



Functional Bureau Strategy

Bureau of the Comptroller and Global Financial Services

FOR PUBLIC RELEASE

Approved: April 20, 2022

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1. Executive Statement and Mission Statement

The Bureau of the Comptroller and Global Financial Services (CGFS) provides the quality financial management programs, services, and systems that support the Department of State's global operations and achievement of its essential foreign policy goals. Our Bureau mission is to provide an efficient and transparent financial management platform that furthers U.S. governments and Department's foreign affairs mission. In doing so, we endeavor to provide accurate, high-value financial information and diligent stewardship over the Department's finite resources. As a team of financial management professionals, we are committed to the highest standards of integrity, continuous improvement, and accountability to the American people.

CGFS is headquartered in Washington, DC with two unified financial service centers located in Charleston, SC, and Bangkok, Thailand; and support offices in Paris, France; Manila, Philippines; and Sofia, Bulgaria. CGFS is a global team made up of more than 1,500 Civil and Foreign service employees, locally employed (LE) staff, and contractors committed to providing quality, compliant, and customer-focused financial programs and services.

Led by the Department's Comptroller, the bureau's strategic focus is derived in large part from the Chief Financial Officers (CFO) Act of 1990, the President's Management Agenda, and the FY 2022-2026 State-USAID Joint Strategic Plan (JSP). The CFO Act empowered State's CFO to "...direct, manage, and provide policy guidance and oversight of agency financial management personnel, activities, and operations." The Department has been an active CFO agency both in complying with the CFO Act and in advocating innovation to advance these basic goals.

Working in partnership with the Bureau of Budget and Planning (BP), we continue to pursue these efforts. The Under Secretary for Management (M) serves as the CFO for the Department. The comptroller, however, has delegated authority for many of the activities and responsibilities mandated as CFO functions, including preparation of the Annual Financial Report (AFR), for which State repeatedly, including the most recently completed year, has received the prestigious Certificate of Excellence in Accountability Reporting from the Association of Government Accountants.

Approved: April 20, 2022

This Functional Bureau Strategy (FBS) presents the strategic goals, objectives, and key issues that will drive CGFS' efforts and define our successes over the next few years. It also, along with other documents such as 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 budget controls, increases transparency, and improves overall operational effectiveness.

The scale and complexity of the Department's global mission and operations, and corresponding financial activities, shape our financial performance challenges. The Department operates in more than 270 embassies and consulates, located in 180 countries around the world. We conduct business on a 24/7 basis in over 135 currencies, account for more than \$112 billion in assets in over 500 separate fiscal accounts, maintain over 225 bank accounts around the world, and account for real and personal property assets with historical costs of more than \$42 billion. We provide the shared administrative operating platform for more than 45 other U.S. government entities overseas. We also pay more than 100,000 Foreign and Civil Service, overseas local employees, and Foreign Service annuitants. These financial activities advance America's interests on a broad range of foreign policy engagements.

As the Department's corporate finance bureau, we are committed to providing world-class, customer focused, financial services. Our strong commitment to quality financial services is backed by our ISO-9001 certified operations and Capability Maturity Model Integration (CMMI) standard for financial systems development. We are committed to continuous improvement and making the necessary corrections when we don't always get it right.

Approved: April 20, 2022

Our strong commitment to effective internal controls is fundamental to our business. The Department's robust system of internal controls is validated by senior leadership. For FY 2021, no material weaknesses in internal controls were identified by senior leadership and no material weaknesses in internal controls over financial reporting were identified by the Senior Assessment Team or the Management Control Steering Committee. In addition, as highlighted in the AFR, the Department does not have any programs at risk for making significant improper payments.

Federal agencies have a duty to inform the American people how taxpayer funds are being managed. To that end, the Digital Accountability and Transparency Act of 2014 (DATA Act) requires agency financial and payment information to be reported to the public using USASpending.gov. Beginning with the first submission in 2017, CGFS has provided timely, accurate reports in support of this important initiative.

The external annual audit process is another essential part of our commitment to strong corporate governance and effective internal controls. The audited financial statements in the AFR represent the culmination of a year-round rigorous process with our partners, the OIG, and the independent auditor, Kearney & Company. I am pleased to report that the Department received an unmodified ("clean") audit opinion on its FY 2021 Financial Statements, with no material weaknesses in internal controls over financial reporting identified by the independent auditor.

Approved: April 20, 2022

Interagency collaboration is essential on a range of financial services, issues, and initiatives, including our liaison with Government Accountability Office (GAO) stakeholders. These efforts promote problem solving, as well as leverage common goals, best practices, and economies. Through the work of the International Cooperative Administrative Support Services (ICASS) Service Center, we support the robust interagency coordination of the ICASS shared services platform to enhance administrative services platforms at our missions overseas. Finally, we provide meaningful leadership that embodies the values of diversity, equity and inclusion and support continued professional development of the Department's financial management workforce.

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.

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 in the near future. This is particularly true given the global and complex nature of our financial operations and the uncertainty of the world in which we operate. The outstanding team of financial professionals around the world and in CGFS is up to the task of meeting these challenges.

William Davisson
Acting 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 Agency Financial Report (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 DATA Act.
- **Bureau Objective 2.3:** Support the requirements and coordination for an unmodified Statement of Assurance for Internal Controls over Financial Reporting, and a strong Department-wide internal control reporting and review process.

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

Approved: April 20, 2022

- **Bureau Objective 3.1:** Enhance productive interagency engagement in and understanding of the International Cooperative Support Services (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 Objective 4.1: Recruit and maintain a high-quality, diverse financial management workforce and support and shape a strong Financial Management Officer (FMO) corps, cultivating a self-aware, equitable, and inclusive working environment for all CGFS employees.

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:** The Department has worked over the last decade to improve its global financial services. High-performing and customer-focused financial services in accounting, disbursing, and global payroll are essential to our diplomatic programs and operations domestically and overseas. In 2010, all CGFS core financial service locations (Charleston, Bangkok, Washington, and Paris) were certified under the internationally recognized ISO-9001:2008 standard – a significant accomplishment for an organization of our size and complexity. We have continued to maintain and expand our certified Quality Management System (QMS) over the last six years, adding offices in Washington, DC; Sofia; and Manila. The QMS and its ISO-9001 certification ensure consistent and documented work processes, performance measurement, and clear focus on customers and continuous improvement. We are also consolidating and streamlining services and increasing automation.

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:** This strategic objective addresses our core responsibility to deliver a quality, responsive financial platform and services. These services and systems are critical to mission support and include paying our employees; paying our domestic and overseas vendors; collecting debts; disbursing in more than 135 currencies; and ensuring we can operate in the most challenging operating environments. These services and systems account for every transaction and provide accurate information on Department finances and spending to our posts, bureaus, senior managers, and external stakeholders. We are upgrading and consolidating systems, centralizing some services, and improving the way we do business to provide a modern and transformational financial management platform that furthers our critical foreign affairs mission.

This objective is in direct support of Joint Strategic Plan (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; and JSP Strategic Objective 4.2 – Modernize IT and leverage data to inform decision-making and support mission delivery.

- **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 Press 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; IPERA annual reporting; COOP testing; and other testing and reporting processes.

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:** We have made significant progress in modernizing and consolidating department resource management systems to reduce costs, complexity, and training requirements. Collectively, these systems form the basis of our single global financial systems platform in support of the department carrying out its daily mission and operations. This platform, with thousands of worldwide users, has allowed the department to shift various financial services to Charleston, Bangkok, Sofia, Manila, and Paris from around the world. As importantly, its web-enabled technology allows users to work on-line from all parts of the world, thereby providing accurate and up-to-date financial information for managing and reporting on Department resources. Our financial systems disburse in over 135 foreign currencies to over 50,000 vendors, pay over 107,000 employees and retirees through more than 6 million transactions annually, and support diverse activities such as our delegated role as a U.S. Treasury disbursement agent overseas. CGFS financial systems' development activities now are operated under CMMI standards. We continue to consolidate department resource systems to the CGFS platform with the goals of meeting user requirements, delivering useful segments, sharing a common platform and architecture, reflecting rationalized standard business processes, and ensuring secure and compliant systems. For example, we have embarked on a multiyear effort to consolidate resource management systems to CGFS. CRMS, BRMS, ICASS, and WEBRABIT are examples of systems previously developed independently that are being fully incorporated into the CGFS resources system platform. Our financial systems will meet user and federal requirements, share a common platform and architecture, reflect rationalized standard business processes, be developed using CMMI, and be compliant and secure. We have implemented a Voice of the Customer program embracing Customer Experience (CX) practices to ensure 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.

Approved: April 20, 2022

This objective is in direct support of JSP Strategic Objective 4.2 - Modernize IT and leverage data to inform decision-making and support mission delivery.

- **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, innovative customer-driven enhancements can be overtaken by the need to meet the mandated requirements. We plan to mitigate this risk by ensuring that our budget requests provide capacity to meet both mandated and customer-driven needs. In addition, our Voice of the Customer Program facilitated by our Customer Experience Council will ensure we understand our customer needs and can address them by modifying schedules and funding plans. An additional risk is the staff resistance that can arise when consolidation and business process standardization change the way business is conducted. Again, our Voice of the Customer Program will be an important risk mitigation tool, as hearing concerns at the early stages and throughout a process will help us identify acceptable global solutions.

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:** Sound financial management performance means that the Department provides timely, accurate, and transparent data on funding and expenditures. We have a fiduciary responsibility to the American public to provide this service. In order to conduct effective and timely financial analysis, CGFS will upgrade and consolidate systems, train personnel, protect data, and support other activities to improve service to customers and efficiency. We will continue to expand our ability to provide financial and performance reporting. CGFS will continue to lead the department's focus on financial management fundamentals – quality financial services; on-time, accurate financial statements that achieve an unmodified (“clean”) audit opinion; financial systems and processes that embrace federal and departmental requirements and initiatives; and sound internal controls.

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

- **Bureau Objective 2.1 Justification and Linkages:** The Agency Financial Report (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 Office of the Inspector General, 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.

Approved: April 20, 2022

This objective is in direct support of OMB's Circular A-136, Financial Reporting Requirements.

- **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:** We must implement financial management initiatives and compliance requirements and ensure that the Department complies with these mandates.

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First, we commit to ensuring that our 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, a commitment to respect workers' right to organize and bargain collectively, and strong systems to hire, retain, and develop the people needed to deliver agency missions. That includes having a workforce—at every level—that looks like America. Being a model employer also includes evolving our workplaces and work practices to reflect the needs of our workforce today and tomorrow, including ensuring that Federal employees have a voice in their workplaces through their unions. The people who serve in government are its most important assets.

Second, we will improve the experience of those we serve when they use CGFS financial services. This focus on customer experience will not only improve the delivery, efficiency, security, and effectiveness of our programs, it will advance equity and enhance everyday interactions with our clients.

Third, we will use how we manage the business of government to catalyze outcomes that support building back better. These efforts will foster lasting improvements in financial services to strengthen domestic manufacturing, support America's workers, create and sustain good-quality union jobs, lead by example toward sustainable climate solutions, and create opportunities for underserved communities. These efforts also will build capacity in our financial management systems and enhance how we manage grants and other forms of financial assistance to support our programs and recipients, address climate-related risks, and deliver equitable results. To do this we will follow OMB and Treasury directives to improve financial management and assist agencies in complying with financial legislation. These include government-wide projects to standardize business requirements and processes, establish and implement a government-wide accounting classification, and support the financial statement and budgetary reporting to the Department of Treasury. Internally, we must facilitate

Approved: April 20, 2022

department initiatives and provide the necessary financial system and process solutions that enhance our operational and programmatic effectiveness.

This objective is in direct support of the 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.

- **Bureau Objective 2.2 Risk Considerations:** Examples of the risks in achieving this objective include: working in a rapidly changing, varied, and difficult global environment that has evolving and diverse customer needs; the expanding landscape of U.S government-wide compliance and financial management initiatives; 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.

Bureau Objective 2.3: Support the requirements and coordination for an unmodified Statement of Assurance for Internal Controls over Financial Reporting, 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 the Federal Managers' Financial Integrity Act (FMFIA), 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 (MCSC) and Senior Assessment Team (SAT). Department management is responsible for maintaining effective internal controls and financial management systems that meet the objectives of the FMFIA. 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.

This objective is in direct support of OMB's Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Control.

- **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 a 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.

Approved: April 20, 2022

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 role in supporting an effective overseas management platform for U.S. government foreign policy operations and to mitigate risk. It also is true in working with the 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.

Approved: April 20, 2022

Bureau Objective 3.1: Enhance productive interagency engagement in and understanding of the International Cooperative Administrative Support Services (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 US 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 direct support of JSP Strategic Objective 4.2 – Modernize IT and leverage data to inform decision-making and support mission delivery; and the President’s Management Agenda (PMA) – Priority 2: Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience.

Approved: April 20, 2022

- **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 Quality Management System 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 Federal Advisory Committee Act (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 Liaison Office ensures information and data are provided in a manner consistent with department authorities and appropriately coordinated and communicated throughout the department. They also provide effective coordination with 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 (PMA) – Priority 3: Managing the Business of Government to Build Back Better.

- **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 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.

Approved: April 20, 2022

4. Bureau Cross-Cutting Management Objective

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, cultivating a self-aware, equitable, and inclusive working environment for all CGFS employees.

- **Bureau Cross-Cutting Management Objective 4.1 Justification and Linkages:** The Department of State’s financial management professionals are the core of our financial management capabilities and contribute to our ultimate success. CGFS must continually develop, support, and retain first-class financial management professionals and ensure our worldwide financial personnel have the training, tools, and direction to carry out their critical work. CGFS also must ensure our financial personnel are assigned to meet corporate financial management priorities. Unlike most other government agencies, the State Department must manage the dynamics of three personnel systems: the Foreign Service (FS), the Civil Service (CS), and LE staff overseas. CGFS will maintain a vigorous training program for the Department’s financial management corps, which every year encompasses training for more than 2,000 LE financial professionals and others in the financial management field. CGFS also will provide guidance to FSI on FS and CS financial training. As the home bureau for FS financial management specialists, CGFS will continue to play a key advisory role in FMO hiring, assignments, and career development. 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 FAH and 4 FAM).

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.

Approved: April 20, 2022

- **Bureau Cross-Cutting Management Objective 4.1 Risk Considerations:** The Department of State'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.

Approved: April 20, 2022