



Functional Bureau Strategy

Bureau of Administration

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Table of Contents

1. Executive Statement 3

2. Bureau Strategic Framework 6

3. Goals and Objectives..... 7

4. Cross-cutting Management Goal 10

1. Executive Statement

The Bureau of Administration's (A) mission is to provide world-class administrative services in support of America's global foreign affairs. With customers and partners domestically and at every diplomatic post and in every agency represented overseas, A Bureau provides leadership in management operations within the Department of State (Department) and interagency arena.

The A Bureau directs the Department's worldwide supply chain infrastructure and systems for contracting, acquisition, transportation, travel, claims, personal property, inventory management, and diplomatic pouch and mail service. The Bureau manages Department-wide systems for business process management, knowledge management, and communications. The Bureau coordinates worldwide lifecycle management of records and information, including classification management, records management and information access, privacy policy, the Department's directives including the Foreign Affairs Manual and Handbooks, and printing, publishing, and graphic design services. The Bureau manages the Department's domestic real estate infrastructure and portfolio, facilities management, domestic safety, and occupational health. The Bureau provides the platform for domestic emergency management readiness. The Bureau establishes allowance rates for U.S. Government personnel assigned abroad and manages overseas commissary and recreation affairs associations at posts. The Bureau supports the President, Vice President, and Secretary directly through its White House travel services, including language interpreting and translation assistance. The Bureau provides support to international overseas schools that promote American educational values.

The A Bureau's strategic priorities correlate with the FY 2018-2022 State-U.S. Agency for International Development (USAID) Joint Strategic Plan (JSP), Goal 4: Ensure effectiveness to the American taxpayer. The Bureau's highest strategic priorities are focused on:

- **Strategic Goal 1 addresses improving the customer experience across the A Bureau's lines of business.** The Bureau will achieve this goal by optimizing the efficiency and effectiveness of the administrative service areas and functions that support the Department and interagency arena. These key service areas and functions include information technology (IT) management, supply chain management, contracts, grants, inventory management, strategic housing planning, leasing, construction management, space management, renewable energy resources, Smart Building Technology, and emergency management readiness. The Bureau's efforts for this goal are driven by a plethora of Department and Federal government statutes, directives, and policies that call for reducing financial and physical risks and achieving improvements. Examples of these risks and improvements include applying smarter Information Technology (IT) delivery, standardizing systems, enabling the workforce through management tools, streamlining processes, perfecting service delivery, sharing services, fortifying internal controls, co-

locating infrastructure, using renewable energy resources, and strengthening security. Examples of these mandates include the Modernizing Government Technology Act, Executive Order (E.O.) 13576 (Delivering an Efficient, Effective, and Accountable Government), E.O. 13571 (Streamlining Service Delivery and Improving Customer Service), the Digital Accountability and Transparency Act (Data Act), Office of Management and Budget (OMB) Circular A-123 (Management's Responsibility for Internal Controls), Federal Acquisition Regulations and Federal Property Management Regulations, OMB's Management Procedures Memoranda 2013-02 (Promoting Efficient Spending to Support Agency Operations: "Freeze the Footprint") and 2015-01 (Promoting Efficient Spending to Support Agency Operations: "Reduce the Footprint"), and Presidential Policy Directive PPD-8 (National Preparedness). OMB also established FedStats as an analytic tool to contrast agency performance across the Federal sector. The Bureau advocates and implements all of these mandates and regulations and is a vanguard for applying innovations in technology and balanced, smart, and lean methodologies for continuously improving the customer experience and augmenting core business processes, controls, and performance.

- **Strategic Goal 2 focuses on enabling transparent access to Department of State information.** The Bureau will achieve this goal through an objective for managing information to comply with laws while promoting record transparency, preservation, privacy, and security. The Bureau manages the Department's information as a strategic asset throughout its lifecycle and makes data open by default to the extent permitted by law, while ensuring controls to mitigate risks and safeguard individual privacy, confidentiality, and national security. The Bureau administers its federally-mandated information management programs in accordance with a host of mandates, including the Federal Records Act, the Freedom of Information Act (FOIA), the Privacy Act, the Paperwork Reduction Act, Executive Orders (E.O.), Presidential Memoranda, and directives from the Office of Management and Budget (OMB) and the National Archives and Records Administration (NARA). Examples include E.O. 13526 (Classified National Security Information), which establishes the federal government's classification program, including the declassification of records, and the OMB/NARA Directive M-12-18 (Managing Government Records Directive), which requires system-wide management of electronic records. The Bureau is a leader in the effort to meet OMB's Open Government Directive to promote openness and transparency and supports knowledge-based decision-making for the diplomatic community, protection of personally identifiable and classified information, and applying multifaceted technology for sharing information worldwide.

- **Strategic Goal 3 is a cross-cutting management goal that covers employing an agile, collaborative, modern workforce across the Bureau of Administration's lines of business.** The Bureau will achieve this cross-cutting goal through an objective for fortifying its workforce through employee engagement programs. The Bureau's most important resource, its people, its 21st Century workforce, must be fortified with the right professional development opportunities, work environments, and advanced IT tools to promote engagement and investment in our mission. The Bureau will maintain a workforce that ensures the right people at the right time with the right expertise domestically and abroad. The Bureau's workforce initiatives are chiefly linked to the Department's FY 2018-2022 JSP Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively. The workforce initiatives also support the President's Management Agenda key priority driver on developing a workforce for the 21st century, and best practices in both public and private sectors. The Bureau is a leader in the Department's efforts to leverage workforce analytics and analysis to identify and address talent gaps, and assess the impacts of standardized processes and automation on programs and occupations. The Bureau is working to tailor diverse and flexible recruitment and retention portfolios, make risk-based investments in pilot workforce programs, and utilize specialized training to target strategic enterprise priorities that require reskilling and redeploying talent. The Bureau aims to identify the future workforce today.

Implementation and Review Strategy: The A Bureau formally reviews activities described in its FBS on a quarterly schedule using available performance data. These activities and data are collected in a transparent tracking system for the purpose of socializing objectives, progress, and results, so that employees can monitor how their work contributes to overall Bureau and Department strategic goals. The reviews allow for course corrections as needed and provide useful learning that informs senior leadership dialogues, annual budget requests, and policy, programmatic, and strategy decision-making. The reviews help the Bureau identify how it is progressing against its objectives.

2. Bureau Strategic Framework

Goal 1: Improve the customer experience across the Bureau of Administration's lines of business

Objective 1.1: Optimize the efficiency and effectiveness of administrative service areas and functions that support the Department and interagencies

Goal 2: Enable transparent access to Department of State information

Objective 2.1: Manage information to comply with laws while promoting record transparency, preservation, and privacy

Management Goal: Employ an agile, collaborative, modern workforce across the Bureau of Administration's lines of business

Objective 3.1: Fortify the workforce through employee engagement initiatives

3. Goals and Objectives

Bureau Goal 1. Improve the customer experience across the Bureau of Administration's lines of business.

a. Description and Linkages.

The A Bureau is the mainstay of the Department's administrative operations. The Bureau provides a global customer base with support spanning diverse administrative service areas and functions. The Bureau's IT management systems such as ILMS, myServices, SAMS, and myData, are providing more than 100,000 customers around the globe with 24/7 access to cutting-edge administrative tools in support of America's foreign affairs initiatives. The Bureau's supply chain infrastructure, including contracts, grants, personal property, travel and transportation, are managing business volume exceeding \$10 billion in goods and services and over \$6.7 billion in assets worldwide annually. The Bureau's comprehensive management of the Department's domestic real estate portfolio spans 10 million square feet of office and warehouse space in over 150 locations across the U.S., with the objective of creating and supporting energy efficient, sustainable, secure, safe and functional workplaces. The Bureau remains committed to strengthening the Department's global personal property practices, fortifying worldwide contract and grants management, and reinforcing domestic emergency management readiness.

This goal supports the Department's strategic goal 4: Ensure Effectiveness and Accountability to the American Taxpayer, objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development, and objective 4.4: Strengthen security and safety of workforce and physical assets. This goal also links to the President's Management Agenda—key drivers of transformation, cross-cutting priority areas, and functional priority areas.

Potential risks associated with this goal may include reliance on partners for whom the A Bureau's initiatives are not a priority, whose interests and priorities might conflict with the Bureau's, whose technical capacity might not be compatible with the Bureau's, or who lack the ability to share information or participate in initiatives.

Bureau Objective 1.1. Optimize the efficiency and effectiveness of administrative service areas and functions that support the Department and interagency arena.

a. Justification

The A Bureau's diverse administrative service areas and functions directly support Department

and interagency core management operations and programs. With a worldwide customer and partner base, the A Bureau has a responsibility to improve the customer experience by optimizing the efficiency and effectiveness of administrative service areas and functions. The Bureau will apply the transformative power of modern IT technology to automate and improve workflows and enhance productivities through new information and data visualization technologies and tailored services, expand and leverage analytics capabilities to drive data-informed decision-making and savings, and improve records transparency, preservation, and privacy. The Bureau will maintain strategies for co-locating the Department's domestic infrastructure, housing, leasing, construction, and space, and for exceeding federal energy efficiency mandates through use of renewable energy resources and Smart Building Technology. The Bureau will strengthen the supply chain by better managing spend through expanded use of whole of government procurement platforms and category management vehicles, and through consistent assessments of customer satisfaction. The Bureau will ensure management controls and improved Department personal property, contract, and grants management, and emergency management readiness.

Bureau Goal 2. Enable transparent access to Department of State information.

a. Description and Linkages.

The effective management of the Department's vast universe of records and information assets begins with A Bureau programs—privacy, directives and information collection, records management, classification and declassification, information access, and publishing. These programs provide the foundation for transparency and accountability in the Department. The A Bureau's information management goal promotes transparency and accountability in government through proper management of records and information as a strategic asset throughout its full lifecycle. This includes managing records and information under the Federal Records Act, identifying and marking information under E.O. 13526 (Classified National Security Information), and releasing information to the public to the extent permitted by law under the Freedom of Information Act (FOIA) and other information access mandates. A Bureau is also responsible for the Department's Privacy program and protecting personally identifiable information under the Privacy Act and other mandates. A Bureau manages the Department's policy access programs, including the Foreign Affairs Manual and Handbook, under the Paperwork Reduction Act and other mandates and liaises with the Office of the Federal Register and the Government Publishing Office. The risk of

This goal upholds the Department's strategic goal 4: Ensure Effectiveness and Accountability to the American Taxpayer, and strategic objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development.

This goal also links to the President's Management Agenda key priority driver on leveraging data as a strategic asset.

Potential risks associated with this goal may include reliance on partners for whom the A Bureau's initiatives are not a priority, whose interests and priorities might conflict with the Bureau's, whose technical capacity might not be compatible with the Bureau's, or who lack the ability to share information or participate in initiatives.

Bureau Objective 2.1. Manage information to comply with laws while promoting record transparency, preservation, and privacy.

a. Justification

The A Bureau's information management portfolio directly supports the Department's worldwide operations and programs. A Bureau information management programs and policies support an information management framework that is efficient and cost-effective and that enhances the capability of the Department to fulfill its foreign affairs mission. A Bureau programs foster accountability through documentation of agency decisions and actions and transparency through appropriate public access to Department records. A Bureau is leading towards the adoption of 21st century electronic records management practices and implementing improved records management processes with Department bureaus, offices, and posts. A Bureau programs are facilitating improved decision-making based on well-managed records and information. For example, assessing the impact of programs, reducing redundant efforts, saving money, and sharing knowledge within and across the Department. The Bureau's information management programs results are inline with legal mandates related to privacy, records management, directive

4. Cross-cutting Management Goal

Management Goal: Employ an agile, collaborative, modern workforce across the Bureau of Administration's lines of business

a. Description and Linkages.

The A Bureau's most important resource, its people, its 21st Century workforce, must be fortified with the right professional development opportunities, work environments, and advanced IT tools to promote engagement and investment in our mission. With more than 2000 federal and contract personnel in over 80 different skill codes positioned internationally, the Bureau provides a global customer base with a wide range of administrative management systems, service area platforms, policy, and functional support. Flexible physical workplaces, state-of-the-art technology and use of secure cloud technologies will help balance and empower the Bureau's workforce talent. Risk: inexperienced staff, insufficient training, staffing gaps, and potential frequent turnover can contribute to other management and performance risks and challenges.

This goal supports the Department's strategic goal 4: Ensure Effectiveness and Accountability to the American Taxpayer, and objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively. This goal also links to the President's Management Agenda key priority driver on "developing a workforce for the 21st century", and best practices in both public and private sectors.

Potential risks associated with this goal may include reliance on partners for whom the A Bureau's initiatives are not a priority, whose interests and priorities might conflict with the Bureau's, whose technical capacity might not be compatible with the Bureau's, or who lack the ability to share information or participate in initiatives.

Management Objective 1: Fortify the Bureau workforce through employee engagement initiatives.

a. Justification

The Bureau has a responsibility to maintain a workforce structure that ensures we have the right people at the right time with the right expertise domestically and abroad. The Bureau is committed to leveraging workforce analytics and analysis to identify talent gaps, to assess the impact of standardized processes and automation on programs and occupations, to tailor diverse and flexible recruitment and retention portfolios, to make risk-based investments in pilot workforce

programs, to utilize tailored training to target strategic enterprise priorities that require reskilling and redeploying talent, and to identify the future workforce today.