Redesign Overview
Capitol Hill Brief
U.S. Department of State
and
U.S. Agency for International Development
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Executive Summary

State and USAID are charting a course to vastly improve our organizations, going beyond the opportunities inherent in the Executive Order's mandate to foster an organizational culture of continuous improvement, creativity, and accountability that will reaffirm the United States' position as a world leader for decades to come.

Our Redesign Plan reflects a joint State and USAID employee-led effort to redesign U.S. diplomacy and development for the future. Leveraging the best thinking from a cross-section of rising leaders and seasoned professionals from both organizations, this process was informed by best practices from large-scale business transformation efforts and underpinned by data analytics.

Our Redesign Plan seeks to align State and USAID foreign assistance and policy strategies, capabilities, and resources to effectively execute foreign policy priorities while capitalizing on the opportunities of a rapidly evolving global landscape. It includes seven proposals with investments that will generate a minimum deliverable of 10% ($5B) in additional efficiencies relative to current (FY2017) spending over the next five years, with an aspirational general interest target of up to 20% ($10B). It will also lay the ground work for additional efficiencies and improvement in later years.
The proposals in the Redesign Plan are:

**Streamlining policy and presence** – creating an evidence-based and data-driven process to enhance policy formulation and execution, as well as optimize and realign our global footprint.

**Maximizing the impact of foreign assistance** – aligning foreign assistance with foreign policy goals and monitoring outcomes.

**Implementing a global service delivery framework** – developing a world-class administrative services platform that reduces operational costs and redundancies, increases efficiency, and improves service quality.

**Readying and empowering a 21st century workforce** – attracting, investing in, and enabling our talent to have the resources and capabilities required for improved performance, leadership, and accountability.

**Improving Governance and Accountability for IT Platforms** – eliminating fragmentation of the IT organization and empowering leadership to deliver a modern IT infrastructure while eliminating duplication and redundancies and reducing risk.

**Modernizing legacy systems and software** – investing in and leveraging the enterprise systems and software required to enable a wider transformation and accelerate greater efficiencies.

**Upgrading technology infrastructure to work anywhere, anytime** – enabling our professionals to be agile, resourceful, and equipped to collaborate and deliver results, no matter their location.

This Redesign Plan is only the first step in laying a new foundation for our diplomacy and development professionals to define America's leadership in the world for generations to come. We believe that our employees, if empowered and supported by strong leadership, will achieve transformational change at both State and USAID with improved accountability and efficiency as they execute their mission for the American people.
In April 2017, OMB directed agencies to develop a plan to create a lean, accountable, more efficient government. The Department of State and USAID Redesign began a joint, employee-led initiative to examine our mission effectiveness, processes, workforce, and technology. The Redesign effort will go beyond the OMB guidance to consider the entire Foreign Affairs platform. Serving that mission requires a comprehensive review of how the U.S. government delivers on mission abroad, which is increasingly intertwined with expanding missions of over twenty foreign affairs agencies.
What is Redesign and Outlining the Process

The Department of State and USAID Redesign is a joint, employee-led initiative examining our processes, our workforce, and our technology to promote national security and economic prosperity across the globe.

Phase 1
The Redesign team embarked on a Listening Tour to solicit employee input & feedback on organizational processes, strengths, and challenges. The team then organized responses into themes to guide reform planning.

Launch
Secretary Tillerson launched an employee-led Redesign effort to examine State and USAID missions, work processes, and organizational structures, with the goal of understanding how to best deliver on mission.

Phase 2
Senior leadership provided strategic guidance and direction to steer Redesign efforts toward the requirements of a 21st century diplomacy and development organization.

Listen
Employee-led functional workstreams collected and analyzed evidence from expert sources in government, industry, and academia, creating reform proposals targeting mission effectiveness and resource efficiencies of the Foreign Affairs platform.

Phase 3
Communicate the plan to stakeholders, implement the business cases that support a comprehensive Redesign, and develop an atmosphere of culture change.

Envision
Senior leadership provided strategic guidance and direction to steer Redesign efforts toward the requirements of a 21st century diplomacy and development organization.

Implement
Phase I: What We Heard

We surveyed the State and USAID workforce...

35,000+ Participants
60% response rate (Foreign Service and Civil Service)

300+ In-person interviews

Who shared their biggest challenges and obstacles to achieving the mission...

What is the largest obstacle you encounter in your daily work?

Leadership Effectiveness 29%
Overcomplicated Processes 43%
Layers of Approval 49%
Insufficient Technology (State) 42%

What processes do you have to ‘work around’ the most?

Procurement 37%
IT 46%
HR 37%

And key points of leverage for the future of State and USAID...

78%
Reported being inspired by their work every week

Our ability to build relationships, gather information and influence leaders at all levels is unparalleled

Employees value the knowledge and skills of their colleagues

We have a very high level of customer focus, the desire to satisfy our customers and provide our services professionally
Description of Redesign Workstreams

Foreign Assistance
Analyze current foreign assistance policies and programs at State and USAID to develop a future vision, ensuring alignment with national priorities.

Overseas Alignment and Approach
Assess key diplomatic activities and identify required platforms. Its efforts will include assessing the balance of work between Washington and the field.

Human Capital
Identify ways to promote an agile and empowered workforce as part of an overarching talent map.

Management Support
Identify opportunities to streamline administrative support functions at the bureau and agency levels to ensure frontline effectiveness.

IT Platform Planning
Focus on improving the employee experience by increasing the use of cutting-edge technology and streamlining duplicative systems and processes.
What Redesign is Not

There is no intention by State or USAID to undertake the following actions at this time:

- Moving Consular Affairs to DHS
- Eliminating the Bureau of Democracy, Human Rights, and Labor
- Dismantling State or USAID
- Concentrating power in the hands of the Secretary
- Forcing a preconceived organizational chart on the workforce
Data Analytics for Improved Decision-Making

Several workstreams highlighted the need for more robust analytics at State and USAID, as decision-making should be informed by insights and analysis grounded in data. The analytics team demonstrated the value of this approach through identification, collection, and analysis of data in areas such as finance, human capital, and facilities.

The workstreams relied heavily on these insights throughout the deliberative process, while creating their recommendations, and assessing the associated cost implications. Examples of questions that were answered through the effective use of data included:

- Which management functions are decentralized?
- How do overhead costs vary by personnel type & region?
- Who is doing IT work across the organization?

The analytics team worked with subject matter experts throughout both organizations to collect and analyze datasets using new and improved tools and methods. As we expand our capabilities in these areas, use of data analytics will be a Center of Excellence to inform future decision-making, and will be an integral part of the Redesign organizational structure.
A New Operational Model for State and USAID

Completed
- Input from a variety of stakeholders to develop core design principles.

In Progress
- Alignment of nearly 70 Special Envoy functions.
- Completion of workstream recommendations.

Next Steps
- Consultation with OMB.
- Consultation with Congress.
- Process mapping of work flows.
- Creation of governance structures surrounding work centers.
  - Consultation with Congress.
- Compilation of governance structures into larger organizational design prototypes.
  - Consultation with Congress.
- Plan for implementation.
  - Consultation with Congress.
- Derive organization model changes from implementation.
Phase 3 - Implementation

The Road Forward

- State and USAID are committed to consulting with OMB, Congress, Employees and Partners throughout the process.

- Implementation will occur at different speeds, reflecting the unique challenges posed by various projects stemming from Phase 2.

- Joint projects will be implemented by State and USAID in a collaborative and coordinated fashion.

- State or USAID only projects will be coordinated with the other agency to ensure situational awareness of all equities, assets and opportunities.

- USAID, in their supplemental submission, provided additional details on USAID-only implementation of the Redesign.