



Functional Bureau Strategy

Bureau of Diplomatic Security

FOR PUBLIC RELEASE

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Bureau Objective 4.2: Research, develop, and implement emerging technologies.

- **Bureau Objective 4.2 Justification and Linkages:** DS must meet the national security challenges to fully support its law enforcement and security mandates by focusing on the continuous development and effective implementation of emerging technologies. This objective aligns with the Joint Strategic Plan Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery; Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; and Pillar 4 of the Secretary's Modernization Agenda.
- **Bureau Objective 4.2 Risk Considerations:** DS risks vulnerability and inefficiently leveraging resources to the Department if technologies are rendered obsolete prior to implementation.

Bureau Objective 4.3: Maintain and expand cyber and information technology investments and assets to allow for effective portfolio management.

- **Bureau Objective 4.3 Justification and Linkages:** To augment capabilities in a rapidly expanding digital environment, DS must transition from on-premise systems as appropriate and toward collaborative and productivity-enhancing practices and tools. While ensuring these capabilities are used safely, evaluating and adopting new systems more rapidly will increase DS' ability to be a flexible and responsive organization. This objective aligns with the Joint Strategic Plan Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery; Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; and Pillar 4 of the Secretary's Modernization Agenda.
- **Bureau Objective 4.3 Risk Considerations:** DS employees require access to systems, technologies, and facilities to perform essential functions especially in an interconnected and increasingly flexible, remote environment. The Bureau should adopt technologies that best permit an adaptable and aware workforce, so it is not outpaced by vulnerabilities introduced by out-of-date practices.

4. Bureau Cross-Cutting Management Goal and Objectives

Bureau Cross-Cutting Management Goal 5: Continue to develop a resilient, skilled, and diverse organization through effective leadership and management to enhance Diplomatic Security's ability to further the Department's mission.

- **Bureau Cross-Cutting Management Goal 5 Description:** The cross-cutting management goal refers to internal Bureau functions spanning the organization and reflects priorities of leadership. This goal and supporting objectives identify key priorities to significantly improve efficiency, effectiveness, personnel management, and customer satisfaction. As part of its cross-cutting management goal, DS will continue to develop its organization through effective leadership and management by investment in its workforce, utilization of its resources, and management of programs. This goal supports the Joint Strategic Plan Goal 4: Revitalize the diplomatic and development workforce and institutions.

Bureau Cross-Cutting Management Objective 5.1: Recruit, develop, and retain a diverse, inclusive, and empowered workforce.

- **Bureau Cross-Cutting Management Objective 5.1 Justification and Linkages:** The success of DS relies on a skilled and diverse workforce to carry out its goals and priorities. DS must continue to track relevant workforce data, collaborate with internal and external entities to improve processes, and utilize effective communications to fill positions in order to strengthen its workforce. Building a workforce reflective of the nation's broad diversity is a top priority of DS as it brings creativity to the workplace, drives innovation, and strengthens our ability to confront complex challenges. This objective aligns with the Joint Strategic Plan Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce; the Interim National Security Strategic Guidance; and Pillar 3 of the Secretary's Modernization Agenda.

- **Bureau Cross-Cutting Management Objective 5.1 Risk Considerations:** DS efforts to shape and build a more skilled, diverse, and inclusive Bureau are long standing and ongoing. Without an emphasis on tracking statistics and focusing on diversity and inclusion initiatives, DS risks perpetuating an inaccurate representation of the United States and losing the asset of diverse viewpoints and experiences to drive progress. To mitigate this potential risk, DS needs to focus on recruitment, hiring, and retention of a skilled and diverse workforce.

Bureau Cross-Cutting Management Objective 5.2: Manage Bureau resources through effective budgeting, contracting, and procurement processes.

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** DS ensures the success and continuity of domestic and international Bureau operations through effective budgeting, contracting, and procurement processes. The Bureau will streamline and gain financial management efficiencies and reduce the contracting and procurement timeline to improve overall management of resources and processes. This objective aligns with the Joint Strategic Plan Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.
- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** DS must continue to manage Bureau resources through effective budgeting, contracting, and procurement processes or the Bureau may not achieve and maximize efficiencies in support of the DS mission.

Bureau Cross-Cutting Management Objective 5.3: Promote organizational excellence through effective program management.

- **Bureau Cross-Cutting Management Objective 5.3 Justification and Linkages:** DS programs are responsible for providing DS stakeholders -- the public, Department and Bureau personnel, and constituent audiences -- with an array of support services. The Bureau will continue to provide accurate and timely information, accountability for assets, and effective management to ensure continued programmatic effectiveness and success. This objective aligns with the Joint Strategic Plan Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce; Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery; and Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.
- **Bureau Cross-Cutting Management Objective 5.3 Risk Considerations:** DS must continue to provide effective program management and support services to stakeholders to assist the DS mission. The effective management of Bureau personnel and resources, internal and external information dissemination, asset accountability, and other related areas may falter if this objective is not met.