Data-Informed Diplomacy

Goal Leader:

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The U.S. Department of State aims to …

The Department's global workforce will be empowered with the skills and tools to derive actionable mission insights from data, and its data assets will be securely shared and effectively managed. By September 30, 2023, in alignment with the eight implementation themes of its first-ever Enterprise Data Strategy, the Department will have doubled workforce training in data analytics, increased the use of enterprise analytics products by 50%, increased the number of organizational units leveraging common analytics infrastructure, quadrupled the ingestion of data assets into the Department's Data Inventory/Data Catalog, and published a modern enterprise data policy.

Goal Overview

Problem to Be Solved

- o Data consumers across the Department of State need to be able to access trusted data in a timely manner to support decision-making.

- o Some impediments are data literacy, access to data training, access to data assets, access to modern analytic platforms, secure data management and storage, and transparent and effective governance.

What Success Looks Like

- o The Department of State's global workforce will be empowered with the skills and tools to derive actionable mission insights from data assets that are securely and effectively managed and utilized.

- o The Department of State will enhance the data acumen of its global workforce and improve the tools and processes at its disposal to drive more effective data-informed decision making at all levels by enhancing its data discovery, access, and governance capabilities.

Goal target(s)

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

Please update this column each quarter.

Achievement statement		Key indicator(s) A "key performance indicator" measures progress toward a goal target	Quantify progress These values enable us (and you!) to calculate % complete for any type of target*			Frequency When is there new data?
By…	**We will…**	**Name of indicator**	**Target value**	**Starting value****	**Current value**	**Update cycle**
Q4 FY 2023	Increase data analytics trainings by 100%	Number of person-hours trained (includes full trainings, modules in larger non-data-specific trainings, FSI Courses, and online self-study courses)	8,400 person-hours per quarter (52,500 total person hours by the end of FY 2023)	4,200 person-hours per quarter	10,951 person-hours per quarter (55,369 person hours total)	Quarterly
Q4 FY 2023	Increase the number of uses of data and analytics products across the Department by 50%	Number of uses of data assets housed on Data.State Ecosystem. Uses is defined as user sessions and views for interacting with myriad data products across multiple platforms.	89,588 uses per quarter	59,725 uses per quarter	105,152 uses per quarter	Monthly
Q4, FY 2023	Reduce redundant infrastructure through more universally accessible and applicable data analytic tools.	Number of organizational units below the bureau/office level leveraging common Analytics infrastructure (Including but not limited to: Tableau, Azure, ArcGIS, databricks, etc.)	110	55	104	Monthly
Q4, FY 2023	Quadruple the number of data assets available on the Enterprise Data Inventory	Number of data assets available on data.state.sbu	520	129	256	Quarterly
Q2, FY 2022	Update Department data policy in the FAM.	Data Policy Update	1 – Complete	0 – Not Complete	1	N/A
Q3, FY 2022	Publish enterprise guidance on data policy and management via ALDAC or issue paper.	Data Policy and Management Guidance	1- Complete	0 – Not Complete	0	N/A

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1="Yes, we achieved it", 0="No, not yet"
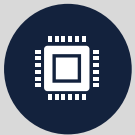
** As of 10/1/2021

Goal Team

The Office of Management Strategy & Solutions **(M/SS)** is the home of the Center for **Analytics (M/SS/CfA).** Led by the Department's **Chief Data and AI Officer (CDAO)**, CfA is charged with improving the Department workforce's ability to leverage data as a strategic asset and more efficiently and effectively use data to inform decisions at all organizational levels and all over the world.

The **Enterprise Analytics (CfA/Analytics)** team uses data and analytics to help solve mission and management challenges by advising, enabling, and partnering with entities across the enterprise.

The **Technology Modernization (CfA/Tech)** team is a hybrid organization that is aligned to both the CDO and the Chief Information Officer **(CIO)** in the **Bureau for Information and Resource Management (IRM)**. This team is continuously researching and developing tools that will make siloed information discoverable and interoperable.

The **Enterprise Data Management (CfA/EDM)** team is responsible for building the Department's capacity to inventory, align, govern, secure, and leverage data from across the enterprise. It is also charged with modernizing the Department's data policies and leading the execution of the Department's first-ever Enterprise Data Strategy.

The **Communications, Culture, and Training (CfA/CCT)** team works to enhance employees' capacities to effectively use data for informed decision making through training **(FSI),** building a force of skilled data specialists, and fostering a culture of data and analytics enterprise wide.

M | Strategy & Solutions
U.S. DEPARTMENT *of* STATE

Cultivate a
Data Culture

Accelerate Decisions
through Analytics

Establish Mission-Driven
Data Management

Enhance Enterprise
Data Governance

| Goal Strategies	Objectives	Indicators and Milestones	Impact
Cultivate a Data Culture: Train, incentivize, and recruit a workforce that routinely seeks, values, and fluently utilizes data for decision-making at all levels of the enterprise.	• Strengthen Data Fluency • Create a Data Culture that accepts multiple forms of evidence in decision making • Enhance Data Collaboration • Hire for the Future from existing vacancies	• Number of person-hours trained • Count of Civil Service data science positions (1560 and 0343 job series) • Launch pilot program with external data analytics training platform • Develop new discrete data and analytics training modules to include in existing internal training courses for civil servants, FSOs, and Senior Leadership. • Develop and implement in partnership with industry, scalable data science training services via virtual training platforms.	Increased data fluency empowers employees and decision makers to make data informed policy decisions that more effectively advance U.S. foreign policy priorities.
Accelerate Decisions through Analytics: Empower the Department's global workforce to routinely utilize data by providing easy access to the Department's data assets, modern analytics tools, and customer support services.	• Deliver Analytic Products • Provide Modern Analytic Tools and platforms • Pilot and Scale Artificial Intelligence and Machine Learning Applications	• Number of organizational units below the bureau/office level leveraging common Analytics infrastructure • Number of data assets available on Data.State • Discover and catalog existing analytics products from other bureaus	Providing the workforce with data tools and analyses enables evidence-based decision-making across mission and operational activities.
Establish Mission-Driven Data Management: Implement a common technical approach to effectively create, collect, store, protect, and share data across the Department and with the interagency and public.	• Enable Access to Data • Define Data Architecture • Define and Implement Data Standards • Establish Data Quality Program	• Number of uses of data assets housed on M/SS/CfA common infrastructure • Officially launch Data.State, the Department workforce's interface to the data inventory and data catalog • Integrate campaign data assets from Management and Mission Themes	Mission-driven data management improves the depth, breadth, and quality of analyses possible with the Department's data, while making more efficient use of the resources needed for maintenance throughout its lifecycle
Enhance Enterprise Data Governance: Enable management oversight and coordination of Department data through effective stewardship, policies, process controls, and investment	• Institute Data Governance Operating Model • Develop Data Policy • Measure the Organizational Value of Data and Analytics	• Data Policy Update • Data Policy & Management Guidance • Complete Data Campaigns	Consistent practice of data governance throughout the Department enables Bureaus and Offices to manage, share, and use the Department's data, while reducing the time and resources required to do so.

Key Indicators

Indicator Title	Current Value	FY 2022 Target	FY 2023 Target
Mitigation			
Number of person-hours trained (includes full trainings, modules in larger non-data-specific trainings, FSI Courses, and online self-study courses)	**55,369 hours**	22,050 hours	52,500 hours
Number of Civil Service positions designated as Data Scientist positions under job series 1560 and 0343*	**38**	N/A	50
Number of uses of data assets housed on M/SS/CfA common infrastructure. Uses is defined as downloads, user sessions, views, and other relevant methods for interacting with myriad data products across multiple platforms.	**105,152**	72,523	89,588
Number of organizational units below the bureau/office level leveraging common Analytics infrastructure (Including but not limited to: Tableau, Azure, ArcGIS, Databricks, etc.)	**104**	82	110
Number of data assets available on Data.State	**256**	260	520

*0343 is a cohort of data scientists the Department hired just prior to the creation of the 1560 hiring series. For additional information about this hiring please click here.
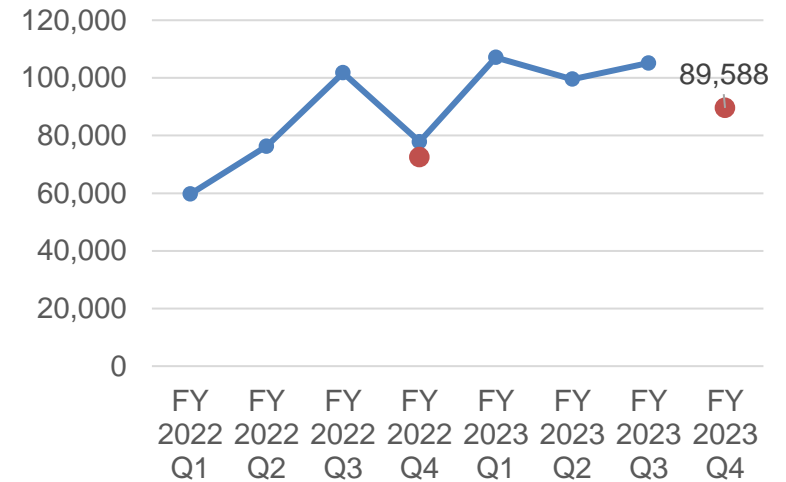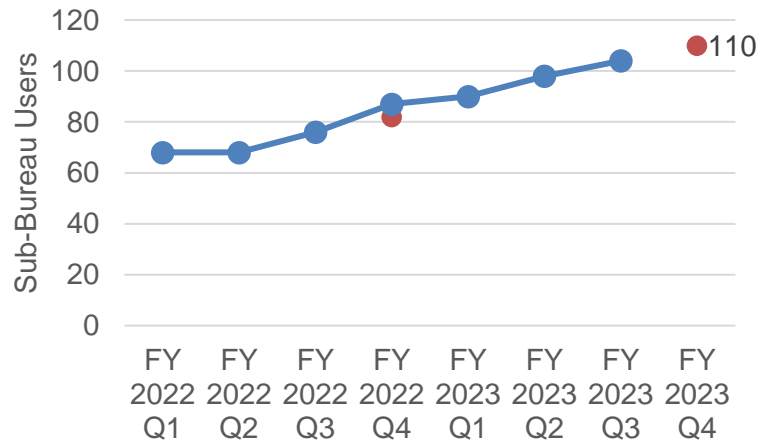
Key Indicators
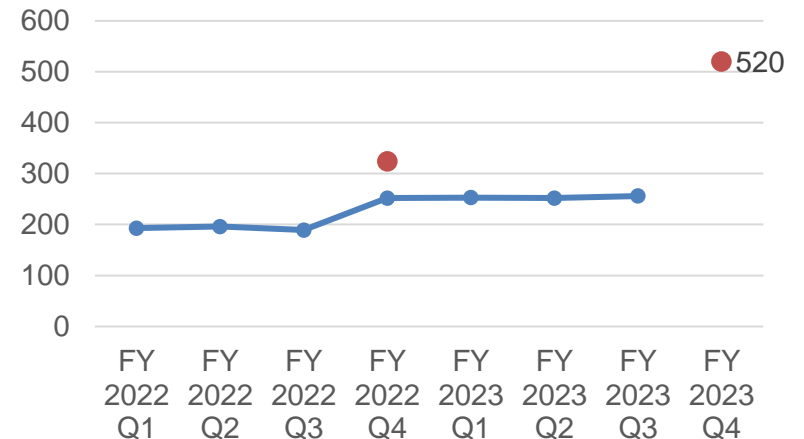

Number of Person-Hours Trained
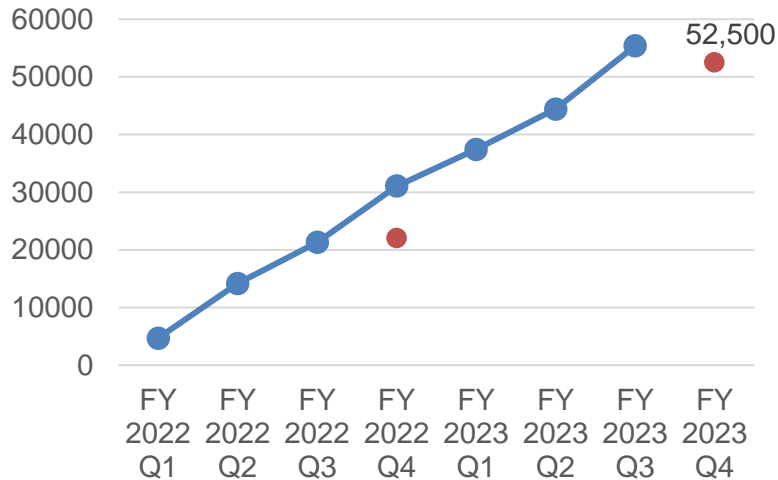
Number of Uses of Data Assets

Number of Organizational Units Leveraging Analytics Infrastructure

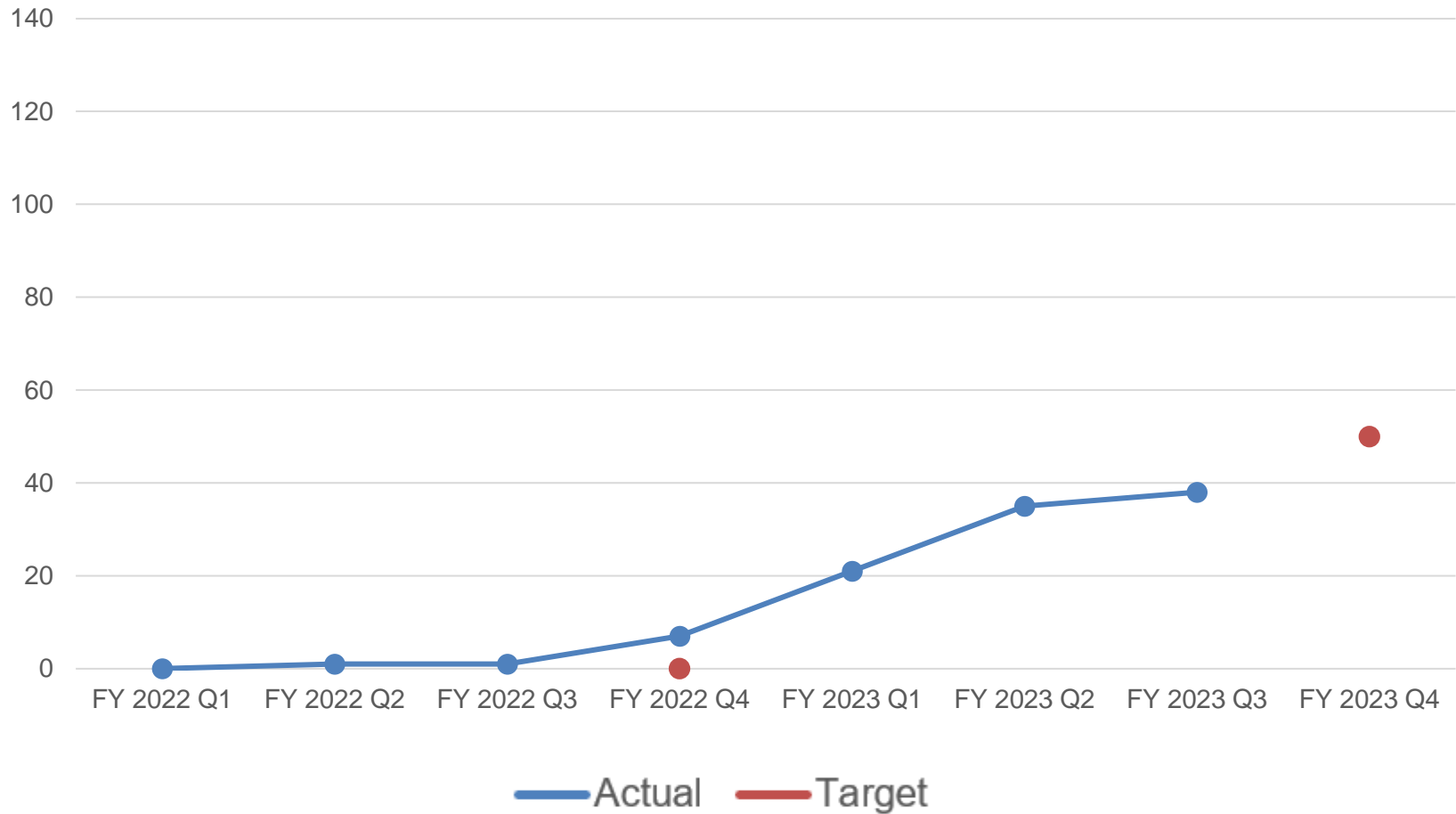## Number of Data Assets Available on Data.State

Actual   Target

Key Indicators

Number of Civil Service
Data Science Positions*

*0343 is a cohort of data scientists the Department hired just prior to the creation of the 1560 hiring series. For additional information about this hiring please click here

Key Milestones

Milestone Summary				
Key Milestone	**Milestone Due Date** [e.g., Q2, FY 2017]	**Milestone Status** [e.g., Complete, On-Track, Missed]	**Owner** [optional column]	**Comments** [Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]
Officially launch Data.State, the Department workforce's interface to the data inventory and data catalog	**Q1, FY 2022**	**Complete**	**MSS**	**Successfully launched Data.State; this is a necessary precursor to making data assets and tools more available to the Department workforce.**
Launch pilot program with external data analytics training platform	**Q2, FY 2022**	**Complete**	**MSS**	**Launched partnership with industry partner for data analytics training currently available to a subset of the Department and looking to expand in the upcoming months.**
Develop new discrete data and analytics training modules to include in existing internal training courses for Civil Servants, FSOs, and Chiefs of Mission	**Q3, FY 2022**	**On-Track**	**MSS/FSI**	**There is an ongoing partnership with SAIT to analyze impact of courses/knowledge gaps, including Needs Assessment to more closely align PS-315 course with Executive level data-related training requirements. M/SS/CfA will present during IRM Tradecraft, and discussions are under way to expand data training into other tradecraft areas.**
Update Department data policy in the FAM	**Q2, FY 2022**	**Complete**	**MSS**	**Department data policy was updated in FY23Q1 and is now in the FAM as the new volume 20 FAM: Data Policy.**
Publish enterprise guidance on data policy and management via ALDAC or issue paper	**Q3, FY 2022**	**Missed**	**MSS**	**While enterprise guidance on data policy and management has been developed, it is pending final review and publication. We anticipate this will be complete by the end of FY23Q4.**
Integrate campaign data assets from Management and Mission themes	**Q4, FY 2022**	**Complete**	**MSS**	**Products that were created as part of the EDS Data Campaign efforts were inventoried and cataloged on Data.State.**
Complete four data campaigns (two mission and two management) by end of FY2022	**Q4, FY 2022**	**Complete**	**MSS**	**Strategic Competition, DEIA, Multilateralism, and Cyber Data Campaigns were completed successfully.**
Develop and implement in partnership with industry, scalable data science training services via virtual training platforms	**Q1, FY 2023**	**On-Track**	**MSS/FSI**	**Currently in pilot stage with industry partner.**
Find and share to the existing enterprise analytics products from other bureaus	**Q1, FY 2022 - Q4, FY 2023**	**On-Track**	**MSS**	**This is a recurring milestone. Completion status will be reassessed every quarter.**
Integrate campaign data assets from Management and Mission themes	Q4, FY 2023	NA	MSS	
Complete four data campaigns (two mission and two management) by end of FY2023	**Q4, FY 2023**	**On-Track**	**MSS**	**Global Operations and Climate Campaigns were completed and two new campaigns were kicked off successfully.**

Narrative – FY 23 Q3

I. Key Indicators

Number of Person-Hours Trained. The cumulative number of person-hours trained in FY23 Q3 was 55,369, exceeding the end-of-year target by over 3,000 person-hours. The Department continues to make strides in expanding training partnerships with the School for Applied Information Technology (SAIT) and other schools in FSI, promising to further increase the rate at which we develop the Department's workforce data capabilities.

Number of Organizational Units Leveraging Analytics Infrastructure. The cumulative number of organizational units leveraging common analytics infrastructure in FY23 Q3 was 104, slightly exceeding the target of 103. There has been a large influx of bureaus requesting common infrastructure and analytics services, and the value is projected to increase over the remaining months of the fiscal year.

Number of Data Assets: The cumulative number of data assets shared on the Department's data inventory and catalog in FY23 Q2 is 256, falling short of meeting the target. The Department plans to release an inventory data call in FY23 Q4 that would likely result in exceeding the end-of-FY target.

Number of Uses of Data Assets. The Department saw 105,152 uses of its data assets, exceeding the FY23 Q3 target, due to continued strong usage of multiple enterprise products.

Number of Data Scientist Positions. In FY23 Q3, the Department's number of data scientists increased slightly to 38, but that figure does not include data scientists who have transitioned to new (and often more senior) roles within the Department and are no longer classified under the data science-aligned OPM job series. The Department remains committed to hiring more 1560-series data scientists and is interviewing its third Department-wide cohort in FY23 Q4.

II. Key Milestones

Enterprise Guidance on Data Policy and Management. Guidance in the form of a Department Notice and cable is anticipated to be completed by the end of FY23 Q4.

Scalable Data Science Training Services. The Department is continuing its pilot with an industry partner and will continue to assess scalability.

Existing Analytics Products from Other Bureaus. This is a recurring milestone. Completion status will be reassessed every quarter.

Data accuracy & reliability

Data Source	Accuracy	Reliability	Notes
Goal Strategy #1: Cultivate a Data Culture			
Foreign Service Institute Course Attendance	High	Med	Will be used to determine person-hours trained at Department-sponsored courses
M/SS/CfA Events Attendance Log	Med	High	Will be used to determine person-hours trained at Department-sponsored training events
Subscription-Based External Training Platform	High	High	Will be used to determine person-hours trained using third-party software
Goal Strategy #2: Accelerate Decisions through Analytics			
Enterprise Data Architecture	High	High	Will be used to determine the number of organizational units leveraging common infrastructure
Enterprise Data Inventory	High	High	Will be used to determine number of uses of data and analytics products
Goal Strategy #3: Establish Mission-Driven Data Management			
Data Inventory	High	High	Will be used to determine number of assets available
Goal Strategy #4: Enhance Enterprise Data Governance			
Foreign Affairs Manual	High	High	Will be used to determine if Department has updated its data policy

Additional Information

Contributing Programs				
Organizations	**Program Activities**	**Regulations**	**Policies**	**Other Federal Activities**
• Office of Management Strategy and Solution (M/SS) • Enterprise Data Council (EDC) • Bureau of Information Resource Management (IRM) • Foreign Service Institute (FSI) • Bureau for Global Talent Management (GTM)	• Cultivate a Data Culture • Accelerate Decisions through Analytics • Establish Mission-Driven Data Management • Enhance Data Governance	• Federal Data Strategy 2020 Action Plan • Geospatial Data Strategy Act of 2018 • Foundations for Evidence-Based Policymaking Act of 2018	• OMB M 13-13 • OMB M 19-23 • OMB M 22-09	• President's Management Agenda (PMA)