



# Department of State | Agency Priority Goal Action Plan

## Data Informed Diplomacy

### Goal Leader:

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# Overview – Goal Statement



## The U.S. Department of State aims to achieve Data Informed Diplomacy by...

Advancing an enterprise data and analytics capability that enables cross-functional continuous insights, timely and transparent reporting, and evidence-based decision making at the Department of State.

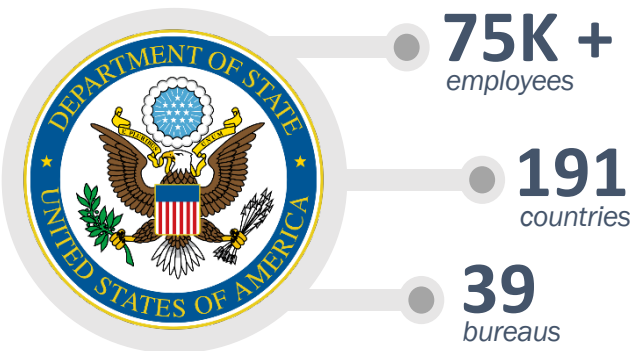
By Sept 2021, we will align and augment a data and analytics cadre that can harness data and apply cutting-edge analytics processes and products to foreign policy and operational challenges, and fulfill the requirements of the Federal Data Strategy to include building the first Department Data Strategy and enterprise Data Catalog.\*

# Overview – Challenges and Opportunities

## CHALLENGES

Data consumers across the Department struggle to access trusted data in a timely manner to support decision-making

### Data Consumers at State



### Current Challenges:

**Cultural Norms for Sharing Data:**  
Shifting culture to treat data as an enterprise asset

**Data Security Risks:**  
Privacy and access to data is often considered late in the data sharing process

**Fragmented and siloed data:**  
Removing data stovepipes so insights can be derived from disparate data sources

**Technology Constraints:**  
Data technical architecture requires modernization

**Data-related Talent:**  
Enhance training and development opportunities to build data capacity

## OPPORTUNITIES

Improved data discovery, access, & governance will enable data driven decision-making

### 1. Data Discovery

The Department has the opportunity to provide a comprehensive data catalog, consistent data lexicon, and standardized data processes that help meet needs to find and discover data.

### 2. Data Access

The Department has the opportunity to improve the ability to access and utilize analytic tools and data to enable analysts to better leverage data and tools to deliver impact.

### 3. Data Governance

The Department has the opportunity to improve the quality, completeness, and accuracy of data to realize the full benefit of data analytics and other advanced decision-making tools.

### 4. Data-Informed Decision Making

By enhancing its data discovery, access, and governance capabilities, the Department has the opportunity to enhance the data acumen of its global workforce to drive more effective data-informed decision making at all levels.





### 5. Leverage steering bodies (EGB, ITEC, EDC)

Integrating these steering committees together can help the alignment of shared goals and priorities.

# Goal Structure and Strategies

**Goal:** Advance an enterprise data and analytics capability that enables cross-functional continuous insights, timely and transparent reporting, and evidence-based decision making at the Department of State. By Sept 2021, align and augment a data and analytics cadre that can harness data and apply cutting-edge analytics processes and products to foreign policy and operational challenges, and fulfill the requirements of the Federal Data Strategy to include building the first Department Data Strategy and enterprise Data Catalog.

## Enabling Strategies

 <b>Imbue Data-focused Culture with Talent</b>	 <b>Establish Data Governance</b>	 <b>Increase Data Analytics Capabilities</b>	 <b>Modernize Data Technology Infrastructure</b>
<ul style="list-style-type: none"> <li>✓ Grow the development of data and analytics expertise through improved hiring and retention methodologies</li> <li>✓ Promote a culture of data sharing and applied analytics for everyday decision making</li> </ul>	<ul style="list-style-type: none"> <li>✓ Create an enterprise data strategy that identifies and prioritizes critical mission and business needs that require data management enhancements</li> <li>✓ Formalize responsibilities, accountabilities, and enablement policies, standards, and processes to manage the data lifecycle starting with the data inventory and catalog</li> </ul>	<ul style="list-style-type: none"> <li>✓ Align data collaboration and analytics cells to increase data sharing and leverage cutting-edge analytics products</li> <li>✓ Apply a range of visualization tools and techniques to improve reporting data insights to a broad audience base</li> </ul>	<ul style="list-style-type: none"> <li>✓ Advance a flexible, scalable, cost effective data and analytics architecture that aligns with the enterprise IT overarching roadmap</li> <li>✓ Establish a data hub that serves as the cornerstone for improving the quality and production of cross-cutting data analytics</li> </ul>

## Key Indicators

<ul style="list-style-type: none"> <li>• Increased number of official position descriptions that require data practitioner skillsets</li> <li>• Increased levels of data skill available training opportunities throughout the workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of critical data assets inventoried and cataloged for sharing across the Department</li> <li>• Increased number of data liaisons for each Bureau</li> <li>• Creation of the Department’s Enterprise Data Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased use of data analytics products to enable mission and business decision-making</li> <li>• Reduction in time to prepare, analyze, and report on recurring, cross-cutting business requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Increased availability of data sets and analytical insights that enable the enterprise to make better use of data</li> <li>• Increased availability of data technology tools that address business reporting and analysis needs</li> </ul>
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## Management Top Priorities



### Talent

– “Be the employer of choice & care for our people”



### Security & Infrastructure

– “Protect our people & assets”



### Excellence & Innovation

– “Optimize & continuously improve the customer experience”



### Data & Analytics

– “Enable data-informed decision-making”

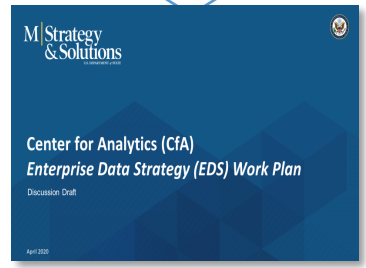
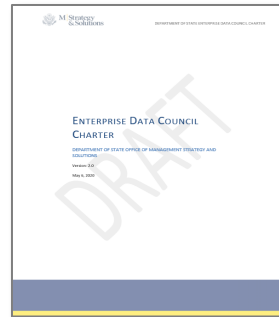
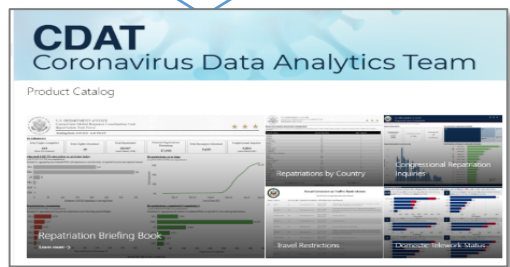
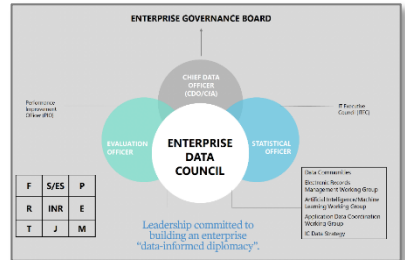
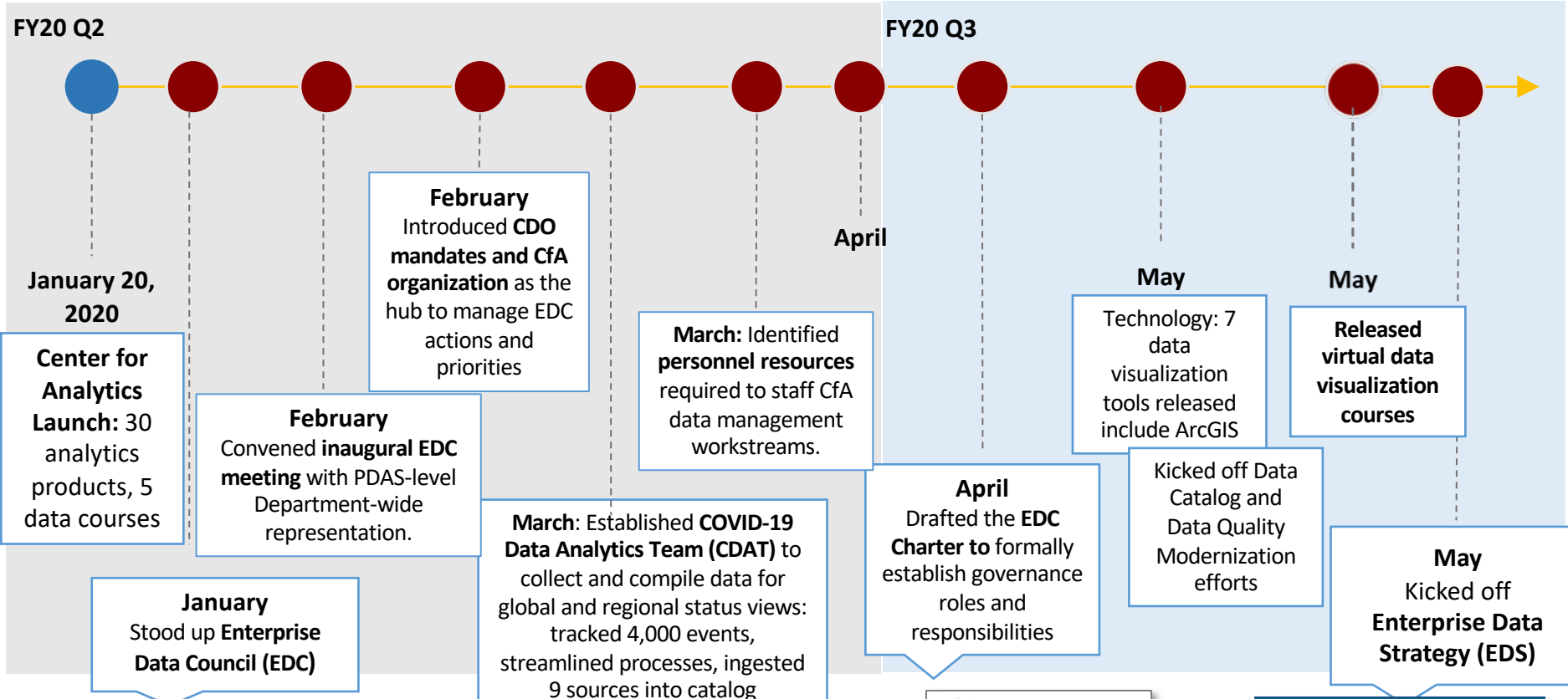


### Technology



– “Modernize with a mission-first, field-first focus”

# Summary of Progress – FY 20 Q2



The Department met all milestones for its Q2 reporting period and all Q3 milestones are on track for successful completion.



# Key Milestones, Indicators, & Metrics (1 of 2)

STRATEGY AREA	MILESTONE(S)	KEY INDICATOR	METRIC(S)	CURRENT BASELINE	FY2020 TARGET (CUMULATIVE)		FY2021 TARGET (CUMULATIVE)	
 <p>IMBUE DATA-FOCUSED CULTURE WITH TALENT</p>	Incorporate data practitioner skillsets in target % of position descriptions by FY20 Q4 and by FY21 Q4	Increased percentage of official position descriptions that require data practitioner skillsets	Percentage of employee data-related position descriptions created	TBD	Q1: N/A	Q1: 17%		Q1: 17%
					Q2: N/A	Q2: 18%		Q2: 18%
					Q3: 8%	Q3: 19%		Q3: 19%
					<b>Q4: 15%</b>	<b>Q4: 20%</b>		<b>Q4: 20%</b>
	Develop three new data literacy courses by FY20 Q4 and four additional by FY21 Q4	Increased training opportunities made available to build data skills throughout the workforce	Number of available in-house data practitioner courses	5	Q1: N/A	Q2: 5	Q1: 9	Q2: 10
					Q3: 6	<b>Q4: 8</b>	Q3: 11	<b>Q4: 12</b>
	Number of participants completing in-house and partner-endorsed data analytics courses	488	Q1: N/A	Q2: 488	Q1: 1000	Q2: 1200		
			Q3: 600	<b>Q4: 800</b>	Q3: 1400	<b>Q4: 1600</b>		
 <p>ESTABLISH DATA GOVERNANCE</p>	Release initial data inventory and catalog by FY20 Q4	Increased number of critical data assets inventoried and cataloged for sharing across the Department	Number of key mission and business identified data sets enrolled in initial releases of data catalog	4	Q1: N/A		Q1: 11	
	Release revised data inventory and catalog by FY21 Q4				Q2: 4		Q2: 21	
					Q3: 9		Q3: 31	
					<b>Q4: 11</b>		<b>Q4: 41</b>	
Data Liaisons Identified for each Bureau	Increased number of data liaisons for each Bureau	Number of data liaisons identified for each Bureau	0%	Q1: N/A	Q2: N/A	Q1: 40%	Q2: 60%	
Complete Draft EDS by FY20 Q4	Creation of the Department's Enterprise Data Strategy	Completion percentage of the Department's Enterprise Data Strategy.	0%	Q3: 15%	<b>Q4: 20%</b>	Q3: 80%	<b>Q4: 100%</b>	
				Q1: N/A	Q2: N/A	Q1: 65%	Q2: 80%	
Complete Final EDS by FY21 Q2				Q3: 40%	<b>Q4: 50%</b>	Q3: 90%	<b>Q4: 100%</b>	

# Key Milestones, Indicators, & Metrics (2 of 2)

STRATEGY AREA	MILESTONE(S)	KEY INDICATOR	METRIC(S)	CURRENT BASELINE	FY2020 TARGET (CUMULATIVE)	FY2021 TARGET (CUMULATIVE)
 <b>INCREASE DATA ANALYTICS CAPABILITIES</b>	Implement system tracker of CfA project requests by customer Bureaus and Offices  Creation of Data Analytics Cells within Bureaus or Offices	Increased use of data analytics products to enable mission and business decision-making  Reduction in time to prepare, analyze, and report on recurring, cross-cutting business requirements	Percentage of core programs applying data analytics products as reported by Bureau data liaisons  Bureau liaisons reporting on 25% or better improvement in the time to meet business requirement reporting through the application of enhanced data management processes, tools, and techniques	TBD	Q1: N/A	Q1: 15%
					Q2: N/A	Q2: 20%
					Q3: 4%	Q3: 25%
					<b>Q4: 10%</b>	<b>Q4: 30%</b>
 <b>MODERNIZE DATA TECHNOLOGY INFRASTRUCTURE</b>	Establish a data hub enabling enterprise access to data and analytical insights  Establish technology infrastructure that enables the creation of cross-cutting analytics	Increased availability of data sets and analytical insights that enable the enterprise to make better use of data  Increased availability of data technology tools that address business reporting and analysis needs	Percentage increase in the number of data sets and analytical products available for enterprise use  Percentage increase in the number of data technology tools certified for enterprise-wide implementation	5%	Q1: N/A	Q1: 13%
					Q2: 5%	Q2: 16%
					Q3: 8%	Q3: 18%
					<b>Q4: 10%</b>	<b>Q4: 20%</b>
				60%	Q1: N/A	Q1: 73%
					Q2: 60%	Q2: 76%
					Q3: 65%	Q3: 78%
					<b>Q4: 70%</b>	<b>Q4: 80%</b>

# Data Accuracy and Reliability

Data Source	Accuracy	Reliability	Notes
<b>Enabling Strategy #1: Imbue Data-focused Culture with Talent</b>			
<ul style="list-style-type: none"> <li>Bureau Liaisons</li> <li>Global Talent Management</li> </ul>	Med	Med	Will improve with designated occupational series.
<ul style="list-style-type: none"> <li>Foreign Service Institute Course Catalog</li> </ul>	High	Med	Proper tagging of data-related courses and improved capture of participant demographics will improve reliability
<b>Enabling Strategy #2: Establish Data Governance</b>			
<ul style="list-style-type: none"> <li>Data Inventory</li> </ul>	N/A	N/A	CfA provides baseline targets
<ul style="list-style-type: none"> <li>Data Catalog</li> </ul>	N/A	N/A	CfA provides baseline targets
<ul style="list-style-type: none"> <li>EDC/EDS Working Group</li> </ul>	N/A	N/A	Implementation Initiative underway
<b>Enabling Strategy #3: Increase Data Analytics Capabilities</b>			
<ul style="list-style-type: none"> <li>Data Inventory</li> </ul>	N/A	N/A	CfA provides baseline targets
<ul style="list-style-type: none"> <li>Data Catalog</li> </ul>	N/A	N/A	CfA provides baseline targets
<ul style="list-style-type: none"> <li>EDC/EDS Working Group</li> </ul>	N/A	N/A	Implementation Initiative underway
<b>Enabling Strategy #4: Modernize Data Technology Infrastructure</b>			
<ul style="list-style-type: none"> <li>Information Resource Management (IRM) Database</li> </ul>	Med	Med	CfA- IRM and data users increased collaboration will improve level of accuracy and reliability

The Department is currently improving its capture methodology for sharing high-quality datasets across the enterprise.



# Additional Information

## Contributing Programs

Organizations	Program Activities	Regulations	Policies	Other Federal Activities
<ul style="list-style-type: none"> <li>Office of Management Strategy and Solution (M/SS)</li> <li>Center for Analytics (CfA)</li> <li>Enterprise Data Council (EDC)</li> <li>Bureau of Information Resource Management (IRM)</li> </ul>	<ul style="list-style-type: none"> <li>(1) Imbue Data-Focused Culture with Talent</li> <li>(2) Establish Data Governance</li> <li>(3) Increase Data Analytics Capabilities</li> <li>(4) Modernize Data Technology Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Federal Data Strategy 2020 Action Plan</li> <li>Geospatial Data Strategy Act of 2018</li> <li>Foundations for Evidence-Based Policymaking Act of 2018</li> <li>E-Government Act (eGov)</li> </ul>	<ul style="list-style-type: none"> <li>Open Data Policy (M 13-13)</li> </ul>	<ul style="list-style-type: none"> <li>President's Management Agenda (PMA)</li> </ul>

Stakeholder / Congressional Consultations:  
 CfA meets regularly with OMB on data initiatives.