Functional Bureau Strategy

Bureau of Administration

Approved: February 15, 2022

Table of Contents

1. Executive Statement and Mission Statement

The Bureau of Administration's (A) mission is to provide world-class logistics, information, acquisitions, real property, emergency management, and other management services in support of America's global diplomatic engagement.

With customers and partners domestically, and at every diplomatic post and in every agency represented overseas, the A Bureau is comprised of organizations driving innovation and advancing new technologies to nimbly anticipate and solve evolving business challenges, in addition to meeting legal mandates for the Department and the Administration. Operating in an increasingly complex international environment requires the A Bureau to provide innovative programs and lines of business, to manage risk, and to continually seek ways to reduce the customer burden in terms of time, cost, and lost opportunity. An enterprise service provider, the A Bureau strives to enable the Department and our interagency customers to fulfill their national security missions while ensuring active stewardship of taxpayer-funded resources through sound investment in a modernized management infrastructure.

The A Bureau's strategic priorities are to:

- **Optimize the Department's global logistics supply chain services to support national security and foreign policy priorities.** A Bureau will implement innovative systems and solutions to improve the customer experience with global logistics services. A Bureau will minimize costs and financial risks by applying smarter Information Technology (IT) delivery, standardizing systems, enabling the workforce through management tools, perfecting service delivery, sharing services, strengthening cybersecurity, streamlining business processes, enhancing internal controls and efficiencies, and reducing administrative processing time and customer burden. One way to achieve this will be to establish the Permanent Change of Station (PCS) portal as the Department's single domestic and overseas system to administratively support PCS moves.

Approved: February 15, 2022

- **Improve the services provided to Department staff by implementing best practices to support a flexible hybrid work environment throughout the Department's domestic real property portfolio, increase sustainability in operations and maintenance, and improve customer-focused domestic and overseas specialized support services.** A Bureau will provide the Department's domestic staff with space conducive to accomplishing mission goals. A Bureau will professionally manage the domestic real property program for cost and energy efficiency, sustainability, accessibility, climate resilience, security, safety, functionality, and customer experience. A Bureau will implement operations and maintenance procedures to maximize the effective useful life, availability, reliability, and performance of critical building systems at all owned and delegated Department domestic facilities. Through rigorous and targeted performance measuring and monitoring, A Bureau will continuously improve specialized support services to our domestic and overseas customers.

- **Manage the Department's information as a strategic asset to improve knowledge management, data-driven decision making, and transparency by adapting to evolving customer needs through the use of new technology and modernized ways of conducting business.** A Bureau will strive to remain an interagency leader in the federal government to promote openness and transparency, support knowledge-based decision making for the diplomatic community and protect personally identifiable and classified information. A Bureau will improve the customer experience for accessing Department information through programs such as the Freedom of Information Act (FOIA) including the use of new technology such as machine learning and artificial intelligence to provide timely responses. A Bureau will identify new methods of managing and digitizing information from its inception to transition the Department toward fully electronic and data-based operations where information is securely used on electronic platforms. A Bureau will leverage the Department's enterprise data strategy and data analytics for improved records management and Department decision making.

Approved: February 15, 2022

- **Deliver best in class emergency management programs that enhance resilience through a culture of preparedness and incorporate risk-informed decision making that enables the Department to mitigate, respond to, and recover from the threats and hazards that impact the Department's domestic personnel, operations, and facilities.** A Bureau will provide best in class technical skills via training, practices, procedures, resources, and systems to respond to and recover from domestic emergencies. A Bureau will enhance Department resilience through modernization of Continuity Programs and implementation of all Federal continuity guidance. A Bureau will improve its crisis management in response to lessons learned through after action assessments of internal and interagency continuity exercises.

- **Empower the acquisition enterprise to deliver flexible, knowledgeable, and responsive service delivery by leveraging data and revitalizing the workforce.** A Bureau will deploy a new acquisition enterprise framework and implement an appropriate governance model to underpin the Department's contracting and procurement line of business. The acquisition enterprise consists of service providers, federal procurement professionals, stakeholders, and Department and Federal overseers. A Bureau will establish a quality assurance program to bolster processes and practices and mitigate risk and augment contract management. A Bureau will develop a new execution framework for real-time procurement support to the overseas General Services Officer (GSO) community. A Bureau will enable the Department's acquisition enterprise with progressive tools to promote efficiency and effectiveness by deploying a technology roadmap to optimize use of current technology and identify shortcomings and solutions needed to better support employees and improve the customer experience. A Bureau will evaluate the Contracting Officer's Representative (COR) program to improve alignment with contracting and training needs.

- **Cross cutting management initiatives for modernizing the A Bureau's enterprise IT management systems to improve cybersecurity, productivity, and decision-making.** A Bureau will improve efforts to identify, deter, protect against, detect, and respond to cybersecurity threats to global administrative IT management systems and operate more efficiently by modernizing and integrating systems across A Bureau's lines of business. A

Approved: February 15, 2022

Bureau will strive to optimize the efficiency and effectiveness of administrative service areas and functions that support the Department and the interagency arena to support the future of work, improve the customer experience, and reduce duplicative IT systems. The A Bureau will integrate Department communications and knowledge management by modernizing and securing current communication platforms – Department Notices, B-NET, myData and Communities.

- **Cross cutting management initiatives to develop an agile, diverse, inclusive, and collaborative workforce.** A Bureau will fortify diversity, equity, inclusion, and accessibility (DEIA) strategies to encourage a collaborative, inclusive, and productive organizational culture and strengthen the workforce by creating an institutional culture that values and actively promotes inclusion, equity, and respect for everyone in the workplace. A Bureau will conduct activities in support of the Department's DEIA Strategic Plan, including the right professional development opportunities, work environments, and workplace flexibilities. A Bureau will build a workforce that ensures the right people at the right time with the right expertise domestically and abroad.

A Bureau's strategic priorities correlate to higher level strategies:

- **President's Management Agenda (PMA):** Priority 1: Strengthening and empowering the Federal workforce; Priority 2: Delivering excellent, equitable, and secure Federal services and customer experience; and Priority 3: Managing the business of Government to build back better.
- **Federal Sustainability Plan:** Goal 1: 100 percent Carbon Pollution-Free Electricity (CFE) by 2030, including 50 percent on a 24/7 basis; Goal 2: 100 percent Zero-Emission Vehicle (ZEV) Acquisitions by 2035, including 100 percent light-duty acquisitions by 2027; Goal 3: Net-Zero Emissions Buildings by 2045, including a 50 percent reduction by 2032; Goal 4: Net-Zero Emissions Procurement by 2050; Goal 5: Net-Zero Emissions Operations by 2050, including a 65k percent reduction by 2030; and Goal 6: Climate Resilient Infrastructure and Operations.

Approved: February 15, 2022

- **Secretary's Modernization of American Diplomacy Plan:** Pillar 1: Building capacity and expertise in climate, global health, cybersecurity and emerging technology, economics, and multilateral diplomacy; Pillar 3: Building and retaining a diverse, dynamic, and entrepreneurial workforce; and Pillar 4: Modernizing our technology, communications, and analytical capabilities.

- **FY 2022-2026 State-U.S. Agency for International Development (USAID) Joint Strategic Plan (JSP):** Goal 4: Revitalize the diplomatic and development workforce and institutions.

- **Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan 2022-2026:** Goal 1: Strengthen the foundation upon which State builds a diverse, equitable, and inclusive workforce, and an accessible workplace – transparently and with intention; Goal 2: Create an institutional culture that values and actively promotes inclusion and equity for everyone in the workplace; and Goal 3: Enhance accountability to ensure all Department employees work to create and sustain a diverse, equitable, and inclusive workforce and an accessible workplace culture.

Implementation and Review Strategy: A Bureau formally reviews activities described in its FBS on a quarterly schedule using available performance data. These activities and data are maintained and monitored, in part, in a transparent tracking application A Bureau uses to socialize its strategic objectives, progress, and results, so employees can track how their work contributes to overall A Bureau goals and priorities. The reviews also highlight information obtained from A Bureau evaluations. They allow for course corrections as needed and provide useful learning that informs senior leadership dialogues, annual budget requests, and policy, programmatic, and strategy revisions and decision-making. The reviews help the A Bureau identify how it is progressing against its objectives.

Approved: February 15, 2022

2. Bureau Strategic Framework

Bureau Goal 1: Optimize the Department's global logistics supply chain services to support national security and foreign policy priorities.

- **Bureau Objective 1.1:** Implement innovative systems and solutions to improve customer satisfaction with global supply chain services while minimizing costs.
- **Bureau Objective 1.2:** Streamline business processes and enhance internal controls and efficiencies through refinement of policies, procedures, and systems.
- **Bureau Objective 1.3:** Mandate the Permanent Change of Station (PCS) Portal as the Department's single domestic and overseas portal system to administratively support the PCS move.

Bureau Goal 2: Improve the services provided to Department staff by implementing best practices to support a flexible hybrid work environment throughout the Department's domestic real property portfolio, increase sustainability in operations and maintenance, and improve customer-focused domestic and overseas specialized support services.

- **Bureau Objective 2.1:** Provide the Department's domestic staff with space conducive to accomplishing mission goals by professionally managing the domestic real property program for cost and energy efficiency, sustainability, accessibility, climate resilience, security, safety, and functionality.
- **Bureau Objective 2.2:** Implement operations and maintenance processes and procedures to maximize the effective useful life, availability, reliability, and performance of critical building systems at all domestic facilities.
- **Bureau Objective 2.3:** Improve the customer experience of specialized support services provided domestically and overseas by working collaboratively across the Department to monitor and measure key performance indicators to enhance service lines.

Bureau Goal 3: Manage the Department's information as a strategic asset to improve knowledge management, data-driven decision making, and transparency by adapting to evolving customer needs through the use of new technology and modernized ways of conducting business.

- **Bureau Objective 3.1:** Improve the customer experience for accessing Department information including the use of new technology such as machine learning and artificial intelligence to provide timely responses.
- **Bureau Objective 3.2:** Identify new methods of managing and digitizing information from its inception to transition the Department toward fully electronic and data-based operations where information is securely used on electronic platforms.

Bureau Goal 4: Deliver best in class emergency management programs that enhance resilience through a culture of preparedness and incorporate risk-informed decision making that enables the Department to mitigate, respond to, and recover from the threats and hazards that impact the Department's domestic personnel, operations, and facilities.

- **Bureau Objective 4.1:** Provide best in class technical skills via training, practices, procedures, resources, and systems to respond to and recover from domestic emergencies.
- **Bureau Objective 4.2:** Enhance Department resilience through modernization of Continuity Programs and implementation of all Federal continuity guidance.

Bureau Goal 5: Empower the Acquisition Enterprise to deliver world-class, flexible, knowledgeable, and responsive service delivery by leveraging data and revitalizing the workforce.

- **Bureau Objective 5.1:** Build and develop the Department's acquisition workforce of the future to be prepared for 21st century challenges.

Approved: February 15, 2022

- **Bureau Objective 5.2:** Establish the Department's Acquisition Enterprise as a high performing organization and an employer of choice.
- **Bureau Objective 5.3:** Modernize business processes and enhance proficiency of the Department's Acquisition Enterprise.
- **Bureau Objective 5.4:** Enable the Department's Acquisition Enterprise with progressive tools to promote efficiency and effectiveness.

Bureau Cross-Cutting Management Goal 1: Modernize the A Bureau's enterprise IT management systems to improve cybersecurity, productivity, and decision-making.

- **Bureau Cross-Cutting Management Objective 1.1:** Improve efforts to identify, deter, protect against, detect, and respond to cybersecurity threats to global administrative IT management systems.
- **Bureau Cross-Cutting Management Objective 1.2:** Operate more efficiently by modernizing and integrating systems across A Bureau's lines of business.

Bureau Cross-Cutting Management Goal 2: Develop an agile, diverse, inclusive, and collaborative workforce.

- **Bureau Cross-Cutting Management Objective 2.1:** Fortify diversity, equity, inclusion, and accessibility (DEIA) strategies to encourage a collaborative, inclusive, and productive organizational culture.
- **Bureau Cross-Cutting Management Objective 2.2:** Strengthen the workforce by creating an institutional culture that values and actively promotes inclusion, equity, and respect for everyone in the workplace.

Approved: February 15, 2022

3. Bureau Goals and Objectives

Bureau Goal 1: Optimize the Department's global logistics supply chain services to support national security and foreign policy priorities.

- **Bureau Goal 1 Description:** A Bureau will direct, coordinate, develop, and manage innovative systems and solutions to support the Department's global logistics supply chain activities. A major focus over the next five years will be the transition of the Integrated Logistics Management System (ILMS) to the cloud. The Department will benefit from cost savings and increased system reliability through commercial hosting. A Bureau will establish the Permanent Change of Station (PCS) Portal as the Department's single PCS administration system, exemplifying its optimization initiatives. A Bureau will also streamline business processes and enhance internal controls and efficiencies to minimize costs and financial risks to the Department's global logistic supply chain.

Bureau Objective 1.1: Implement innovative systems and solutions to improve customer satisfaction with global supply chain services while minimizing costs.

- **Bureau Objective 1.1 Justification and Linkages:** ILMS is the foundation of the Department's worldwide logistics operations. The Department's global supply chain activities include but are not limited to personal property management, overseas fleet management, diplomatic pouch and mail, warehouse management, travel management, chartering services, and transportation of personal effects, equipment, and supplies. The system strives to support American diplomacy by delivering automated, integrated, and innovative tools that keep pace with logistics industry IT advances. Innovation and automation will improve the underlying technical foundations of ILMS that facilitate knowledge sharing, collaboration, and data-driven decision making. A Bureau will transition key ILMS modules to the cloud to incorporate technological advances and to respond to Department and Federal mandates at a faster pace and lower cost, in a modern application environment. A Bureau will also expand secure logistics warehouse capabilities to other Bureaus to reduce the Department's warehouse requirements and shipping related costs.

  This objective primarily supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery. It also supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

Approved: February 15, 2022

- **Bureau Objective 1.1 Risk Considerations:** As the ILMS Program grows with new module deployments and enhanced functionality, the support structure must continuously adapt to meet the changing needs of all users and stakeholders. This will likely have higher costs up front, but the initial investment will lead to long-term payoffs and cost savings. Additionally, the continued COVID-19 pandemic may have an impact on post operations and potential for realized cost savings of logistics and supply chain functions. For example, there continues to be considerable risk in the shipping industry, as many future personal effects shipments will see delay due to the massive increase in cargo shipping, delays at most major water ports, and labor shortages to include truck drivers.

Bureau Objective 1.2: Streamline business processes and enhance internal controls and efficiencies through refinement of policies, procedures, and systems.

- **Bureau Objective 1.2 Justification and Linkages:** Process improvement strategies and enhanced internal controls will allow A Bureau to achieve greater operational efficiency and address existing and evolving management challenges. A Bureau's focus on addressing challenges related to property management allows us to remain good stewards of taxpayer investments. The COVID-19 crisis accelerated the adoption of virtual computing and collaboration platforms, changing the way Department employees work. Accordingly, A Bureau will improve property management practices and systems to evolve with the future of work. Additionally, A Bureau will enhance training programs for property managers domestically and overseas to ensure strict adherence to internal controls.

  This objective supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

- **Bureau Objective 1.2 Risk Considerations:** Some of the current monitoring mechanisms require manual review and oversight. Systems enhancements will help automate oversight. Additionally, potential risks may include reliance on partners for whom 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 1.3: Mandate the Permanent Change of Station (PCS) Portal as the Department's single domestic and overseas portal system to administratively support the PCS move.

- **Bureau Objective 1.3 Justification and Linkages:** A Bureau will establish the PCS Portal as the Department's single PCS administration system to create efficiencies and reduce administrative processing time and customer burden in providing end-to-end solutions for post/office management and customers. A Bureau will develop and optimize the PCS Portal based on feedback from stakeholders. A Bureau will also collaborate with other bureaus to identify functions that impact an employee's change of station that could be included in the PCS Portal to enhance the customer experience.

  This objective supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 1.3 Risk Considerations:** Potential risks may include reliance on partners for whom A Bureau's initiatives are not a priority or whose interests and priorities might conflict with the Bureau's.

Approved: February 15, 2022

Bureau Goal 2: Improve the services provided to Department staff by implementing best practices to support a flexible hybrid work environment throughout the Department's domestic real property portfolio, increase sustainability in operations and maintenance, and improve customer-focused domestic and overseas specialized support services.

- **Bureau Goal 2 Description:** A Bureau strives to be a leader in taking care of our people and our domestic properties by delivering the highest level of service to the Department and our USG customers domestically and overseas. The Bureau will do this transparently, consistently, accountably, and equitably using a sustainable, holistic, programmatic, and data driven approach. A Bureau will align workspace with the Department's needs, optimize the domestic footprint, meet federal real property mandates, and deliver administrative and facilities services in an effective and energy efficient manner. The A Bureau will implement a sustainable domestic asset management program that integrates climate resilience best practices. To help support Department decision-making, the A Bureau will implement an enterprise-wide Integrated Workplace Management System (IWMS) to execute the Real Property Asset Management (RPAM) policy. Use of this tool will support better bureau tenant communication, on-demand facilities and occupancy data, life-cycle asset management, and a framework for responding to events impacting facilities, such as the current pandemic. This goal encompasses capital improvements, facility maintenance (including energy savings initiatives), modernization and renovation to improve space utilization, and the consolidation of functions into lower-cost regional centers.

Bureau Objective 2.1: Provide the Department's domestic staff with space conducive to accomplishing mission goals by professionally managing the domestic real property program for cost and energy efficiency, sustainability, accessibility, climate resilience, security, safety, and functionality.

- **Bureau Objective 2.1 Justification and Linkages:** A Bureau has a responsibility to house the Department's domestic staff as efficiently and securely as possible in space conducive to accomplishing mission goals. The A Bureau's efforts to implement a comprehensive long-range Strategic Asset Management Program for domestic real property will optimize the management of the Department's domestic real property assets, improve economies of scale, further greening and energy goals, and improve administrative efficiencies. The A Bureau will also formulate business and legal cases to support revised real property authorities, funding methodologies, and mechanisms. Adjusting both the Department's acquisitions strategy and space allocations and configurations going forward will be more cost-efficient and effective.

  This objective primarily supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. It also supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 2.1 Risk Considerations:** Having a sufficient amount of trained staff to perform space or project assessments is vital towards achieving this objective. Potential risks associated with this objective may also include reliance on partners for whom 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.

Approved: February 15, 2022

Bureau Objective 2.2: Implement operations and maintenance processes and procedures to maximize the effective useful life, availability, reliability, and performance of critical building systems at all domestic facilities.

- **Bureau Objective 2.2 Justification and Linkages:** A Bureau will optimize management of its domestic real property by implementing industry best practices for Operations and Maintenance Delivery. To capture the extent of degradation, risk of failures, and the size and value of the backlog, A Bureau will conduct formal annual condition and risk assessments as part of its RPAM program. Data from the assessment will allow the A Bureau to further identify, track, and address deferred maintenance and repairs.

  This objective primarily supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. It also supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 2.2 Risk Considerations:** Staff will need to be trained on new processes to implement and manage the RPAM program while at the same time maintaining required services. Managing the response to the COVID-19 pandemic may continue to pull resources which could impact this objective. Other potential risks associated with this objective may include reliance on partners for whom 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 2.3: Improve the customer experience of specialized support services provided domestically and overseas by working collaboratively across the Department to monitor and measure key performance indicators to enhance service lines.

- **Bureau Objective 2.3 Justification and Linkages:** A Bureau's implementation of unique cross-Department (and USG in some instances) services requires distinctive methods to capture the extent of the level of effectiveness of efforts provided by each service. These services include determining and updating allowance rates and guidance; providing assistance and oversight to embassy employee associations at embassies and consulates abroad; promoting high quality educational opportunities at the elementary and secondary level for the children of Foreign Service and other USG employees posted abroad; providing diplomatic interpreting and translation support to the Department's mission, the President, Vice President, Secretary of State, and other senior officials both in Washington and abroad; and providing a wide array of professional and support services to the Department's conference and major event centers, the Diplomatic Reception Rooms, photographic coverage of events and official portraits, the parking program, audiovisual services including simultaneous interpretation support, domestic fleet management services including the motor pool and the program for plug-in hybrid electric and battery electric vehicles, video production, the Employee Services Center, and management of food service operations in the Harry S. Truman Building. A Bureau will assess key indicators of each service to identify, track, and address the best methods to improve these high demand, though minimally manned, specialized services. Ultimately, A Bureau strives to provide customers with swift answers, services, and resolution through transparent communication and actions while eliminating stovepipes.

  This objective primarily supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. It also supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

Approved: February 15, 2022

- **Bureau Objective 2.3 Risk Considerations:** Potential risks associated with this goal may include degradation of services provided directly to both Department employees, and in several cases USG employees abroad. This degradation could adversely affect quality of life of our employees, which if not provided or resolved fairly, timely, and consistently, could lead to the disaffection of our employees and their families, which may come to believe their only recourse is to leave service with the Department, and with the federal government at large.

Bureau Goal 3: Manage the Department's information as a strategic asset to improve knowledge management, data-driven decision making, and transparency by adapting to evolving customer needs through the use of new technology and modernized ways of conducting business.

- **Bureau Goal 3 Description:** A Bureau is the Department's lead for storing, accessing, and managing information as a strategic asset throughout its lifecycle and working to make records and data accessible, as permitted and required by law and policy, while ensuring strict controls to safeguard privacy, confidentiality, and national security. A Bureau will modernize the Department's information access programs such as the Freedom of Information Act (FOIA) and Privacy Act by implementing cutting edge technologies and enhancing policies and processes to increase the efficiency of the cases reviewed which will improve the timeliness of responses to requests to better serve the American public. A Bureau will transition the Department toward a fully electronic and data-based operations for records management to improve stewardship of the Department's diplomatic records and enhance accessibility of records for the Department's customers.

Bureau Objective 3.1: Improve the customer experience for accessing Department information including the use of new technology such as machine learning and artificial intelligence to provide timely responses.

- **Bureau Objective 3.1 Justification and Linkages:** A Bureau's information management programs and policies directly support the Department's worldwide operations. A Bureau will improve the Department's information management framework for efficiency and cost-effectiveness, enhancing the capability of the Department to fulfill its foreign affairs mission. 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 FOIA and other information access mandates. A Bureau is also responsible for the Department's Privacy Program and protecting personally identifiable information (PII) under the Privacy Act and other mandates. It 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. A Bureau also oversees the Department's Ralph J. Bunche Library programs and services.

  This objective primarily supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. It also supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 3.1 Risk Considerations:** Department-wide personnel disruptions due to the COVID-19 pandemic may continue to impact the processing and review of classified records for litigation, congressional, and public access requests, putting the Department at risk for not meeting mandated timelines, as well as an increase in backlog. Other risks may include reliance on partners for whom 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.

Approved: February 15, 2022

Bureau Objective 3.2: Identify new methods of managing and digitizing information from its inception to transition the Department toward fully electronic and data-based operations where information is securely used on electronic platforms.

- **Bureau Objective 3.2 Justification and Linkages:** A Bureau is modernizing the Department's electronic record-keeping as part of government-wide efforts through implementing cutting edge technologies to enhance digital record-keeping and eliminating paper records storage through digitization. These efforts are facilitating improved decision-making through well-managed records and information (e.g., assessing the impact of programs, reducing redundant efforts, saving money, and sharing knowledge within and across the Department).

  This objective primarily supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. It also supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 3.2 Risk Considerations:** Significant changes to the known volume of records both domestically and overseas, including the use of various technology and communication platforms on and off the Department's networks, may impact the Department's ability to transition to electronic records by December 2022. Other risks may include reliance on partners for whom 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.

Approved: February 15, 2022

Bureau Goal 4: Deliver best in class emergency management programs that enhance resilience through a culture of preparedness and incorporate risk-informed decision making that enables the Department to mitigate, respond to, and recover from the threats and hazards that impact the Department's domestic personnel, operations, and facilities.

- **Bureau Goal 4 Description:** Over the next five years, A Bureau will lead efforts to ensure the Department's leadership and workforce are prepared to respond to and recover from all domestic hazards affecting the Department, such as terrorism and catastrophic natural disasters, and to ensure the continuation of the Department's critical missions under all circumstances. A Bureau will implement efforts to improve its crisis management through after action assessments of internal and interagency continuity exercises.

Bureau Objective 4.1: Provide best in class technical skills via training, practices, procedures, resources, and systems to respond to and recover from domestic emergencies.

- **Bureau Objective 4.1 Justification and Linkages:** A Bureau manages domestic emergency management programs. A Bureau will provide training and readiness for the Department's Incident Management Team, comply with the Code of Federal Regulations (CFR) and Occupational Health and Safety Administration (OSHA) Facility Emergency Action Plans (FEAP), and participate in interagency emergency management exercises. It will operate the domestic emergency notification systems and an Emergency Management Center to monitor and report on incidents that could impact domestic personnel, facilities, and/or operations. A Bureau is the Department's liaison office to the Federal Emergency Management Agency's (FEMA) National Response Coordination Center (NRCC), the primary liaison to national command structures during domestic emergencies and leads the international coordination of events at national level exercises.

Approved: February 15, 2022

This objective supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

- **Bureau Objective 4.1 Risk Considerations:** Potential risks may include reliance on partners for whom 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. For example, bureaus' lack of participation and/or compliance with Department and federal directives, guidelines, and policies on emergency management initiatives puts the Department at risk for appropriately responding to and recovering from domestic emergencies. Operational readiness, including training, mitigates against 21st century threats. The Department's lack of enforcement on mandated practices such as registration for Safe Accountability for Everyone (SAFE) and updates of MyProfile, inhibit the full reach of the A Bureau's goal and milestones. Limited resources and outdated Emergency Action Plans (EAPs) systems prevent successful achievement of this goal.

Bureau Objective 4.2: Enhance Department resilience through modernization of Continuity Programs and implementation of all Federal continuity guidance.

- **Bureau Objective 4.2 Justification and Linkages:** An effectively managed, modern, and comprehensive continuity program will provide resilience and ensure the Department can perform its essential missions under all conditions. A Bureau manages the Department's Continuity Programs which include training and readiness of the Department's Emergency Relocation Groups (ERGs), compliance with Federal Continuity Policies, coordinating continuity programs with the interagency, providing the Department with facilities and communications equipment, conducting Department-wide biennial Business Process and Business Impact Analyses (BPA/BIA), and participation in national level continuity exercises. A Bureau will coordinate the transition of the Department's continuity facility to a new location by 2025. It will also identify and implement improvements to the ERG program to enhance readiness and ability to respond to continuity activations and develop a robust Continuity Test, Training, and Exercise (TT&E) Program to ensure performance of essential functions during continuity emergency.

  This objective primarily supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. It also supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery and performance goal.

- **Bureau Objective 4.2 Risk Considerations:** Potential risks associated with this goal include the Department not being capable of sustaining its Primary Mission Essential Functions (PMEFs) and Mission Essential Functions (MEFs) in support of the National Essential Functions (NEFs). The Department requires the appropriate continuity infrastructure to ensure it can perform its PMEFs and MEFs under all conditions. The continuity infrastructure the Department relies on to support the NEFs are facilities, information technology, communications, staff, and leadership.

Approved: February 15, 2022

Bureau Goal 5: Empower the Acquisition Enterprise to deliver world-class, flexible, knowledgeable, and responsive service delivery by leveraging data and revitalizing the workforce.

- **Bureau Goal 5 Description:** A Bureau will leverage a multifaceted approach to the Department's acquisition program, termed "Acquisition Experience," to continuously improve its business to enhance the customer experience and serve as the model for Federal acquisition programs. Acquisition Experience refers to the holistic perception the federal procurement professionals, customers, and stakeholders have of the A Bureau's acquisition program. To deploy this new Acquisition Experience, A Bureau will 1) develop the Department's acquisition workforce to be prepared for 21st Century challenges; 2) establish the Department's acquisition program as an employer of choice; 3) modernize and standardize procurement processes to optimize service delivery for domestic and overseas mission support; and 4) enable the acquisition program with progressive tools to promote efficiency and effectiveness and inform data-driven decisions.

Bureau Objective 5.1: Build and develop the Department's acquisition workforce of the future to be prepared for 21st Century challenges.

- **Bureau Objective 5.1 Justification and Linkages:** The A Bureau will focus on improving the employee experience and maintaining an engaged workforce, establishing proactive human capital and talent management programs, integrating strategic communication for unity of effort, and cultivating leadership and management prowess as a core competency. A Bureau will establish a strategic framework based on the premise of "Acquisition Experience" to guide its continued evolution as a line of business and provider of mission support to the Department. Included in this framework is an initiative to develop a robust human capital plan which will focus on identifying various talent needs for the acquisition workforce and specific strategies to attract and retain diverse candidate pools to include well-defined onboarding processes and developmental programs.

  This objective supports JSP Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

- **Bureau Objective 5.1 Risk Considerations:** Potential risks may include issues with the hiring and onboarding processes, security clearance backlogs, and the inability to mobilize recruitment and retention activities which can be barriers to appropriately staffing the organization. Additionally, potential external risks may include a shortage of qualified talent in procurement and contracting and the extension or worsening of the current global health pandemic and associated personnel disruptions.

Bureau Objective 5.2: Establish the Department's Acquisition Enterprise as a high performing organization and an employer of choice.

- **Bureau Objective 5.2 Justification and Linkages:** A Bureau will transform the Department's Acquisition Enterprise by building off completed lines of effort to define its core values and vision and then implementing a systems approach to managing change within the organization. The transformation into a high performing organization and employer of choice will start with building a new acquisition program governance model. In addition, A Bureau will put in place next-generation continuous learning programs to foster an innovative and results-driven organizational culture for the Department's Acquisition Enterprise. Further, A Bureau will build a more inclusive environment by conducting routine outreach activities where cross-cutting Acquisition Experience issues are discussed with acquisition professionals.

  This objective supports JSP Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

- **Bureau Objective 5.2 Risk Considerations:** Potential risks associated with this objective may include buy-in on change management processes from current contracting and procurement employees, as well as reliance on partners for whom 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. Additionally, a potential external risk is strong competition from the private sector for talent.

Bureau Objective 5.3: Modernize business processes and enhance proficiency of the Department's Acquisition Enterprise.

- **Bureau Objective 5.3 Justification and Linkages:** A Bureau will modernize procurement processes for the $10 billion of annual contract spend at the Department. A Bureau will issue codified policies from the Senior Procurement Executive, increase market research and requirements development activities, promote multi-bureau regionalization efforts to bolster service delivery overseas, and optimize the annual procurement forecast so that Industry can better track business opportunities with State through increased transparency into our needs. A Bureau will focus on optimizing service delivery for domestic and overseas mission support, bolstering the policy and quality assurance function, standardizing internal and external business processes, and improving contracting outcomes.

  This objective supports the JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

- **Bureau Objective 5.3 Risk Considerations:** By not modernizing and optimizing the procurement process, the Department risks an increase in compliance issues and service costs, as well as a reduction in service to the field which could affect the ability to advance foreign policy goals. Other risks may include reliance on partners for whom 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.

Approved: February 15, 2022

Bureau Objective 5.4: Enable the Department's Acquisition Enterprise with progressive tools to promote efficiency and effectiveness.

- **Bureau Objective 5.4 Justification and Linkages:** A Bureau will develop and apply contracts and grants management policies, procedures, programs, technologies, and performance targets that minimize risks, improve controls and compliance, and create efficiencies. Examples include improving forecast visibility, developing applications to speed time to contract, better managing spend through vendor and demand management practices, expanding use of whole of government procurement platforms, value engineering, increasing collaboration between Contracting Officers and Contracting Officer's Representatives (CORs). A Bureau will focus on maximizing the performance of current IT systems, investing in new cognitive capabilities to advance operations, and leveraging business intelligence to inform data-driven decisions.

  This objective primarily supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery. It also supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

- **Bureau Objective 5.4 Risk Considerations:** The Acquisition Enterprise must keep pace with the rapid changes that are occurring in technology to promote efficiency and effectiveness while minimizing risks and improving controls and compliance. Limited resources such as staff, time, and funding may create challenges in meeting this objective. Business process efficiencies and technology modernization should help reduce staff time and effort.

4. Bureau Cross-Cutting Management Goals and Objectives

Bureau Cross-Cutting Management Goal 1: Modernize the A Bureau's enterprise IT management systems to improve cybersecurity, productivity, and decision-making.

- **Bureau Cross-Cutting Management Goal 1 Description:** A Bureau supports the Department through knowledge management platforms, Department Notices, and B-NET. This goal will focus on modernizing administrative IT management systems to support the future of work, improve workflows, and increase productivity. A Bureau will also comply with the Department's cybersecurity requirements.

Bureau Cross-Cutting Management Objective 1.1: Improve efforts to identify, deter, protect against, detect, and respond to cybersecurity threats to global administrative IT management systems.

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** A Bureau is working to ensure compliance with system deficiencies noted in the Department's Cybersecurity Scorecard where the A Bureau was ranked 23rd out of 31 Bureaus in meeting the Department's Cybersecurity mandatory requirements, as well as statutory Federal Information Security Management Act (FISMA) security requirements. At present, 75 percent of A Bureau active systems are not operating with an approved Authority to Operate (ATO). Additionally, the 2021 OIG Inspection of A-IRM/EX noted that A Bureau IT systems lacked risk assessments and ATOs and thus put the Department's network at risk.

  This objective primarily supports JSP Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery. It also supports JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

Approved: February 15, 2022

- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** Inadequate resources are a potential risk to bringing the platforms into mandatory compliance. Other risks may include reliance on partners for whom 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 Cross-Cutting Management Objective 1.2: Operate more efficiently by modernizing and integrating systems across A Bureau's lines of business.

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** A Bureau provides a variety of administrative services to the Department powered by IT systems and processes. Modernizing these automated workflows, and legacy systems, will improve reliability, accountability, speed, and simplicity of administrative actions. Operating more efficiently entails effectively connecting employees with the administrative knowledge, services, and data they need to complete their missions. A Bureau will undertake an initiative to identify and organize end-to-end processes across A Bureau's lines of business to improve data collection instruments used internally and across functional boundaries to improve administrative practices and operations. Strengthening and expanding these successful services will improve employee centric administrative services for the Department.

  This objective supports JSP 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:** Inadequate resources are a potential risk to modernizing these platforms. Other risks may include reliance on partners for whom 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.

Approved: February 15, 2022

Bureau Cross-Cutting Management Goal 2: Develop an agile, diverse, inclusive, and collaborative workforce.

- **Bureau Cross-Cutting Management Goal 2 Description:** A Bureau strives to maintain a workforce structure that ensures it has the right people at the right time with the right expertise to accomplish the Bureau's mission. A Bureau will utilize workplace flexibilities, such as expanded telework and alternative work schedules, to support the future of work and enhance its ability to recruit and retain top talent. With more than 2,000 federal and contract personnel in over 80 different skill codes positioned domestically and overseas, the Bureau provides a global customer base with a wide range of administrative management systems, service area platforms, policy, and functional support.

Bureau Cross-Cutting Management Objective 2.1: Fortify diversity, equity, inclusion, and accessibility (DEIA) strategies to encourage a collaborative, inclusive, and productive organizational culture.

- **Bureau Cross-Cutting Management Objective 2.1 Justification and Linkages:** A Bureau is working to improve the individual experience of its employees by actively enhancing the recruitment, hiring, and on-boarding process as well as reducing unconscious bias, and strengthening diversity and inclusion in the workplace. It will work to increase its employee retention rate through engagement, training, and workplace flexibilities such as remote work, domestic employees teleworking overseas (DETOs), telework, and alternate work schedules. It will also look at the appropriate workforce balance between government employees and contractors and work to increase retention of staff.

  This objective supports JSP Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

Approved: February 15, 2022

- **Bureau Cross-Cutting Management Objective 2.1 Risk Considerations:** Potential risks associated with this goal may include reliance on partners for whom 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 Cross-Cutting Management Objective 2.2: Strengthen the workforce by creating an institutional culture that values and actively promotes inclusion, equity, and respect for everyone in the workplace.

- **Bureau Cross-Cutting Management Objective 2.2 Justification and Linkages:** A Bureau supports the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan for 2022–2026. As the Secretary has noted, "Our country's diversity is our greatest strength. When we fully leverage everyone and everything our nation has to offer, our foreign policy is stronger, smarter, and more creative." To foster diversity and inclusion in the hiring process, A Bureau is participating in the Bureau of Global Talent Management's (GTM's) pilot project to use hiring panels for all GS-14 and GS-15 positions. A Bureau also has an active and engaged Diversity and Inclusion Council that sponsors open conversations on DEIA issues and serves as a sounding board for DEIA issues.

  This objective supports JSP Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

- **Bureau Cross-Cutting Management Objective 2.2 Risk Considerations:** Potential risks associated with this goal may include reliance on partners for whom 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.