



Functional Bureau Strategy

Department of State Office of the Chief of Protocol (S/CPR)

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1. Executive Statement

Mission:

The Office of the Chief of Protocol seeks to advance the foreign policy objectives of the United States by creating an environment for successful diplomacy.

Goals:

- Coordinate, design, execute and apply protocol principles to diplomatic engagements between foreign leaders and the President, Vice President, First Lady, Second Lady, the Secretary of State, and at times the Deputy Secretary of State; including coordination and execution of Presidential delegations.
- Serve as the liaison to the bilateral Chiefs of Diplomatic Missions in Washington, D.C., and Head of the European Union and African Union delegations to the United States.
- Demonstrate excellent stewardship of Department resources while providing efficient and effective management towards mission execution.

Who We Are:

Protocol is an essential component to ensure that the State Department's Strategic Plans are accomplished. Protocol is the unseen choreographer engaging directly with key leaders, both in the U.S. and abroad, to ensure that any visit, ceremony, accreditation or event is executed without incident. Through six divisions, Protocol completes a wide range of assignments:

- *Blair House* – manages and maintains the official guesthouse of the President of the United States. The home hosts visiting dignitaries and other guests of the President.
- *Ceremonials* – welcomes and hosts official events for foreign leaders and organizes the participation of the Diplomatic Corps in official special events such as Joint Sessions of Congress, inaugurations, and funerals.
- *Diplomatic Affairs* – is the liaison with the diplomatic corps on the agrément process and presentation of credentials, policy regarding accreditation, rights and immunities accorded to bilateral chiefs of mission, and the implementation of policies relating to the employment of foreign domestic workers. Through diplomatic partnerships programs, international goodwill is fostered by sharing U.S. culture with the diplomatic corp.
- *Management* – administers the human resources, financial, information management systems, security, and general services sections to all divisions.
- *Major Events and Conferences (detailed in 2017 and 2018)* – serves to execute event logistics for conferences and summits hosted by the U.S. The office is responsible for creating, staffing, and executing the logistics upon which these events unfold and interfaces with relevant bureaus on the scope, format, and tone of the meetings based upon the policy theme and goals.

- *Visits* – lead interface between visiting chiefs of state and heads of government for meetings with the President, Vice President, First Lady, Second Lady, the Secretary of State, and at times the Deputy Secretary of State. Visits arranges and executes detailed programs that play a significant role in creating the framework for foreign policy and also coordinate Presidential Delegations. Through the diplomatic gifts unit, American craftsmanship is showcased to foreign leaders through the meaningful and time-honored tradition of presenting gifts.

To mitigate any risk, Protocol will review our goals, objectives and sub-objectives on a yearly basis to address any changes in performance. This will be a guiding document for the bureau.

2. Bureau Strategic Framework

Strategic Goal 1: Coordinate, design, execute and apply protocol principles to diplomatic engagements between foreign leaders and the President, Vice President, First Lady, Second Lady, the Secretary of State, and at times the Deputy Secretary of State; including coordination and execution of Presidential delegations.

Strategic Objective 1.1: Implement technology to improve the efficiency of registration collection and reporting of information for foreign engagements between the U.S. and other nations.

Strategic Objective 1.2: Provide new and distinctly American gifts to present to foreign leaders and dignitaries in order to showcase American craftsmanship.

Strategic Objective 1.3: Attend industry training to refresh bureau-wide knowledge on protocol principles, event logistics, culinary and décor, as well as hospitality to ensure the visiting foreign guests' experience is exceptional.

Strategic Goal 2: Serve as the liaison to the bilateral Chiefs of Diplomatic Missions in Washington, D.C., and Head of the European Union and African Union delegations to the United States.

Strategic Objective 2.1: Promote outreach to the Diplomatic Corp, including hosting Experience America trips, State of the Administration events, Diplomatic Corp briefings, circulating newsletters, and developing new platforms which foster an environment for mutual understanding and successful diplomacy.

Strategic Objective 2.2: Maintain the enrollment of the domestic work registration program to continue to address the growing issues surrounding A-3 and G-5 domestic workers in the U.S.

Strategic Goal 3: Demonstrate excellent stewardship of Department resources while providing efficient and effective management towards mission execution.

Strategic Objective 3.1: Refresh office infrastructure to ensure assets are updated.

Strategic Objective 3.2: Implement check-lists to ensure performance reviews, mid-year reviews, awards, and trainings are completed on time and related to job growth.

3. Goals and Objectives

Bureau Strategic Goal 1

Coordinate, design, execute and apply protocol principles to diplomatic engagements between foreign leaders and the President, Vice President, First Lady, Second Lady, the Secretary of State, and at times the Deputy Secretary of State; including coordination and execution of Presidential delegations.

a. Description and Linkages

Visits works closely with foreign delegations to plan, arrange, and execute detailed schedules, logistics, and programs for chiefs of state/heads of government, foreign ministers, or other foreign dignitaries visiting the President, Vice President, First Lady, Second Lady, the Secretary of State, and at times the Deputy Secretary of State. Through the diplomatic gifts unit, Visits selects gifts for foreign leaders and dignitaries that reflect a deep appreciation towards the guest and showcase American craftsmanship. The diplomatic gifts unit also reviews and catalogs all foreign gifts presented to the President, Vice President, First Lady, Second Lady, the Secretary of State, and at times the Deputy Secretary of State, as well as supplying yearly reports to Congress.

Ceremonials plans and executes official functions hosted by the Vice President, Secretary of State and at times the President, First Lady, Second Lady, and Deputy Secretary of State as requested. The division also organizes the participation of the diplomatic corps to official events such as Joint Sessions of Congress, inaugurations, funerals and other ceremonies. Additionally, with our Major Events and Conferences division, Protocol services a wide array of events, ministerials, summits and conferences that facilitate effective diplomacy. **Key Partners and Stakeholders:** President, Vice President, First Lady, Second Lady, the Secretary of State, at times the Deputy Secretary of State and Presidential delegations.

Bureau Objective 1.1

Implement technology to improve the efficiency of registration collection and reporting of information for foreign engagements between the U.S. and other nations. *(related to JSP Goal 2.1)*

a. Justification

Information collected for foreign delegation visits is extensive; it contains personally identifiable information that is unique to each delegation causing myriad of variations in courtesies extended by the U.S. It is critical to document past courtesies extended because this sets the tone and expectation for a future visit. If this is executed incorrectly, the mission of the Protocol office to create the environment for effective diplomacy is not achieved.

By leveraging the Department's exploration into cloud-based computing and digital platforms, automated forms could be used to collect delegation information will greatly increase the efficiency and security with which Protocol operates.

Bureau Objective 1.2

Provide new and distinctly American gifts to present to foreign leaders and dignitaries in order to showcase American craftsmanship. *(related to JSP Goal 3.2)*

a. Justification

The presentation of gifts to visiting foreign leaders and dignitaries is a meaningful, time-honored tradition that plays an important role in creating an environment for effective diplomacy. Gift exchanges leave a lasting impression as they send a message to the visiting guest that prior care, respect and planning has gone into their visit.

Bureau Objective 1.3

Attend industry training to refresh bureau-wide knowledge on protocol principles, event logistics, culinary and décor, as well as hospitality to ensure the visiting foreign guests' experience is exceptional. *(related to JSP Goal 4.3)*

a. Justification

Continued education and training ensures Protocol remains the standard barrier for providing and creating an environment for effective diplomacy.

Bureau Strategic Goal 2

Serve as liaison to the bilateral Chiefs of Diplomatic Missions in Washington, D.C., and Head of the European Union and African Union delegations to the United States.

a. Description and Linkages

The Chief of Protocol is the liaison and President's personal representative to the diplomatic community. Through Diplomatic Affairs, the Chief of Protocol oversees the agrément process, the arrival process and presentation of credentials to the Department and the White House for Ambassador accreditation to the United States. Also, as the liaison to the Diplomatic community, the Chief of Protocol oversees the rights and immunities accorded to bilateral chiefs of mission, the notification and mediation of "special cases," the establishment of new embassies and/or the restoration of diplomatic relations, procedures related to foreign domestic workers, and the requests from foreign missions concerning conduct of elections in the United States. In addition to the policy orientated responsibilities, Diplomatic Affairs fosters international goodwill by showcasing America through cultural exchanges. **Key Partners and Stakeholders:** The Chief of Protocol and the Diplomatic Corps.

Bureau Objective 2.1

Promote outreach to the Diplomatic Corp, including hosting "Experience America" trips, State of the Administration events, Diplomatic Corp briefings, circulating newsletters, and developing new platforms which foster an environment for mutual understanding and successful diplomacy. *(related to JSP Goal 3.2)*

a. Justification

The goal of promoting outreach is to escort foreign ambassadors to cities outside of Washington D.C. to showcase the best of the U.S. and to provide a platform for dialogue between ambassadors and American leaders. These trips yielded tangible results for soft-diplomacy including the establishment of ports in U.S. cities and sister-port agreements across the globe, Delta Airlines establishing direct flights from Atlanta to South Africa, Kosovo opening its first McDonalds, and an Iraqi delegation visiting Chicago to discuss trade opportunities. Additionally, providing access to senior officials allows foreign chiefs of mission an opportunity to understand an Administration's priorities.

Bureau Objective 2.2

Maintain the enrollment of the Domestic Worker Registration program to continue to address issues surrounding A-3 and G-5 domestic workers in the U.S. (*related to JSP Goal 3.2*)

a. Justification

The domestic worker in-person registration program seeks to prevent human trafficking for domestic servitude by foreign mission and international organization personnel employing A-3 and G-5 visa holders, and to ensure that these employment relationships are consistent with U.S. law and Department of State policy.

Bureau Strategic Goal 3

Demonstrate excellent stewardship of Department resources while providing efficient and effective management towards mission execution.

a. Description and Linkages

Management administers the human resources, financial, information management systems, security, and general services requests to all divisions. It is essential this division functions effectively to ensure the remaining divisions in the bureau have the resources, financial means, and assets to execute the mission. Management ensures requests for assets are delivered at the appropriate time and in working fashion - from printers and copiers, to flags and friendship pins, to construction and office moves. **Key Partners and Stakeholders:** Department of State (HR in Charleston, S.C. and in Washington, D.C., Budget analysts in BP, A/RPM for construction, etc.), external vendors, other Agencies/Departments and local/municipality governments.

Bureau Objective 3.1

Refresh office infrastructure to ensure assets are updated.

a. Justification

Through a coordinated effort with Integrated Logistics Management System (ILMS), the bureau has identified copiers, printers, CPUs and other equipment at our HST offices and at Blair House that should be liquidated or replaced. In order to continue first-rate performance, modernization of equipment is required to ensure that staff time is spent executing and

advancing the mission of the Department versus fixing antiquated equipment or waiting on repairs.

Bureau Objective 3.2

Implement check-lists to ensure performance reviews, mid-year reviews, awards, and training are completed on time and related to job growth.

a. Justification

Protocol historically has not met benchmarks for reporting performance reviews, mid-year reviews or award announcements. Developing and implementing check-lists for these important aspects of professional growth will assist Protocol leadership in providing course-correction and positive-reinforcement coaching to team members and ensure professional development training is completed within an appropriate time frame.

4. Cross-cutting Management Objectives or Management Goal

The Office of the Chief of Protocol believes management goals are an integral part of team-wide goals and objectives. Leadership will continue to focus on improving Management to ensure the support of the Protocol team is strong. Items of focus will be:

- a. Developing cost-benefit analysis on infrastructure upgrades and major purchases.
- b. Budget allocation and projection of static expenditures in the Working Capital fund to ensure monies are available for other office wide purchases.
- c. Ensuring the organizational chart of the department accurately reflects all positions and vacancies.

and evaluate a particular objective and its indicator.