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Functional Bureau Strategy

Office of the Chief of Protocol (S/CPR)

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Table of Contents

1. Executive Statement and Mission Statement.....	1
2. Bureau Strategic Framework.....	4
3. Bureau Goals and Objectives.....	6
4. Bureau Cross-Cutting Management Objective	10

1. Executive Statement and Mission 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.

The Office of the Chief of Protocol (S/CPR) extends the first hand that welcomes presidents, prime ministers, ruling monarchs, and other leaders to our country. By serving on the front lines of diplomatic engagement, S/CPR promotes cross-cultural exchange and builds new bridges of understanding between people and governments around the world.

Today, in these unprecedented times, traditional diplomacy has been challenged by COVID-19. However, the United States has remained strong and resilient through the pandemic and has proven that we can work in new and creative ways. Diplomacy starts and ends with human relationships, face-to-face interactions, shaking hands, and communicating despite differences. In addition to the traditional methods of carrying out the art of protocol, we now have the ability to leverage new tools and technology to build and strengthen our relationships domestically and abroad. S/CPR also has a responsibility to model and represent America's diversity by being more inclusive and equitable at every opportunity. This begins from the moment the Office of the Chief of Protocol engages with each and every visiting delegation. To reach our goals, S/CPR must fully invest in the people who have been at the core of the Office of Protocol for years, across administrations, empowering and building a dedicated team to advance American foreign policy interests.

The divisions are as follows.

1. Blair House: The President's Guest House

The Blair House, the Presidential guest house, has hosted official delegations since it was sold to the U.S. government in the mid-1900s. The Blair House operates similar to a boutique hotel and can serve either as a representational venue or provide contingent lodging as it did when Vice President Harris stayed there during the renovation of the Vice President's official residence.

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2. Ceremonials Division

The Ceremonials Division executes events for both the White House and the Secretary of State involving the diplomatic corps and visiting high-level officials in special events such as Presidential inaugurations, state funerals, and other ceremonies. Ceremonials Officers advise on flag etiquette, forms of address, and event logistics.

3. Diplomatic Affairs Division

Diplomatic Affairs is responsible for the agrément and credentialing process for new bilateral Chiefs of Mission and Heads of Delegation, including presentations of credentials to the President at the White House. The Division handles the accreditation of bilateral Chiefs of Mission, Heads of Delegation, Chargés d’Affaires and Deputy Chiefs of Mission and their dependents, and maintains the foreign Chief of Mission Order of Precedence. Diplomatic Affairs also manages the Department’s oversight program for foreign domestic workers employed by foreign mission personnel.

4. Diplomatic Partnerships Division

Diplomatic Partnerships, a revived division, is responsible for outreach to the diplomatic corps domestically and engages audiences through social media and a wide variety of other fora. It has several programs including Experience America, State of the Administration, Issue Roundtables, and American Heritage Series.

5. Major Events Division

Major Events is responsible for planning and executing multilateral summits, major conferences, and other large-scale events. Most recently, the Major Events division carried out the largest virtual official event through the December 2021 Summit for Democracy, reaching out to over 100 world leaders.

6. Management Division

The Management Division provides administrative support functions for the Office of the Chief of Protocol. The division establishes and maintains management and internal control systems to ensure accountability, promote efficiency, and safeguard against waste, fraud, and mismanagement of U.S. government resources. The division manages the bureau's capital resources and ensures the effective implementation of the Chief of Protocol's policies and programs.

7. Visits Division

The Visits Division assists and accompanies Presidential delegations while traveling to events abroad. It works closely with other federal agencies, takes a lead role in the logistical planning of bilateral meetings with the President, First Lady, Vice President, and Secretary of State, as well as Official and State visits and large-scale international meetings and summits. The division also handles the official gifts program.

2. Bureau Strategic Framework

Bureau Goal 1: Design modern protocol principles in line with advancing international relationships through coordination and execution of major events and conferences for the Department of State and the White House.

- **Bureau Objective 1.1:** Implement automated technology to improve the efficiency of registration collection and reporting of information for foreign engagements between the U.S. and other nations.
- **Bureau Objective 1.2:** Improve gifts program to continue setting the environment for effective diplomacy by showcasing products that symbolize American values.

Bureau Goal 2: Enhance diplomatic partnerships by increasing exposure of the foreign diplomatic representatives to U.S culture, people, places, and customs.

- **Bureau Objective 2.1:** Reinvigorate the Diplomatic Partnership division to bring together allies' and partners' shared interests domestically and abroad at official venues.
- **Bureau Objective 2.2:** Modernize diplomacy through the creative use of technology to reach a larger and more diverse audience.

Bureau Goal 3: Expand coverage of the Domestic Worker In-person Registration Program to include all workers holding A-3 and G-5 visas employed in the United States, to include those working for foreign consulate personnel.

- **Bureau Objective 3.1:** Establish and implement operational schedules for standardized oversight appointments with all covered domestic workers and carry out registrations at least once a year.

Bureau Cross-Cutting Management Objective 4.1: Demonstrate excellent stewardship of resources while providing efficient and effective management towards mission execution.

3. Bureau Goals and Objectives

Bureau Goal 1: Design modern protocol principles in line with advancing international relationships through coordination and execution of major events and conferences for the Department of State and the White House.

- **Bureau Goal 1 Description:** Work 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 Gentleman, the Secretary of State, and at times the Deputy Secretary of State. Procure gifts for foreign leaders and dignitaries that reflect a deep appreciation towards the guest and showcase American craftsmanship. Review and catalog all foreign gifts presented to the President, Vice President, First Lady, Second Gentleman, the Secretary of State, and at times the Deputy Secretary of State. Submit annual reports to Congress.

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

- **Bureau Objective 1.1 Justification and Linkages:** Information collected for foreign delegation visits is extensive; it contains personally identifiable information and other sensitive data. Automated forms should be used to collect delegation information that will greatly increase the efficiency and security. Linkage to JSP Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.
- **Bureau Objective 1.1 Risk Considerations:** Previous implementation attempts revealed technology incompatibilities and difficulties surrounding contracting regulations.

Bureau Objective 1.2: Improve gifts program to continue setting the environment for effective diplomacy by showcasing products that symbolize American values and design.

- **Bureau Objective 1.2 Justification and Linkages:** The presentation of gifts is a physical symbol of the value the USG places on diplomatic relationships. Showcasing American craftsmanship can create a lasting impression on foreign dignitary recipients. Linkage to JSP Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity.
- **Bureau Objective 1.2 Risk Considerations:** Vulnerabilities in the previous gifts program were identified by OIG. S/CPR must implement strong management controls.

Bureau Goal 2: Enhance diplomatic partnerships by increasing exposure of foreign diplomatic representatives to U.S culture, people, places, and customs through excellent stewardship of resources and efficient mission execution.

- **Bureau Goal 2 Description:** The Chief of Protocol is the President's liaison and personal representative to the diplomatic community.

Bureau Objective 2.1: Reinvigorate the Diplomatic Partnership division to bring together allies' and partners' shared interests domestically and abroad at official venues.

- **Bureau Objective 2.1 Justification and Linkages:** The Diplomatic Partnership division will promote outreach and manage public affairs issues. Linkage to JSP Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.
- **Bureau Objective 2.1 Risk Considerations:** The program should take care not to duplicate efforts but rather, align goals with other internal and external partners. Delays in the hiring process will translate into programmatic delays.

Bureau Objective 2.2: Modernize diplomacy through the creative use of technology to reach a larger and more diverse audience.

- **Bureau Objective 2.2 Justification and Linkages:** In alignment with the Department's Future of Work and Diversity, Equity, and Inclusion policies, utilize technology to reach new audiences. This goal was also announced at the Chief of Protocol Senate confirmation hearing in 2021. Also links to JSP Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Objective 2.2 Risk Considerations:** Staff will need to fully understand technology limitations and cybersecurity requirements.

Bureau Goal 3: Expand coverage of the Domestic Worker In-person Registration Program to include all workers holding A-3 and G-5 visas employed by accredited officials in the United States, to include those working for foreign consulate personnel.

- **Bureau Goal 3 Description:** The Office of the Chief of Protocol has operated the Domestic Worker In-person Registration Program in the Washington D.C. area since 2015, and in the New York and Houston metropolitan areas since 2019. Due to the Covid-19 pandemic, in-person registrations temporarily transitioned to phone registrations and covered all domestic workers employed by foreign mission members in the United States. When able to resume in-person registrations, Protocol intends to travel to meet with all domestic workers working for accredited foreign mission members in the United States.

Bureau Objective 3.1: Establish and implement operational schedules for standardized in-person oversight appointments with all covered domestic workers and carry out registrations at least once a year.

- **Bureau Objective 3.1 Justification and Linkages:** Domestic worker oversight is incomplete if it does not cover all A-3/G-5 visa holders employed by accredited personnel in the United States. The treatment of domestic workers employed by diplomatic personnel is a Department priority; resolution of cases of abuse can be disruptive to bilateral relationships and problems need to be identified/addressed as soon as possible. Linkage to JSP Strategic Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States.
- **Bureau Objective 3.1 Risk Considerations:** Covid-19 travel restrictions may periodically impact the ability to travel. Expanded coverage will require modest resource increases. Reauthorization of federal anti-trafficking legislation may dictate the Department's scope of action in this field.

4. Bureau Cross-Cutting Management Objective

Bureau Cross-Cutting Management Objective 4.1: Demonstrate excellent stewardship of resources while providing efficient and effective management towards mission execution.

- **Bureau Cross-Cutting Management Objective 4.1 Justification and Linkages:** Protocol operations, formally based on anecdotal practices, need to be memorialized in a written format to support a revitalized workforce. Linkage to JSP Goal 4: Revitalize the diplomatic and development workforce and institutions.
- **Bureau Cross-Cutting Management Objective 4.1 Risk Considerations:** Procedures must be based on regulation. IRM does not support or service S/CPR-owned equipment, such as mobile hot spots and non-enterprise devices and software platforms.