

OVERVIEW OF THE DEPARTMENT OF STATE

Mission

Diplomacy is an instrument of power, essential for maintaining effective international relationships. It is a principal means through which the United States defends its interests, responds to crises, and achieves its international goals. The Department of State is the lead institution for the conduct of American diplomacy, a mission based on the role of the Secretary of State as the President's principal foreign policy adviser.

To carry out U.S. foreign policy at home and abroad, the Department of State:

- Exercises policy leadership, broad interagency coordination, and management of resource allocation for the conduct of foreign relations.
- Leads representation of the United States overseas and advocates U.S. policies for foreign governments and international organizations.
- Coordinates, and provides support for, the international activities of U.S. agencies, official visits, and other diplomatic missions.
- Conducts negotiations, concludes agreements, and supports U.S. participation in international negotiations of all types.
- Coordinates and manages the U.S. Government response to international crises of all types.
- Carries out public affairs and public diplomacy.
- Reports on and analyzes international issues of importance to the U.S. Government.
- Assists U.S. business.
- Protects and assists American citizens living or traveling abroad.
- Adjudicates immigrant and nonimmigrant visas to enhance U.S. border security.
- Manages those international affairs programs and operations for which the Department has statutory responsibility.
- Guarantees the Diplomatic Readiness of the U.S. Government.

The above mission statement guides Department employees in conducting foreign affairs programs and activities. Department employees are also guided by a set of values, as individuals and as an institution. The work of these individuals has an impact on U.S. citizens, both domestic and abroad. Expertise in languages, understanding of foreign cultures, and management of complex issues and programs gained through international experience are essential elements of this work. The Department exercises discipline in implementing policy, regardless of personal preferences, and its personnel are willing and able to serve worldwide as needed. Divergent views are expressed when necessary to strengthen the formulation and execution of foreign policy. The conduct of foreign relations is viewed as a long-term career commitment, rather than just a job. The Department workforce, a blend of Civil and Foreign Service employees and Foreign Service Nationals overseas, reflects the diversity of the United States.

Organization and Structure

The Department was established in 1789 to advise the President on the formulation and execution of foreign affairs. The Secretary heads the Department and is the President's principal foreign relations adviser. The Secretary is aided by a Deputy Secretary and five Under Secretaries who serve as the Department's corporate board on foreign policy in the following areas: political affairs; economic, business, and agricultural affairs; arms control and international security; global affairs; and management. (An Organization Chart for the Department is on page 73, and a listing of Department locations can be found on pages 75-77.)



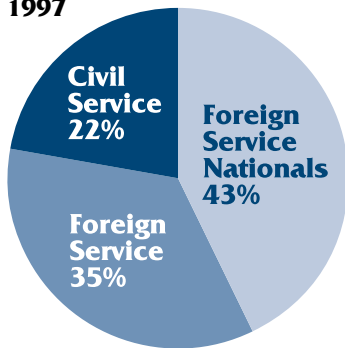
Organization and Structure

The foreign policy mission is conducted by approximately 22,000 employees in both the Civil Service and the Foreign Service, including Foreign Service Nationals, in the 162 countries where the United States is represented by Embassies and Consulates. In addition, the Department operates a national passport and visa center located in New Hampshire, 13 passport agencies, 5 agencies that provide logistics support for overseas operations, 22 security offices, and 3 financial service centers located in Paris, France; Bangkok, Thailand; and Charleston, South Carolina.

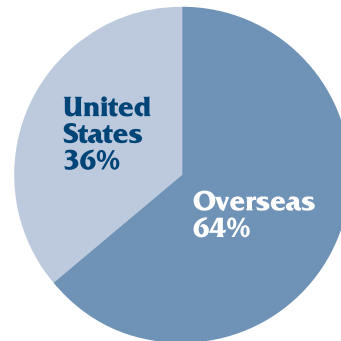
Summary of Full-Time Permanent Employees

FY	Civil Service	Foreign Service	FSN's	Total
1993	5370	8792	9412	23,574
1994	5191	8512	9412	23,115
1995	4972	8207	9555	22,734
1996	5021	7994	9555	22,570
1997	4977	7724	9508	22,209

Department of State Workforce
Full-time Permanent Employees
as of September 1997



Department of State Workforce
Where Based



Within the Department's Washington, D.C., Headquarters, the mission is coordinated and managed through six regional bureaus, each with responsibility for a specific geographical area of the world. Regional bureaus and overseas posts are supported by domestic offices that provide program management and administrative expertise in economics, intelligence, and human rights, as well as finance, administration, personnel, training, medical services, and security programs.



In each Embassy, the Chief of Mission (usually an Ambassador), is responsible for coordination and management of all U.S. Government executive branch programs and activities in the host country. Each Ambassador is appointed by the President, confirmed by the Senate, and reports directly to the President through the Secretary. The Diplomatic Mission is also the primary U.S. Government contact for U.S. citizens and foreign nationals of the host country. The Mission serves the needs of U.S. citizens traveling and working overseas and provides support to Presidential and Congressional delegations visiting the country.

The Department of State Strategic Plan

During 1997, the Department prepared its first *Strategic Plan* as required by the GPRA. Early in the fiscal year, a planning team was established to meet the challenge of defining the mission, goals, objectives, strategies, and performance measurement indicators for the Department of State. In September 1997, the team completed its work, which culminated in the presentation of the *Strategic Plan* to Congress and the budget request for 1999 to the Office of Management and Budget (OMB) a short time later. The process of developing the Plan involved management and employees at all levels in the Department. The final *Plan* was approved by the Secretary of State and made available to all employees of the Department and other executive agencies, Congress, and the general public (available on the worldwide web at www.state.gov).

Although full implementation of the GPRA will not be realized until issuance of the *Accountability Report for Fiscal Year 1999* (to be published in March 2000), we chose to present the accomplishments of the Department for 1997 within the framework of the *Strategic Plan*. This approach provides a logical progression from one year to the next as we discuss our accomplishments in terms of achieving the mission, goals, and objectives defined in the. However, our discussions of 1997 experience may not be as directly related to the use of resources to meet program goals as will be the case in future years, when resources are more closely tied to program and activity levels.

Beginning with 1999 and annually thereafter, funding will be provided based on specific program levels identified in appropriations requested by the Department, passed by Congress, and signed into law by the President. Accordingly, under GPRA the Department will move away from annual appropriations based on historical experience and generic expenditures (salaries, benefits, travel, contracted services, etc.) to costs based on activities necessary to achieve the goals and objectives. The *Report*, due in March 2000, will fully cover our experience as required by the GPRA.

