



# Department of State | Agency Priority Goal Action Plan

## Data Informed Diplomacy

### Goal Leader:

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Deputy Director, Management Strategy & Solutions

# 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.

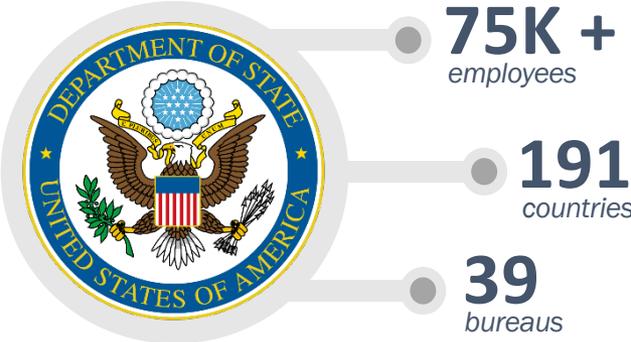
By Sept 2021, we will align and augment a data and analytics cadre that can harness data and apply cutting-edge analytics processes and products to foreign policy and operational challenges, and fulfill the requirements of the Federal Data Strategy to include building the first Department Data Strategy 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 enterprise steering committees together can help the alignment of shared goals and priorities.

# Goal Structure and Strategies

## 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”

**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

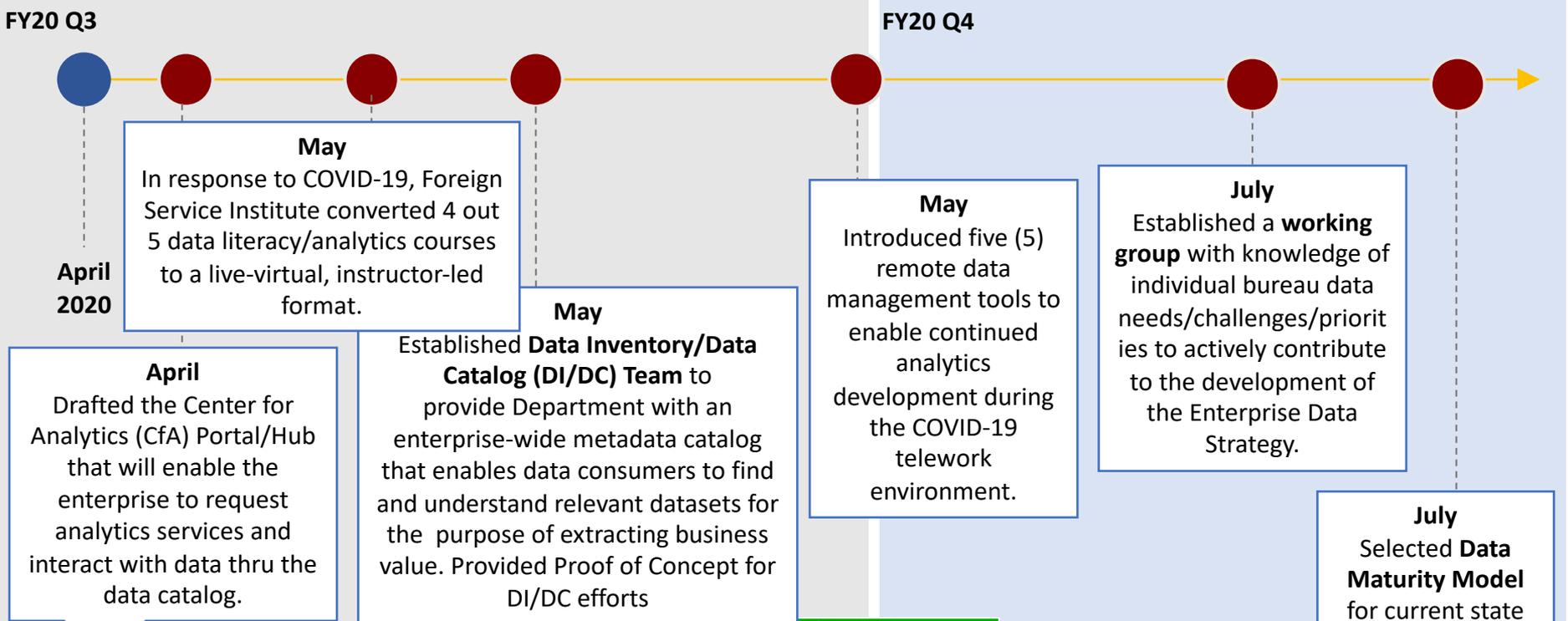
Imbue Data-focused Culture with Talent	Establish Data Governance	Increase Data Analytics Capabilities	Modernize Data Technology Infrastructure
<ul style="list-style-type: none"> <li>✓ Grow the development of data and analytics expertise through improved hiring and retention methodologies</li> <li>✓ Promote 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 percentage of official position descriptions that require data practitioner skillsets</li> <li>• Increased training opportunities made available to build data skills 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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# Summary of Progress – FY 20 Q3

The Department met most milestones for its Q3 reporting period and all Q4 milestones are on track for successful completion..



**cfa center for analytics**

The Center for Analytics (CfA) is the U.S. Department of State's official enterprise data and analytics capability. Led by the Chief Data Officer, CfA transforms data into bold insights that help over 75,000 employees – from working-level to the Secretary – make better management and foreign policy decisions. Our mission is to expand data access and grow analytic expertise across the Department's domestic bureaus and over 200 missions around the world.

**The science of analytics meets the art of diplomacy at CIA.**

**Learn More**

- Citizen Data Scientist Playground
- Data Science Resources
- Center for Analytics Platform
- Data Catalog
- Request Access
- About Tableau
- About ArcGIS

**Rep. Tim Ryan (D-OH 13)**

**Insights**

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**Open Data Maturity**

The open data maturity model is a way to assess how an organisation publishes and consumes open data, and identifies actions for improvement.

The model is based around five themes and five progress levels. Each theme represents a broad area of operations within an organisation. Each theme is then broken into areas of activity, which can then be used to assess progress.

Themes	Progress Levels
1. Data management processes — identifies the key business processes that underpin data management and publication including quality control, publication workflows, and adoption of technical standards.	1-5
2. Knowledge & skills — highlights the steps required to create a culture of open data within an organisation by identifying the knowledge sharing, training and learning required to embed an understanding of the benefits of open data.	6-10
3. Customer support & engagement — addresses the need for an organisation to engage with both their data sources and their data re-users to provide sufficient support and feedback to make open data successful.	11-15
4. Investment & financial performance — covers the need for organisations to have insight into the value of their datasets and the appropriate budgetary and financial oversight required to support their publication. In terms of data consumption, organisations will need to understand the costs and value associated with their re-use of third-party datasets.	16-20
5. Strategic oversight — highlights the need for an organisation to have a clear strategy around data sharing and re-use, and an identified leadership with responsibility and capacity to deliver that strategy.	21-25

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

STRATEGY AREA	MILESTONE(S)	STATUS	KEY INDICATOR	METRIC(S)	FY2020 TARGET (CUMULATIVE)		FY2021 TARGET (CUMULATIVE)	
 <b>IMBUE DATA-FOCUSED CULTURE WITH TALENT</b>	Incorporate data practitioner skillsets in target % of position descriptions by FY20 Q4 and by FY21 Q4	Behind Schedule	Increased percentage of official position descriptions that require data practitioner skillsets	Percentage of employee data-related position descriptions created	Q1: N/A		Q1: 17%	
					Q2: 0		Q2: 18%	
					Q3: 8%		Q3: 19%	
					Q4: 15%		Q4: 20%	
	Develop three new data literacy courses by FY20 Q4 and four additional by FY21 Q4	On Track	Increased training opportunities made available to build data skills throughout the workforce	Number of available in-house data practitioner courses	Q1: N/A	Q2: 5	Q1: 9	Q2: 10
					Q3: 6	Q4: 8	Q3: 11	Q4: 12
Behind Schedule		Number of participants completing in-house and partner-endorsed data analytics courses		Q1: N/A	Q2: 488	Q1: 1000	Q2: 1200	
				Q3: 600	Q4: 800	Q3: 1400	Q4: 1600	
 <b>ESTABLISH DATA GOVERNANCE</b>	Release initial data inventory and catalog by FY20 Q4  Release revised data inventory and catalog by FY21 Q4	Behind Schedule	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	Q1: N/A		Q1: 11	
					Q2: 4		Q2: 21	
					Q3: 9		Q3: 31	
					Q4: 11		Q4: 41	
	Data Liaisons Identified for each Bureau	Ahead of Schedule	Increased number of data liaisons for each Bureau	Number of data liaisons identified for each Bureau	Q1: N/A	Q2: 0	Q1: 15	Q2: 22
					Q3: 5	Q4: 7	Q3: 29	Q4: 37
Complete Draft EDS by FY20 Q4  Complete Final EDS by FY21 Q2	Behind Schedule	Creation of the Department's Enterprise Data Strategy	Completion percentage of the Department's Enterprise Data Strategy.	Q1: N/A	Q2: 0%	Q1: 65%	Q2: 80%	
				Q3: 40%	Q4: 50%	Q3: 90%	Q4: 100%	

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

STRATEGY AREA	MILESTONE(S)	STATUS	KEY INDICATOR	METRIC(S)	FY2020 TARGET (CUMULATIVE)	FY2021 TARGET (CUMULATIVE)
 <p><b>INCREASE DATA ANALYTICS CAPABILITIES</b></p>	Implement system tracker of CfA project requests by customer Bureaus and Offices	On Track	Increased use of data analytics products to enable mission and business decision-making	Number of core programs applying data analytics products as reported by Bureau data liaisons	Q1: N/A	Q1: 15
					Q2: 0	Q2: 20
					Q3: 4	Q3: 25
					Q4: 10	Q4: 30
	Creation of Data Analytics Cells within Bureaus or Offices	Behind Schedule	Reduction in time to prepare, analyze, and report on recurring, cross-cutting business requirements	Number of 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	Q1: N/A	Q1: 15
					Q2: 0	Q2: 20
					Q3: 4	Q3: 25
					Q4: 10	Q4: 30
 <p><b>MODERNIZE DATA TECHNOLOGY INFRASTRUCTURE</b></p>	Establish a data hub enabling enterprise access to data and analytical insights	On Track	Increased availability of data sets and analytical insights that enable the enterprise to make better use of data	Percentage increase in the number of data sets and analytical products available for enterprise use	Q1: N/A	Q1: 13%
					Q2: 5%	Q2: 16%
					Q3: 8%	Q3: 18%
					Q4: 10%	Q4: 20%
	Establish technology infrastructure that enables the creation of cross-cutting analytics	On Track	Increased availability of data technology tools that address business reporting and analysis needs	Percentage increase in the number of data technology tools certified for enterprise-wide implementation	Q1: N/A	Q1: 73%
					Q2: 60%	Q2: 76%
					Q3: 65%	Q3: 78%
					Q4: 70%	Q4: 80%

# Metrics Update | FY20 Q3 (1 of 2)

STRATEGY AREA	METRIC(S)	FY20 Q3 TARGET	ACTUALS	COMMENTS	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY21 Q1	FY21 Q2	FY21 Q3	DY21 Q4
 <b>IMBUE DATA-FOCUSED CULTURE WITH TALENT</b>	Percentage of employee data-related position descriptions created	8%	0%	Initiated scope and process to determine existing number of data-related position descriptions.	0%	0%	0%	7.5%	14.5%	16.5%	17.5%	18.5%
	Number of available in-house data practitioner courses	6	6	Successfully transformed courses to live-virtual format to accommodate COVID-19 environment.	0	5	6	8	9	10	11	12
	Number of participants completing in-house and partner-endorsed data analytics courses	600	170	Due to COVID-19, the Department pivoted training courses to a virtual environment and are getting back on track.	0	500	200	750	1000	1200	1400	1600
 <b>ESTABLISH DATA GOVERNANCE</b>	Number of key mission and business identified data sets enrolled in initial releases of data catalog	9	4	Department of State has inventoried over 60 datasets and are now calibrating processes and procedures to architect and prioritize data catalog publication.	0	5	5	10	10	20	30	40
	Number of data liaisons identified for each Bureau	5	20	Successfully identified first round of working-level data liaisons.	0	0	20	5	15	22	28	35
	Completion percentage of the Department's Enterprise Data Strategy	40%	25%	Introduced Data Maturity Model selection to Enterprise Data Council and initiated model tailoring for Department-specific data priorities and needs.	0%	0%	25%	40%	50%	65%	75%	85%

# Metrics Update | FY20 Q3 (2 of 2)

STRATEGY AREA	METRIC(S)	FY20 Q3 TARGET	ACTUALS	COMMENTS	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY21 Q1	FY21 Q2	FY21 Q3	DY21 Q4
 <p><b>INCREASE DATA ANALYTICS CAPABILITIES</b></p>	Number of core programs applying data analytics products as reported by Bureau data liaisons	4	4	Department of State has identified several bureaus and offices that have existing analytic capabilities and capacity.	0	0	4	10	15	20	25	30
	Number of 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	4	0	Estimate is currently being validated with the Enterprise Data Council (EDC) Working Group.	0	0	0	10	15	20	25	30
 <p><b>MODERNIZE DATA TECHNOLOGY INFRASTRUCTURE</b></p>	Percentage increase in the number of data sets and analytical products available for enterprise use	8%	8%	Successfully launched analytical products and respective datasets for enterprise use.	0%	5%	8%	10%	13%	16%	18%	20%
	Percentage increase in the number of data technology tools certified for enterprise-wide implementation	65%	65%	Successfully certified additional technology tools for enterprise use to include Tableau and ESRI ArcGIS.	0%	60%	65%	70%	72%	75%	78%	80%

# 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>Enterprise Data Inventory</li> </ul>	High	High	CfA provides baseline targets and quantification of data sets
<ul style="list-style-type: none"> <li>Enterprise Data Catalog</li> </ul>	High	High	CfA provides baseline targets and quantification of data sets
<ul style="list-style-type: none"> <li>EDC Working Group</li> </ul>	Med	Med	Project planning
<b>Enabling Strategy #3: Increase Data Analytics Capabilities</b>			
<ul style="list-style-type: none"> <li>EDC Working Group</li> </ul>	Med	Med	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.