

## D&CP – BUREAU OF HUMAN RESOURCES

### *Resource Summary*

(\$ in thousands)

<b>Appropriations</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Request</b>	<b>Increase / Decrease</b>
Positions	438	438	438	0
Funds	127,508	143,568	168,967	25,399

### *Mission*

The Bureau of Human Resources' (HR) mission spans the full course of employees' service with the Department of State, starting before they are hired and continuing after employees have left the Department. HR is responsible for recruiting and hiring new employees; providing benefits, compensation and support for those employees and their families; handling assignments and transfers of Foreign Service employees; evaluating, developing, and training employees throughout their careers at the State Department; and maintaining contact with employees after retirement. The Bureau embraces the critical task of aligning the diverse skills and capabilities of nearly 58,000 direct hire American and Foreign National employees with positions at more than 260 posts worldwide to effectively carry out the Department's goals and priorities.

### *Priorities*

The Bureau of Human Resources (HR) has the critical responsibility to hire, develop, position, and support the Department of State's greatest asset – our personnel. Our principal task is ensuring that we have the right people in the right place at the right time with the right skills. Maintaining the highest standards of operational readiness is an increasingly challenging undertaking as the number of positions at the most difficult and dangerous posts continues to rise without a concomitant increase in resources, and the Department faces the potential loss of expertise and experience through impending Civil Service (CS) and Foreign Service (FS) retirements. The Department's foreign policy objectives have led to a proliferation of language-designated positions, many of which require proficiency in "superhard" languages such as Arabic and Chinese, to conduct outreach to foreign audiences, negotiate and consult with other governments, and effectively assist American citizens at our embassies and consulates around the world. Our personnel are serving in more remote, more dangerous, and more isolated locations – and HR must ensure that they receive the support and training they need to succeed in those posts and when they move on to their next assignment or return home.

In meeting the Department's personnel needs, our goal is to work smart, reward innovation, increase transparency and gain customer satisfaction. We have adapted our recruiting, hiring, and assignments processes in line with the Department's policy priorities, as well as increasing our support to employees and families experiencing unaccompanied tours. We are also pursuing ways to take care of the dedicated Locally Employed staff who play a critical role in supporting our missions overseas, sometimes at great personal risk, and maintaining a strong and positive relationship with FS retirees after their careers have ended. We are reinventing the way personnel actions are initiated and processed by replacing paper forms with online, self-routing applications. In seeking ways to more effectively and efficiently deliver HR services throughout the Department, we are implementing a tiered-services concept that consolidates human resource functions across bureaus and introduces a customer service call center.

The Department requires a larger workforce to carry American diplomacy forward in the 21st century. Additional resources are needed to ensure that the Department has an adequate number of personnel to fully staff the more than 260 missions worldwide and to allow our employees to receive language and professional training and participate in mutually beneficial exchange opportunities with DOD and other national security agencies. The FY 2010 request for funding to support 802 new personnel for ongoing operations for D&CP will make the Department better equipped to deal with the complex and critical foreign policy issues vital to our nation's security.

One of the Bureau of Human Resources' key tasks is to assign qualified employees to effectively carry out the Department's mission. Measuring the percentage of incumbents who meet the language proficiency requirements for Foreign Service positions overseas is a good measure of how well the Bureau of Human Resources is executing its

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assignment responsibilities. While the Department is above its target of 80 percent for FY 2008, it is becoming increasingly difficult to reach this goal because – (1) the number of language-designated positions overseas has doubled since 2001, (2) the number of positions that require proficiency in critical needs languages, such as Arabic, Chinese, Farsi, and Korean, which often require the longest instruction periods, has increased by 170 percent, and (3) continued staffing shortages impact our ability to train to appropriate language proficiency levels. As a result, out year targets continue to be set at 80 percent.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>								
<b>Strategic Priority: Human Resources</b>								
<b>Indicator</b>	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008			FY 2009 Target	FY 2010 Target
				Target	Results	Rating		
Percent of Language Designated Positions at Overseas Missions Filled by Employees Who Fully Met the Language Requirements	82 percent	85 percent	82 percent	80 percent	83 percent	On Target	80 percent	80 percent
Impact	Foreign language capabilities are an essential tool of the trade of diplomacy. HR's ability to position qualified employees in language designated positions is a reflection of how many employees are being trained in particular languages, the growing number of language designated positions required to operate effectively overseas, and the strain on the system caused by personnel shortages.							
Data Source and Quality	The indicator is calculated based on assignments in a given fiscal year to vacant Foreign Service language-designated positions overseas. This indicator is reported yearly to Congress as required by statute. DQA revealed no significant data limitations.							

The Bureau of Human Resources (HR) is responsible for assigning qualified employees to implement the Department's mission domestically and overseas. Measuring HR's ability to fill positions at posts with the highest differentials - often the hardest positions to fill - shows that this is a Department priority and gives an indication of overall staffing efforts.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority: Human Resources</b>	
<b>Indicator:</b> Percent of Critical Needs Positions at Overseas Missions Staffed with Qualified Officers by the Close of Assignment Season	
Target FY 2010	75 percent
Target FY 2009	75 percent
Target FY 2008	75 percent
Results FY 2008	<b>Rating: On Target</b> 75 percent
Impact	The number of Foreign Service positions at posts overseas with differentials of 25 percent or higher is growing exponentially to meet current foreign policy demands and priorities. The Department's success in staffing critical needs positions shows how HR is supporting operational readiness overseas and the Department's overall strategic goals.
Results FY 2007	Iraq and Afghanistan were staffed at 100 percent, as were several other critical posts. However, because of staffing shortages and the civilian surge, not all critical needs posts (defined as positions at posts with 25 percent or higher differential) were staffed at 90 percent or above. Nevertheless, all positions identified by the regional bureaus as "must-fill" critical needs positions were filled with qualified bidders. Until staffing needs are met, the Department will be unable to fill all "critical needs" positions above 75 percent.

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Results FY 2006	Indicator and baseline were created in 2007
Results FY 2005	Indicator and baseline were created in 2007
<b>VERIFICATION AND VALIDATION</b>	
Data Source and Quality	This indicator is calculated by HR based on assignments in a given fiscal year to vacant Foreign Service positions designated as "critical needs" positions. Critical needs positions are defined as overseas positions at posts with 25 percent or higher hardship differential. Data Quality Assessment revealed no significant data limitations.

### *Justification of Program Change*

#### **HR Shared Services -- \$2,263,000**

HR has been challenged to enhance services throughout the Department while achieving high quality service standards and lowering overall costs. To reach these goals, the Department will establish a single integrated human resources tiered-service delivery system for the Department. The objective of this effort is to improve and automate HR services to enhance customer service and reduce processing times. The outcome of this effort will be stronger and more streamlined HR support of Department managers in pursuit of their core missions, thereby improving organizational performance.

First and foremost, implementing this new service delivery model will improve customer satisfaction. During the past year, the Department has gone from 61 percent to 67 percent customer satisfaction when managers are surveyed about HR services. Based upon industry and government benchmarks, the goal is to improve this statistic to over 80 percent during the next seven years. These improvements will result from improved cycle times for key recruiting and staffing functions, which will allow managers to focus more of their energies on their core missions of improving organizational performance.

Second, the Department currently employs 285 people providing HR services domestically. Consolidating services, relying on technology, and implementing the tiered-service delivery model should allow a projected cumulative savings of over \$46 million over the next seven years.

There is no base funding for this initiative. The annual costs for this program are expected to be \$4,329,000 in FY 2009 and \$4,526,000 in FY 2010. The expenses for this program are split between D&CP and the IT Central Fund, as appropriate. The D&CP portion of the FY 2010 request for the program is \$2,263,000. The projected annualized costs for FY 2011 and out-years are:

#### **Shared Services Model Seven-Year Cost Benefit Analysis with HRSC in Charleston, SC**

	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>Costs:</b>				
<b>Total Annual Costs</b>	<b>\$4,317,976.00</b>	<b>\$4,343,732.00</b>	<b>\$2,560,000.00</b>	<b>\$2,560,000.00</b>
<b>Cumulative Cost</b>	<b>\$16,124,790.27</b>	<b>\$20,468,522.27</b>	<b>\$23,028,522.27</b>	<b>\$25,588,522.27</b>

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### *FY 2010 Request Resource Summary*

	Positions			Pos Total	Funds (\$ in thousands)		
	American		FSN		Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
FY 2008 Actual	438	0	0	438	62,715	64,793	127,508
FY 2009 Estimate	438	0	0	438	75,767	67,801	143,568
FY 2010 Base (1)	438	0	0	438	72,039	67,801	139,840
<b>FY 2010 Built-in Changes</b>							
Annualization of FY 2009							
American COLA	0	0	0	0	184	335	519
Domestic Inflation	0	0	0	0	91	0	91
FY 2010 American Cost of Living Adjustment	0	0	0	0	491	1,021	1,512
Supp - Diplomatic Capacity	0	0	0	0	5,000	0	5,000
Workers Compensation	0	0	0	0	742	0	742
IT O&M-HR	0	0	0	0	19,000	0	19,000
<b>Total Built-in Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,508</b>	<b>1,356</b>	<b>26,864</b>
FY 2010 Current Services	438	0	0	438	97,547	69,157	166,704
<b>FY 2010 Program Changes</b>							
HR Shared Services	0	0	0	0	2,263	0	2,263
<b>Total Program Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,263</b>	<b>0</b>	<b>2,263</b>
<b>FY 2010 Request</b>	<b>438</b>	<b>0</b>	<b>0</b>	<b>438</b>	<b>99,810</b>	<b>69,157</b>	<b>168,967</b>

(1) FY2010 Base excludes non-recurred FY2009 supplemental funds

### *Staff by Program Activity* (positions)

Bureau of Human Resources	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
Domestic Administrative Support	438	349	349	0
Information Resource Management	0	47	47	0
Overseas Program Support	0	25	25	0
Policy Formulation	0	17	17	0
<b>Total</b>	<b>438</b>	<b>438</b>	<b>438</b>	<b>0</b>

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### *Funds by Program Activity*

(\$ in thousands)

Bureau of Human Resources	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
Domestic Administrative Support	127,508	117,884	119,685	1,801
Corporate Information Systems and Services	12,006	0	0	0
Domestic Administrative Management	42,983	0	0	0
Workers Compensation	7,726	0	0	0
Information Resource Management	0	14,533	32,821	18,288
Medical Services	0	0	7,582	7,582
Overseas Program Support	0	5,575	5,900	325
Policy Formulation	0	5,576	2,979	(2,597)
<b>Total</b>	<b>127,508</b>	<b>143,568</b>	<b>168,967</b>	<b>25,399</b>

### *FY 2010 Request Program Activities*

Department Of State	Positions				Funds (\$ in thousands)		
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Domestic	Overseas						
Domestic Administrative Support	349	0	0	349	64,405	55,280	119,685
Information Resource Management	47	0	0	47	25,697	7,124	32,821
Medical Services	0	0	0	0	7,582	0	7,582
Overseas Program Support	25	0	0	25	1,880	4,020	5,900
Policy Formulation	17	0	0	17	246	2,733	2,979
<b>Total</b>	<b>438</b>	<b>0</b>	<b>0</b>	<b>438</b>	<b>99,810</b>	<b>69,157</b>	<b>168,967</b>

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### *Staff by Domestic Organization Unit*

(positions)

Bureau of Human Resources	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
Career Development & Assignments	91	99	99	0
Civil Service Personnel Management	41	43	43	0
Deputy Assistant Secretary	1	1	1	0
Deputy Assistant Secretary for HR	1	1	1	0
Director General of the Foreign Service	16	9	9	0
Employee Relations	19	19	19	0
Executive Office	65	72	72	0
Family Liaison Office	16	16	16	0
Grievance Staff	11	10	10	0
Office of Casualty Assistance	3	3	3	0
Office of Policy Coordination	9	9	9	0
Overseas Employment	28	24	24	0
Performance Evaluation	20	16	16	0
Principal Deputy Assistant Secretary	1	1	1	0
Recruitment, Examination and Employment	56	65	65	0
Resource Mgmt and Organization Analysis	35	25	25	0
Retirement	25	25	25	0
<b>Total</b>	<b>438</b>	<b>438</b>	<b>438</b>	<b>0</b>

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### *Funds by Domestic Organization Unit*

(\$ in thousands)

Bureau of Human Resources	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
Career Development & Assignments	13,895	15,683	16,173	490
Civil Service Personnel Management	6,725	7,518	7,973	455
Deputy Assistant Secretary	148	156	161	5
Deputy Assistant Secretary for HR	148	156	161	5
Director General of the Foreign Service	4,219	1,735	1,684	(51)
Employee Relations	9,877	10,230	10,912	682
Executive Office	34,297	49,840	67,839	17,999
Family Liaison Office	3,385	3,687	4,041	354
Grievance Staff	1,736	1,654	1,701	47
Office of Casualty Assistance	444	475	489	14
Office of Policy Coordination	1,331	1,407	1,449	42
Overseas Employment	4,623	4,028	4,117	89
Performance Evaluation	3,870	3,396	4,231	835
Principal Deputy Assistant Secretary	148	156	161	5
Recruitment, Examination and Employment	25,747	28,168	29,805	1,637
Resource Mgmt and Organization Analysis	5,421	3,828	4,265	437
Retirement	3,768	4,615	6,223	1,608
Workers Compensation	7,726	6,836	7,582	746
<b>Total</b>	<b>127,508</b>	<b>143,568</b>	<b>168,967</b>	<b>25,399</b>

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### *Funds by Object Class*

(\$ in thousands)

<b>Bureau of Human Resources</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Request</b>	<b>Increase / Decrease</b>
1100 Personnel Compensation	53,918	63,546	64,821	1,275
1200 Personnel Benefits	33,842	30,616	32,197	1,581
1300 Benefits Former Personnel	600	650	650	0
2100 Travel & Trans of Persons	3,630	3,000	3,000	0
2300 Rents, Comm & Utilities	2,420	1,700	1,700	0
2400 Printing & Reproduction	961	1,000	1,000	0
2500 Other Services	18,579	30,370	52,978	22,608
2600 Supplies and Materials	1,414	1,700	1,700	0
3100 Personal Property	210	250	250	0
4100 Grants, Subsidies & Contrb	11,934	10,736	10,671	(65)
<b>Total</b>	<b>127,508</b>	<b>143,568</b>	<b>168,967</b>	<b>25,399</b>