic messaging by engaging in key interagency fora, namely the National Security Council (NSC) and ensuring that PD messaging and programming is considered and planned for strategically. In the National Security Strategy and Joint Strategic Plan (JSP), PD practitioners are tasked with ensuring that U.S. values and policies are shared internationally. In order to enhance foreign publics’ understanding of and support for the values and policies of the United States (JSP 1.5) and help shape the new global norms and agreements that advance key interests and values (NSS, page 32), PD practitioners must be at the table in strategic conversation regarding policies and how to lead the global dissemination of accurate information about U.S. policy and shared values.

- **Bureau Objective 2.1 Risk Considerations:** There are a number of critical actors engaged in the interagency policy planning process. Their willingness to include PD will require buy-in and sensitization and may not look the same with all stakeholders. To mitigate this risk, R/PPR will work in a tailored fashion with different elements to develop an approach that works for that policy priority. R/PPR will document these methods to create SOPs and a compendium of approaches that can be replicated based on the individual circumstances. In addition, staffing and expertise limitations, including appropriate clearance levels and need to know, will impact the capacity to meaningfully accomplish this goal. To mitigate this threat, R/PPR will be mindful of the approach to engaging in these fora and will seek to obtain appropriate clearances in advance of engagement for specific individuals. R/PPR will also ensure that staff are appropriately trained and maintain a limited scope in order to be most effective in these fora.

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Bureau Objective 2.2: Prepare State PD practitioners to engage as leaders in the interagency.

- **Bureau Objective 2.2 Justification and Linkages:** By preparing PD practitioners to engage with the interagency we prepare them to manage and mitigate the risks facing national security and to effectively advance U.S. foreign policy. Building a cadre of PD practitioners with these skills is key to achieving the goals related to rebuilding the human capital to ensure a strong corps of diplomats and encouraging new organizational structures to address today’s complex challenges (NSS, page 46). Similarly, JSP Priority 4 demands that we revitalize the diplomatic workforce to ensure that PD practitioners have up-to-date knowledge, capabilities, and skills.

- **Bureau Objective 2.2 Risk Considerations:** Several interagency partners maintain secrecy as a norm, contrary to the goals of PD and public affairs, which are often focused or perceived to be focused on revealing USG intentions and goals. While these cultural and primacy issues will be challenging, they can be mitigated through thoughtful invites, developing the relationships to build a stronger network and cadre, and helping partners understand how this objective limits scope creep and can amplify their work limiting their need to expend further resources where appropriate. Further, the Department of State maintains some key competencies to which other D/As would appreciate access and insight. As with any new initiative, limited time and personnel resources threaten the ultimate development, implementation, and long-term adoption. In this case, recent personnel expansion and expertise will help shepherd the project and are in place for several years to help institutionalize the effort. In addition, we seek to institutionalize any developed content for easy reference and for dispersion among several courses/methods to ensure greater uptake and longevity.

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Bureau Objective 2.3: Enhance working-level coordination with interagency partners, both domestic and overseas, in order to share information and build support for State PD’s leadership in public engagement.

- Bureau Objective 2.3 Justification and Linkages: By developing the relationships and mechanisms for consistent interagency collaboration on PD topics, this objective effectively supports the NSS priority to build a coalition to develop more inclusive and effective policy on challenging topics that require a whole of USG approach (NSS, page 16). R/PPR also diversifies the experiences of its own staff in a way that develops a stronger national security and foreign affairs cadre, giving them the networks, capacity, and experience to build a stronger community.

- Bureau Objective 2.3 Risk Considerations: As noted in the previous objective, the Department of State has limited authority to dictate norms within this space. Nonetheless, in the absence of such norms, R/PPR assesses that developing buy-in and establishing the mechanisms for dialogue will be welcomed by most stakeholders. In addition, the ultimate success of this objective is not wholly in the Department of State’s hands, as other external partners must be willing to engage in the negotiations and in developing and fielding candidates for details. The push for greater collaboration and experience is strong and R/PPR assesses that many of the players have already been cooperative in this space. R/PPR will need to build on these efforts to develop broader scoped opportunities in the case of details and ensure that R/PPR understands the relevant needs and priorities in order to establish attractive MOUs/MOAs.

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Bureau Goal 3: Modernize and professionalize the practice of public diplomacy.

- Bureau Goal 3 Description: To allow the United States to better compete in an increasingly crowded information space, R/PPR will enable PD practitioners to meet the challenges of the dynamic and changing PD landscape. R/PPR will provide enhanced tools and tradecraft to improve PD practitioners’ capacity and skill sets with reinforced peer networks, expanded professional development opportunities, and tailored state-of-the-art technology. Input from the field and Washington PD offices will provide ongoing feedback to improve R/PPR’s responsiveness to practitioners’ needs. Supported by R/PPR, PD professionals will benefit from a shared common purpose to plan and implement initiatives in support of our complex foreign policy goals.

Bureau Objective 3.1: Strengthen the PD profession by fostering a shared identity, and developing a shared understanding of the purpose, theory, and practice of U.S. public diplomacy.

- Bureau Objective 3.1 Justification and Linkages: Workforce development and talent management are essential efforts to modernize and professionalize the practice of PD. Articulating theories and concepts for the practice of PD and developing workforce skills and capabilities (Objective 3.2) will not result in measurable progress toward modernization if those concepts, skills, and capabilities are not embedded in human resources and talent management structures that build overall capacity in the workforce of PD practitioners and ensure that the right people are recruited, retained, assigned, evaluated, trained, and promoted into the right positions at the right places at the right times. Additionally, not every PD function must be done by full-time PD staff; effective talent management also means smart use of contracting, purchasing, outsourcing, and automation to free up time and capacity. This objective centers around modernizing structures and systems to enable effective PD work.

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Bureau Objective 3.1 Risk Considerations: The perception that PD is adrift without a confirmed Under Secretary is a risk for PD modernization efforts if the field does not see and buy into a shared vision. Furthermore, there is risk to the modernization mission if R/PPR is not able to establish processes that facilitate continuous improvement that push toward more rationalized talent management, human resources practices, and building staff’s capacity to work smarter. The risk is particularly high if there is a perception that PDSI completes the organizational modernization for PD practitioners or if change fatigue prevents PD practitioners and teams from engaging in further conversations about modernizing organizations and talent management processes. R/PPR can mitigate these risks by establishing a shared vision for PD modernization with regard to structures and organizations, working with GTM to request increased flexibility in hiring and assignments, and demonstrating that PD can be an effective player in the Department by demonstrating its value to achieving objectives.

Bureau Objective 3.2: Enable public diplomacy practitioners to apply modern practices to their day-to-day work.

Bureau Objective 3.2 Justification and Linkages: Developing skills, concepts, and capabilities is directly related to workforce development, rebuilding human capital, and improving training for the national security and diplomatic workforce. Taking a holistic view of developing skills, concepts, and capabilities will improve the resilience, flexibility, and capabilities of PD practitioners, contributing to the JSP’s objective to build and equip a diverse, inclusive, resilient, and dynamic workforce (JSP 4.1). Defining key theories and concepts related to PD improves professional identity and integrity, accountability, and transparency as it allows PD practitioners to employ common language, processes, and mental models in their work. Articulating PD competencies for individuals and teams enables PD practitioners to continually modernize their skills in order to make data-driven decisions in their work and provide greater support for mission delivery (JSP 4.2).
• **Bureau Objective 3.2 Risk Considerations:** The wide-ranging differences in overseas missions’ policy priorities and staffing patterns makes a “one size fits all” approach to skills and capacity building and professional development impossible. To mitigate this, R/PPR will adopt rapid iterative processes to meet the field’s needs more quickly, relying on improved internal processes and cross-collaboration among R/PPR units. R/PPR will work with the field to differentiate what needs are best met via formal training vs. communities of practice and knowledge sharing. Acknowledging that the pace of work and funding considerations may make training hard to prioritize, R/PPR will collaborate with FSI and other stakeholders on increasing remote and hybrid training options. To encourage higher-level support for professional development, R/PPR will socialize core competencies for PD practitioners throughout the Department, and ensure consistent messaging and prioritization from PD leadership. Finally, R/PPR will help to mitigate the knowledge loss during foreign service officer transitions by promoting the use of tech tools (e.g., PD Tools, CRM) and best practices to facilitate knowledge transfer, and will focus on skills and capacity building for locally employed staff who embody institutional knowledge at posts.

**Bureau Objective 3.3:** Support coherent, integrated deployment of people, technology, and data that enable teams to access needed capabilities and work with maximal effectiveness.

• **Bureau Objective 3.3 Justification and Linkages:** Technology is directly linked to workforce development. Deploying modernized tech platforms to PD practitioners will empower them to more efficiently and effectively make PD programming decisions. R/PPR has repeatedly heard the field’s need for more support to engage key audiences in strategic and effective ways. Modernized tech platforms will meet this need and enhance the capacity of the PD community to address policy challenges. Deploying modernized technology platforms directly supports the National Security Strategy’s call to strengthen the national security workforce and Joint Strategic Plan Objective 4.2 to modernize IT and leverage data to inform decision-making and support mission delivery.

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• **Bureau Objective 3.3 Risk Considerations:** Bureaucratic and process roadblocks as well as change management fatigue are challenges to implementing modernized technology and platforms. R/PPR will work to reduce these challenges through partnership and communication with IRM to overcome process hurdles, piloting new platforms internally within R/PPR, and advocating for adequate financial resources to make necessary tech investments. To reduce the risk of change management fatigue, R/PPR will partner more closely with field users, invest in user experience and training, strive for greater integration across platforms, and provide transparent tech roadmaps and coordinated tech communications. R/PPR will advocate with IRM to improve internet connectivity at posts so that field users can fully leverage new tools and platforms.
4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 1: Build and sustain a R/PPR team that cares for people, uses the right tools and techniques, and collaborates to deliver exceptional work.

- Bureau Cross-Cutting Management Goal 1 Description: R/PPR aspires to be an organization that cares for its people in every aspect, working to ensure that all staff members feel included and valued as an integral part of the organization’s work and accomplishments, enables a flexible work posture that allows staff to perform the best possible work and accounts for diverse work styles and demands, leveraging those flexibilities to attract and retain the most diverse, qualified, and dynamic staff possible, proactively facilitating strong professional and interpersonal linkages between staff members, and providing staff opportunities to grow and achieve their potential.

As an organization, R/PPR wants all staff members to be equipped with, understand, and use the tools and techniques that will maximize their efficiency and effectiveness. Using tools that enable collaboration, transparency, and knowledge sharing is particularly important as we’ve moved to a hybrid work environment and a highly distributed workforce that needs to stay connected and aligned. This means experimenting with new tools and practices, adopting those that improve productivity, abandoning those that don’t, and sharing lessons learned both inside and outside the organization to promote the use of effective tools and techniques across the community of PD practitioners. It also means understanding and supporting employees in diverse employment categories (e.g., Foreign Service, Civil Service, Contractor) and context (e.g., on-site, off-site, and hybrid).

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R/PPR seeks to be an organization in which information is well documented and transparently shared to ensure that all staff members understand how their work contributes to the organization’s mission and how it connects with the efforts of others in the office. As a result of these efforts, R/PPR aspires to be recognized by its colleagues across the community of PD practitioners as a strong and effective source of support and guidance.

**Bureau Cross-Cutting Management Objective 1.1:** Attract and retain a diverse, qualified, and dynamic staff.

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** The National Security Strategy highlights the need to strengthen the national security workforce, inspire a new generation to public service, and ensure the workforce represents the diversity of the country. This directive is further reflected in the Joint Strategic Plan (Objective 4.1) which articulates the Department’s desire to build a diverse, inclusive, resilient, and dynamic workforce. By re-envisioning current work practices, R/PPR seeks to provide staff the tools and flexibility they need to contribute fully to the work of the office while balancing that with their personal needs and life responsibilities. By building a flexible work environment, R/PPR aspires to attract the sort of diversity and talent that might not be able to contribute fully in a more conventional physical office environment. By opening work opportunities to remote employees, R/PPR hopes to attract and retain staff from outside the traditional national security employee catchment area and build a workforce that is more representative of the diversity of the United States.

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• **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** There are four primary risks threatening our ability to achieve this objective. First is the common assumption that staff members are inherently more productive and effective when physically present in the office. The “in-person bias” may manifest itself in a number of ways, such as resistance to remote work arrangements, different expectations for participation in hybrid meetings, or inferior access to work-related opportunities for remote staff. R/PPR must work to mitigate this risk through deliberate communications and highlighting the contributions and results of the remote workforce. The second major risk is aversion to change. Successful achievement of this objective will require significant changes in the way R/PPR approaches its work practices. To mitigate this risk, R/PPR could develop a guiding coalition to help socialize the required changes across the office and deploy targeted communications. The third risk is the potential lack of funding for the tools and practices required to make this work. R/PPR can mitigate this through strategic planning and careful budget formulation that reflects this priority. R/PPR can also highlight evidence of its effectiveness in achieving results as justification for continued investments and deployment of resources in support of hybrid work practices. Fourth, online work is subject to disruption by malign actors. R/PPR can mitigate this much the way it has in the past by building redundant systems that allow R/PPR to pivot and continue working on a different platform if any one system is disabled or compromised.
Bureau Cross-Cutting Management Objective 1.2: Create an office where staff can collaborate across roles and functions in flexible teams to deliver work that supports the PD community.

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** A key management goal within the Department’s Joint Strategic Plan is to build and equip a diverse, inclusive, resilient, and dynamic workforce (JSP 4.1). There are many ways to approach this objective, but one specific direction within PD is the effort to create flexible staffing systems that deliver on policy priorities. At the core of this objective is the desire to build cross-functional, collaborative organizations and workflows that ensure a full range of skills and expertise is brought to bear on every initiative. By familiarizing R/PPR staff with the range of expertise and skills across the office and by encouraging them to incorporate that wealth of expertise into their initiatives, R/PPR can generate far more effective outcomes in support of mission goals.

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- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** There are five primary risks that threaten R/PPR’s ability to achieve this goal. The first is change management. R/PPR will need to establish a guiding coalition to socialize the desired practices across the office and provide clear communications to staff to articulate the practices that will be ideally adopted. The second risk is that the rapid growth of the office and plateauing budget resources could incentivize siloed activity and competition for resources. To address this, R/PPR must build systems that reward collaboration and establish information-sharing practices that allow all units to represent their equities, knowledge, skills, and capabilities. The third risk is a spiraling proliferation of activities driven by R/PPR’s desire to see greater collaboration. This will require R/PPR to be disciplined and deliberate in its project planning processes and clear articulation of priorities. The fourth risk is that R/PPR fails to establish an office wide corporate identity. While each unit may do a good job of inculcating unit identity and culture, R/PPR faces the challenge of broadening staff’s perspective to embrace an office wide sense of purpose. This will require stronger internal communications, better onboarding practices, more consistent use of common collaboration and knowledge sharing tools, office wide team building efforts, and establishing a clear understanding of what each unit contributes to the work of the office. The final risk is the challenge of measuring results related to this objective. It is difficult to point to concrete indicators of increased collaboration. This will require R/PPR to think carefully about how to communicate the expectations and evaluate the results of its efforts.
Bureau Cross-Cutting Management Objective 1.3: Leverage existing and new technology integrations to enhance and extend the capabilities for information sharing, understanding key practitioners and stakeholders, and working together.

• Bureau Cross-Cutting Management Objective 1.3 Justification and Linkages: The Department has established as one of its key objectives modernizing IT and leveraging data to inform decision making and support mission delivery (JSP 4.2). R/PPR seeks to address this objective by ensuring that its staff is adept in using the technology tools, data management practices, logic models, and strategic planning best practices that result in effective program implementation. By familiarizing staff with these tools and internalizing these practices, R/PPR can more effectively serve as a catalyst for their adoption more broadly among the PD workforce.
• **Bureau Cross-Cutting Management Objective 1.3 Risk Considerations:** There are five primary risks that threaten R/PPR’s ability to achieve this objective. The first is related to change management and may be expressed as the challenge of building, maintaining, and sustaining user habits. In this objective, R/PPR seeks to have staff adopt new tools, techniques, and models and apply them to their work. This will require R/PPR to establish new user habits with regard to the tools and practices. To mitigate the risk of user non-adoption, R/PPR should develop a coalition of adopters to socialize the tools and practices across the office and provide staff with clear documentation of desired workflows and practices. The second risk is that no one size fits all. That is to say that what works for one unit may not work for another. To some extent, R/PPR will simply have to accept this risk. But R/PPR can and should work with users to find solutions that suit their needs while balancing the need to rationalize the range of IT platforms. The third risk is the inherent challenge of keeping up with rapidly evolving technology and frequent changes in security protocols. Much of this objective is focused on using technology platforms. The evolving nature of technology requires constant investments in platforms and security. This is an inevitable risk. R/PPR should be intentional and strategic about the platforms it adopts and exercise-controlled experimentation to ensure risks are addressed as effectively as possible. The fourth risk is that changes in senior leadership might impose changes in direction. R/PPR has little control over this but can insulate against it by creating embedded systems and collecting data-supported justifications for the choices it makes. The final major risk is a failure to retire legacy systems. As R/PPR adds new systems and processes, it must sunset those that are no longer aligned with the desired work processes. This will require deliberate decisions about the systems in use and clear communications with staff about which systems are in use and which are being retired.

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