

The State Department's Management Team

Henrietta H. Fore
Under Secretary of State for Management

My responsibilities are for the people, security, resources, facilities, and technology of the Department of State, as well as our consular affairs program. The latter includes the department function many of you know best—the issuance of visas. The bureaus and offices of this management team that report to me together have a budget of \$3.6 billion and 7,200 full-time employees, as well as tens of thousands of contractors.

Our management team provides the diplomatic platform for more than 70,000 Americans and foreign nationals from more than 40 U.S. government agencies at more than 260 American embassies, consulates, and missions worldwide. We are a global enterprise with the goal of providing world-class services 24/7/365. We are very pleased that the Department of State recently became only the second of the 26 largest agencies in the U.S. government to achieve top scores across-the-board on all the initiatives of the President's Management Agenda, which is the Bush administration's strategy for improving the management and performance of our government.

All countries' foreign ministries have many of the same administrative functions for which I am responsible at the U.S. Department of State. And, like us, many of your ministries are searching for ways to be more efficient, effective, and customer-oriented in their provision of administrative services—through reforms such as shared services, regionalization, centralization, or a standardized management platform. I have discussed these questions with a number of foreign ambassadors stationed here in Washington, D.C.



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Three Bureaus

The three following essays—the Bureau of Consular Affairs, the Bureau of Human Resources, and the Bureau of Overseas Buildings Operations represent only a portion of the work of the management family. In addition to the visa function discussed in the essay on the Bureau of Consular Affairs, that bureau is also responsible for the issuance of passports to Americans and for providing support to American citizens worldwide.

In the Human Resources piece, you will read about our dedicated foreign national employees. You may not be aware that more than 40,000 foreign nationals are employed directly by the U.S. government around the world and that thousands more serve as contractors, including as security guards, at our embassies and consulates. Moreover, we are looking at how we can increase the responsibilities of our foreign national employees and thereby improve our partnership. The Bureau of Human Resources is also responsible for our American foreign service and civil service employees and support to the family members of Americans serving overseas.

The article on Overseas Buildings Operations explains our aggressive program to build state-of-the-art, secure embassies to replace many aging buildings; to maintain, repair, and rehabilitate our existing facilities; and overall to manage more than 12,000 properties worldwide.



U.S. Department of State

Under Secretary for Management Henrietta Fore (right) inaugurated the Benjamin Franklin American Corner in Salvador, Brazil, on October 27, 2006. American Corners provide the opportunity to learn about the United States.

is responsible for ensuring that the Department of State has secure modern technology that provides timely and accurate information and the means to communicate throughout the U.S. government's foreign affairs community to our desktop computers and handheld devices. Specific examples include: providing worldwide information technology, infrastructure such as secure telecommunications

between Washington and our posts overseas; and information management services, such as computer software applications, hardware maintenance, and network management.

The Foreign Service Institute (FSI) is the primary training institution for the diplomats and other professionals of the American foreign affairs community. It provides more than 500 courses, including some 70 foreign languages, to more than 40,000 enrollees a year. While some of our foreign nationals travel to Washington, D.C., to attend FSI courses, they—as well as our diplomats and their families stationed overseas—are more and more able to receive training via distance learning over the Internet. We have more than 80 interactive custom-designed courses and more than 3,000 courses available from FasTrac, a commercial provider. In 2006, FasTrac completions jumped to more than 7,100, nearly double the previous year. Our employees completed more than 3,900 FSI-produced distance courses in 2006, representing an increase of 40 percent over 2005.

Welcome to Management. These are activities we perform every day in communities around the world, reaching out to the peoples around the world. This is essential work of the Department of State's management team in supporting American diplomacy. ■

Other Bureaus and Offices

Other bureaus and offices on the management team are the Bureaus of Administration, Diplomatic Security, Information Resource Management, and Resource Management, as well as the Foreign Service Institute and the Offices of Civil Rights, Management Policy, Medical Services, and Rightsizing. Let me explain briefly the focus of some of these other bureaus.

The Bureau of Administration provides major support operations for the Department of State. Its essential functions include logistics, acquisitions, domestic facilities and emergency management, the diplomatic pouch and mail, and support to overseas schools attended by children of many nationalities. The Bureau of Diplomatic Security is responsible for the protection of the personnel, information, and facilities of the Department of State in both the United States and overseas. It protects the secretary of state and designated foreign dignitaries working in or visiting the United States, investigates passport and visa fraud, manages the Diplomatic Courier Service, provides professional security training, and performs the background investigations on new employees.

The Bureau of Information Resource Management