



Integrated Country Strategy

COSTA RICA

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1. Chief of Mission Priorities

Costa Rica is a strong democracy with deep and mutually advantageous ties to the United States. It is one of the strongest and most reliable voices in Latin America on human rights and climate and has been a willing partner in the fight against transnational crime and drug trafficking. Additionally, it has an excellent trade and investment climate. The pandemic, however, has both revealed and deepened structural challenges. Public debt, high levels of unemployment, and an underperforming public education system are constraining the country's ability to generate sustained and inclusive economic growth. Political stability and civilian security are also threatened by the dramatic expansion of drug trafficking and surge in transnational criminal organization activity. The new President who takes office in May 2022 will need to prioritize bold reforms and secure the cooperation of a fragmented legislature to improve Costa Rica's fiscal situation, support the reactivation of the economy following the Covid-19 pandemic, and combat corruption and insecurity. Progress on all these fronts will help preserve Costa Rica's status as a regional leader aligned with U.S. values and objectives.

Our goals are: (1) A Vibrant Economic Partner Supporting Mutual Prosperity; (2) A Stable Costa Rica that Promotes Shared Democratic Values, Health, and Climate Goals and (3) A Secure Costa Rica Able to Contribute to Regional Stability and Broader U.S. Security Interests.

Economic Prosperity: We will maintain and expand our position as Costa Rica's economic partner of choice. We will support U.S. jobs by opening new export markets for goods and services and promoting U.S.-bound investment flows. As global travel picks up post-pandemic, we will facilitate legitimate travel to strengthen our economic relationship. Promoting Costa Rica's economic success will ensure that it demonstrates that democracy is delivering for its citizens. The pandemic has intensified inequalities, with some high-performing modern industries coexisting with persistent poverty and labor force informality. We will help increase educational (particularly English language, STEAM, and higher education alliances), entrepreneurial, and workforce opportunities for women, youth, disadvantaged groups, and residents of the geographic periphery. We will also help Costa Rica address structural shortcomings that have led to these inequalities, advocating for policies and investment that

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promote inclusive and sustainable growth. We will bring a whole of government approach to assist Costa Rica in addressing root causes of poverty.

Regional Foreign Policy Goals: We will promote Costa Rica's regional leadership on democracy, human rights, and climate change. We will work bilaterally and regionally to address irregular migration and its root causes, including bolstering Costa Rica's ability to support migrant and refugee populations. We will strengthen anti-corruption initiatives and support good governance in Costa Rica and throughout the region to foster trust in public institutions. Our regional offices will promote U.S. policy priorities throughout Central America and the Western Hemisphere, such as coordinating humanitarian assistance to populations in need; ensuring full preparedness for natural disasters; and enhancing compliance with FDA regulations. We will leverage Costa Rica's position as a global model for environment and climate ambition to advance U.S. diplomatic and policy objectives throughout the region.

Security: In 2021 Costa Rica was the top transshipment point for cocaine headed from South America to the United States. In recent years, the surge in cocaine trafficking in the region has contributed to increases in transnational crime, violence, and corruption. Costa Rica has been an outstanding partner in drug interdiction, and we hope to expand these efforts. We will conduct joint security efforts to decrease the activity of transnational criminal organizations. We will bolster Costa Rica's underdeveloped border controls to shut down illicit pathways to the United States, preventing illegal immigration, drug and human trafficking, and potential acts of terrorism. We support Costa Rica in its effort to have higher capacity to manage its fisheries resources, and we will work with its Coast Guard to help Costa Rica secure its maritime zone from drug trafficking and IUU fishing. In response to growing levels of public corruption, we will strengthen Costa Rica's justice sector. We will support community resilience strategies that address insecurity at the community level and bring a whole-of-government approach to citizen security with a strong focus on prevention and community-integrated policing. Improvements in all these areas will enhance our ability to protect and support a sizeable U.S. citizen community in Costa Rica.

Finally, we will take a mission-wide approach to incorporating principles of diversity, equity, inclusion, and accessibility into our activities. By improving our recruitment processes we will reap the benefits of a demographically diverse workforce. To achieve progress on our Mission Goals, we will equip our Embassy with modern and secure tools and infrastructure, and a strong management platform able to keep pace with Mission growth. We request new Human Resources Officer and Assistant General Services Officer positions to meet increasing demands on the Management section.

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2. Mission Strategic Framework

Mission Goal 1: A Vibrant Economic Partner Supporting Mutual Prosperity

- **Mission Objective 1.1:** Foster prosperity that contributes to U.S. job creation by opening and maintaining markets, securing commercial opportunities, spurring investments, and facilitating legitimate travel.
- **Mission Objective 1.2:** Promote inclusive and sustainable economic growth in support of U.S. prosperity, security, democracy, and diversity and equity objectives.
- **Mission Objective 1.3:** Enhance U.S. business opportunities and improve the Costa Rican economy by advocating for sound economic reforms, adoption of best practices and U.S. or internationally recognized standards, removal of barriers to U.S. companies, infrastructure improvements, and rule of law.

Mission Goal 2: A Stable Costa Rica that Promotes Shared Democratic Values, Health, and Climate Goals

- **Mission Objective 2.1:** Increase Costa Rica's ability to address corruption and irregular migration, and to strengthen its inclusive democracy, bolstering its status as a regional model on human rights and governance.
- **Mission Objective 2.2:** Ensure that Costa Rica seeks out the United States as the model and principal partner on health, food safety, equity, trade, security, humanitarian response, and disaster preparedness issues.
- **Mission Objective 2.3:** Leverage Costa Rica's position as a regional model for environment and climate ambition to advance U.S. diplomatic and policy objectives throughout the region.

Mission Goal 3: A Secure Costa Rica Able to Contribute to Regional Stability and Broader U.S. Security Interests.

- **Mission Objective 3.1:** Counter crime, violence, corruption, and foreign influence that threatens U.S. interests by strengthening and increasing Costa Rica's investigative, prosecutorial, intelligence, and law enforcement capacity and efficacy.
- **Mission Objective 3.2:** Strengthen Costa Rica's aviation, border, and maritime security, including its capacity to maintain and sustainably operate counternarcotics and law enforcement assets, to detect and interdict illicit activity, and to deter irregular migration.
- **Mission Objective 3.3:** Increase the resilience of communities to resist the expansion of local and transnational criminal networks.
- **Mission Objective 3.4:** Protect the security and support the interests of U.S. citizens in Costa Rica by providing timely information about security conditions and offering effective and appropriate assistance to U.S. citizens encountering emergency situations.

Management Objective 1: Incorporate principles of diversity, equity, inclusion, and accessibility into management practices.

Management Objective 2: Sustainably equip post with modern and secure tools and infrastructure, and a strong management platform able to keep pace with Mission growth.

3. Mission Goals and Objectives

Mission Goal 1: A Vibrant Economic Partner Supporting Mutual Prosperity

Description: Maintaining and expanding our position as Costa Rica’s economic partner of choice will advance a number of vital U.S. priorities. The United States consistently records a goods trade surplus with Costa Rica, supporting U.S. jobs. Opening new export markets for goods and services, promoting U.S.-bound investment flows, and facilitating legitimate travel will all strengthen our domestic economy and U.S. job growth as the United States recovers from the COVID-19 pandemic. At the same time, we have an enduring interest in Costa Rica’s prosperity. Promoting its economic success is not only an opportunity to expand markets: it ensures that Costa Rica remains secure, democratic, able to meet the needs of its citizens, and will continue collaborating with the United States on regional priorities. The pandemic has intensified inequalities in Costa Rica’s economy, with many citizens left out of opportunities in modern export-oriented activities and domestic industries lagging. U.S. partnership will help increase educational and workforce opportunities for women, youth, disadvantaged groups, and residents of the geographic periphery. We will also help Costa Rica address structural shortcomings that have led to these inequalities, advocating for policies that promote inclusive and sustainable growth and enable its closer integration into the global economy.

Objective 1.1: Foster prosperity that contributes to U.S. job creation by opening and maintaining markets, securing commercial opportunities, spurring investments, and facilitating legitimate travel.

- **Justification:** As the U.S. economy continues to bounce back from the effects of Covid-19, promoting U.S. exports will remain a key pillar in aiding the recovery. By increasing goods and services exports, we help create new U.S. jobs. The United States has more than a \$1 billion trade surplus with Costa Rica and U.S. goods account for more than 40% of all of Costa Rica’s imports. In addition, U.S. companies are Costa Rica’s largest investor annually. Further increasing bilateral investment and trade in goods and services is necessary to aid in the economic recovery of both countries and

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ensure continued opportunities for U.S. businesses. To accomplish this goal, we will work to open markets and help U.S. companies secure commercial opportunities. We will work with Costa Rica to make its economy more attractive to investment by eliminating structural impediments to growth that will open the door for market driven competition. Finally, increased Costa Rican travel to the United States in the form of tourists and students supports U.S. goods and services exports and increases the number of Costa Ricans that have a positive opinion of the United States.

- **Linkages:** WHA/LAC JRS Objectives 4.1, 4.2. State/USAID JSP 2.1, 2.2.
- **Risks:** Costa Rica is one of our top trading partners in the hemisphere and host to hundreds of U.S. companies. If Costa Rica no longer pursued open markets with the United States there would be a negative impact on the U.S. economy.

Objective 1.2: Promote inclusive and sustainable economic growth in support of U.S. prosperity, security, democracy, and diversity and equity objectives.

- **Justification:** Costa Rica suffers from high unemployment rates and three years' worth of gaps in educational attainment due to teacher strikes and the pandemic, hampering bilateral economic growth, threatening security and political stability, and disproportionately impacting marginalized communities. By expanding education, English language, entrepreneurship, and workforce development opportunities to economically vulnerable communities, we will strengthen our economic partnership and promote inclusivity.
- **Linkages:** State-USAID Draft Joint Strategic Plan (JSP) Goal 2.2; RCS Pillar 1; WHA Joint Regional Strategy (JRS) Goal 2.1 and 2.2; JRS Goal 4.3.
- **Risks:** Failing to promote inclusive and sustainable economic growth would cause the Mission to miss opportunities to help narrow the educational and socio-economic gaps in Costa Rica and to build public appreciation for the U.S. educational and entrepreneurial models. By not taking action to help ensure Costa Rica's full society is included in economic growth, the economic productivity potential of a significant portion of Costa Rican society will not be fully leveraged.

Objective 1.3: Enhance U.S. business opportunities and improve the Costa Rican economy by advocating for sound economic reforms, adoption of best practices and U.S. or internationally recognized standards, removal of barriers to U.S. companies, infrastructure improvements, and rule of law.

- **Justification:** Structural challenges in Costa Rica include a growing debt burden, inefficient public spending, underinvestment in infrastructure, and limited liberalization of certain sectors. In addition to constraining Costa Rica's growth, many of these challenges limit opportunities for U.S. companies. At the same time, Costa Rica has demonstrated a capacity for reform: its 2021 accession to the Organization for Economic Cooperation and Development (OECD) was predicated on a multi-year reform process. The United States can be a catalyst in promoting continued necessary reforms and the adoption of international standards.
- **Linkages:** WHA/LAC JRS Objectives 4.1, 4.2 and 4.3; State/USAID JSP Objectives 2.1 and 2.2
- **Risks:** Inattention to persistent structural challenges will result in a more unequal society and a less attractive economic partner for the United States.

Mission Goal 2: A Stable Costa Rica that Promotes Shared Democratic Values, Health, and Climate Goals

Description: The United States and Costa Rica share a foundational commitment to democratic values, making Costa Rica one of our strongest partners in the Western Hemisphere. We will promote Costa Rica's regional leadership on democracy, human rights, and climate change. We will work directly and regionally to address irregular migration and its root causes, including bolstering Costa Rica's ability to support migrant and refugee populations. We will look to Costa Rica to share best practices in citizen security and continue to enhance its participation in regional counternarcotics efforts. Promoting anti-corruption and good governance initiatives in Costa Rica and throughout the region has the consequent effect of spurring economic development, generating investment, strengthening law enforcement

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capabilities, and fostering trust in public institutions. Embassy San Jose's regional offices will promote U.S. policy priorities throughout Central America and the Western Hemisphere, such as coordinating humanitarian assistance to populations in need; ensuring full preparedness for natural disasters; and enhancing compliance with FDA regulations.

Objective 2.1: Increase Costa Rica's ability to address corruption and irregular migration, and to strengthen its inclusive democracy, bolstering its status as a regional model on human rights and governance.

- **Justification:** Bolstering Costa Rica's ability to tackle corruption through trainings, exchanges, and engagement with civil society, will deter narcotraffickers, increase public confidence in the government, and limit vulnerability to malign influence. Costa Rica is home to over 500,000 migrants, refugees, and asylum seekers. An estimated several hundred northbound migrants transit the country each day. The Costa Rican migration authority is overburdened and under-resourced as it struggles to keep up with increased demand for services. Supporting Costa Rica's ability to provide services for migrants and strengthen border security will improve humanitarian conditions for these communities and ease migrant flows heading to the U.S. border. Costa Rica's commitment to democracy makes it an influential advocate in regional and international fora for protecting human rights and strengthening democratic institutions. Embassy engagement with the GoCR and regional alliances will promote Costa Rica's regional leadership on these policy priorities.
- **Linkages:** INL Functional Bureau Strategy Objective 2.1; Root Causes Strategy Pillars II, III; WHA/LAC JRS Goals One, Two, and Three; JSP Goal Three.
- **Risks:** Combatting corruption requires political will, which can be challenging when the status quo is seen as beneficial. The Mission will mitigate the risk by empowering independent oversight, strengthening judicial capacity, and supporting deterrence and accountability. Increasing Costa Rica's ability to address irregular migration could impact Costa Rica's ability to sufficiently meet the demand for services within Costa

Rica. The Mission will mitigate this risk by working closely with Costa Ricans on expanding legal pathways and protections.

Objective 2.2: Ensure that Costa Rica seeks out the United States as the model and principal partner on health, food safety, equity, trade, security, humanitarian response, and disaster preparedness issues.

- **Justification:** We will continue to work with Costa Rica to undertake regional energy, trade, education, entrepreneurship, and environmental initiatives. Embassy San Jose's regional offices will promote U.S. policy priorities throughout Central America and the Western Hemisphere, such as ensuring full preparedness for natural disasters and enhancing compliance with FDA regulations.
- **Linkages:** State-USAID Joint Strategic Plan and the WHA/LAC Joint Regional Strategy Framework in promoting governance, prosperity, and security initiatives throughout the region.
- **Risks:** If Costa Rica pivots away from collaboration with the United States on health, food safety, equity, trade, security, humanitarian response and disaster preparedness issues, we would risk reduced trade and additional insecurity in the region.

Objective 2.3: Leverage Costa Rica's position as a regional model for environment and climate ambition to advance U.S. diplomatic and policy objectives throughout the region.

- **Justification:** Costa Rica is recognized as a regional and global leader on environmental stewardship, ambitious climate action, and innovative approaches to biodiversity conservation, including its award-winning Payment for Environmental Services program and community forest conservation efforts supported through the \$53 million U.S-Costa Rica debt-for-nature swaps. At the global level, Costa Rica is the co-chair, co-convenor, or president of numerous, far-reaching environment initiatives and campaigns. Costa Rica is also the current Pro-Tempore President of the Eastern Tropical Pacific Marine Corridor initiative and the former Minister of Environment, Carlos Manuel Rodriguez, is the current chair and CEO of the Global Environment Facility. Over the last decade, Costa Rica has been a key partner in numerous U.S. government-funded initiatives in the

areas of combatting conservation crimes, conserving tropical forests, and mitigating climate change, among other key policy areas. This bilateral cooperation has produced innovative approaches, tools, and financing mechanisms that present opportunities for replication in other Central American countries.

- **Linkages:** Our work supports S/SPEC Climate Crisis Policy Objectives 3, 4, and 5; WHA/LAC Joint Regional Strategy Goal Five; the 2022-2026 State-USAID Joint Strategic Plan goals One and Two; OES Functional Bureau Strategy goals 1-3; and the President's Emergency Plan for Adaptation and Resilience (PREPARE).
- **Risks:** Without strong bilateral cooperation for its ambitious climate and environmental agenda, Costa Rica is likely to fall behind on its international environmental commitments and risks tarnishing its international reputation as a green leader. The USG could also lose a willing environmental ally in the region – one who puts pressure on less ambitious neighbors and fosters a race to the top sentiment with larger, more capable regional partners who lack climate and environment ambition.

Mission Goal 3: A Secure Costa Rica Able to Contribute to Regional Stability and Broader U.S. Security Interests.

Description: As rising levels of narcotics flow into Costa Rica, corresponding increases in transnational crime, violence, and corruption underscore the importance of robust U.S. engagement with Costa Rican authorities and security forces. Our joint security efforts are principally focused on fighting increased activity and presence of transnational criminal organizations, as well as bolstering Costa Rica's underdeveloped border controls to shut down illicit pathways to the United States to prevent illegal immigration, drug and human trafficking, and potential acts of terrorism. While Costa Rica consistently demonstrates the will to confront security threats, under-resourced and under-staffed security forces are severely challenged by the marked increase in narco-fueled crime. Issues of absorptive capacity exist, and we are focused upon improving Costa Rica's ability to maximize the use of its security personnel and properly utilize, maintain, and sustain its assets. Costa Rica greatly increased its investigative capabilities, particularly for organized crime and money laundering, but mounting levels of

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public corruption and low conviction rates for complex crime underscore the need for continued support for the justice sector. Improvements in all these areas enhance our ability to protect and support a sizeable U.S. citizen community of 120,000 resident in Costa Rica and over 1,000,000 U.S. tourists per year.

Objective 3.1: Counter crime, violence, corruption, and foreign influence that threaten U.S. interests by strengthening and increasing Costa Rica's investigative, prosecutorial, intelligence, and law enforcement capacity and efficacy.

- **Justification:** Embassy San Jose will continue to work with the host government and other stakeholders to strengthen Costa Rica's security, including for U.S. citizens, and bolster its ability to contribute to regional stability and prosperity by enhancing Costa Rica's investigative, prosecutorial, intelligence, and law enforcement capacity. These efforts will seek to strengthen Costa Rica's border and port security, build the country's counternarcotics capacity, improve its ability to protect U.S. citizen residents and visitors, and enhance bilateral and regional cooperation on operations to disrupt the organizations that facilitate drug trafficking. Our security cooperation reinforces, and is reinforced by, our work to support economic prosperity.
- **Linkages:** JSP Objectives 1.4, 3.3, 3.4; WHA/LAC JRS Objectives 3.1 – 3.5; INL FBS Goals 1, 2, 3
- **Risks:** If Costa Rica fails to address rising levels of crime, violence, corruption, and foreign influence, the country's stability, economic outlook, and democracy will be put at risk.

Objective 3.2: Strengthen Costa Rica's aviation, border, and maritime security, including its capacity to maintain and sustainably operate counternarcotics and law enforcement assets, to detect and interdict illicit activity and deter irregular migration.

- **Justification:** Costa Rica's ability to combat rising levels of transnational crime depends heavily upon the readiness of its police forces to confront criminal organizations. While donations of equipment and assets are important to increasing

Costa Rica's capabilities, training and strategic plans required to adequately utilize, maintain, and sustain security resources are also necessary. By balancing assistance among training, infrastructure, and equipment, the United States can ensure Costa Rica is poised to address security challenges over the long term, while simultaneously combatting present day security threats. Embassy San Jose will continue to pursue and expand its support for Costa Rican security forces through training, professional exchanges, support for critical maintenance infrastructure, and security assets necessary to confront transnational crime and irregular migration.

- **Linkages:** JSP Objectives 1.4; WHA/LAC JRS Objectives 3.1, 3.4; INL FBS Objectives 1.2, 1.4, 3.2
- **Risks:** Absent sustained support from the United States, Costa Rica's security forces will be severely challenged to adequately confront rapidly rising transnational crime, and the country's aviation, border, and maritime security will be further compromised, resulting in higher levels of narcotics reaching U.S. shores, strengthened transnational criminal organizations, and increased risks for U.S. citizens at home and abroad. Without continued support, Costa Rica will have difficulty maintaining and sustainably operating security assets.

Objective 3.3: Increase the resilience of communities to resist the expansion of local and transnational criminal networks.

- **Justification:** As narcotics flows and transnational crime increase in Costa Rica, threats to local communities, including higher crime rates, drug abuse, domestic violence, and corruption, have grown dramatically. Through direct engagement centered on scientific assessments of local security needs with local and national authorities, police, and civil society organizations, Embassy San Jose is contributing to the development of national security strategies that strengthen the resilience of communities against the influence of criminal networks while reducing crime rates. These strategies address the root causes of insecurity at the community level and bring a whole-of-government approach to citizen security, with a strong focus on prevention

and community-integrated policing. Further expansion and institutionalization of these strategies will improve the future security and resilience of local communities. Helping Costa Rica export community security best practices will improve security and stability in communities throughout the region and address the root causes of insecurity and irregular migration at the local level.

- **Linkages:** JSP Objectives 1.4, 3.3, 3.4; WHA/LAC JRS Objectives 1.2, 3.2, 3.4; INL FBS Objectives 1.4, 3.2, 3.3
- **Risks:** Failure to confront security challenges at the local level would provide opportunities for transnational criminal organizations to gain a stronger foothold within Costa Rican communities and increase their malign influence over government and society at every level.

Objective 3.4: Protect the security and support the interests of U.S. citizens in Costa Rica by providing timely information about security conditions and offering effective and appropriate assistance to U.S. citizens encountering emergency situations.

- **Justification:** Supporting the safety and security of U.S. citizens overseas is a top priority for the Department of State. U.S. citizens overseas need timely access to crucial services such as passports. Post must prioritize providing accurate and updated information to the public so that U.S. citizens can make informed decisions about their safety in Costa Rica. Post must also sensitize local interests to the purpose of messaging since security messages are sometimes greeted with dismay by national authorities concerned about the impact of such messaging on tourism and other economic sectors. Earthquakes, volcanic eruptions, and tsunamis have occurred, and Post must be prepared to support U.S. citizens in crisis situations. The large number of U.S. citizens in the country represents a challenge to these efforts: an estimated 120,000 U.S. citizens reside in Costa Rica and 1.3 million U.S. citizens visit annually.
- **Linkages:** WHA/LAC JRS Objective 3.1, CA Functional Bureau Strategy

- **Risks:** Failure to achieve this objective would diminish Post's ability to support the safety of U.S. citizens, which could endanger the safety and security of U.S. citizen residents and visitors to Costa Rica.

4. Management Objectives

Management Objective 1: Incorporate principles of diversity, equity, inclusion, and accessibility into management practices.

- **Justification:** Embassy San Jose strives to be a welcoming employer and one that reaps the benefits of a workforce drawn from many demographics. Through recruitment practices and by demonstrating our commitment to DEIA principles, we will work to attract Foreign Service Officers and other U.S. Direct Hires who represent the diversity of the American population and expand our recruitment efforts for Locally Employed Staff positions in minority populations in Costa Rica. We will take advantage of training opportunities from the Department of State to ensure that all supervisors recognize the value of diversity and actively work to promote equity and inclusion.
- **Linkages:** Cable 21 State 109880, Cable 21 State 111310, Executive Order 13985, JRS Management Objective 1.3
- **Risks:** A lack of diversity in any workforce inhibits the rise of fresh ideas and policy approaches and tends toward a pattern of thinking that "this is the way it has always been done." This attitude can be especially damaging to any effort to modernize administrative procedures. Post needs to modernize its procedures and increase our management efficiency to continue providing high-quality services to a growing Mission population, since budget constraints limit the ability to increase staffing in the Management section. In addition, the failure to uphold principles of equity and inclusion in the workforce can lead to dissatisfaction, disengagement, interpersonal conflict, and high turnover which sap the Mission's ability to meet its goals.

Management Objective 2: Sustainably equip post with modern and secure tools and infrastructure, and a strong management platform able to keep pace with Mission growth.

- **Justification:** To adapt to the COVID-19 pandemic, Embassy San Jose purchased and distributed tools for mobile work and trained its employees on their use, but the pace of change in the realm of information technology is fast and post needs to keep up with it. The workload for the ISC increased as users needed more frequent help with log on issues to different applications and training on their use, as well as hardware issues related to government-issued laptops and mobile phones. Shifting away from paper-based processes for the all-important check-in and check-out of personnel will reduce the burden on Management staff and allow officers to devote less time to administrative matters when they arrive at post. OpenNet workstations have not been refreshed at a pace consistent with Department standards and slow machines plague many users.

Since 2016, eleven new American positions (2 USDH and 9 USPSC) and eight LE Staff positions have been created in INL. A new USDH employee of DOJ/FBI will arrive in 2022. The only staffing decreases in the same timeframe were two USDH in USDA/FAS. The Management section has had no increase of USDH during that period. Post continues to believe that separating the HRO and FMO functions and adding an A/GSO are necessary to ensure consistent application of strong management controls and achievement of the Department's customer service standards as expressed in the ICASS Uniform Service Standards. Post also requires one additional Information Management Specialist for the same reasons.

- **Linkages:** Cable 21 State 128526, Federal Managers' Financial Integrity Act of 1982, Uniform Service Standards Playbook, EO 14057
- **Risks:** Obsolete hardware and the failure to take full advantage of innovative software sap the ability of all employees to meet their objectives and create unnecessary frustration that can lower morale. Management section officers facing

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heavy workloads may not have the time to devote proper attention to advance planning and management controls while they deal with daily requirements, thereby elevating the risk of errors or malfeasance in areas such as physical safety, information security, and use of official funds. Failure to meet standards for customer service can reduce everyone's efficiency and even reduce the desirability of the post in the eyes of potential bidders, hurting the post's ability to attract talented individuals.