



# Integrated Country Strategy

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**LITHUANIA**

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

Lithuania is a staunch friend and ally of the United States, and we enjoy close, cooperative, and mutually beneficial relations rooted in historical connections, common interests, and shared values. In 2022, the United States and Lithuania are commemorating 100 years of bilateral diplomatic relations, as well as the 30th anniversary of the re-opening of the U.S. Embassy following the restoration of Lithuania's independence. 2022 is also the 20th anniversary of President George W. Bush's historic visit to Vilnius, where he welcomed Lithuania's invitation to join NATO. Over the three decades since regaining its independence, Lithuania has grown from a country focused on rebuilding its democratic institutions, market economy, and security forces, to a leader within NATO and the European Union – and globally – on issues of mutual priority to the United States. This transition has been particularly evident over the past year, as Lithuania earned global recognition for its commitment to what its government terms “values-based” foreign policy. A September 2021 New York Times headline called Lithuania “a Baltic Minnow [that] Defies a Rising Superpower,” citing decisions by Vilnius to withdraw from the PRC's 17+1 format, report publicly on the security vulnerabilities of Chinese-made smartphones, welcome the opening of a Taiwanese Representative Office, and withstand intense political and economic pressure from the PRC. Similarly, The Economist named Lithuania its runner-up “2021 Country of the Year,” recognizing the government's commitment to speaking out against authoritarian regimes in Russia and Belarus, while giving sanctuary to democratic leaders and weathering the influx of thousands of third-country migrants across its border with Belarus.

Lithuanians across the ideological spectrum strongly support close security and defense cooperation with the United States; in a December 2021 poll, 88 percent of respondents supported the Allied presence in Lithuania and 81 percent agreed that exercises with the U.S. military improve readiness to defend Lithuania and deter hostile actions. As tensions flare in the region, we will continue to underscore to Lithuanian leadership the enduring presence of U.S. forces, while focusing joint efforts on strengthening regional deterrence, demonstrating NATO's ability to respond to threats to its eastern flank, and addressing global security

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challenges. We will also look to Lithuania to maintain its important advocacy role for increased defense spending within NATO, underscored by its 2018 agreement among major political parties to increase defense spending to 2.5 percent of GDP by 2030, going beyond the NATO target of two percent. Likewise, Lithuania will remain a like-minded voice on the need to increase deterrence and mobility within the NATO alliance. We will continue to augment Lithuania's defense modernization and sustain improvements through assistance and other programs that enhance self-defense capabilities, strengthen critical military and transportation infrastructure, and undergird Lithuania's ability to receive and support U.S. forces. These efforts include our sustained advocacy for Lithuania's procurement of U.S. defense articles, currently valued at nearly \$500 million, to improve interoperability with U.S. forces and strengthen Lithuania's commitments to NATO.

Our two countries share a firm commitment to transatlantic efforts to strengthen regional resilience and counter malign influence. As malign actors increase the intensity and sophistication of their efforts, the United States will look to draw upon Lithuania's expertise in countering disinformation. We will also continue to work with Lithuanian partners to strengthen their cybersecurity capacity, in order to facilitate greater information sharing about military and civilian cyber threats, to harden the defenses of Lithuania's critical infrastructure, and to improve joint operational capacity.

While the United States is the 15th largest investor in Lithuania overall, the United States was the top investor in 2021 in terms of the number of new jobs that U.S. projects are expected to create in the next three years. The Lithuanian government is eager to work with us to further develop trade and investment in both directions. We will focus our bilateral efforts on sectors of growth that draw on U.S. expertise, expand fields of cooperation, promote U.S. exports, and contribute to joint priorities in areas such energy security and reducing greenhouse gas emissions. We will support Lithuania and the EU as they develop a unified response to PRC coercion, while seeking specific opportunities to help Lithuania build economic resilience, such as through the implementation of the 2021 \$600 million bilateral memorandum of understanding with EXIM Bank. Within the EU, we will look to Lithuania to continue to be a like-minded partner on a variety of trade and agricultural policies. Investment screening is

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another area in which we can draw on Lithuania's forward-leaning approach to provide a model for other states looking to protect critical sectors.

Building on its "values-based" foreign policy, we will encourage Lithuania to continue to be a prominent international voice in support of democracy and human rights. Vilnius has become a nexus of Russian and Belarusian opposition activity, particularly over the past two years, and the Lithuanian government strongly supported the establishment of the Belarus Affairs Unit (BAU) at Embassy Vilnius in 2021. The United States will continue to align closely with Lithuanian efforts to ensure that civil society activists, journalists, and opposition figures are able to operate despite danger and adversity at home. We will also work to sustain Lithuania's commitment to enforcing U.S. sanctions and to encourage Lithuania's advocacy within the EU for robust, unified measures against authoritarian regimes.

Despite the many common values that bind our two countries, we remain clear-eyed about Lithuania's domestic challenges, including the threat of growing right-wing populist backlash. Lithuania is one of only six EU countries that does not recognize same-sex couples with legal protections. We will continue to urge progress on LGBTQI+ rights and to support the LGBTQI+ community, which – though still relatively small – has become increasingly visible and vocal over the past year. Moreover, we will renew our efforts to engage with both the government and public audiences to combat rising levels of anti-Semitism and promote the objective analysis of history, including pushing back against those who seek to downplay Lithuania's role in the Holocaust or to rehabilitate historical figures who resisted the Soviets but also collaborated with the Nazis. We will draw on our shared cultural connections to strengthen civil society's commitment to universal human rights, including by supporting Lithuanian advocates for the inclusion and integration of underrepresented groups.

A strong management platform and robust team of U.S. Direct Hire (USDH) and Locally Employed (LE) staff are essential to enable Embassy Vilnius to achieve the goals outlined in this strategy, as well as to protect and promote the interests of U.S. citizens in Lithuania. With the establishment of the BAU and projected growth in the coming months, the number of USDHs at Embassy Vilnius will have grown 35 percent since my arrival in 2020, straining management and

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operational resources. We will continue to prioritize the recruitment and retention of LE staff, a particular challenge given inflation rates at five-year highs and an Embassy pay scale that has not kept pace with local wage growth. With the Embassy's expanding remit, we also seek additional positions in the Management, Public Affairs, Consular, and Political/Economic Sections. As Embassy Vilnius grows, we will redouble efforts to foster a diverse, inclusive workforce that harnesses a wide range of perspectives, skills, and backgrounds to add credibility and capability to our mission. I am proud of how our team has handled our expanding size and greater policy demands, especially in the era of COVID, but the current demands are not sustainable. As ambassador, I have sought to build a happy, healthy, and productive workplace. These additional resources are vital to achieving that reality.

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## 2. Mission Strategic Framework

**Mission Goal 1:** Lithuania is a partner for advancing U.S. NATO priorities and Transatlantic cooperation to enhance security and stability on NATO's eastern flank.

- **Mission Objective 1.1:** The United States supports Lithuania's defense investments to fulfill its international responsibilities in addressing global security challenges.
- **Mission Objective 1.2:** Lithuania is a global leader in building resilience, including in protecting critical infrastructure, enhancing energy security, and countering anti-Western disinformation and malign influence. It shares its expertise with partners and allies.
- **Mission Objective 1.3:** The Embassy protects and supports the welfare and interests of U.S. citizens in Lithuania, assists U.S. citizens in a crisis, and collaborates closely with the U.S. community and U.S. companies in Lithuania to advance shared interests. Lithuania effectively coordinates with the United States and other partners on border protection measures and continues to implement legitimate travel procedures.

**Mission Goal 2:** Lithuania advances an open, resilient, and sustainable economy that supports U.S. investment and balanced bilateral trade and contributes to strengthening global trade and economic norms.

- **Mission Objective 2.1:** Lithuania supports policies that encourage high quality foreign investment, promote strong bilateral trade, and adhere to international economic governance standards that will contribute to shared prosperity.
- **Mission Objective 2.2:** Lithuania pursues sound policies to support innovation, scientific research, and inclusive, sustainable development, as well as to recover economically from the COVID-19 pandemic.

**Mission Goal 3:** Lithuania fully commits to and advances the democratic principles and values that undergird the transatlantic alliance.

- **Mission Objective 3.1:** Lithuania increases societal inclusion and passes and implements legislation that guarantees equal rights for religious, ethnic, and social minorities.
- **Mission Objective 3.2:** Lithuania actively supports democratic movements at a regional and global level.

**Management Objective 1:** The Embassy is better able to recruit and retain qualified LE personnel, including by improving wages and benefits.

**Management Objective 2:** The Embassy provides a safe, secure, and effective platform to conduct diplomacy that accommodates a growth in staffing.

**Management Objective 3:** The Embassy staffing pattern reflects the increased operational requirements of mission goals. Positions are filled in an equitable and inclusive manner to build a diverse team of local and American staff.



### 3. Mission Goals and Objectives

**Mission Goal 1** | Lithuania is a partner for advancing U.S. NATO priorities and Transatlantic cooperation to enhance security and stability on NATO's eastern flank.

**Description** | Thirty years after Lithuania's restored independence from the Soviet Union, Russia's rising authoritarianism, aggressiveness, and imperialist ambitions still pose the greatest threat to Lithuanian national security. At the same time, Lithuania faces new hybrid and other threats from Belarus and the PRC. A stronger and more capable Lithuania strengthens overall U.S. and NATO efforts to counter Russian behavior and stabilize NATO's eastern flank. Working with partners across government and civil society, Mission Lithuania seeks to support Lithuanian efforts to modernize the country's military capabilities, strengthen institutional and societal resilience to conventional, hybrid, and emerging threats, while also continuing to protect and support the welfare and interests of U.S. citizens in Lithuania.

**Objective 1.1** | The United States supports Lithuania's defense investments to fulfill its international responsibilities in addressing global security challenges.

- **Justification** | Over the past decade, Lithuania has made significant efforts to modernize its military and by 2030 plans to spend 2.5 percent of GDP on defense. Continued Lithuanian investment in defense is critical to ensure Lithuania can better provide for its own security and contribute to a broad range of NATO objectives aimed at strengthening collective defense (Articles 3 and 5) by providing capabilities designed to counter twenty-first century threats. Lithuania's strong support for burden sharing in multilateral fora also helps to bolster the importance that the United States places on this issue, thereby increasing the likelihood that other Allies will increase their defense expenditures and meeting the burden sharing goals encapsulated in the Joint Strategic Plan (JSP). While Lithuania will continue to devote most of its attention to regional issues, it also continues to partner with the United States and NATO in international

operations. Lithuania's active support for the fight against ISIS, the U.S.-led Maritime Security Initiative, and similar international efforts helps encourage other nations to maintain similar levels of commitment. Improved Lithuanian capabilities vis-à-vis hybrid threats, including by further developing inter-ministry cooperation and interoperability, as well as enhancing interoperability with regional allies like Poland, Latvia, and Estonia, will help increase Allies' capacity to deter aggression, coercion, and malign influence by state and non-state actors, as codified in the JSP. The Mission will employ a combination of training, exercises, assistance projects, diplomatic engagement, and public outreach to achieve this objective.

- **Linkages** | Objective 1.1 links with EUR JRS Goal 1, Objectives 1, 2, and 4, as well as Goal 4, Objectives 3 and 4.
- **Risks** | The activities under this objective are supported by all major Lithuanian political parties. Differences of opinion domestically over specific priorities mean that Lithuania may choose to procure capabilities that do not fully or directly support NATO capability targets or defense plan objectives. Mismanagement of procurements is also a risk.

**Objective 1.2** | Lithuania is a global leader in building resilience, including in protecting critical infrastructure, enhancing energy security, and countering anti-Western disinformation and malign influence. It shares its expertise with partners and allies.

- **Justification** | Lithuania is proud of its membership in NATO and the EU, and is a bulwark and proponent of Western, democratic ideals in the region and globally. At the same time, it remains the constant target of disinformation and cyber-attacks from pro-Kremlin groups. This threat, taken together with new challenges including rising tensions with Belarus and a rapid deterioration in relations with the PRC, reinforce that Lithuania must continue to strengthen its institutional and societal resiliency to a variety of threats. We will expand on existing ties with government and civil society to push Lithuania to enhance cyber security, develop and protect key infrastructure, counter disinformation, and actively counter conventional and hybrid threats from Russia, the PRC, and Belarus.

- **Linkages** | This Objective links with EUR JRS Goals 1, Objectives 1, 2, 3; Goal 2, Objective 3; and Goal 4, Objectives 1, 2, 3.
- **Risks** | Failure to make progress on building societal resilience in Lithuania is the greatest risk, as demonstrated by the rise in 2021 of small but active anti-immigrant, anti-LGBTQI+, anti-vaccine, and anti-government movements, culminating in violent protests at the Seimas in August 2021.

**Objective 1.3** | The Embassy protects and supports the welfare and interests of U.S. citizens in Lithuania, assists U.S. citizens in a crisis, and collaborates closely with the U.S. community and U.S. companies in Lithuania to advance shared interests. Lithuania effectively coordinates with the United States and other partners on border protection measures and continues to implement legitimate travel procedures.

- **Justification** | The U.S. citizen population in Lithuania continues to grow and as the COVID-19 pandemic subsides, more U.S. travelers will be visiting Lithuania for tourism, work, and study. These growing trends have been gradually increasing the need for American Citizens Services. Dual U.S.-Lithuanian citizens continue to face challenges because Lithuania does not recognize dual citizenship. In addition, providing timely U.S. citizen services is more challenging following the elimination of the second officer position in the Consular Section in 2018.

Lithuania's location on NATO's eastern flank means that its borders are the first line of defense against actors seeking to do harm to Lithuania and its NATO allies, including the United States. Lithuania's borders with Russia and Belarus make up about 10 percent of the European Union's external land border, giving Lithuania an outsized role in preventing illegal border crossings, ensuring border domain awareness, and combating smuggling – including of nuclear and radiological materials and controlled dual use items. Helping Lithuania to develop these capabilities was given further urgency by the irregular migration crisis of 2021, in which over 4,000 irregular migrants entered Lithuania from Belarus at the instigation of the Minsk regime. Ensuring the security of

Lithuania's borders and safeguarding legitimate travel procedures will augment U.S. and NATO security.

- **Linkages** | Providing first-rate consular services to U.S. citizens overseas is a priority for the Department of State, as reflected in the JSP Goal 5.
- **Risks** | Failure to prevent illegal border crossings and to effectively manage a possible future migration crisis could result in not only domestic political instability, but the crisis spilling to broader EU territory.

**Mission Goal 2** | Lithuania advances an open, resilient, and sustainable economy that supports U.S. investment and balanced bilateral trade and contributes to strengthening global trade and economic norms.

**Description** | Lithuania's economy has demonstrated its resilience in the face of numerous threats, including deteriorating relations with Belarus, economic and political coercion from the PRC, and the COVID-19 pandemic. Maintaining economic growth will help to ensure Lithuania can be a strong bilateral trade partner for the United States and increase its attractiveness as a destination for U.S. investment. While Lithuania's overall economy remains relatively small, there is a strong desire among political and business leaders for increased economic cooperation with the United States. Lithuania's views on trade are often aligned with the United States, and we will encourage Lithuania to continue advocate for U.S. objectives within the overall U.S.-EU relationship, especially as it relates to regulation and fair treatment of U.S. businesses. Lithuania also maintains strong investment screening controls to protect critical infrastructure from malign influence and promote open standards, and we will encourage it to share its experience with European states and others.

**Objective 2.1** | Lithuania supports policies that encourage high quality foreign investment, promote strong bilateral trade, and adhere to international economic governance standards that will contribute to shared prosperity.

- **Justification** | Lithuania supports liberal economic policies and is often like-minded with the United States on trade and agricultural policy issues at the EU level. Despite its

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small size, Lithuania has many advantages— such as a strong labor market and ease of setting up a business – which make it a good location for U.S. companies wishing to gain a foothold to enter the European market. The United States was Lithuania's largest investor in 2021 in terms of the envisaged number of new jobs that U.S. projects will create in the next three years, and bilateral two-way trade was valued at \$1.94 billion in 2020. Lithuania is on track to recover from the pandemic better than many of its EU peers, with GDP estimated to increase by almost 5 percent in 2021 and another 3.5 percent in 2022, although an ongoing trade dispute with the PRC could weaken this recovery.

- **Linkages** | Links to draft EUR's Joint Regional Strategy (JRS) Goal 3, Objectives 3.1, 3.2, 3.3, and 3.4, as well as Goal 4, Objective 4.1.
- **Risks** | Coercive efforts by autocratic regimes like the PRC, Russia, and Belarus threaten the health and sustainability of the Lithuanian economy, particularly in some of the most innovative sectors. Along with the COVID-19 pandemic, these coercive policies have caused supply chain issues and also negatively affected the manufacturing sector, long an important area for driving growth. Inflation, primarily from rising energy costs, is also the highest in the Baltic region. However, we expect that the political will to build strong economic relations with the United States will continue, no matter which party controls the government.

**Objective 2.2** | Lithuania pursues sound policies to support innovation, scientific research, and inclusive, sustainable development, as well as to recover economically from the COVID-19 pandemic.

- **Justification** | The Lithuanian Central Bank announced in 2020 that Lithuania had crossed the threshold to becoming a high-income European country, with GDP per capita at 81 percent of the EU average. However, regional data shows that while Vilnius residents enjoy a standard of living on par with the EU, the standard of living outside of the three main cities of Vilnius, Kaunas, and Klaipeda are considerably lower. As Lithuanian wages and living standards converge with the rest of Europe, the United

States will encourage inclusive development to support a resilient economy and a stable democracy. Vibrant connections between Lithuanian and U.S. innovative sectors will serve as a stimulus to both economies and deepen the connections between us.

- **Linkages** | Links with draft EUR JRS Goal 4, Objectives 4.1, 4.2, and 4.3.
- **Risks** | Competing public and private sector budget pressures could reduce Lithuania's ability to invest in this area.

**Mission Goal 3** | Lithuania fully commits to and advances the democratic principles and values that undergird the transatlantic alliance.

**Description** | Lithuania is rightfully proud of its status as the first country to break free from the Soviet Union and perpetually stands out as one of the strongest proponents of the transatlantic alliance. Still a self-described “young democracy,” there is broad consensus across the political spectrum that Lithuania should actively support the aspirations of likeminded democratic partners and movements, an obligation it takes on with great vigor. From 2022-2024, the United States and Lithuania will serve on the UN Human Rights Council, providing significant opportunities for us to work together with this capable partner to promote our shared values in a global context. However, deepening societal divides have stymied attempts to pass legislation guaranteeing equal rights for LGBTQI+ people; Holocaust distortion and anti-Semitism are on the rise; and women, ethnic minorities, and persons with disabilities are often under-represented in public discourse. We will continue to coordinate with Lithuania to promote freedom and democracy and will work with like-minded policy makers, civil society leaders, and Western allies to encourage a more inclusive society and boldly distinguish our values from others in the region.

**Objective 3.1** | Lithuania increases societal inclusion and passes and implements legislation that guarantees equal rights for religious, ethnic, and social minorities.

- **Justification** | Lithuania has yet to resolve issues of restitution for Holocaust-era private and heirless property. It also remains one of only six EU countries with no legal recognition of same-sex partnerships. Social integration of ethnic minorities and

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persons with disabilities remains a challenge. Successful implementation of legislation that addresses these human rights issues and greater emphasis on societal cohesion will cement Lithuania's desired reputation as a global human rights leader.

- **Linkages** | JRS Objective 2.1, 2.4.
- **Risks** | As long as these issues linger, they will be exploited as wedge issues by both internal and external actors, creating divisions and threatening Lithuania's international reputation.

**Objective 3.2** | Lithuania actively supports democratic movements at a regional and global level.

- **Justification** | Leaning into its reputation as a small country unafraid to stand up to tyranny, Lithuania continues to see itself as a role model for democratic movements in the region, while also exploring its ability to wield more global influence. Lithuania hosts significant pro-democracy figures from Russia and Belarus; supports democracy promotion efforts in Moldova, Georgia, and Ukraine; and lends its voice in support of democratic movements around the world. Supporting Lithuania's desire to engage on these issues adds volume to their voice in the EU and other international for a and bolsters our shared policy objectives.
- **Linkages** | JRS Objectives 1.3,2.1, 2.2.
- **Risks** | Lithuania's small size also makes it vulnerable to economic and political coercion from unfriendly countries. Steadfast U.S. and EU support to counter these threats is critical to maintaining public support and political will.

## 4. Management Objectives

**Management Objective 1** | The Embassy is better able to recruit and retain qualified LE personnel, including by improving wages and benefits.

- **Justification** | Recruitment and retention of qualified, motivated LE staff remains Embassy Vilnius' top management challenge. Although Embassy Vilnius's labor market data analysis from 2021 shows that post's compensation exceeds the target position of the 80th percentile, post continues to be hampered by recruitment challenges. HR is struggling to fill around 25-30 vacant positions or approximately 20 percent of its LE staff workforce. Candidates frequently cite low salaries as the reason they decline job interviews and offers of employment. Our salary-related attrition rate was approximately 7 percent during the 12-month period ending in January 2022, well above an acceptable level of up to 3 percent. Post believes employees still view Embassy employment as relatively stable during the COVID-19 pandemic and anticipates the attrition rate rising to higher levels in a post-pandemic environment. Ten employees are eligible for retirement, several in senior LE Staff positions, and could decide to resign at any moment, which would only exacerbate these issues. Roughly one third of our local workforce hold outside employment to help ends meet, leading to burnout and low morale. HR receives countless complaints about how our wages have not kept up with the cost of living in Vilnius. The most recent inflation statistics for November 2021 showed an over 9 percent year-on-year increase in consumer prices in Lithuania, the largest increase among the Baltic states. Labor costs are rapidly increasing in Lithuania. According to the EU, hourly labor costs in Lithuania for July-September rose 15.2 percent compared to the same period in 2020.
- **Linkages** | EUR JRS Management Goal.
- **Risks** | Low wages and waning morale increase the risk of malfeasance, clerical errors, and security breaches. If not addressed in a meaningful way, the Embassy will face a



staffing crisis that may prevent us from accomplishing our foreign policy objectives in Lithuania.

**Management Objective 2** | The Embassy provides a safe, secure, and effective platform to conduct diplomacy that accommodates a growth in staff.

- **Justification** | The Embassy has added 11 new USDH positions in the past year, 6 of which were part of the newly-established Belarus Affairs Unit (BAU) operating out of Vilnius. The Mission's management resources and operating platforms have not kept pace with the sudden growth. Office space is at a premium on compound. For example, post converted a small conference room into a shared bullpen to create unclassified workstations for the BAU. The only person to get a private office was the Special Envoy, which resulted in the ARSO having to share an office instead of having a dedicated office. Existing offices have been rearranged to accommodate additional desks for new local staff positions. Classified workspace must be shared by members of the Management team, the BAU, and officers from Minsk, who come to Vilnius because they are not able to process classified information in Minsk. (U) With additional positions expected to be filled in 2022, including 3 newly-established USAID positions, our mission size will have increased by 35 percent for USDHs since 2020. Post is also witnessing an uptick in temporary duty personnel (TDYers), some of which stay in Vilnius for several months at a time. The acquisition of new office space and leased residential properties has become a Mission priority in order to accommodate recent and future growth. Post expects to add nine new properties to its housing pool in 2022, which will be a challenge due to the lack of available housing on the local market that meet both DS and OBO standards with fire safety being of particular concern.
- **Linkages** | USAID Democracy/OTI Goals, EUR JRS Goal 2, Minsk ICS Goals.
- **Risks** | Post could face catastrophic failure of a critical system. Post has run out of available desk space for new employees. Newly-arrived officers and their families will

have extended stays in temporary lodging until assigned USG housing is ready for occupancy.

**Management Objective 3** | The Embassy staffing pattern reflects the increased operational requirements of mission goals. Positions are filled in an equitable and inclusive manner to build a diverse team of local and American staff.

- **Justification** | To ensure continued and uninterrupted services for the Embassy offices and residences, Post will seek to increase staffing levels that match the operational needs resulting from the recent sudden growth. With the forced drawdowns of personnel at Embassy Minsk, Vilnius established the Belarus Affairs Unit in September 2021– an external support unit with a Special Envoy and five Foreign Service Officer positions, an EFM position, and two local staff positions. Embassy Vilnius expects to add another agency – USAID – as an ICASS customer in Spring/Summer 2022, with the USAID presence supporting Belarus-related programing, under the direction of the USAID mission in Kyiv.
- **Linkages** | EUR JRS Management Goal, All ICS Mission Goals, White House Executive Order 14035.
- **Risks** | The ICASS platform is stretched thin and other offices need additional support to address the current geopolitical challenges and overall mission goals. Effective operational coverage is wholly dependent on skilled, knowledgeable, and motivated staff to support our systems and personnel. In the absence of sufficient staffing levels, Post will experience advanced degradation to systems, equipment, and facilities, as well as high attrition rates and burnout of its people. The overall reputation of post could suffer.