

The background features a dark blue field with several light blue circular elements. On the left, a large circular scale is visible, with numerical markings from 140 to 260 in increments of 10. The scale is partially obscured by other circular patterns, including solid and dashed lines, and arrows pointing in various directions. The overall aesthetic is technical and modern.

Overseas Shared Services: International Cooperative Administrative Shared Services (ICASS)

MARCH 2025

WHAT WE'LL COVER



PREVIOUS OVERSEAS
SHARED SERVICES
SYSTEMS



CURRENT ICASS
SYSTEM



OPPORTUNITY TO
RETHINK OVERSEAS
SHARED SERVICES



Q&A

PREVIOUS SYSTEMS

Pre-1955

1976 - FAAS

2026 - ?

1955 - SAS

1998 - ICASS





1955 AND THE “SHARED ADMINISTRATIVE SUPPORT” (SAS) SYSTEM

- Pre-1955: State Department provided services without reimbursement.
- Beginning in 1955, State provided services on a reimbursable basis through SAS system based on percentage use of a service.
- Services provided were set forth in individual agreements between State and other agencies.

1976 AND THE “FOREIGN AFFAIRS ADMINISTRATIVE SUPPORT” (FAAS) SYSTEM

- FAAS system set up in 1976 following a 1974 task force report.
- “Incremental” cost system – State funded its fixed costs, and only charged other agencies the added cost to State for servicing them.
- Included Washington domestic costs for services provided overseas.
- No *requirement* to combine or share support services; duplicative support service platforms existed overseas (800 positions).
- Perceived lack of “independence” of State service providers in regards to non-State customers.
- Services provided varied from post to post.
- Complicated and not well documented system; lack of training; inconsistent cost distribution calculations.



U.S. Consulate Marseille annex office, circa 1976



1998 AND THE “INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES” (ICASS) SYSTEM

- Piloted in 1996, but global roll-out in 1998. Set up in response to 1981 GAO review, growing customer dissatisfaction, and formation of ICASS Interagency Executive Board in 1995.
- Full cost sharing system for over 30 types of services (Cost Centers), transparent to all; greater accountability.
- Includes Washington domestic costs for services provided overseas.
- Uses a Working Capital Fund with no FY limitations to collect invoiced reimbursements. Base transfer of funds in 1998.
- More types of services included in cost sharing (building operations, local guards, CLO).
- Greater involvement of local customer Councils; consensus-driven.
- Reduced duplication of management functions.
- Well documented system (“ICASS Handbook” in the FAH); increased training; specific software for cost distribution.

ICASS Governance

Post-level ICASS

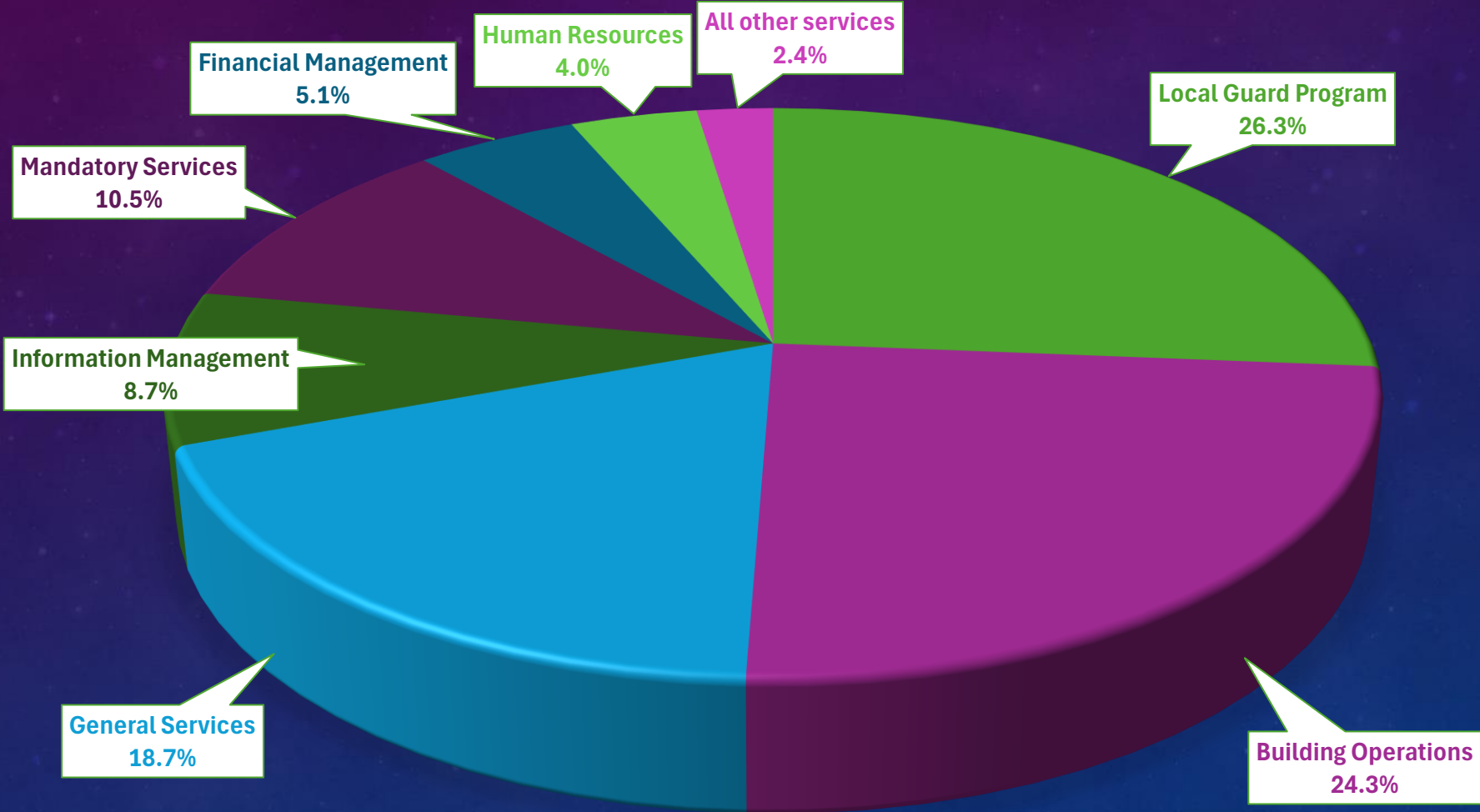


Washington HQ-level ICASS



Costs at Posts by Service Type

(percent of total ICASS budget)



ICASS COST CENTERS

Mandatory Services

Health

Security

“Basic Package”

Community Liaison Office (CLO)

Financial Management Services

Budgets & Financial Plans

Accounts & Records

Payrolling

Vouchering

Cashiering

<https://fam.state.gov/fam/06fah05/06fah050340.html>

General Services

Admin Supplies

Procurement

Reproduction (print shop)

Shipping & Customs

Leasing

Furniture & Appliance Pool

Travel

Motorpool

Vehicle Maintenance

Warehouse & Property Mgmt

Human Resources Services

HR – U.S. Direct Hires

HR – Locally Employed Staff

Local Guard Programs (LGP)

Residential Local Guards

Non-Residential Local Guards

Mobile Patrol Local Guards

Residential Security Systems

Building Operations Services

Government Owned Residential

Government Owned Non-Residential

Leased Residential

Leased Non-Residential

Information Management Services

Info Mgmt Technical Support

Diplomatic Pouch

Mail & Messenger

Telecommunications & Radio

Management Analytics Portal (MAP) Landing Page

<p>Quadrants View </p> <p>Provides comparative analysis in the form of z-scores and percentiles for workload, staffing, and performance.</p> <p>PROJECT LINKS</p> <p>Go to Dashboard</p>	<p>Post Performance Overview </p> <p>Summarizes post performance through analysis of USS compliance, MyServices survey ratings, and total number of services.</p> <p>PROJECT LINKS</p> <p>Go to Dashboard</p>	<p>Global & Regional Comparison View </p> <p>Enables regional and global comparison of average USS compliance, business hours, MyServices survey ratings, LE/EFM staff efficiency, and ICASS survey results.</p> <p>PROJECT LINKS</p> <p>Go to Dashboard</p>	<p>LE/EFM Staff Efficiency </p> <p>Provides insight into workload, LE/EFM staffing levels, and LE/EFM efficiency. In addition, summarizes growth of staff at posts over time.</p> <p>PROJECT LINKS</p> <p>Go to Dashboard</p>	<p>Annual Performance Assessment </p> <p>Automated Annual Performance Assessment Report</p> <p>PROJECT LINKS</p> <p>Go to Dashboard</p>	<p>ICASS Survey Results </p> <p>Summarizes ICASS survey results by post.</p> <p>PROJECT LINKS</p> <p>Go to Dashboard</p>
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Service Type (USS) Detail Views

The Service Type (USS) Detail Views provide key insights and data points about each measured Service Type (USS). Click each links below to navigate to the view for the desired Service Type.

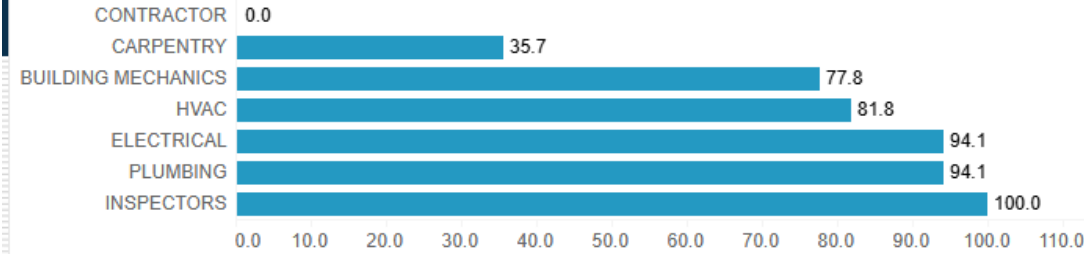
- | | | | | |
|--|---|---|--|---|
| Motorpool - On Time Pickup | Travel Services Reservation Request | OL Non-Residential Building Operations | Obligations Processed | IT Account Setup/Transfer |
| Motorpool - Rate of Request Approval | Miscellaneous Travel Request | OL Residential Building Operations | Miscellaneous HR Request | IT Install Hardware |
| Visitor Access to Post | Travel Cost Estimate Request | GO/CL Non-Residential Building Operations | Licenses, Permits, and Accreditation | IT Device Support |
| Administrative Supply Services | Shipping & Customs Inquiry | GO/CL Residential Building Operations | Certificate of Employment | IT Fix Problem Tier 1 |
| Background Check | Property Pickup/Delivery/Move | Procurement (All Categories/Values) | Miscellaneous Mailroom Request | IT Fix Problem Tier 2 |
| | | | | IT Fix Problem Tier 3 |

OL Residential Building Operations

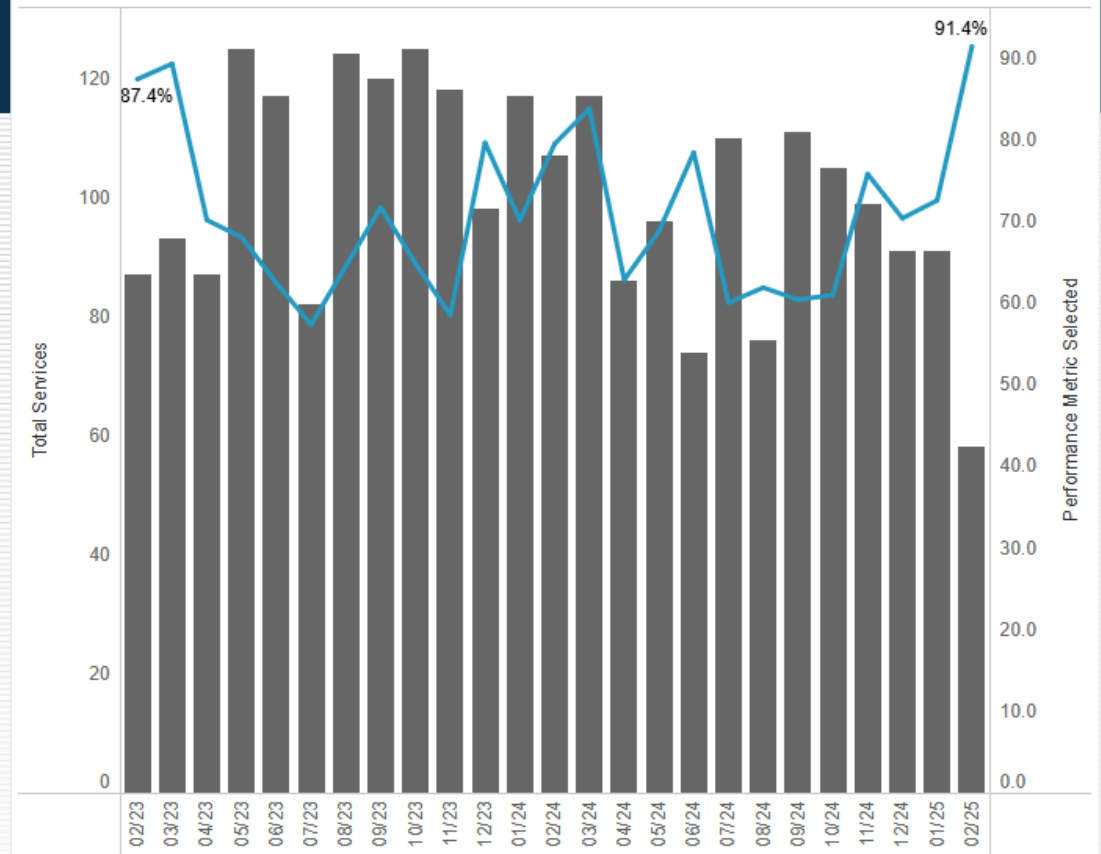
USS Target	Average Business Days	Avg USS Compliance	Avg Survey Rating	Surveys Submitted	Total Completed Services	Post	Month Year	Performance Metric Selector	Management Group Section
7 business days	12.9	72.5%	5.0	28	91	Brussels	January 2025	USS Compliance	(All)

Average USS Compliance by Primary Shop

Filter By:



Total Services vs. Average USS Compliance by Month



The above graph reflects the last 25 months.

CHALLENGES SINCE 1998

Growth of personnel overseas; NSDD-38's.

Steadily increasing costs, particularly building operations and security services following 9-11.

ICASS Redistribution costs; increasing system complexity over time.

Budget constraints; attempts at cost containment.

Frustrations with "fenced" funding.

Limited use of Alternate Service Providers; still some duplication.

Service quality and timeliness – Survey (started 2004), Uniform Service Standards (USS) in 2008, and myServices in 2015.

Frustrations with regionalized or centralized services (COM authority; lack of flexibility for unique local conditions, etc).

ICASS Councils rubber stamping budgets.

"State affordability" limiting ICASS staff growth while Program staff increase.

Differing agency regulations, processes, or systems prevent broader subscription to shared services.

Customer agencies incentivized to reduce invoices and limit service subscription, even when field personnel need services.



OPPORTUNITY TO RETHINK OVERSEAS SHARED SERVICES: WHERE ARE WE HEADED AFTER FY2025?

Continued need for high-quality, low-cost, broadly available services.

More out-sourcing, regionalization, and centralization; possibility of more self-service.

Simpler cost distribution methodology.

More flexibility with funding.

Austere budget environment; reduced staffing footprint.

New models of embassy operations.

Higher bar for creating positions overseas.

Greater automation of admin processes/tasks, workload tracking, and invoicing.

Need to manage risk instead of avoid risk (SECCA and OSPB)

POTENTIAL LESSONS LEARNED FOR DOMESTIC SHARED SERVICES

- A good collaborative governance structure and active participation is critical.
- Transparency in operations and budgets builds trust in the system and will garner greater participation.
- Methods to calculate costs to customers - either transactional fee-for-service or more approximate cost sharing - must be fair and simple.
- Service providers must be consistent in providing quality services without favoritism to their “home” agency.
- There should be service standards or key performance indicators with transparent reporting.
- There should be ways for customers to provide candid feedback to service providers without concerns of reprisals.
- Service providers need ways to handle changes in the size of their customer base without organizational (staffing or funding) “whiplash,” preferably through a stable funding source with ability to accumulate funds for multi-year or acute needs or to improve operations.
- Regionalized or centralized services need to be responsive to customers and accountable for their performance.
- Differences in rules, regulations, processes, and requirements need to be accounted for, and service providers need to be able to operate under those differing requirements.

Q&A

