



Functional Bureau Strategy

Bureau of the Comptroller and Global Financial Services

FOR PUBLIC RELEASE

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1. Executive Statement and Mission Statement

Mission Statement: The Bureau of the Comptroller and Global Financial Services (CGFS) resolves to be an effective steward of the U.S. Department of State's (Department) financial resources and deliver quality financial management services, programs, and systems to ensure the U.S. government and Department can accomplish their essential foreign affairs mission with the highest standard of financial accountability and transparency to the American people.

This Functional Bureau Strategy (FBS) presents the strategic goals, objectives, and key issues that will drive CGFS's efforts and define our successes over the next few years. It also, along with other documents such as the Agency Financial Report (AFR), portrays the work performed daily by financial professionals in CGFS and throughout the Department. We will continue to seek opportunities to regionalize the processing of routine transactions to free up financial managers at post to focus on more challenging issues. We will also explore further integration and modernization of financial systems, with a keen eye to customer experience and mission needs. These efforts build on the sound financial management foundation that we have worked diligently to establish. Sound financial management performance strengthens financial and management controls, increases transparency, and improves overall operational effectiveness.

Going forward, we will provide quality services and pursue transformation efforts that allow us to deliver financial programs more effectively and efficiently in support of the Department's vital mission. Data as a resource will continue to be central to the Department's transformation and modernization efforts and our ability to measure performance and enhance data-informed decision making. Customer experience and field first focus will also be themes we will continue to incorporate in our planning, development, and execution activities. Our support of these efforts, together with the continuous assessment and enhancement of the cybersecurity for our financial systems and data, will be key tasks.

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While we are pleased with what has been accomplished in previous years, we know there are initiatives, many articulated in this plan, that require our continued focus and evolution. Moreover, we recognize new challenges and opportunities almost certainly will emerge. This is particularly true given the global and complex nature of our financial operations and the uncertainty of the world in which we operate. I want to shift the focus of CGFS to optimizing returns – both financial and in terms of time savings – on investments from a Department-wide perspective. The outstanding team of financial professionals around the world and in CGFS is up to the task of meeting these challenges.

James A. Walsh

Comptroller

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2. Bureau Strategic Framework

Bureau Goal 1: Deliver world-class financial services and systems to our customers effectively and efficiently.

- **Bureau Objective 1.1:** Provide high-performing, customer focused, and continuously improving core financial services to the Department and our other agency customers.
- **Bureau Objective 1.2:** Modernize, standardize, and consolidate worldwide resource management systems that support process improvement and delivery of timely, accurate, and meaningful global financial information.

Bureau Goal 2: Establish and administer an accountable, transparent, prudent, and rigorous internal control, compliance, and financial reporting environment that reflects statutory, administration, and Departmental guidance.

- **Bureau Objective 2.1:** Support the requirements and coordination of the annual external audit process and production of the AFR and financial statements with an unmodified audit opinion.
- **Bureau Objective 2.2:** Implement changes to meet the President's Management Agenda, Department management initiatives, and the Digital Accountability and Transparency Act of 2014 (DATA Act).
- **Bureau Objective 2.3:** Support the requirements and coordination for an unmodified Statement of Assurance for Internal Controls, and a strong Department-wide internal control reporting and review process.

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Bureau Goal 3: Facilitate interagency coordination and liaison activities that support Department operations and delivery of effective, consolidated administrative and financial shared services.

- **Bureau Objective 3.1:** Enhance productive interagency engagement in and understanding of the ICASS platform, while identifying other opportunities to provide shared services.
- **Bureau Objective 3.2:** Coordinate constructive GAO engagements and manage the Department's advisory committees, subject to the Federal Advisory Committee Act (FACA).

Bureau Cross-Cutting Management Goal 4: Foster a diverse, innovative, and collaborative organizational culture by strengthening and empowering our workforce.

- **Bureau Cross-Cutting Management Objective 4.1:** Recruit and maintain a high-quality, diverse financial management workforce and support and shape a strong Financial Management Officer (FMO) corps.
- **Bureau Cross-Cutting Management Objective 4.2:** Cultivate a self-aware, equitable, and inclusive working environment for all CGFS employees.

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3. Bureau Goals and Objectives

Bureau Goal 1: Deliver world-class financial services and systems to our customers effectively and efficiently.

- **Bureau Goal 1 Description:** CGFS plays a vital role in the Department's global foreign affairs mission and other U.S. government agencies' global efforts by delivering services, programs, and systems that ensure stable operations in rapidly changing, varied, and difficult global environments. Among many vital responsibilities, CGFS ensures the Department is at the forefront of federal government efforts to achieve cost savings by promoting shared services:
 - pays nearly 93,000 employees with diverse payroll requirements of the FS, CS, LE staff, and retirees of the Department and the other 45 civilian agencies serviced;
 - pays our domestic and overseas vendors, collects debts, and disburses in more than 135 currencies;
 - can access accurate and timely financial data through Global Business Intelligence dashboards and geospatial analytics to ensure data-driven decision making;
 - has effective financial management in the awarding of educational, cultural exchange, and refugee assistance grants; and
 - can help in times of crisis by meeting emergency funding requirements to evacuate U.S. citizens and U.S. government employees and dependents. These examples only highlight the array of services we provide.

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Our financial management services and systems are critical to effective multi-agency financial management, financial reporting, and financial control. To help us deliver quality financial services and systems, our ISO-9001 certified operations and CMMI standard for financial systems development structure streamline our process improvements and encourage productive, consistent, and efficient behaviors. These standards, together with our need to be responsible stewards of data, require that we continuously enhance our financial systems, data, and delivery to better benefit the end user, and we aim to empower our customers to take an active role in shaping the delivery and capabilities of CGFS managed enterprise-wide business applications. We will continue to work towards fewer but more capable and secure systems, better data, a more analytical workforce, and improved transparency that enables faster insights and solutions for the Department's global financial management challenges.

With our focus on continuous improvement, we must actively communicate with the global financial management workforce in all bureaus and missions to convey CGFS's system activities, roadmaps, and major upcoming milestones. We also understand the need to deliver targeted training to the field when new systems go live – all in addition to the continuous training that we deliver to the Department's global financial management workforce.

As changes to services, programs, and systems are implemented, proactively issuing simplified policies to address barriers, such as a process inefficiency from the user's experience, will fully enable productive change to achieve our objectives and demonstrate that a common understanding and advocacy exists across all stakeholders.

We also aim to transform routine and labor-demanding manual processes with wholly automated solutions that will standardize and simplify our processes, improve the auditability of our data, and allow our workforce to be productive and agile to shifting priorities.

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Continued standardization and consolidation of financial activities and leveraging investments in financial systems to improve our financial business processes will lead to greater efficiencies and effectiveness. This change is not always easy with the decentralized post-level financial services model that exists for the Department's worldwide operations. In addition, over the next several years, we will need to leverage upgrades in our core financial system software, LE staff and American payroll T&A deployments, and integration with other Department corporate systems to improve our processes in ways that better support financial operations. We must maximize the impact of every dollar spent on our operational improvements by prioritizing the highest value outcomes that measurably impact the Department's capability to achieve its global foreign affairs mission.

Bureau Objective 1.1: Provide high-performing, customer-focused, and continuously improving core financial services to the Department and our other agency customers.

- **Bureau Objective 1.1 Justification and Linkages:** As stewards of the Department's financial resources, CGFS has a significant role in the Department's ability to successfully accomplish its essential foreign affairs mission. This significance requires that we foster a collaborative culture within CGFS focused on high-performing, customer-focused, and continuously improving services. Accountability and honest assessments must be part of this culture – we must be direct and transparent in our ability to meet our customers' mission requirements. We will continue to measure our progress to ensure that we hold ourselves accountable and quickly identify at-risk business processes to continuously improve on our services. Our clear focus on customers and continuous improvement is demonstrated by how many of our offices are ISO-9001 QMS certified, which ensures consistent and documented work processes, performance measurement, and thoroughly planned improvement, among many other aspects.

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CGFS is addressing the various payroll issues caused by transitioning to the new payroll system and is committed to improving this service for all our customers. CGFS continues efforts to strengthen the gathering of customer input to drive better decision-making, achieve greater impacts, and more effectively and efficiently manage the delivery of our numerous and diverse financial services. The VOC program embraces the customer experience practices ensuring we continue to hear and act on the needs of our customers while forming strategic partnerships to improve overall financial management systems and services throughout the Department.

As a case example of how our services impact Department operations, ICASS offers vital management support to the Department's overseas embassies and consulates. ICASS is the foundation for our foreign policy and diplomatic efforts. Without motor pool, finance, travel and other ICASS services, the many U.S. government agencies with an overseas presence simply could not achieve their foreign policy goals. Over the years, demand for ICASS services has increased amid staffing shortages, political unrest, and global health pandemics. This uncertain environment is likely to continue. Therefore, our ICASS services must operate as efficiently and effectively as possible.

In response to international disasters and humanitarian crises overseas, CGFS's Office of Emergencies in the Diplomatic and Consular Service has an important role in managing and reporting on the availability of the K fund, which is used to meet emergency requirements in the conduct of foreign affairs such as the evacuations of U.S. citizens, U.S. government employees and dependents, as well as payments for various other activities. Currently, the reporting process on the availability of funds requires excessive manual data entry. By streamlining this process and developing a real-time dashboard of financial data, the Department can make better, faster decisions to ensure the safety of our people.

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This objective is in direct support of Joint Strategic Plan (JSP) Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas; JSP Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks; JSP Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce; JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery; the President's Management Agenda Priority 3, Strategy 2: Build capacity in federal financial management, including through federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.

- **Bureau Objective 1.1 Risk Considerations:** Potential risks span the array of fraud, payroll issues, systems failure/instability, staff coverage deficiencies, PII control, and unforeseen events. Steps to mitigate risks consist of several processes: system assurance, reconciliation points, and balancing; two-factor authentication and identify verification. We also will leverage Robotic Process Automation (RPA); incorporate data-driven design into customer inquiry model; and ensure adequate staffing and training. Other internal controls for risk mitigation include monthly metrics; adhering to and continuing ISO-9001 QMS certification; internal ISO and management audits; bureau A-123 and SOC 1 testing; reconciliation and system assurance reports, funds control and balance/certification of payroll; periodic matching with external systems; Level II troubleshooting; Improper Payments Elimination and Recovery Act (IPERA) annual reporting; Continuity of Operations Plan (COOP) testing; and other testing and reporting processes.

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Bureau Objective 1.2: Modernize, standardize, and consolidate worldwide resource management systems that support process improvement and delivery of timely, accurate, and meaningful global financial information.

- **Bureau Objective 1.2 Justification and Linkages:** Given the scale and complexity of the Department’s global foreign affairs mission, it is necessary that we act smartly to solve challenges that affect our customers and remain agile to swiftly unexpected crises. “Data-Informed Diplomacy” underscores the impact of data in the conduct of diplomacy and how we use data to enhance leadership decision-making. Financial data integrity and availability plays an important role in this process. CGFS continues to implement smart investments to provide a cost-effective, enterprise financial system framework able to generate accurate and timely financial data to ensure that our workforce has the right data, when and where they need it to achieve their mission. A Department-wide enterprise financial systems framework will drive dramatic increases in analytics capability and reduce redundant and unlinked data warehouses, dashboards, and business analytics tools. Automating repeatable processes and linkages between systems that require manual intervention will allow us to unlock valuable time, improve accountability and performance, strengthen the delivery of global financial services, and foster data-informed decision making.

Our ability to provide quality services is inherently tied to our systems’ capabilities – improvements of our systems will improve our services. We have made significant progress in modernizing and consolidating multiple Department resource management systems into an enterprise-wide financial system framework to reduce costs, complexity, and training requirements. Our forward aim will meet user and federal requirements, share a common architecture, reflect rationalized standard business processes, be developed using CMMI, and be compliant and secure. Central Resource Management System, Budget Resource Management System, ICASS, and WebRABIT are examples of systems previously developed independently that are now being fully incorporated within CGFS.

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The Department maintains a CMMI level 2 rating for CGFS financial systems. CMMI allows the Department to emphasize the prioritization, organization, and planning of resources while focusing attention on the most critical financial systems issues facing the Department. In response to cybersecurity concerns, our development efforts in all lines of business emphasize the need to reduce vulnerabilities within systems and be mindful of potential threats, such as unauthorized access and reduced integrity of data within our systems. This focus seeks to protect both the Department and its employees.

This objective is in direct support of JSP Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks; JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery; JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; the Department's Modernization Agenda; the Department's Enterprise Data Strategy; the National Security Strategy's statement on Securing Cyberspace; and the PMA Priority 1, Strategy 3, Goal 3.1: The federal government will be better equipped to achieve agency missions and serve the American people by investing in its people, technology, and space – increase the use of emerging technologies that can automate tasks, allowing employees to prioritize the agency's highest value work.

- **Bureau Objective 1.2 Risk Considerations:** Cybersecurity and regulatory requirements for our resource management systems are constantly changing in ways that necessitate technical and functional enhancements. Given the constrained budget environment in which we operate, the need to meet the mandated requirements is often prioritized over innovative customer-driven enhancements. We plan to mitigate this risk by ensuring that our budget requests provide capacity to meet both mandated and customer-driven needs. Our VOC program facilitated by our CXC will ensure we understand our customer needs and can address them by modifying schedules and funding plans.

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Bureau Goal 2: Establish and administer an accountable, transparent, prudent, and rigorous internal control, compliance, and financial reporting environment that reflects statutory, administration, and Departmental guidance.

- **Bureau Goal 2 Description:** CGFS's financial systems connect our workforce to vast and diverse financial data assets to enhance and accelerate decision-making at the speed of global events, making data a true tool of diplomacy in the digital age. With that in mind, we will continue to expand our ability to deliver timely, accurate, secure, and user-centric financial reporting through rigorous internal controls, system consolidation, and automation to improve our auditability and lessen our reliance on excessive manual data entry. We must be forward-thinking to implement changes relating to financial management from the President's Management Agenda and the Department's other strategies, such as the Modernization Agenda, Enterprise Data Strategy, Equity Action Plan, Climate Adaptation and Resilience Plan, and Sustainability Plan.

The Office of Financial Reporting and Analysis coordinates the publication of the AFR, which is our principal report to the President, Congress, and the American people on the Department's management of the public funds entrusted to the Department to achieve its global foreign affairs mission. The AFR represents the challenging financial management work performed daily by the Department's professionals around the world. The 2021 AFR represents the 17th time the Department has won the CEAR award, the highest form of recognition in federal government management reporting.

The Department's management control policy is comprehensive and requires all Department managers to establish cost-effective systems of management controls to ensure U.S. government activities are managed effectively, efficiently, economically, and with integrity. Strong and effective internal controls are fundamental to our success, and we embrace our Department-wide leadership role in promoting them. We have dedicated considerable resources to administer a successful management control program. Our Office of Management Controls employs an integrated process to ensure

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full compliance with the goals, objectives, and requirements of FMFIA and various other federal laws and regulations.

Bureau Objective 2.1: Support the requirements and coordination of the annual external audit process and production of the AFR and financial statements with an unmodified audit opinion.

- **Bureau Objective 2.1 Justification and Linkages:** The AFR is the key document in disclosing the Department's financial status and providing transparency and accountability to the American people. The AFR provides a comprehensive view of the Department's financial activities set against the backdrop of the global issues and engagements we face as an institution working to advance U.S. interests abroad. A key component of the AFR is the Department's annual financial statements and independent auditor's report thereon. The report and the statements are a culmination of a challenging year-round process with our partners, the independent auditor, and the OIG, as we deliver meaningful financial statements by November 15 each year. By doing so, we demonstrate the Department's commitment to strong financial management practices to our external stakeholders.

This objective is in direct support of OMB's Circular A-136, Financial Reporting Requirements, Federal Managers' Financial Integrity Act of 1982, CFO Act of 1990, Government Performance and Results Act (GPRA) of 1993, Government Management Reform Act of 1994, Federal Financial Management Improvement Act (FFMIA) of 1996, Reports Consolidation Act of 2000, Payment Integrity Information Act of 2019, and GPRA Modernization Act of 2010.

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- **Bureau Objective 2.1 Risk Considerations:** We are mitigating risk with ongoing reviews of key internal controls including system assurance, reconciliation points, and balancing; using Treasury payment controls and processes; maintaining a currency watch list; and reporting and oversight of cash accountability overseas. The Department's financial statements and related note disclosures must be compiled in conformance with generally accepted accounting principles and in compliance with standards and guidance published in the Federal Accounting Standards Board's Statements of Federal Financial Accounting Standards; OMB's Circular A-136 Financial Reporting Requirements; and Treasury's TFM Volume I, Part 2, Chapter 4700, Agency Reporting Requirements for the Financial Report of the United States Government. A departure from such standards and guidance would likely cause the Department to receive an unfavorable (qualified, disclaimer, or adverse) audit opinion. To ensure that the financial statements and related note disclosures are presented fairly, in all material respects, the Department annually reviews applicable accounting standards and guidance.

Bureau Objective 2.2: Implement changes to meet the President's Management Agenda, Department management initiatives, and the DATA Act.

- **Bureau Objective 2.2 Justification and Linkages:** The qualities of our internal control, compliance, and financial reporting environment hinges on our adherence to federal regulations and policies, federal priorities, and Department plans and initiatives. By addressing these priorities, plans, and initiatives, we can strengthen our workforce to be skilled data consumers and improve our end-to-end financial system framework to improve and streamline our reporting. We also increasingly need to be proactive in modifying financial policies in ways that afford financial managers in CGFS and other Department components the agility to save time and money while supporting mission objectives.

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OMB continues its initiative to standardize government-wide business processes to address the federal government's long-term need to improve financial management. Also, over the next several years, several new federal accounting and information technology standards, many driven by Treasury, will become effective. These include government-wide projects to standardize business requirements and processes, establish and implement a government-wide accounting classification, implement a new government-wide system (G-Invoicing) for processing intragovernmental buy/sell transactions, and support the replacement of financial statement and budgetary reporting. Implementing new standards and government-wide reporting will strengthen both our financial and information technology management practices.

As required by the DATA Act, the Department reports financial and payment information on the Department's spending to the public using USASpending.gov and continues to work to achieve 100 percent accuracy of this data. Historically, the Department struggled to certify its overseas procurement data as specified by the DATA Act, a major deficiency in the quarterly submissions to Treasury that represents an audit finding.

As the Department's corporate finance bureau, it is prudent that CGFS support the Department's Sustainability Plan and Climate Adaptation and Resilience Plan, where we can contribute our problem-solving capabilities by promoting financial policies that drive sustainability and climate resilience, as well as data-sharing initiatives to evaluate energy costs, among other metrics.

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This objective is in direct support of JSP Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas; JSP Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks; JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery; JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; The President's Management Agenda – Priority 1: Strengthening and Empowering the Federal Workforce; and Priority 3: Managing the Business of Government to Build Back Better; and other Department strategies, such as the enterprise data strategy; Climate Adaptation and Resilience Plan; U.S. Department of State Sustainability Plan; the Modernization Agenda; and the Equity Action Plan.

- **Bureau Objective 2.2 Risk Considerations:** Risks in achieving this objective include the rapidly changing, varied, and difficult global environment; evolving and varied customer needs; the expansive number of U.S government-wide compliance and financial management initiatives; limitation of resources and skillsets; non-uniformity in data structures, usage, and systems; inherent complexity of resource decision-making processes; and security requirements that slow down or completely impede data initiatives. Addressing these constraints can be best met by adapting the Department's leadership culture, risk tolerance, and internal processes.

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Bureau Objective 2.3: Support the requirements and coordination for an unmodified Statement of Assurance for Internal Controls, and a strong Department-wide internal control reporting and review process.

- **Bureau Objective 2.3 Justification and Linkages:** Strong management, i.e., internal, controls, risk assessment, and reporting are the foundation for sound financial management practices. They allow the Secretary of State to provide an unmodified Statement of Assurance under FMFIA and the FFMIA, as part of the Department's AFR. CGFS plays the lead role in coordinating and directing the Department's management control and assurance reporting efforts, including chairing the Department's Management Control Steering Committee and Senior Assessment Team. Department management is responsible for maintaining effective internal controls and financial management systems that meet the objectives of FMFIA and FFMIA. Annually, the Department assesses the effectiveness of internal controls over the efficiency and effectiveness of operations, reliability of reporting, and compliance with applicable laws and regulations, as well as assesses whether federal financial systems comply with the requirements of FFMIA.

This objective is in direct support of OMB Circular A-123's Appendix A and Appendix C (regarding payment integrity), the FMFIA, and GAO's Green Book. Green Book requirements directly relate to testing entity-level controls, which is a primary step in operating an effective system of internal control. Entity-level controls reside in the control environment, risk assessment, control activities, information and communication, and monitoring components of internal control in the Green Book, which are further required to be analyzed by 17 underlying principles of internal control.

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- **Bureau Objective 2.3 Risk Considerations:** Internal control cannot provide absolute assurance, which would guarantee the achievement of financial reporting objectives and eliminate all misstatements. Therefore, effective internal control seeks to provide reasonable assurance with respect to the preparation and presentation of financial statements. Over time, there is risk that certain controls may become inadequate because of changes in conditions or a deterioration in compliance with policies and procedures. To mitigate such risk, the Department annually conducts its assessment of risk and internal control in accordance with the updated OMB Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control.

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Bureau Goal 3: Facilitate interagency coordination and liaison activities that support Department operations and delivery of effective, consolidated administrative and financial shared services.

- **Bureau Goal 3 Description:** Strong interagency coordination and liaison activities are paramount as we seek to plan, coordinate, understand, and further the Department's foreign policy goals. Building such connections is particularly important with respect to the CGFS ICASS Service Center's (ISC) role in supporting an effective overseas management platform for U.S. government foreign policy operations and to mitigate risk. It is also true in working with GAO on facilitating efficient and productive engagements that the Department accurately reflects our programs, operations, and positions. Almost 30 percent of the Department's \$3.5 billion shared management services platform that CGFS supports overseas is funded by other U.S. government agencies at more than 170 U.S. missions abroad. A fair and transparent distribution of shared support costs requires interagency governance and oversight that is established and maintained through the Department's ICASS system. Participation of all stakeholders requires extensive liaison and coordination, bringing together service providers and customer agencies to make cooperative decisions in establishing priorities, funding levels, and policies that govern how costs are shared. ICASS uses an annual customer satisfaction survey to identify areas that are working well and those not fully meeting customer needs. The survey enables us to respond to Congress, GAO, and others about the effectiveness of the ICASS platform.

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Bureau Objective 3.1: Enhance productive interagency engagement in and understanding of the ICASS platform, while identifying other opportunities to provide shared services.

- **Bureau Objective 3.1 Justification and Linkages:** Positive engagement with customer agencies builds confidence in a shared management platform at overseas missions. This, in turn, eliminates redundant and parallel support functions, resulting in savings to the U.S. government as a whole and reduction of our footprint in dangerous or hardship locations. To make that overseas management platform more efficient and transparent, we introduced data-based approaches to report service provider performance and to measure results. Some examples include the post Annual Performance Assessment, the LE Staffing analysis report, and improved reporting from the customer satisfaction survey. These products encourage a results-focused ethic among service providers and strengthen customer confidence and the transparency that is essential to a shared services platform.

This objective is in support of JSP Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks; JSP Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce; JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery; JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; the PMA Priority 3, Strategy 2: Build capacity in federal financial management, including through federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results; the PMA Priority 1, Strategy 3, Goal 3.1: The federal government will be better equipped to achieve agency missions and serve the American people by investing in its people, technology, and space – increase the use of emerging technologies that can automate tasks, allowing employees to prioritize the agency’s highest value work; the Department’s Modernization Agenda; the Department’s Enterprise Data Strategy.

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- **Bureau Objective 3.1 Risk Considerations:** Several risks are inherent in the implementation of the ICASS platform overseas. These include a governance structure that requires a basic understanding on the part of ICASS customers and the need to ensure effective feedback on the basis of which to improve the quality of the platform. In addition, many customers arrive at post without having been trained to perform their expected roles. The ISC partners with other agencies, regional and functional bureaus, and posts in the field to mitigate these risks. These efforts include further automating processes to reduce workload and increase policy compliance and consistency, providing posts with governance best practices, creating a more streamlined and effective annual QMS report, and continuing to improve the customer survey and our training efforts in the field.

Bureau Objective 3.2: Coordinate constructive GAO engagements and manage the Department's advisory committees, subject to the FACA.

- **Bureau Objective 3.2 Justification and Linkages:** Constructive and well-coordinated GAO engagements assure that Department programs and positions are accurately reflected and understood by our GAO stakeholders. The CGFS GAO Liaison Office ensures information and data are provided in a timely manner consistent with Department authorities and appropriately coordinated and communicated throughout the Department. They also provide effective coordination with the U.S. General Services Administration (GSA) to facilitate the creation and overall management of the Department's federal advisory committees and ensures FACA and GSA compliance requirements are understood and followed by Department bureaus.

This objective is in direct support of JSP Goal 4: Revitalize the diplomatic and development workforce and institutions; and the President's Management Agenda – Priority 3: Managing the Business of Government to Build Back Better.

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- **Bureau Objective 3.2 Risk Considerations:** Delayed or inappropriate responses to GAO requests negatively affect our relationship with GAO and would result in incomplete and inaccurate reports for Congress. Since most GAO reports are publicly released, this could reflect poorly on the Department. Sensitive information inadvertently included in GAO public reports could put program implementers overseas in harm's way and discourage partners and allies from working with the Department. Non-compliance on mandated FACA deadlines exposes the Department to legal action. To mitigate these risks, the CGFS GAO Liaison Office diligently tracks all GAO requests, maintains ongoing communications with GAO, and enlists the support of senior Department leaders as needed to press bureaus and other components to provide prompt and well substantiated responses.

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4. Bureau Cross-Cutting Management Goal and Objectives

Bureau Cross-Cutting Management Goal 4: Foster a diverse, innovative, and collaborative organizational culture by strengthening and empowering our workforce.

- **Bureau Cross-Cutting Management Goal 4 Description:** Ultimately, our success in accomplishing the goals outlined in this strategy is reliant on the collective efforts of our people. Just as we prove our strong commitment to our mission, we need to be equally strategic in cultivating an agile and capable workforce. We can accelerate our accountability and advocacy of Diversity, Equity, Inclusion, and Accessibility (DEIA) through our joint BP and CGFS DEIA Council. We will recruit, hire, retain, and advance a workforce that not only reflects the diversity of our country, but also leverages the strength of that diversity to deliver for the American people.

Bureau Cross-Cutting Management Objective 4.1: Recruit and maintain a high quality, diverse financial management workforce and support and shape a strong FMO corps.

- **Bureau Cross-Cutting Management Objective 4.1 Justification and Linkages:** The Department's FS financial management professionals are the core of our financial management capabilities and contribute to the ultimate success of the Department's foreign affairs mission. As the home bureau for FS financial management professionals, CGFS will continue to play a key advisory role in diverse FMO hiring, equitable assignment bidding to ensure FMOs can reach their full potential, and ensure their assignments meet financial management priorities.

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CGFS must develop their capabilities through accessible and robust training, as well as foster their direction through mentorship and developmental opportunities. We will maintain a vigorous training program for the Department's financial management professionals, which every year encompasses training for more than 2,000 LE financial professionals and others in the financial management field. CGFS will also provide guidance to FSI on FS and CS financial training. CGFS also will work to ensure financial policies, information, and materials are current through the Knowledge Base tool, systems implementation, training, policy guidance, and regulations (4 FAM and 4 FAH).

This objective is in direct support of the President's Management Agenda (PMA) – Priority 1: Strengthening and Empowering the Federal Workforce; Priority 3: Managing the Business of Government to Build Back Better; and JSP Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

- **Bureau Cross-Cutting Management Objective 4.1 Risk Considerations:** The Department's financial management professionals are the core of our financial management capabilities and contribute to our ultimate success. Achieving this objective is dependent upon the time it takes to bring federal employees onboard, the ability to reach the broadest pool of candidates, and collaboration with other bureaus in the Department such as GTM, S/ODI, and DS. The inability to achieve this objective will significantly affect our resources and the ability to meet our mission of providing accountable, efficient, and transparent financial management. To mitigate these risks, CGFS will leverage various non-competitive hiring authorities, promote diverse and transparent recruitment, and continually develop and support our first-class financial management professionals to retain them.

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Bureau Cross-Cutting Management Objective 4.2: Cultivate a self-aware, equitable, and inclusive working environment for all CGFS employees.

- **Bureau Cross-Cutting Management Objective 4.2 Justification and Linkages:** We commit to ensuring that our entire workforce is strong, empowered, and well equipped to deliver for the public. To do that, we will strive to become a model employer with high employee engagement, and agile systems to hire, retain, and develop the people needed to deliver on our mission. Measuring our employee engagement and satisfaction enables us to identify excellence to replicate elsewhere, as well as areas of opportunity to implement targeted, data-informed change initiatives.

This objective is in direct support of the President’s Management Agenda (PMA) – Priority 1: Strengthening and Empowering the Federal Workforce; Priority 3: Managing the Business of Government to Build Back Better; JSP Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce; the Department’s DEIA Strategic Plan; and the Department’s Modernization Agenda.

- **Bureau Cross-Cutting Management Objective 4.2 Risk Considerations:** Risks include accountability and transparency in the recruitment process; and maintaining and enhancing employee skills so CGFS has adequately trained staff to meet processing demands. To mitigate these risks, CGFS will seek opportunities to ensure a diverse, well-trained workforce so that staffing levels are adequate to meet production demands and hiring is accomplished in a timely manner. We also will provide oversight for continuous improvement and foster employee satisfaction and retention.

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