



Management Objectives

Integrated Country Strategy



Managing for Results

Now that the Mission has worked through what it wants to accomplish with the Mission Goals and Objectives, platform and management implications of those decisions should be clear enough to develop the Management Objectives, formerly known as Enabling Objectives.

Characteristics of the Management Objective

Each Mission faces very different challenges. Thus, the number of Management Objectives in the ICS is at the discretion of the Missions. Management Objectives are meant to reflect **long term and critical** management priorities and platform requirements. The Mission should have a reasonable degree of influence and control over carrying out activities to achieve Management Objectives (e.g. cost, service delivery, internal controls, and quality of personnel).

Each Management Objective should include a **specific, realistic, and result-oriented** statement of priority improvements in Mission management that will be supported by a Justification narrative and an Action Plan organized around a Sub-Objective.

Management Objectives can address specific functional areas including:

- Facilities and Infrastructure
- Performance and Program Management
- Information and Communications Technology
- Security Environment
- Procurement and Local Sourcing
- Engagement with U.S., partner, and host country stakeholders
- Human Capital, Community and Family Life

CHARACTERISTICS OF GOOD MANAGEMENT OBJECTIVES

Results Oriented- Identifies an ambitious change or management improvement that should occur, that otherwise might not happen without the Mission’s efforts.

Specific- Clearly defined results, not too broad - it states some particular attributes you are trying to attain.

Realistic- Given constraints, this is a priority change is challenging and ambitious. but attainable.

DEVELOPING MANAGEMENT OBJECTIVES

Review Country Context, Joint Regional Strategy, and Functional Bureau Strategies: Country Context and the strategic priorities laid out by the regional and relevant functional bureaus should be reviewed to frame and inform the conversation on Management Objectives.

Deliberate and Draft: The Management Objectives under any one goal should represent the various components needed to support progress on the Mission Goals. Review the examples and critical questions on the next pages to you identify and evaluate and elevate priorities to elevate as Management Objectives for the next three to five years.



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Components of Management Objectives

A properly written objective should have two key components (1) a desired change or improvement from the current state and (2) the effort or action that influences or impacts the improvement or change from the current state.

An objective that conveys only actions inhibits measuring progress by obscuring the purpose behind action and lowering the bar for success.

One example of using these two components is:

ICASS customer satisfaction and cost effectiveness is improved through realigned service delivery processes and streamlined functions.

In this example the effort or role is realigning service delivery processes and streamlining functions and change or improvement from the current state is improved customer satisfaction and cost effectiveness.

Here are a few questions to identify and evaluate management priorities to elevate as Management Objectives for the next three to five years:

Performance and Program Management

Does the Embassy have a plan for regularly reviewing progress made towards achieving Mission Goals and Objectives and updating action plans?

How does the Mission plan to use the strategy to inform program and process design and management?

Engagement with U.S., partner, and host country stakeholders

How will the Mission address engagement or interest from U.S. government, host government, and other stakeholders and partners to direct efforts towards its ICS priorities?





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Facilities and Infrastructure

How will the Mission's facilities infrastructure in the next 3-5 years impact the ability of the Mission implement action plans?

How is the Mission implementing greening and sustainability improvements in the next 3-5 years?

How is Mission planning to improve service delivery in the most efficient and cost effective manner?

Security Environment

Is this a country where the security environment will affect the capability to engage host government counterparts to implement activities in ICS Objective action plans?

What is the Embassy (RSO and/or the emergency action committee) doing to address threats to enable personnel to carry out activities the strategy?

Human Capital, Community and Family Life

How will the Mission recruit, train, and foster mobility that ensures personnel are engaged and properly equipped to support achievement of Missions Goals and Objectives in the strategy?

How will the Mission address quality of life issues (health, safety, morale, housing, schools, benefits, etc.) to implement the strategy?

Procurement and Local Sourcing

Are procurement actions or process changes needed to implement activities in the strategy?

How does the Mission address U.S. and host government laws, regulations, and supply chains to procure goods and services necessary to the implementation of the strategy?

Information and Communications Technology

How will the Mission address information and communications technology in country impacts to implement the strategy?

How will the Mission's information and communications infrastructure and service delivery improve in the next 3-5 years?