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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-220 KEY ICASS PLAYERS

(CT:ICASS-26; 04-26-2012)
(Office of Origin: RM/ICASS)

6 FAH-5 H-221 ICASS PLAYERS IN WASHINGTON

6 FAH-5 H-221.1 ICASS Executive Board

(CT:ICASS-26; 04-26-2012)
(Applies to participating ICASS agencies)

- a. The International Cooperative Administrative Support Services (ICASS) Executive Board (IEB) is the highest-level ICASS policy-making body. Composed of senior representatives of various cabinet-level and independent agencies, it is chaired by the Director of the Department of State's Office of Management Policy, Rightsizing, and Innovation (*M/PRI*). The board meets four times a year. Its role is to *set the strategic vision for ICASS*, exercise proactive leadership in addressing worldwide administrative service improvements and cost reductions, *review and establish policy for ICASS*, and serve as the final venue for the review and determination of ICASS disputes (see 6 FAH-5 H-222.3-4).
- b. Criteria for membership on the ICASS Executive Board:
 - (1) Subscribe to a level of services equal to at least one percent of the prior year's final worldwide ICASS invoiced amount;
 - (2) Participate in the ICASS Working Group (IWG) on a regular basis, attending a majority of the scheduled meetings; and
 - (3) Apply for membership by submitting a written request to the IEB Chair.
- c. To maintain IEB membership, charter members must:
 - (1) Continue to have a presence abroad; and
 - (2) Continue to participate regularly in IEB and IWG meetings and activities, attending the majority of meetings held each year.
- d. Several small agencies which were active members of former FAAS Council were "grandfathered" on to the Board at the inception of ICASS and they, as well as other members, may retain their membership as long as they maintain active participation on the IEB and IWG as outlined in 6 FAH-5 H-221.1 paragraph c.
- e. There are no limits on the overall size of the Board and its current configuration

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

has an appropriate mix of large and small agencies. Any new members must meet the criteria outlined 6 FAH-5 H-221.1 paragraph b. No waivers to these criteria will be granted.

- f. Customer agencies that do not meet the criteria for membership on the IEB may attend the quarterly meetings as observers and may submit issues for discussion to the IEB Chair, as appropriate.

6 FAH-5 H-221.2 ICASS Working Group

(CT:ICASS-07; 07-30-2008)

(Applies to participating ICASS agencies)

- a. The interagency ICASS Working Group (IWG) is comprised of representatives of all participating agencies and headed by a chairperson elected annually by consensus. The chairperson sets the IWG agenda, convenes the meetings, and follows up on issues as necessary. The IWG meets at least monthly in close consultation with the ICASS Service Center (ISC) to address policy issues and problems of common concern.
- b. Committees of the IWG are formed to study various issues and report to the IWG. All committees include agency representatives and a member of the ISC. Standing committees of the IWG are formed to focus on general priority areas such as policy, training, budget, personnel, technology, and awards. Ad hoc committees of the IWG are formed to study specific issues.
- c. The IWG keeps the ICASS Executive Board (IEB) informed on ICASS issues, resolves issues as raised by posts or agencies, makes policy as delegated by the IEB, and presents policy issues for board decision/ratification. The ICASS Service Center (ISC) serves as the secretariat for the IWG.

6 FAH-5 H-221.3 ICASS SERVICE CENTER

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

- a. The ICASS Service Center (ISC) coordinates worldwide ICASS operations in its role as secretariat to both the ICASS Executive Board (IEB) and the ICASS Working Group (IWG). It is a permanent, interagency-staffed and funded office. For organizational purposes, it is located in the Bureau of Resource Management in the Department of State.
- b. The ISC incorporates safeguards in the coordination of ICASS responsibilities to ensure transparency, multi-agency participation, fair allotment of funds to post Councils, and integrity of funds control. These principles are fundamental to ICASS. The intent is to ensure that local empowerment is not compromised. The ISC has no policy-making responsibilities; these remain with the IEB and IWG.
- c. Common responsibilities of ISC staff include the following:

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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

- (1) General management:
 - (a) Provide financial services and customer assistance in post ICASS operations;
 - (b) Provide support to ICASS Working Group committees as necessary;
 - (c) Communicate authoritative policy to ICASS members and to the field on ICASS matters as established by the IWG and IEB;
 - (d) Produce macro-level budget/financial analyses;
 - (e) Provide ICASS implementation guidance;
 - (f) Coordinate forward planning efforts;
 - (g) Act as ICASS ombudsman;
 - (h) Host and facilitate periodic meetings of the IWG and the IEB;
 - (i) Establish performance measures for the ISC; and
 - (j) Respond to Congressional inquiries through appropriate channels.
- (2) Financial services:
 - (a) Receive and review budget submissions and resolve outstanding issues;
 - (b) Coordinate budget hearings;
 - (c) Monitor billing and collection functions, and approve allotment recommendations to posts;
 - (d) Manage dispute resolution process;
 - (e) Analyze and report on data contained in the ICASS global database; and
 - (f) Monitor ICASS working capital fund accounts and resolve problems.
- (3) Customer services:
 - (a) Prepare reporting/informational cables to the field and periodic ICASS newsletters;
 - (b) Develop and maintain the ICASS Web sites and electronic discussion groups;
 - (c) Develop, coordinate and deliver ICASS training to customers, service providers, local Councils, IWG members, and their headquarters agency personnel;
 - (d) Based upon interactions with posts, identify best practices and/or areas for improvement and communicate them to the field using the ICASS website;
 - (e) Develop and maintain knowledge base (i.e., policies, official minutes, meeting schedules, and member lists, etc.) for IEB and IWG functions;

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook
and

- (f) Manage ICASS awards program.
- (4) Information technology (IT) services:
 - (a) Develop, monitor, and maintain ICASS software products and create software-training materials;
 - (b) Coordinate software integration with service-provider agencies;
 - (c) Serve as help desk and troubleshooter for various ICASS software products;
 - (d) Design, test, implement, manage and maintain software systems and processes that incorporate the ICASS cost-distribution method;
 - (e) Design, test, implement, manage, and maintain all global database systems and processes for ICASS, financial service centers, regional and alternate service-provider budgets;
 - (f) Make available standard ICASS global database reports for customer access;
 - (g) Assist customers in the connection to and use of the budget software and global database;
 - (h) Responsible for planning and presenting at the annual ICASS budget workshops;
 - (i) Work with the IWG on policy issues that affect the design and process of the cost-distribution systems;
 - (j) Work with the Information Technology Committee in the research and development of systems designed to improve the delivery of ICASS services; and
 - (k) Conduct annual technical reviews of ICASS systems (participants include users of the system locally and abroad).

6 FAH-5 H-221.4 Key Customer Representatives

6 FAH-5 H-221.4-1 Assistant Secretaries, Participating Agencies

(CT:ICASS-16; 10-15-2010)
(Applies to participating ICASS agencies)

Senior management staff of each participating agency provide agency representation in overall policy reviews and decisions as a member of the ICASS Executive Board (IEB). In this role, members of the ICASS Executive Board provide guidance to his or her chief financial officers for preparation of ICASS portions of their Congressional justifications.

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-221.4-2 Participating Agency Chief Financial Officers (CFOs)

(CT:ICASS-5; 07-21-2006)
(Applies to participating ICASS agencies)

The chief financial officer of each participating agency directs, manages, and provides policy guidance and oversight of his or her agency's financial management activities and operations, including preparation of agency Congressional budget justifications to include funding of ICASS participation worldwide.

6 FAH-5 H-221.4-3 Regional Bureau Assistant Secretaries, Department of State

(CT:ICASS-5; 07-21-2006)
(Applies to participating ICASS agencies)

State Department regional bureau Assistant Secretaries provide overall direction, coordination, and supervision of interdepartmental activities of the U.S. Government in countries within their respective regions. Regional bureaus recommend human resources, infrastructure, and funds for effective operation of post ICASS installations.

6 FAH-5 H-221.4-4 Functional Bureau Assistant Secretaries, Department of State

(CT:ICASS-07; 07-30-2008)
(Applies to participating ICASS agencies)

Functional bureaus of the Department of State include such bureaus as the bureaus for Arms Control, Consular Affairs, International Narcotics and Law Enforcement Affairs, and others. Employees of these bureaus assigned abroad are ICASS customers. The Assistant Secretaries of functional bureaus therefore monitor ICASS direction, activities, policies and costs as they relate to functional activities and approve the expenditure of bureau funding.

6 FAH-5 H-221.5 Key Service Providers

6 FAH-5 H-221.5-1 Director, Office of Management Policy, Rightsizing, and Innovation (M/PRI)

(CT:ICASS-16; 10-15-2010)
(Applies to participating ICASS agencies)

The Director for Management Policy, Rightsizing, and Innovation (M/PRI) chairs the ICASS Executive Board (IEB), establishes performance measures for the

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

ICASS Working Capital Fund (WCF) in conjunction with the Chief Financial Officer and ICASS Executive Board, and manages Department of State ICASS support.

6 FAH-5 H-221.5-2 Chief Financial Officer (CFO), Department of State

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

- a. The State Department Chief Financial Officer (CFO) exercises management and financial oversight of the Working Capital Fund (WCF), including the ICASS component defined by the fund symbol 19X4519.1. In conjunction with the Director, Office of Management Policy, Rightsizing, and Innovation, ICASS Executive Board (IEB) and Interagency Working Group (IWG), the CFO establishes performance criteria for assessing the ICASS component of the WCF and recommends to the ICASS Working Group what costs should be included in collections from participating agencies. The CFO is responsible for ensuring that collections are consistent with Congressional direction for full-cost recovery.
- b. All financial management policy and controls for effective management of the Working Capital Fund (WCF) are established by the CFO, i.e., allotment, operating allowances, billing, collection, and reconciliation of accounts. In this role, the CFO is responsible for ensuring that adequate automated financial systems are in place to produce reliable and timely financial information; for developing useful financial analysis and performance reports; for assuring audits are performed on WCF activities; and for preparation of WCF financial statements.

6 FAH-5 H-221.5-3 Director General of the Foreign Service and Director of Human Resources, Department of State (M/DGP)

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

The Office of the Director General (M/DGP) is responsible for assigning State Department employees abroad including State ICASS personnel (HR/EX).

6 FAH-5 H-221.5-4 Assistant Secretary for Diplomatic Security, Department of State (DS)

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

The Assistant Secretary for Diplomatic Security (DS) heads the Bureau of Diplomatic Security in formulating policy on worldwide security programs for the Department and the foreign affairs community serving under the authority of the chief of missions and the management of security services abroad including the

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

local guard program, residential security, and employee background checks. DS reviews and recommends annual nonresidential local guard program budget allocations. DS provides direction on the delivery of ICASS security services and identifies and assigns regional security officers to post. However, not all security services are included in ICASS. Please refer to 6 FAH-5 H-223.3 Regional Security Officers (RSO) for more details.

6 FAH-5 H-221.5-5 Chief Information Officer, Department of State (M/CIO)

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

The State Department's Chief Information Officer is responsible for establishing and promulgating policies, plans and programs in support of information systems including ICASS information management abroad. This includes the funding, design, acquisition, and operation of the information technology architecture of the Department of State and its interface with other U.S. Government agencies and the commercial sector. Posts remain primarily responsible for funding personal computer-related hardware, LANs, and software through ICASS, Program and Public Diplomacy allotments, and in accordance with worldwide standards.

6 FAH-5 H-221.5-6 Director, Foreign Service Institute, Department of State (FSI)

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

The Director of the Foreign Service Institute (FSI) is responsible for development of the foreign affairs training program for foreign affairs agencies in Washington and select functional and language programs abroad. FSI training includes ICASS training for service providers, inter-agency recipients and managers, as well as ICASS budget officials.

6 FAH-5 H-221.5-7 Regional Bureau Executive Directors

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

Regional bureau executive directors provide overall direction for administrative and management activities for their regional bureau and for State Department components of Foreign Service posts in the region, including participation in ICASS. They develop and execute programs in support of substantive policy decisions, provide support to posts in management of ICASS functions, evaluate services received by State, and review and approve annual post ICASS budget allocations. Bureau personnel evaluate ICASS post costs against available bureau funds, prepare the bureau portion of the Department of State ICASS budget

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook
submission, and recommend changes in ICASS operations to enhance
achievement of overall ICASS objectives.

6 FAH-5 H-221.6 Director, Overseas Building Operations, Department of State (OBO)

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

Overseas Building Operations (OBO) directs the worldwide buildings program for the Department of State and the U.S. Government community serving abroad under the authority of the chiefs of mission. OBO reviews and recommends ICASS Residential and Nonresidential shared properties annual funding budget allocations for posts.

6 FAH-5 H-222 ICASS PLAYERS AT POST

6 FAH-5 H-222.1 Chief of Mission (COM)

6 FAH-5 H-222.1-1 COM Management Authority

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

Chief of mission (COM) support of ICASS operations at post is critical to the success of ICASS performance and objectives. COMs have the ultimate responsibility to ensure that ICASS objectives are met. COM communication and consensus building are key to successful management of ICASS, either directly or through the deputy chief of mission as the ambassador's ex-officio representative on the ICASS Council. As Councils take consensus action to reallocate resources to meet customer priorities, shape the administrative workforce and reduce costs, the COM retains ultimate oversight authority and responsibility. As in other operations, the COM should give Councils latitude to innovate and make resource decisions. ICASS Council decisions should not be overruled unless there are clearly compelling reasons which are well understood by the community.

6 FAH-5 H-222.1-2 Disputes

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

Although consensus is the preferred method of reaching decisions, in the event of a dispute between the service provider and the Council regarding a proposed action, the chief of mission (COM) will make the determination. If the Council or an agency disagrees with the COM's decision, the matter may be appealed through

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

the ICASS Service Center to the ICASS Executive Board in Washington, DC (see 6 FAH-5 H-462).

6 FAH-5 H-222.1-3 NSDD-38 Issues

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

The chief of mission (COM) is responsible for administering the NSDD-38 process for all agencies at post (see 6 FAH-5 H-351.2). The NSDD-38 process is the mechanism by which a COM exercises his or her authority to determine the size, composition, and mandate of the U.S. Government executive branch agencies at his or her mission. The approval of position gains or losses should be closely coordinated with the post management section to ensure that adequate resources for ICASS administrative support costs are planned and obtained. The ICASS software provides a standard methodology for assessing the impact of position gains and losses on ICASS funding and ICASS positions at post.

6 FAH-5 H-222.2 Deputy Chief of Mission (DCM)

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

- a. The deputy chief of mission (DCM) works directly for the chief of mission (COM) and assumes those duties during the COM's absence. The DCM is a non-voting member of the ICASS Council representing the ambassador and attends all ICASS meetings. The DCM works to ensure that ICASS performance, budgets, and priorities are compatible with mission performance plan objectives of the U.S. Government. The presence of the DCM on the Council represents post management's commitment to ICASS and its role as a change agent in streamlining administrative operations and reducing costs. The DCM should keep the ambassador informed on ICASS matters.
- b. Recognizing the possible limitations imposed by minimal staffing and unique conditions that prevail at some of our smallest posts, the DCM may participate, on an exception basis, as the State representative on the Council contingent upon the approval of the Washington, DC Interagency Working Group. Requests for an exception are to be submitted to the ICASS Service Center (ISC) including a justification describing the "unique circumstances" supporting the request.

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-222.3 Post ICASS Council

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

The post ICASS Council is key to making ICASS work at post. The Council as established by the charter exercises oversight and leadership in its installation of the ICASS infrastructure and the administration of the ICASS system.

6 FAH-5 H-222.3-1 Who

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

- a. Composed of certain cabinet level and/or independent agencies' senior representatives at post, the ICASS Council membership mirrors that of the ICASS Executive Board in Washington DC (see 6 FAH-5 H-221.1). The intent is to have the highest level of representation from each participating agency. Representation on the Council as a voting member is determined by meeting the following criteria:
 - (1) Senior representative of a cabinet level and/or independent organizational entity at post;
 - (a) The cabinet level and/or independent agency must be represented on the Washington ICASS Executive Board (IEB);
 - (b) The eligible cabinet level and/or independent agency are entitled to only one seat on the Council. At posts where several senior officers represent entities within the same cabinet-level department or independent agency, those senior officers will select one Council representative for their department agency; and
 - (c) A separate ICASS agency billing code is not automatically an entitlement to a seat on the Council.
 - (d) A non-resident agency with ongoing support requirements (see 6 FAH-5 H-393.1) is entitled to representation on the ICASS Council if the agency is represented on the Washington ICASS Executive Board. A non-resident agency with only occasional requirements for post ICASS services (see 6 FAH-5 H-393.2) would not have a seat on the ICASS Council.
 - (2) Signatory to the standard ICASS charter and memorandums of understanding (MOUs).
- b. ICASS Councils should develop means to consider the interests of constituent posts (e.g., consulates) in the formulation of Council decisions. Constituent posts are not entitled to ICASS Council membership, although cabinet level or independent agencies at constituent posts, not represented at the embassy, are entitled to Council membership.

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

- c. All heads of U.S. Government ICASS service-provider operations should participate in the ICASS Council as non-voting members. These individuals should attend all Council meetings.
- d. Heads of U.S. Government agency-service provider operations overseeing provision of particular services may be designated by the senior representatives of their agency as voting Council representatives for agencies, but cannot sit as voting members for discussion of those services. Another representative of the service-provider agency may be designated to vote on the service issue in such cases.
- e. Locally employed (LE) staff may attend and participate in Council meetings on an ad hoc basis at the discretion of the ICASS Council Chair.
- f. Budget Committee members whose agencies do not have direct representation on the Council may attend Council meetings as observers and may submit issues for discussion to the Council Chair, as appropriate.
- g. Refer any questions concerning Council representation to the ICASS Service Center (ISC).

6 FAH-5 H-222.3-2 Oversight of ICASS Council

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

As with all mission operations, the activities of the ICASS Council fall within the chief of mission's authorities.

6 FAH-5 H-222.3-3 Leadership of ICASS Council

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

The ICASS Council is led by a chairperson elected annually from among participating agencies. To cover a temporary gap, the Council may appoint or elect an acting chair from its membership. The chair is responsible for facilitating the meetings, for ensuring that strategic objectives are set for the Council, and for ensuring that a service vision is developed. The chair's duties will include agenda setting, convening of Council meetings, and ensuring that minutes of proceedings are maintained. The chair should strive for a team approach with the Council and the service provider in addressing issues and represent the views of agencies or offices with no presence on the Council. Follow-up of recommendations, decisions, appeals, and tasking of service providers is also expected. The chair has responsibility to ensure that assessment of the post ICASS platform is conducted in collaboration with the service provider and a report is sent through the Deputy Chief of Mission to the Ambassador.

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-222.3-4 ICASS Council Responsibilities

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

The ICASS Council:

- (1) Provides proactive leadership with particular focus on the broad issues of resources and performance;
- (2) Acts as 'agent of change' by reshaping the workforce, streamlining systems, reducing costs, improving services, and, in general, seeking innovative and better ways of conducting business;
- (3) Adopts a standard charter;
- (4) Selects the service provider;
- (5) Determines services to be provided;
- (6) Approves the budget for post ICASS operation, evaluating cost and staffing alternatives as necessary. In this process the Council gives appropriate attention to internal controls of the service provider;
- (7) Reviews and approves new ICASS positions and revalidates new position requirements on an annual basis.
- (8) Monitors service performance as it relates to the uniform service standards and requires changes if necessary. The Council is not involved in day-to-day operations of the service provider, but concentrates on overall performance against agreed standards. Management counselors, executive officers, etc., perform their traditional role as head-of-service provider operations;
- (9) Collaborates with the service provider on an annual written assessment of the ICASS platform at post, including the quality and responsiveness of the services based on management information from the annual ICASS customer satisfaction survey, eServices dashboard, prior-year cost savings initiatives and local sources of input/feedback;
- (10) Reviews and ratifies decisions made by the local ICASS BC and resolves disputes between participating agencies and service providers, or refers disputes to the chief of mission for resolution. The chief of mission, post Council, or by any participating agency (through its headquarters office) may appeal issues not resolvable at post to the ICASS Executive Board (IEB); and
- (11) The authority of the ICASS Council to establish priorities and adjust service in the security area, unlike other ICASS cost centers, is circumscribed. Since the post security program is maintained in accordance with worldwide policies established by the Overseas Security Policy Board (12 FAM 022) in Washington, DC, including the establishment of threat levels and minimum guard requirements, the local ICASS Council cannot change

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook
security standards at post. Members of the ICASS Council should, however, include regional security office (RSO) ICASS services in annual surveys, participate in the development of service performance standards, and participate in the solicitation technical evaluation process for selecting a local guard contractor. Should changes to the local guard program and security staffing appear necessary, the RSO contacts the Bureau of Diplomatic Security for review and modification.

6 FAH-5 H-222.3-5 Annual Assessment

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

- a. As part of the accountability and feedback process, the council chairperson, (in collaboration with the council members) and the Management Counselor/Officer or ASP service provider (in collaboration with service provider staff) will prepare an "Annual Review of ICASS Services." Findings should be based on a mutual understanding of roles/responsibilities and mission priorities that are clear and well known to all before the beginning of the year.
- b. The quality of the service provision and customer satisfaction is the responsibility of both parties. The assessment should focus on improving the quality and reducing, where possible, the cost of administrative support operations. Additionally the evaluation should illuminate what is and is not working well at post, establish an action plan for improvement that is informed by the metrics from the customer satisfaction survey, eServices, and other sources. Each year the assessment should be updated to evaluate the success of actions taken.
- c. This assessment should be written by the ICASS Council Chair and the Senior Management Officer and sent through the DCM to the ambassador for his/her information. The report is due to the ambassador by June 1.

6 FAH-5 H- 222.3-6 Assessment Requirements

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

Annual Assessments are required to address:

- (1) ICASS Customer Satisfaction Survey scores and reports that identify specific problems. The report should identify steps the post will take to address low scores and/or problem areas. Post would track improvements and reports from future surveys. Describe what post is doing well, areas for improvement, and how you plan to communicate these results to the ICASS community.
- (2) eServices dashboard scores that fail to meet and those that exceed the Uniform Service Standards. Describe what post is doing well and areas for improvement, what steps will be taken to address problem area, and how

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook
post plans to communicate these results to the ICASS community.

- (3) ICASS governance issues: Council and Budget Committee engagement and adherence to the ICASS calendar for recommended meetings and outcomes.
- (4) Evaluate cost savings initiatives from the previous year – were they practical, realistic, and implemented?

6 FAH-5 H- 222.3-7 Reporting Requirements

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

It is the ICASS Council Chair's responsibility to certify via e-mail to the ICASS Service Center: icassservicecenter@state.gov ; Subject Line: (Post Name) – Certification of Annual Assessment, that the annual assessment was completed by June 1. If there are post specific issues and/or concerns that should be brought to the attention of the ICASS Interagency Working Group (IWG), posts are encouraged to include these in the e-mail. (A sample annual assessment is found in 6 FAH 5 Exhibit 222.3-7 and additional examples are located on the ICASS Web site.

6 FAH-5 H-222.3-8 Making Decisions

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

- a. Decisions are made by consensus. While "consensus" does mean "general agreement," this is interpreted here to mean that all parties have had a chance to air their views and can live with the result, even if they do not fully agree.
- b. In those few instances where the ICASS Council is unable to achieve consensus in a timely fashion and must vote, each agency which is a member of the Council has one vote. In such instances, a quorum comprised of fifty percent of the Council is required and a two-thirds majority of those present and eligible to vote is sufficient to decide any matter. When voting on a particular service issue, only organizations subscribing to that service should vote. Voting for another agency by proxy is not allowed. However, the local Council may have to make accommodations in exceptional circumstances. The ICASS Council chair and the chief of mission (COM) should be sensitive to any vote where the concerns of the major stakeholders are not sufficiently addressed.

6 FAH-5 H-222.3-9 ICASS Council Meetings

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

- a. ICASS Councils are encouraged to meet periodically and should focus on broad

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5

International Cooperative Administrative Support Services Handbook

management issues. Minutes of meetings will be prepared, cleared with all participants, and maintained as a permanent record of proceedings.

- b. The Council keeps minutes and records all decisions and commitments made in Council meetings. Councils keep these records for at least three years after the fiscal year in question. Documentation of all Council decisions and customer agency and service provider commitments is essential, especially if there are subsequent disagreements (e.g., approval of new positions, approval of wage increases, and purchase of new equipment/vehicles, commitments to change or correct workload counts during preparation of the final budget/invoice, etc.).

6 FAH-5 H-222.4 Post ICASS Budget Committee

6 FAH-5 H-222.4-1 Membership

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

- a. The Budget Committee (BC) is composed of one representative from each participating autonomous organization at post or their designee. LE staff are allowed to be members and fully participate. Representation on the committee as a voting member is determined by meeting the following criteria:
 - (1) Senior representative or designee of an autonomous organizational entity at post; and
 - (a) The autonomous organization has its own invoice; and
 - (b) A separate ICASS agency billing code is not automatically an entitlement to a seat on the committee.
 - (2) Signatory to the standard ICASS charter and memorandums of understanding (MOUs).
- b. One method of determining eligibility on the committee is to review the reporting chain of command. The Department of Agriculture may have FAS and APHIS units at a post. The FAS Attaché does not report to the APHIS Director, nor vice-versa. Each receives a separate invoice and reports directly back to their HQ unit in Washington DC. These two USDA units are autonomous and will each have a representative on the BC. For accounting purposes, USAID establishes several program codes to ensure accurate tracking of program costs. Each code receives an invoice, however, this does not entitle them to have a representative on the BC for each program code. The reporting chain for those programs is within the post through the USAID Mission Director.
- c. Membership on the local ICASS BC is not restricted to those agencies/organizations that are traditionally thought of as a "permanent" presence at post. A non-resident agency with ongoing support requirements (see 6 FAH-5 H-393.1) is entitled to representation on the BC. A non-resident agency with only occasional requirements for post ICASS services (see 6 FAH-5 H-393.2) would not have a seat on the ICASS Budget Committee.

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International Cooperative Administrative Support Services Handbook

- d. The post committee should ensure that representation reflects the ICASS policy of giving all participating agencies an equal say regardless of their numbers or monetary contributions. That said, the committee, in the spirit of fairness and collegiality, should guard against allowing a particular agency or group undue influence because of fragmented funding arrangements.
- e. ICASS committees should ensure that means are developed to consider the interests of constituent posts (e.g., consulates) in the formulation of committee decisions. Constituent posts are not entitled to ICASS Budget Committee membership, although agencies at constituent posts, not represented at the embassy, are entitled to committee membership.
- f. The Financial Management Officer of U.S. Government ICASS service-provider operations participates on the ICASS budget committee as a non-voting member. The FMO should attend all committee meetings.
- g. At some small posts, membership in the ICASS Council and the BC may be identical.
- h. The BC keeps minutes and records of all decisions and commitments made in committee meetings. Committees keep these records for at least three years after the fiscal year in question. Documentation of all committee decisions and customer agency/service provider commitments is essential, especially if there are subsequent disagreements (e.g., approval of new positions, approval of wage increases, purchase of new equipment/vehicles, commitments to change or correct workload counts during preparation of the final budget/invoice, etc.).
- i. Refer any questions concerning representation to the ICASS Service Center (ISC).

6 FAH-5 H-222.4-2 Leadership

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

- a. The ICASS BC is led by a chairperson elected annually from among participating agencies. To fill a temporary gap, the committee may appoint or elect an acting chair from its membership. The chair is responsible for facilitating the meetings, for ensuring that objectives are set for the committee, and for assuring that a service vision is developed. The chair's duties will include agenda setting, convening of committee meetings, and ensuring that minutes of proceedings are maintained. The chair should strive for a team approach with the committee and the service provider in addressing issues. Follow-up of recommendations, decisions, appeals, and tasking of service providers is also expected.
- b. Recognizing the possible limitations imposed by minimal staffing and unique conditions that prevail at some posts, the chair of the post BC may, on an exception basis, be filled by an ICASS service provider (e.g., State FMO). This exception must be justified and submitted to the Washington ICASS Working

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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook
Group Policy Committee for approval.

6 FAH-5 H-222.4-3 Responsibilities

(CT:ICASS-07; 07-30-2008)

(Applies to participating ICASS agencies)

The ICASS Budget Committee:

- (1) Oversees the post ICASS budget process and serves to separate the detailed budgetary discussions from the executive responsibilities of the ICASS Council;
- (2) Recommends budget approval to the Council;
- (3) Reviews and approves workload count modification requests;
- (4) Determines the use of Lite versus Standard software;
- (5) Approves budgeting by location;
- (6) Approves sub-cost centers;
- (7) Addresses individual agency wants and needs within the context of post ICASS operations that have a budgetary impact;
- (8) Refers unresolved issues to the post ICASS Council; and
- (9) Each agency on the BC reviews and approves its respective invoices, workload counts, and staff time allocations.

6 FAH-5 H-222.5 Post ICASS Working Groups

6 FAH-5 H-222.5-1 Role

(CT:ICASS-07; 07-30-2008)

(Applies to participating ICASS agencies)

- a. The post ICASS working group is an organization that may be established by the ICASS Council and is strongly recommended, particularly for medium-to-large posts. The working group serves as staff to the Council, drafting documents for review, studying proposals, making recommendations, and proposing meeting agendas to the full Council.
- b. The ICASS working group delves more deeply into specific issues analyzes what is happening, and recommends solutions to the post ICASS Council. Having a separate group undertake labor-intensive analysis can make post ICASS Council meetings more effective and shorter in duration.
- c. The ICASS working group should conduct studies of services as requested by the Council or request through the Council that they be done by the service provider for the Council. The working group may also take the initiative to conduct studies, keeping the Council informed.

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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-222.5-2 Membership

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

- a. Membership is optional but generally consists of participating agency administrative personnel and officers directly responsible for providing ICASS services. Participation of locally employed (LE) staff is encouraged.
- b. ICASS Councils should involve different levels and categories of employees including locally employed staff on the ICASS working group. Besides the added value of having knowledgeable and experienced personnel map out issues, the working group is an excellent vehicle for promoting greater involvement of the local staff in ICASS. Council members may also serve on the working group.

6 FAH-5 H-222.6 The Service Provider

6 FAH-5 H-222.6-1 Membership

(CT:ICASS-07; 07-30-2008)

(Applies to participating ICASS agencies)

Service providers are U.S. Government agencies (or local vendors contracted by a U.S. agency) selected by the post ICASS Council to provide services defined in a standardized ICASS cost center, or a portion of the services defined within a cost center.

6 FAH-5 H-222.6-2 Responsibilities

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

- a. Participate on Council: Heads of U.S. Government ICASS service provider operations (for example, State management officer, RSO, or USAID EXO officer) participate on the ICASS Council as ex-officio, non-voting members. In this role they manage service delivery, shape workforces, streamline systems, reduce costs, improve services and, in general, seek innovative and better ways of conducting business. These individuals should attend all ICASS Council meetings except for sessions discussing their service performance. The service provider must take an active role in improving ICASS service. Heads of U.S. Government service-provider operations may be designated as voting Council representatives for agencies but cannot sit as voting members for discussion of those services. In such cases, another representative of the service-provider agency may be designated to vote on the service issue.
- b. Participate on Budget Committee: The Financial Management Officer of U.S. Government ICASS service provider operations participates on the ICASS BC as an ex-officio, non-voting member and attends all post BC meetings. The FMO's

6 FAH-5 H-220 Page 18 of 30

UNCLASSIFIED (U)

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

primary responsibility is to provide the chair and the senior management service provider with information necessary for efficient and effective ICASS operations of the mission.

- c. Agreement writing: Prepare the memorandum of understanding (MOU) including the subscription of services agreement, in coordination with the ICASS Council (see 6 FAH-5 H-210, Basic ICASS Documents).
- d. Performance standards: Establish a process for reviewing post performance against the uniform service standards.
- e. Cost evaluation: Establish costs for services, develop budget and staffing requirements and present to ICASS Council for review and possible negotiation; participate in ICASS Council and/or BC initial and mid-year budget reviews and approvals.
- f. Workload counts: Develop workload counts and provide these to customer agencies annually.
- g. Major acquisition: Advise and coordinate with the ICASS Council on personnel or acquisition decisions having major impact on ICASS costs, such as vehicles.
- h. ICASS report analysis: Conduct and provide brief analyses of ICASS cost distribution reports (by the financial services provider).
- i. Maintain quality services at reasonable cost.

6 FAH-5 H-222.6-3 Non-State Service Provider

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

The authority of the local ICASS Council to select service providers based on quality and cost of service is key to local empowerment. The element of competition is critical in this customer-driven system to reduce costs and improve service. ICASS Councils are encouraged to take a hard look at existing services and consider the selection of other agencies that may be in a cost-effective position to provide quality service. Outsourcing should also be considered.

6 FAH-5 H-222.6-4 Competition Among U.S. Government Service Providers

(CT:ICASS-07; 07-30-2008)

(Applies to participating ICASS agencies)

- a. This section is most relevant to those posts where there is a reasonable expectation that multiple U.S. Government agencies will compete to be service providers. For those posts where it is unlikely that competition will arise among potential U.S. Government service providers, there is no need to draft additional procedures. Should circumstances change and more than one U.S. Government agency has the potential capability and interest in providing

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International Cooperative Administrative Support Services Handbook

administrative support services, post can then start preparing post-specific procedures.

- b. Those posts that have multiple U.S. Government agencies that could provide administrative support services should establish procedures for evaluating service-provider proposals as soon as an agency signals its intention to compete with the current service provider. The objective of these procedures should be to ensure an equitable and transparent competition between competing service providers. Evaluation criteria for determining a successful bidder should be established at the onset of the competition. This subchapter provides guidelines for establishing procedures and a recommended format for submitting proposals. The ICASS Council may also refer to 48 CFR Chapter 1, Subpart 15.1 of the Federal Acquisition Regulation (FAR), as a reference for source-selection processes and techniques. If the ICASS Council is entertaining bids from commercial firms, it must do so in accordance with both the FAR and the proposed service-provider agency's own acquisition regulation. The Council must ensure that whoever is managing that process possesses a Federal contracting warrant equal to, or greater than, the potential award or arranges for assistance from a contracting officer with a warrant equal to the award.
- c. The ICASS program is under the chief of mission's (COM) authority and the COM has a clear interest in decisions made about the provision of ICASS services. The deputy chief of mission (DCM) is the chief of mission's representative to the ICASS system. At the onset of a formal service competition, the Council and DCM should confer on how best to involve the DCM in the evaluation process. This could include a role on an evaluation board, if the Council decides to create one for the review of competing proposals.
- d. To avoid conflicts of interest, senior service-provider officials for the competing service-provider agencies should be excluded from committees established to score proposals or make recommendations to the ICASS Council. However, other officials from the competing agencies may participate in the evaluation process. These officials may consult with their respective senior service providers, as needed, prior to meetings of the committee.
- e. Since one of the five principles of the ICASS system is transparency, (see 6 FAH-5 H-013.3), information about the resources and practices the current service provider uses to provide a particular service are available to all customer agencies through the ICASS budget and service standards. An agency submitting a proposal to be a prospective service provider should provide to the ICASS Council the same information on costs, standards, internal controls, ability to meet the national security requirements of all customers, and capacity to deliver service. All aspects of a competing U.S. Government service provider's proposal must be in accordance with the provisions of 6 FAH-5 Exhibit H-222.5-4(A) Competition among US Government Service Providers.

UNCLASSIFIED (U)

U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-222.6-5 Other Agency Billings and Collections for ICASS Services

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

Other agencies offering to provide ICASS services will cost out their proposals for ICASS Council review in any manner acceptable to the Council. If approved as the service provider, a memorandum of understanding (MOU) would be negotiated with the Council. Charges would then be assessed for all ICASS agencies receiving the service. An advance payment may be made to the service-provider agency from the Working Capital Fund, with reimbursements collected from all customer agencies using the ICASS mechanism. The provider agency would retain the advanced funds for use in service provision. Other agencies may issue more explicit guidance for field offices contemplating performance as an ICASS service provider.

6 FAH-5 H-222.6-6 Use of Working Capital Fund (WCF) for Non-State Provider

(CT:ICASS-07; 07-30-2008)

(Applies to participating ICASS agencies)

When selected by the ICASS Council as service providers, non-State agencies may be paid from the Working Capital Fund (WCF) for the cost of ICASS services in a manner similar to that used for payment to an ICASS commercial service provider. Since the worldwide WCF used for ICASS is established under State Department authorization, other service-provider agencies will not be able to directly charge costs to the fund, without losing agency resource identity. However, the State WCF may be used to advance funds to other provider agencies for ICASS purposes, if required. Under this provision, agencies must have reimbursement authority.

6 FAH-5 H-222.6-7 Dual-Service Providers

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

- a. In some circumstances, the ICASS Council may determine that the use of dual-service providers for the same service is the most effective means of obtaining the services required, considering span of control, geographical factors, and agency excess capacity. The same exact service will be provided by both agencies in such a case to ensure equitable service provision to all customers. Where an agency wishes to offer services on a limited basis, it will advise the Council accordingly. However, the agency may not pre-select agencies to which it wishes to provide services, but will instead offer the services to the Council, indicating limitations to its capacity. The ICASS Council will then determine to whom the services will be provided.

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International Cooperative Administrative Support Services Handbook

- b. For technical reasons, the Working Capital Fund (WCF) currently cannot be used to provide funding to a second provider of the same service. Assessments for services, in such cases, may be made either through direct charging or—where it is beneficial for the post to do so—through a contract arrangement, as described above, with the primary provider of that service. Under the latter arrangement, advantages offered by using the WCF may be realized and any savings obtained through the use of two providers will be shared by the entire post. This does not preclude agencies from making separate service arrangements with each other, but utilizing the ICASS mechanism is the preferred method.

6 FAH-5 H-222.6-8 Contract-Service Provider

(CT:ICASS-07; 07-30-2008)

(Applies to participating ICASS agencies)

ICASS Councils selecting a contract vendor as a service provider will also select a U.S. Government contracting officer or contracting officer technical representative (COTR) to represent the Council on technical review panels and as an agent in negotiating rates and establishing performance standards for the particular service. Commercial vendors will not participate in post ICASS Council meetings.

6 FAH-5 H-223 KEY ICASS PLAYERS AT A REGIONAL LEVEL

6 FAH-5 H-223.1 Resource Management Global Financial Services (RM/GFS)

(CT:ICASS-16; 10-15-2010)

(Applies to participating ICASS agencies)

Resource Management Global Financial Services (RM/GFS) provides a full range of financial services (i.e., accounting, disbursing, cashiering, and payroll) for serviced posts in accordance with agreed-upon written standards. The GFS provides financial information to posts for review by the financial management office and other interested parties.

6 FAH-5 H-223.2 Regional Medical Officers (RMOs)

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

- a. Medical services are provided at post by regional medical officers (physicians), health practitioners and/or physician assistants, regional psychiatrists, and regional medical technologists. Most medical positions abroad have regional

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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

responsibilities providing services to the home post and other posts in the region on a visiting basis.

- b. The cost of maintaining medical personnel at the sponsoring post is built into the assigned post's ICASS budget. Regional travel costs for all regional medical positions are provided by the Office of Medical Services (MED) directly to the post medical unit. Costs of maintaining medical unit facilities and any locally hired health unit personnel are included in the post ICASS budget and are managed like other management support services.
- c. The scope of the medical program abroad is defined in 16 FAM.

6 FAH-5 H-223.3 Regional Security Officers (RSOs)

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

- a. Regional security officers (RSOs) report directly to the deputy chief of mission; they, like the State management officer, are an ICASS service provider. This role requires the RSO to present security ICASS budgets and attend ICASS Council meetings as an ex-officio member to ensure that the Bureau of Diplomatic Security is properly represented and maintains open lines of communication with all customer agencies.
- b. Unlike other ICASS cost centers, the authority of the Council to establish priorities and adjust service in the security area is circumscribed. Since the post security program is maintained in accordance with worldwide policies established by the Overseas Security Policy Board in Washington, DC, including the establishment of threat levels and minimum-guard requirements, the local ICASS Council cannot change security standards at post. Should changes to the local guard program and security staffing appear necessary, the RSO contacts the Bureau of Diplomatic Security for review and modification.

6 FAH-5 H-223.4 Other Regional-Service Providers

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

Regional-service providers exist at a number of large posts around the world to provide support to smaller posts or expertise in technical services. Regional providers generally enroll in ICASS services at their host post.

6 FAH-5 H-224 COUNCIL AND BUDGET COMMITTEE RELATIONSHIPS WITH PROVIDERS

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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-224.1 Team Approach

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

The ICASS Council is a significant element in the post management team; it is useful to address separately how it does and does not interact with the providers. Primarily, the ICASS Council is empowered to proactively and creatively pursue better ways of doing business at post. Specific authorities of the Council are listed in 6 FAH-5 H-222.3-4 ICASS Council Responsibilities. However, it is essential that the Council function as a team with the active participation and partnership of the service providers to achieve improvements. Service providers will often be the largest resource customer for ICASS services and thus the largest beneficiary of reduced costs and improved service. The Council, BC, and providers together share the responsibility and accountability for achieving the most cost-efficient and streamlined-quality administrative services at post.

6 FAH-5 H-224.2 Council Empowerment

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

- a. Customer agencies, as stakeholders with a greater voice in the management of shared administrative services, are empowered collectively to seek innovative ways to reduce costs and improve services. To these ends, the ICASS Council may streamline administrative processes or reshape the administrative workforce. Decisions might include downsizing, de-layering, and flattening of the staff organization; use of qualified local hire specialists in lieu of higher-cost U.S.-based staff; and alternative agency or contract-service providers. The ICASS Councils may also consider use of the services of U.S. embassies and agencies in other countries where costs are lower.
- b. These decisions should be formed in close consultation with the service providers, and in light of management or cost studies developed by or at the request of the ICASS Council. Rather than focus on the cost of all services at one time, ICASS Councils may wish to consider cost and staffing reviews which examine an individual cost center. To facilitate this process, the service provider will be expected to provide the ICASS Council with financial breakdowns, staffing patterns, and operational studies, as requested.
- c. Since the decisions are forged in consensus or reflect the sense of a large majority of the customer community, they should be implemented expeditiously except for clearly compelling reasons, well understood by the post community.

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International Cooperative Administrative Support Services Handbook

6 FAH-5 H-224.3 Avoid Micromanagement

(CT:ICASS-20; 08-31-2011)

(Applies to participating ICASS agencies)

- a. ICASS Councils are empowered as change agents, and in collaboration with the service providers, are expected to push administrative quality, competitiveness, and cost efficiencies to the maximum feasible for the benefit of all customers in the mission.
- b. However, Councils should avoid micromanagement of service-provider activities. The ICASS Council is not intended to serve as supervisor of the administrative service provider in the day-to-day details of operations. The Council chairperson and ultimately the chief of mission have a particular responsibility to ensure that ICASS Council authorities, empowerment and accountability do not divert the Council from its principal focus, i.e., broad management issues.
- c. Performance standards are critical to the avoidance of micromanagement by the Council. If quality and responsiveness criteria established in the Uniform Service Standards are regularly met by the provider that is the definition of "customer satisfaction." Although there should be continuous scrutiny of cost alternatives, standards are key to establishing clear communication and collaboration by the ICASS Council and the provider as an effective management team.
- d. Also, in exercising ICASS Council authorities to reshape the workforce, it is important to note that the service provider alone retains authority to establish salary and other hiring qualifications of authorized positions. ICASS Councils do not make individual assignments either of career or local-hire staff. Internal controls and regulations of the service provider and customer agencies apply in the administration of cost centers.

6 FAH-5 H-224.4 Council Oversight of Local Guard Program

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

Unlike all other ICASS cost centers, the authority of the Council to establish priorities and adjust service in the security area is circumscribed. Since the post security program is maintained in accordance with worldwide policies established by the Security Policy Board in Washington, DC including the establishment of threat levels, minimum guard requirements, etc., the local ICASS Council cannot change security standards at post. However, the Council should raise customer concerns regarding the performance of the local guard force. Any changes in local guard program staffing must be approved by the Bureau of Diplomatic Security (DS). A representative of the ICASS Council can and should participate in the

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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

technical evaluation of the contractor selection process. Performance standards should be upheld.

6 FAH-5 H-224.5 Relations with Housing Board

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

The ICASS Council does not supersede existing administrative authorities as exercised by the post housing board under 15 FAM 200.

6 FAH-5 H-224.6 Change at Post

(CT:ICASS-5; 07-21-2006)

(Applies to participating ICASS agencies)

- a. The introduction of empowered local Councils and the emphasis on customer service represents a major culture change in ways of doing business at post. Although ICASS participation by each agency for each service is voluntary, Council members and agencies are expected to share ideas for improvements with the entire ICASS mission team. Rather than simply withdrawing from an ICASS service to take advantage of better or cheaper service, agencies should bring the alternative to the attention of the full ICASS Council for consideration by all agencies. Factors such as the effect on career staffs or economies of scale can then be considered mission-wide.
- b. Another change is that service provider costs are not a "given." For example, if a major customer withdraws from a service, costs to other agencies should not automatically rise. The ICASS Council and provider team will want to look at workforce needs, given reduced service demand.
- c. The management counselor/officer has broadened accountability in this customer-driven system. While still reporting to the deputy chief of mission (DCM) or chief of mission (COM) for day-to-day operations and evaluation purposes, this officer has a shared accountability to serviced customers represented in the ICASS Council. Although an ex-officio, non-voting Council member, the management counselor/officer must attend all sessions, except discussions covering their personal performance, and play an active role in the deliberations and workings of the ICASS Council. Council representatives have an oversight and evaluation role in the performance and support of the embassy management counselor/officer, support officers and other service providers.

6 FAH-5 H-225 THROUGH H-229 UNASSIGNED

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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

(CT:ICASS-5; 07-21-2006)

**6 FAH-5 EXHIBIT H-222.3-7
SAMPLE ANNUAL ASSESSMENT**

(CT:ICASS-20; 07-21-2011)

United States Department of State

Washington, D.C. 20520



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May 25, 2011

INFORMATION Memorandum

TO: Ambassador Janet Smith
THROUGH: DCM John Jones
FROM: MO Steve Lipet and ICASS Chair Sally Parker
SUBJECT: Annual Assessment of ICASS Services and proposed way-ahead

BACKGROUND

Per ICASS Policy, the Management team and ICASS Council met to discuss ICASS services, identify priorities, and formulate a way-ahead to meet customer requirements and increase satisfaction levels.

INITIAL IMPRESSIONS/ACTIONS

In reviewing the Post ICASS Survey scores for 2011, the ICASS Council and Management Section were mostly pleased with the survey scores. Our Overall ICASS Services score of 3.87 shows a slight increase from last year's score of 3.71. The goal of the MO/ICASS team is to achieve a minimum of 4.0 out of 5.0 in every cost center which would indicate that ICASS service/expectations are being met. Post had one score less than 3.0, 8 scores less than 4.0, and 18 scores 4.0 or above. Based on individual scores and comments, we agreed the areas we need to focus our attention on are Cashiering and Vouchering Services. Of

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International Cooperative Administrative Support Services Handbook

particular note were the high scores and positive comments for the Motor Pool, Procurement, and U.S. Government-Owned/Long-Term Lease operations.

Cashiering: The overall Cashier score was 2.85; however, the predominant complaint in the comments noted that the hours the cashier was available were inadequate. It was noted that the primary cashier was on extended sick leave for three months which had an effect on window hours. MO agreed it would probably be better to have a secondary cashier as well as another backup trained to provide the service and agreed to schedule training to accommodate this. It was also noted that MO decreased cashier hours by 20 percent from the previous year because of the availability of ATMs within the city and the Department of State's policy initiative to wherever possible have a cashless embassy. Never the less, the reduced hours and perceived inconvenience of using ATMs affected overall satisfaction of the service. MO and ICASS council members agreed they need to explain the cost benefit of reducing the window hours and review the new operating procedures next year, as people adjust to the new hours and use of ATMs. One possibility for cost that the MO agreed to research is installing an ATM in the embassy. The MO will coordinate with our bank to determine if we would meet their minimum requirements and agreed to have a proposal distributed to ICASS Council members before the next ICASS meeting.

Vouchering Services: The overall Vouchering Service score was 3.17. The predominant complaint cited is the slow response time to assistance in processing vouchers and answering requests for assistance. The MO agreed to review vouchering processing by the FMO. The FMO noted that the backlog of unprocessed vouchers has not been decreasing as fast as he'd like due to an unanticipated vacancy by their most senior voucher examiner. The group agreed that it might be prudent to explore the possibility of outsourcing the backlog to a Post Support Unit [PSU] thus reducing the pressure and frustration within the FMO office. The ICASS Chair proffered that when considering use of a PSU management could also explore the feasibility of abolishing the vacant voucher examiner.

OTHER COMMENTS

The MO made the observation that while post appears to be meeting most ICASS service standards, there is still a gap between the Uniform Service Standard (USS) and the "expectation" of the customer. The MO and ICASS Council agreed it would be beneficial to begin a campaign to educate post personnel on just how well the ICASS platform is doing in meeting the USS. The MO agreed to canvass eServices for metrics that can be posted within each cost center. In addition, the MO will talk with the DCM about discussing the results of the ICASS survey at the next Embassy Town Hall and highlight some of these new initiatives. Finally, the ICASS Chair agreed to coordinate with the MO in identifying "star performers" and develop a recognition plan for the next Embassy Awards Ceremony.

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International Cooperative Administrative Support Services Handbook

6 FAH-5 EXHIBIT H-222.6-4

CHECKLIST FOR COMPETITION AMONG U.S. GOVERNMENT SERVICE PROVIDERS

(CT:ICASS-20; 08-31-2011)

- Prospective service provider (PSP) submits Expression of Interest to ICASS Council.
- Council Chair and competing parties meet to review targeted cost center(s) and impact on the business process(es).
- PSP submits Letter of Intent to Council which includes:
 - service(s) it proposes to provide;
 - legal/regulatory authority to provide the service(s);
 - legal/regulatory authority to collect and retain reimbursement from other agencies; and
 - a statement of capacity and intent to offer service(s) to all agencies at post.
- Council decides on type of competition. (Ref. 2(a))
- Council establishes Technical Review Board (TRB), if technical proposal is required.
- Council obtains chief of mission (COM) approval for proposals creating dual service providers.
- Current service provider (CSP) prepares written response to Letter of Intent which includes:
 - its willingness to compete and continue services to agencies other than itself, if ICASS Council elects to stay with CSP;
 - steps to terminate the service(s) if the Council selects another provider;
 - identification of proposed service(s) which—in whole or part—require Department of State action or authority; and
 - an impact statement on inefficiencies created by change in service provider.
- Technical Proposal(s), if required, are submitted for TRB review and include:
 - memorandum of understanding (MOU) using post's existing ICASS MOU as model;
 - draft service standards;
 - resource memorandum; and
 - transition plan.
- TRB evaluates Technical Proposal(s) for:

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International Cooperative Administrative Support Services Handbook

- all required elements;
 - PSP capacity to provide services at a minimum according to current post standards;
 - PSP limitation of time, function, or capacity that might be of concern to ICASS Council;
 - whether PSP will provide only partial services and, if so, who will provide other services;
 - whether hearings are required with competing providers; and
 - approving and ranking.
- Council requests Cost Proposal(s).
 - Council evaluates and selects service provider based on Technical and Cost Proposals and obtains COM approval.
 - If new service provider, ICASS Council will commence discussion of hand-over procedures with current and future service providers.