

D&CP – BUREAU OF HUMAN RESOURCES

Resource Summary

(\$ in thousands)

Appropriations	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Positions	438	438	444	6
Funds	148,657	158,079	160,030	1,951

Program Description

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 retired. 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.

HR is responsible for the Department of State's greatest asset – its personnel. The principal task is ensuring that the Department has 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 languages such as Arabic and Chinese, to conduct outreach to foreign audiences, negotiate and consult with other governments, and effectively assist American citizens at United States' embassies and consulates around the world. 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, as well as when they move on to their next assignment or return home.

In meeting the Department's personnel needs, the goal is to work smart, reward innovation, increase transparency and gain customer satisfaction. The Department has adapted the recruiting, hiring, and assignments processes in line with the Department's policy priorities, as well as increasing support to employees and families experiencing unaccompanied tours. The Department is also pursuing ways to take care of the dedicated Locally Employed staff who play a critical role in supporting its missions overseas, sometimes at great personal risk, and maintaining a strong and positive relationship with FS retirees after their careers have ended. The Department is 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, implementation of a tiered-services concept has begun 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 and in FY 2009 initiated Diplomacy 3.0: Diplomacy, Development, and Defense with the goal of increasing diplomatic staffing by 25 percent over the FY 2008 End of Year base level. The FY 2011 request for 528 new personnel for ongoing operations for D&CP (599 to include all appropriations)

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will make the Department better equipped to implement our National Security policies and priorities. The requested increase supports 410 Foreign Service positions placing the Department on track to reach the 25 percent target in late FY 2014. This infusion of additional personnel will ensure that the Department has an adequate number of personnel to fully staff the more than 260 missions worldwide, allow our employees to receive language and professional training and to participate in mutually beneficial exchange opportunities with the Department of Defense and other national security agencies.

Performance

To meet the demands of our foreign policy priorities, the Department will need to hire new Foreign Service (FS) employees to fill existing personnel gaps, to build a training complement, and to develop a more robust global presence. This indicator measures the gap between what the Department has determined as required positions versus the number of FS employees to fill those positions.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Bureau Goal	Indicator is a department level measure and was developed outside of bureau strategic planning process					
Indicator	NEW INDICATOR: Vacancy rate for overseas and domestic Foreign Service positions					
FY 2006 Result	FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2009 Target	FY 2010 Target	FY 2011 Target
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	16.2 % [Baseline] New Indicator, No Rating	Baseline year	14%	12%
Impact	New Indicator					
Methodology	The percentage of Foreign Service (FS) vacant positions versus the total number of FS positions will be calculated using Global Employment Management System (GEMS) data. FS positions will include both Specialists and Generalists. The denominator for this percentage will take into account any newly created positions, "training float" positions, etc.					
Data Source and Quality	GEMS and HR/RMA reports. The Data Quality Assessment revealed no significant limitations.					

To meet the demands of our foreign policy priorities, the Department will need to hire new Civil Service (CS) employees in support of policy implementation and a more robust global presence. This indicator will measure the gap between required positions versus the number of authorized CS employees to fill those positions.

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STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Bureau Goal	Indicator is a department level measure and was developed outside of bureau strategic planning process					
Indicator	NEW INDICATOR: Vacancy rate for Civil Service positions.					
FY 2006 Result	FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2009 Target	FY 2010 Target	FY 2011 Target
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	9.8% [Baseline] New Indicator, No Rating	Baseline year	9%	8%
Impact	New Indicator					
Methodology	The percentage of vacant Civil Servant (CS) positions will be evaluated based on the number of vacant CS positions versus the total number of authorized CS positions.					
Data Source and Quality	Global Employment Management Systems (GEMS) and HR/RMA data. The Data Quality Assessment revealed no significant limitations.					

This indicator measures the Department's progress in filling Language Designated Positions (LDPs) of designated priority languages with employees who meet or exceed the language requirements of that position.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Bureau Goal	Indicator is a department level measure and was developed outside of bureau strategic planning process					
Indicator	NEW INDICATOR: Percent of language designated positions in priority languages filled by employees who meet or exceed the language requirements.					
FY 2006 Result	FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2009 Target	FY 2010 Target	FY 2011 Target
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	54.9% [Baseline Year] New Indicator, No Rating	[Baseline Year]	60%	64%
Impact	New indicator					
Methodology	The percentage is to be based on the average of monthly evaluations (during the Fiscal Year) of LDPs of priority languages that are filled by employees who meet or exceed the language requirements for that position. The languages that are designated Priority Languages will be evaluated annually.					
Data Source and Quality	Global Employment Management System (GEMS) will be the data source for both LDPs and the language qualifications of employees. The designation of Priority Languages will be determined by the Director General. The Data Quality Assessment revealed no significant data limitations					

This indicator measures the Department's progress in filling of Language Designated Positions (LDPs) with employees who meet or exceed the language requirements of that position. This

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indicator will also provide a measure of the development of the training complement that, when implemented, will allow the Department to provide language training and thereby fill the LDPs.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Bureau Goal	Indicator is a department level measure and was developed outside of bureau strategic planning process					
Indicator	NEW INDICATOR: Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology).					
FY 2006 Result	FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2009 Target	FY 2010 Target	FY 2011 Target
N/A	N/A	N/A	68.1 percent [Baseline]	Baseline Year	70 percent	73 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
Impact	New Indicator					
Methodology	The percentage is to be based on the average of monthly evaluations (during the Fiscal Year) of LDPs that are filled by employees who meet or exceed the language requirements for that position.					
Data Source and Quality	Global Employment Management System (GEMS) will be the data source for both LDPs and the language qualifications of employees. The Data Quality Assessment revealed no significant limitations.					

Justification of Request

The Department's FY 2011 request of \$160 million for HR includes increases to maintain current services and support key initiatives. An increase of \$1.3 million is requested to support statutory pay raises and domestic inflation to maintain the FY 2010 level of activity. The FY 2010 base includes \$158 million and supports 438 positions.

Diplomacy 3.0: \$693,000 including 6 positions

The 6 positions requested will support the Diplomacy 3.0 initiative. To increase the size of the Foreign Service by 25 percent by the end of 2014, HR needs to ramp up recruitment, evaluation, and employment efforts.

Resource Summary

	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
FY 2009 Actual	438	0	0	438	80,856	67,801	148,657
FY 2010 Estimate	438	0	0	438	88,922	69,157	158,079
FY 2011 Built-in Changes							
Annualization of FY 2010 COLA	0	0	0	0	116	0	116
Domestic Inflation	0	0	0	0	676	0	676

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	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
FY 2011 American COLA	0	0	0	0	311	155	466
Total Built-in Changes	0	0	0	0	1,103	155	1,258
FY 2011 Current Services	438	0	0	438	90,025	69,312	159,337
FY 2011 Program Changes							
Adjustment to Reflect Passback	6	0	0	6	0	693	693
Total Program Changes	6	0	0	6	0	693	693
FY 2011 Request	444	0	0	444	90,025	70,005	160,030

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Staff by Program Activity (positions)

Bureau of Human Resources	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Domestic Administrative Support	349	349	355	6
Information Resource Management	47	47	47	0
Overseas Program Support	25	25	25	0
Policy Formulation	17	17	17	0
Total	438	438	444	6

Funds by Program Activity (\$ in thousands)

Bureau of Human Resources	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Domestic Administrative Support	113,660	109,637	110,630	993
Information Resource Management	15,279	20,636	32,821	12,185
Corporate Information Systems and Services	8,233	13,512	0	(13,512)
Medical Services	6,836	7,578	7,700	122
Workers Compensation	6,836	7,578	7,700	122
Overseas Program Support	10,178	17,495	5,900	(11,595)
Policy Formulation	2,704	2,733	2,979	246
Total	148,657	158,079	160,030	1,951

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Domestic Administrative Support	355	0	0	355	54,502	56,128	110,630
Information Resource Management	47	0	0	47	25,697	7,124	32,821
Medical Services	0	0	0	0	7,700	0	7,700
Workers Compensation	0	0	0	0	7,700	0	7,700
Overseas Program Support	25	0	0	25	1,880	4,020	5,900
Policy Formulation	17	0	0	17	246	2,733	2,979
Total	444	0	0	444	90,025	70,005	160,030

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Staff by Domestic Organization Unit (positions)

Bureau of Human Resources	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Career Development & Assignments	99	99	99	0
Civil Service Personnel Management	43	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	9	9	9	0
Employee Relations	19	19	19	0
Executive Office	72	72	75	3
Family Liaison Office	16	16	17	1
Grievance Staff	10	10	10	0
Office of Casualty Assistance	3	3	3	0
Office of Policy Coordination	9	9	9	0
Overseas Employment	24	24	24	0
Performance Evaluation	16	16	16	0
Principal Deputy Assistant Secretary	1	1	1	0
Recruitment, Examination and Employment	65	65	67	2
Resource Mgmt and Organization Analysis	25	25	25	0
Retirement	25	25	25	0
Total	438	438	444	6

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Human Resources	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Career Development & Assignments	15,672	16,041	16,773	732
Civil Service Personnel Management	7,869	7,775	7,973	198
Deputy Assistant Secretary	156	161	161	0
Deputy Assistant Secretary for HR	156	161	161	0
Director General of the Foreign Service	2,837	5,996	1,938	(4,058)
Employee Relations	9,557	14,327	18,088	3,761
Executive Office	53,103	47,992	51,534	3,542
Family Liaison Office	3,514	3,756	3,741	(15)
Grievance Staff	1,626	1,701	1,701	0
Office of Casualty Assistance	468	489	489	0
Office of Policy Coordination	1,405	1,449	1,449	0
Overseas Employment	4,054	4,084	4,117	33
Performance Evaluation	3,519	3,431	3,631	200
Principal Deputy Assistant Secretary	156	161	161	0

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Bureau of Human Resources	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Recruitment, Examination and Employment	29,529	34,820	29,805	(5,015)
Resource Mgmt and Organization Analysis	3,815	3,890	4,265	375
Retirement	4,385	4,267	6,223	1,956
Workers Compensation	6,836	7,578	7,820	242
Total	148,657	158,079	160,030	1,951

Funds by Object Class (\$ in thousands)

Bureau of Human Resources	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
1100 Personnel Compensation	58,426	59,225	60,629	1,404
1200 Personnel Benefits	30,788	29,932	30,479	547
1300 Benefits Former Personnel	1,265	1,500	1,500	0
2100 Travel & Trans of Persons	3,746	4,500	4,500	0
2300 Rents, Comm & Utilities	2,319	2,350	2,350	0
2400 Printing & Reproduction	849	1,000	1,000	0
2500 Other Services	36,882	44,297	44,297	0
2600 Supplies and Materials	1,330	1,350	1,350	0
3100 Personal Property	1,043	1,050	1,050	0
4100 Grants, Subsidies & Contrb	10,379	11,248	11,248	0
4200 INS Claims & Indemnities	1,630	1,627	1,627	0
Total	148,657	158,079	160,030	1,951