



# Functional Bureau Strategy

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## Bureau of Diplomatic Security

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## 1. Executive Statement and Mission Statement

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution for the conduct of U.S. diplomacy. The Bureau of Diplomatic Security (DS), established under the Omnibus Diplomatic Security and Antiterrorism Act of 1986, provides a secure environment for conducting U.S. diplomacy and promoting U.S. interests worldwide. DS is the most widely represented U.S. law enforcement and security agency in the world, protecting people, property, and information at over 275 Department posts around the globe. It is the only such organization that possesses the core capabilities needed to enable a comprehensive law enforcement and security posture in domestic and overseas locations, positioning DS as a leader in security management for the United States and the world.

In the years ahead, DS will confront a future where challenges facing the world provide unprecedented opportunities for U.S. diplomacy. Yet, the places where diplomatic presence is most needed are often those in which it can be the most dangerous to operate. DS works daily to reduce the risks inherent in diplomatic work, though the risk will never be eliminated entirely. DS also faces a central challenge: at the same time its mission is becoming more complex by operating in more dangerous environments, DS must quickly realign available resources to shifting priorities while working within the federal budget process.

The DS FY 2022-2026 Functional Bureau Strategy (FBS) is a strategic document that aims to guide DS in the years ahead to operate in myriad environments where U.S. diplomacy deems a presence is necessary. The FBS is not intended to be an operational document; therefore, it does not focus on enabling day-to-day activities for the Bureau. Rather, it highlights areas where DS must continue to strengthen its capabilities and grow to be effectively positioned for the future.

### **DS Vision Statement**

Be an agile and proactive intelligence-led security and law enforcement organization to further U.S. diplomacy around the world.

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**DS Mission Statement**

The mission of Diplomatic Security is to lead worldwide security and law enforcement efforts to advance U.S. foreign policy and safeguard national security interests.

**Methodology and Approach**

To inform the FBS, DS conducted a phased approach which incorporated meetings with senior leaders to discuss the strategic goals, meetings with deputy assistant secretaries and equivalents to discuss objectives, and theme-based workshops with office directors, program managers, and subject matter experts to inform key measures. The FBS establishes performance indicators and milestones, which measure progress toward achieving strategic goals, inform future resource allocation, and ensure accountability of all programs and individuals. In addition, DS reviewed and analyzed existing policy, mission requirements, existing national and department policies and strategies, and the DS FY 2018-2022 FBS to identify where the Bureau should focus in the future. DS reviewed Office of Inspector General (OIG) and Government Accountability Office (GAO) congressional reports, and the Department Strategic Resource Themes to ensure alignment of the FBS with the broader strategy of Department and U.S. government priorities. The FBS will be used as a leadership tool to communicate DS' broader vision, mission, and strategic direction, and to help align program activities to budget requests.

## 2. Bureau Strategic Framework

**Bureau Goal 1:** Safeguard diplomatic activities in all operating environments worldwide to advance U.S. foreign policy.

- **Bureau Objective 1.1:** Enhance, enact, and enforce security standards to protect personnel and property worldwide.
- **Bureau Objective 1.2:** Ensure efficient and effective protective operations.

**Bureau Goal 2:** Prevent harm to the United States and its citizens from criminal, terrorist, and cyber activity through intelligence-led law enforcement coordination and security operations.

- **Bureau Objective 2.1:** Conduct high-quality and efficient investigations that protect and prevent harm to the United States and its citizens.
- **Bureau Objective 2.2:** Improve the protection of the Department's staff, facilities, networks, and information.
- **Bureau Objective 2.3:** Leverage intelligence information and timely access to resources to operate safely and effectively; particularly, in significant threat areas and critical situations.

**Bureau Goal 3:** Provide high-quality training to equip Department personnel and others in the foreign affairs community with the skills to safely and successfully operate in the current threat environments.

- **Bureau Objective 3.1:** Maximize training outcomes by providing specialized training to Department personnel and the foreign affairs community.
- **Bureau Objective 3.2:** Develop and provide evolving training delivery methods to address current and emerging threats to the foreign affairs community.

**Bureau Goal 4:** Utilize the right technologies and business processes to operate in an innovative and safe digital environment.

- **Bureau Objective 4.1:** Leverage digital and data-driven tools to employ the right technology, talent, and processes to operate effectively.
- **Bureau Objective 4.2:** Research, develop, and implement emerging technologies.
- **Bureau Objective 4.3:** Maintain and expand cyber and information technology investments and assets to allow for effective portfolio management.

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

- **Cross-cutting Management Objective 5.1:** Recruit, develop, and retain a diverse, inclusive, and empowered workforce.
- **Cross-cutting Management Objective 5.2:** Manage Bureau resources through effective budgeting, contracting, and procurement processes.
- **Cross-cutting Management Objective 5.3:** Promote organizational excellence through effective program management.

### 3. Bureau Goals and Objectives

**Bureau Goal 1:** Safeguard diplomatic activities in all operating environments worldwide to advance U.S. foreign policy.

- **Bureau Goal 1 Description:** To be effective in the years ahead, DS must proactively assess capabilities and strengthen its ability to respond. Achieving this goal requires fulfilling DS' key responsibilities of developing and ensuring compliance with physical and technical security standards, policies, and regulations and protective security operations. This aligns to the Strategic Resource Theme of securing and protecting personnel, facilities, and information and supports the Joint Strategic Plan Goal 4: Revitalize the diplomatic and development workforce and institutions, and Goal 5: Serve U.S. citizens around the world and facilitate secure international travel.

**Bureau Objective 1.1:** Enhance, enact, and enforce security standards to protect personnel and property worldwide.

- **Bureau Objective 1.1 Justification and Linkages:** DS must ensure the Department complies with standards approved by the Overseas Security Policy Board (OSPB) and all other applicable laws and policies. Adherence to these standards is a critical component of protecting personnel and property domestically and abroad, mitigating the impact of risks and emergencies, distributing equipment necessary for safe and effective operations, and transporting material assets worldwide securely via diplomatic pouch. This aligns to the Strategic Resource Theme of securing and protecting personnel, facilities, and information. This aligns to the Joint Strategic Plan Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; and Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad.
- **Bureau Objective 1.1 Risk Considerations:** The pace of 21st century threats increases the difficulty of maintaining appropriate and relevant security standards worldwide, and protecting our people, property, and interests.

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**Bureau Objective 1.2:** Ensure efficient and effective protective operations.

- **Bureau Objective 1.2 Justification and Linkages:** DS provides protective services for the Secretary, the U.S. Ambassador to the United Nations, U.S. diplomatic personnel abroad, and foreign dignitaries visiting the United States. In coordination with U.S. and foreign partners, DS implements security, high threat, and anti-terrorism assistance training to ensure the safe and secure conduct of diplomacy. To ensure efficient and effective protective operations, DS must continually plan and incorporate best practices to meet current and emerging protective operation needs. This Bureau objective aligns to the Joint Strategic Plan Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; Objective 5.1: Support and serve American citizens traveling or residing abroad; and Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States.
- **Bureau Objective 1.2 Risk Considerations:** DS and its partners are committed to reducing the risks inherent in diplomatic work. Given an increase in emerging threats that target the advancement of U.S. diplomacy, it is essential the Department prioritize efficient and effective protective operations. The Bureau would fail to meet its mission to provide a safe and secure environment if DS is ill prepared to mitigate security risks and protect American lives. By continuing to coordinate antiterrorism training, proactively assessing and planning for mission preparedness, and conducting protective operations, DS mitigates these risks to successfully carrying out its mission and ensures protection of U.S. interests worldwide.



**Bureau Goal 2:** Prevent harm to the United States and its citizens from criminal, terrorist, and cyber activity through intelligence-led law enforcement coordination and security operations.

- **Bureau Goal 2 Description:** The Bureau protects the Department's sensitive information and technology infrastructure through controlling and monitoring facilities and personnel activities. DS gathers, analyzes, assesses, and disseminates all-source information to identify, investigate, and mitigate threats in rapidly evolving security environments worldwide. An intelligence-driven approach to law enforcement activities enhances DS' ability to detect and counter threats, protecting Department equities, and diplomatic activities at home and abroad. This goal aligns to the Department Strategic Resource theme securing and protecting personnel, facilities, and information and modernizing information technology (IT), data, and mobility; aligns to the Joint Strategic Plan Goal 4: Revitalize the diplomatic and development workforce and institutions, and Goal 5: Serve U.S. citizens around the world and facilitate secure international travel; and to the priority two of the President's Management Agenda: Delivering excellent, equitable, and secure Federal services and customer experience.

**Bureau Objective 2.1:** Conduct high-quality and efficient investigations that protect and prevent harm to the United States and its citizens.

- **Bureau Objective 2.1 Justification and Linkages:** DS protects the homeland and U.S. diplomacy at home and abroad by investigating visa and passport fraud that enables transnational crimes such as human trafficking, and threats of violence affecting the Department. The Bureau must ensure DS special agents refer high-quality leads to offices and cases to U.S. prosecutors to achieve maximum effectiveness from its agents and law enforcement partners. Overseas, DS special agents coordinate with foreign law enforcement peers to support host nation prosecutions that help protect the United States. Offices are expected to respond to leads in a timely manner and understand what types of cases will be accepted for prosecution, so they can dedicate time and resources to have the greatest impact. DS must also maximize its own efficiency while leveraging other stakeholders as needed by coordinating investigative assistance with federal, state, local, and foreign law enforcement agencies. This objective aligns to securing and protecting personnel, facilities, and information from the Department Strategic Resource Themes. This aligns to the Joint Strategic Plan Strategic Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States.
- **Bureau Objective 2.1 Risk Considerations:** Through complex investigations DS strives to combat passport and visa fraud and related human trafficking offenses, employee criminal malfeasance, and criminal cases falling under Title 22 U.S. Code, Section 2709 and the Special Maritime and Territorial Jurisdiction authorities. Since threat actors operate both domestically and abroad, DS needs to maximize investigative efficiencies and effectiveness.

**Bureau Objective 2.2:** Improve the protection of the Department's staff, facilities, networks, and information.

- **Bureau Objective 2.2 Justification and Linkages:** DS is responsible for protecting personnel, network, and other critical information streams by leading cybersecurity, technology security, and investigative programs. Controlled and monitored information is vital to achieve information safeguarding. DS protects sensitive information and mitigates risk to U.S. government personnel from external and insider threats. Security operations allow DS to provide a more secure environment for the conduct of diplomacy. This aligns to the Joint Strategic Plan Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.
- **Bureau Objective 2.2 Risk Considerations:** DS works to ensure Department staff are properly vetted, and critical information and assets are protected from intentional or unintentional exposure. Compromise of the Department's staff, facilities, networks, and information by insiders and system vulnerabilities is a substantial risk to continuous and successful operations.

**Bureau Objective 2.3:** Leverage intelligence information and timely access to resources to operate safely and effectively; particularly, in significant threat areas and critical situations.

- **Bureau Objective 2.3 Justification and Linkages:** DS plays a critical role in enabling the Department to conduct diplomatic engagement in dangerous and unstable locales. To succeed, DS must have access to real-time threat intelligence, quickly disseminate this information to the field, and receive prompt feedback on its effectiveness in mitigating security vulnerabilities. The application of time-sensitive law enforcement, operational, and tactical protective intelligence allows DS to properly analyze, advise, and implement mitigation measures to potential threats. This objective supports the Strategic Resource Theme of securing and protecting personnel, facilities, and information, and modernizing information technology (IT), data, and mobility. This aligns to the Joint Strategic Plan Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats; and Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad.

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- **Bureau Objective 2.3 Risk Considerations:** DS works to provide the Department with timely, accurate, and actionable intelligence on vulnerabilities and threats against U.S. diplomatic facilities and personnel, U.S. business interests, and the American traveling public. Information gaps degrade DS ability to understand and adapt to changing security environments, negatively impacting U.S. diplomatic activities around the globe. Incidents of terrorism, crime, and political violence, along with the renewal of great power competition, will drive Bureau efforts to become a more capable, intelligence-driven security and law enforcement organization.

**Bureau Goal 3:** Provide high-quality training to equip Department personnel and others in the foreign affairs community with the skills to safely and successfully operate in the current threat environments.

- **Bureau Goal 3 Description:** DS is a leader in security training and must ensure the workforce and related stakeholders have the skills to respond to the changing nature of the threat environment worldwide. The Foreign Affairs Security Training Center (FASTC) became operational in 2019, enabling the Department to conduct training efficiently and effectively for a diverse population of students each year. Moving forward, the Bureau will maximize training outcomes, building on past successes, by expanding training offerings and further increasing service delivery efficiencies. DS must also continue to adapt training to ensure operational readiness of Department personnel and others in the foreign affairs community, supporting the long-term resiliency of the Bureau and its mission. This goal aligns to the Department Strategic Resource themes: build a diverse, equitable, and inclusive workforce; securing and protecting personnel, facilities, and information; and modernizing information technology (IT), data, and mobility. This goal aligns to Joint Strategic Plan Goal 4: Revitalize the diplomatic and development workforce and institutions, and Goal 5: Serve U.S. citizens around the world and facilitate secure international travel.

**Bureau Objective 3.1:** Maximize training outcomes by providing specialized training to Department personnel and the foreign affairs community.

- **Bureau Objective 3.1 Justification and Linkages:** Providing high-quality specialized training to the Department personnel and the foreign affairs community ensures mission readiness and reduces risk to the Bureau. This objective supports the Strategic Resource Themes: building a diverse, equitable, and inclusive workforce; securing and protecting personnel, facilities, and information; and modernizing information technology (IT), data, and mobility. Additionally, this objective supports the recommendations of the Benghazi Accountability Review Board (ARB), the Department, Foreign Operations, and the Related Programs Appropriations Act 2008 (Div. J, P.L. 110-161). This objective aligns to Joint Strategic Plan Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Objective 3.1 Risk Considerations:** DS risks mission readiness and assumes future liabilities if training delivery and development do not meet emerging standards. DS must provide specialized training opportunities to ensure agents and partners are consistently prepared to support the DS mission. Especially as technology and cyber threats evolve rapidly, DS must strive to stay abreast of emerging training needs. Ensuring high-quality training is efficiently delivered to maximum student audiences is critical to a skilled and empowered Department and foreign affairs community.

**Bureau Objective 3.2:** Develop and provide evolving training delivery methods to address current and emerging threats to the foreign affairs community.

- **Bureau Objective 3.2 Justification and Linkages:** DS trains and equips Department personnel and the foreign affairs community with the skills to face a changing threat environment. The Bureau delivers training reflective of current and unique threats in the field, while continually working to adapt courses and training delivery mechanisms in anticipation of future threats. This objective supports the Strategic Resource Themes: build a diverse, equitable, and inclusive workforce; securing and protecting personnel, facilities, and information; and modernizing information technology (IT), data, and mobility. Additionally, this objective supports the recommendations of the Benghazi Accountability Review Board (ARB), the Department, Foreign Operations, and the Related Programs Appropriations Act 2008 (Div. J, P.L. 110-161). This objective aligns to Joint Strategic Plan Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Bureau Objective 3.2 Risk Considerations:** DS must ensure Department personnel and the foreign affairs community have the skills to face current and emerging threats. The COVID-19 pandemic sparked a paradigm shift in how DS does business, highlighting a need to build upon technological capabilities to meet the demands of a substantially virtual workforce. To maintain a consistently trained workforce capable of supporting the Department's mission, DS must prioritize not only its digital capabilities, but also its assurance that training reflects ever-changing in-field demands. The long-term success of the Department is contingent upon the preparedness and resiliency of its workforce, which is compromised without a focus on training.

**Bureau Goal 4:** Utilize the right technologies and business processes to operate in an innovative and safe digital environment.

- **Bureau Goal 4 Description:** DS deploys and implements advanced technical security and processes worldwide and propels technology evolution in carrying out its mission to protect U.S. personnel, facilities, and information. For DS to continue to develop the capabilities to use data and technology to operate effectively, it must quickly adopt new types of emerging technological systems, continuously leverage data and digital-driven tools, and maintain and expand its cyber and technology investments. This goal supports the Joint Strategic Plan Goal 4: Revitalize the diplomatic and development workforce and institutions.

**Bureau Objective 4.1:** Leverage digital and data-driven tools to employ the right technology, talent, and processes to operate effectively.

- **Bureau Objective 4.1 Justification and Linkages:** DS is continuously improving its standing as a digital and data-driven organization. Moving forward, the Bureau will enhance compliance with internal and external requirements, maximize efficiencies and cost savings, and increase data sharing and data use to further align to relevant Department and Federal data and technological strategies. This objective aligns with the Joint Strategic Plan Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery, and Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.
- **Bureau Objective 4.1 Risk Considerations:** DS must continue to leverage digital and data-driven tools to employ the right technology, talent, and processes to operate effectively or it may fall behind in maximizing efficiencies and technological support to the Bureau.

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

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

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

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



## 4. Bureau Cross-Cutting Management Goal and Objectives

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

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

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

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

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

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

- **Bureau Cross-Cutting Management Objective 5.2 Justification and Linkages:** DS ensures the success and continuity of domestic and international Bureau operations through effective budgeting, contracting, and procurement processes. The Bureau will streamline and gain financial management efficiencies and reduce the contracting and procurement timeline to improve overall management of resources and processes. This objective aligns with the Joint Strategic Plan Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.
- **Bureau Cross-Cutting Management Objective 5.2 Risk Considerations:** DS must continue to manage Bureau resources through effective budgeting, contracting, and procurement processes or the Bureau may not achieve and maximize efficiencies in support of the DS mission.

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

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