



Spokesperson Heather Nauert addresses reporters at the Department Press Briefing, in Washington, D.C., June 6, 2017.

Department of State

## Overview of Department Progress and Plans

In the past year, the Department has increased the number of staff trained in the management of evaluations, has completed more evaluations of programs, projects, and processes, and has continued implementation of a knowledge management strategy. The details of this progress are discussed below.

***Train staff in planning, project management, and evaluation process.*** As part of the ongoing effort to solidify the Managing for Results framework, the Department supports activities aimed to equip personnel with the skills needed to develop strategic plans, measure bureau and office performance, and link performance goals to strategic goals and objectives. This includes coursework on strategic planning and performance management. Through the Teamwork@State initiative, the Department advanced the skills of project managers and staff by providing three simple toolkits that help teams develop office-level plans, better manage projects, and improve processes. In the last year, the initiative provided training or hands-on facilitation support to more than 440 staff. Additionally, through the initiative, the Department developed an eLearning course for each of the three toolkits, enabling our globally dispersed workforce to access Teamwork@State training on-demand to improve their management skills regardless of location. Over the past

year, the Department's Foreign Service Institute also trained 540 more people on foundational and advanced skills of project management. Finally, the Department continued to prepare personnel to conduct evaluations by providing formal training on managing evaluations to 73 people and providing formal training on evaluation methods and designs to another 42. This training is yielding a growing base of professionals with the tools to commission and use the evaluation findings.

***Provide staff with management data and a process improvement methodology through the Collaborative Management Initiative.*** Drawing on the Teamwork@State tools, the Collaborative Management Initiative (CMI) promoted a continuous process improvement methodology that encourages International Cooperative Administrative Support Services (ICASS) service providers overseas to draw on stakeholder feedback and service performance data to analyze management operations and to make data-driven decisions about allocating resources. Interactive, in-person training on CMI was provided to management personnel and CMI Quality Coordinators overseas. Additionally, CMI provided hands-on facilitation support to assist missions with applying the continuous process improvement methodology to pertinent challenges, and developed a nine-module course enabling overseas staff to access CMI training on-demand.