

# HUMAN RESOURCES INITIATIVE

## *Resource Summary* (\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	0	0	133
Funds	0	0	138,113

### *Program Description*

The Department's FY 2012 request for strategic hiring and developing 21st century skills continues to grow the Foreign Service, enhance the capacity of Foreign Service Officers, and build upon existing Civil Service workforce levels. The increase in positions, predominantly overseas, ensures an essential and qualified global diplomatic presence to address the challenging and key issues of our time.

### *Performance*

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

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>						
<b>Strategic Priority</b>	Human Resources					
<b>Indicator</b>	Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology)					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	68.1 percent [Baseline]	66 percent	70 percent	70 percent	76 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▼ Below Target			
Steps to Improve	Due to an increase in the number of (LDPs) and the lag between establishing these positions and filling them with speakers who meet or exceed the language skill requirement, the projected increase of qualified speakers for LDPs rates is lagging proportionally.					
Impact	The Department continues to move forward in increasing the percentage of language qualified speakers for (LDPs) by hiring and training new Foreign Service employees.					
Methodology	The LDP fill rate is a percentage based on a weighted average of quarterly LDP fill rates of priority positions, whereby the incumbent meets or exceeds the language requirements for that position. The languages that are designated Priority Languages will be evaluated annually.					
Data Source and Quality	The Global Employment Management System is the data source for both LDPs and the language qualifications of employees. The Data Quality Assessment revealed no significant limitations.					

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### *Justification of Request*

The FY 2012 request level of \$138 million for the Human Resources Initiative (HRI) supports program increases of \$30.3 million to support Developing 21st Century Skills and \$26.5 million to address key U.S. Government priorities through strategic global outreach and public diplomacy. It also includes a current service adjustment of \$81.3 million for costs associated with the prior year annualization of Foreign Service Comparability Pay (FSCP). Because previous funding for HRI and FSCP has been integrated into the respective bureaus, the HRI and FSCP show an FY 2010 Actual of \$0.

#### **Developing 21<sup>st</sup> Century Skills: \$30,250,000 to support 70 positions (63 Foreign Service and 7 Civil Service)**

To ensure the successful execution of the Administration's foreign policy and to fulfill its obligation to the American people, the Department's personnel deployed around the world must have the skills and training to match their missions. To achieve this requires building upon traditional diplomatic skills that address the increasingly complex challenges and dangerous environments Department personnel face, particularly overseas. Their training encourages innovation and leadership. This will enable the Department's personnel to develop new partnerships and strengthen existing relationships; to advance multilateral and regional initiatives; to create whole-of-government solutions through better engagement and coordination with other U.S. Government agencies; and to become more effective diplomats.

As outlined in the QDDR, a key component of the Department's global engagement strategy is the enhancement of foreign language capabilities. Of particular importance are languages such as Arabic, Chinese, Hindi, and Urdu, some of which require two years of rigorous training to reach a competency level required to interact with a host country populace. The Department is expanding language training among the Generalist and Specialist corps, and increasing the number of language designated positions.

New hires represent a significant investment for the Department and will return to the Foreign Service Institute for training repeatedly throughout their 20-30 year careers. There will be increased demand for tradecraft and language training to prepare for second, third, and beyond tours, as well as ongoing leadership training to meet mandatory requirements as personnel move up through the ranks. The Department plans to continue to increase professional development opportunities with the Department of Defense to provide valuable interagency training to strengthen national security leaders.

#### **Global Outreach: \$26,501,000, of which \$6,922,000 is for Public Diplomacy, to support 63 positions (53 Foreign Service, including 14 Public Diplomacy positions and 10 Civil Service, including 1 Public Diplomacy position)**

To ensure that the United States assumes its proper leadership role in responding to, or proactively engaging in, issues not restricted to specific regions of the globe requires that resource investments be devoted to a variety of critical initiatives. The Department has a long-term, comprehensive blueprint for essential and proactive global engagement.

- The Department will expand its diplomatic presence in strategic areas, particularly in Afghanistan, Pakistan, and the Middle East to support U.S. national security goals.
- Improving peace and stability throughout these regions requires building political and popular will against terrorism, strengthening international cooperation, and bolstering the capabilities of U.S. friends and allies.

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- Through its expanded public diplomacy outreach, the Department aims to offer a vision of hope and opportunity that is rooted in America’s values, particularly liberty, human rights and human dignity; isolate and marginalize violent extremists; and fosters a sense of common interests and values between Americans and the people of the world.

In other regions, the Department’s global engagement requires increased resources to:

- Strengthen efforts to support governments that are experiencing setbacks, and working to strengthen civil society, independent media and democratic reform; and
- Implement initiatives that integrate health, food security, climate change and regional security.

In support of this ambitious global engagement, additional resources will be allocated to provide essential support to various overseas posts in terms of policy development and program coordination.

A preliminary distribution of the 63 new positions is included for the regional bureaus in the chart below.

	<b>FS Overseas</b>	<b>FS Domestic</b>	<b>Civil Service</b>	<b>Total</b>
AF	16	0	1	17
EAP	9	0	0	9
EUR	3	0	0	3
NEA	7	2	2	11
SCA	5	3	1	9
WHA	6	2	6	14
<b>TOTAL</b>	<b>46</b>	<b>7</b>	<b>10</b>	<b>63</b>

The notional distribution of positions would place Foreign Services Officers overseas in priority countries such as Liberia, Sudan, and Kenya, where democratic and economic progress is fragile; Vietnam, Indonesia, and China, where the United States provides assistance and has a vested economic interest; Georgia, Bosnia, and Cyprus, where regional instability continues to grow and nascent institutions and the private sector need strong allies; Afghanistan, Pakistan, Iraq, Yemen, and throughout the Middle East, where the United States has a vested national security interest; and Colombia, Venezuela, and Mexico, where the United States continues shifting from a counternarcotics and security program to those focused on economic development and governance.

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	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	0	0	0	0	0	0	0	0
FY 2011 CR	0	0	0	0	0	0	0	0
FY 2012 Built-in Changes								
Annualization of Prior Year Foreign Service Comparability Pay	0	0	0	0	0	29,189	52,173	81,362
Total Built-in Changes	0	0	0	0	0	29,189	52,173	81,362
FY 2012 Current Services	0	0	0	0	0	29,189	52,173	81,362
FY 2012 Program Changes								
Developing 21st Century Skills Adjustment	7	34	29	0	70	18,808	11,442	30,250
Regional Bureau Positions	9	6	33	0	48	12,963	6,616	19,579
Regional Bureau Positions PD	1	1	13	0	15	4,809	2,113	6,922
Total Program Changes	17	41	75	0	133	36,580	20,171	56,751
FY 2012 Request	17	41	75	0	133	65,769	72,344	138,113

## *Staff by Program Activity* (positions)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	0	0	118
Public Diplomacy	0	0	15
<b>Total</b>	<b>0</b>	<b>0</b>	<b>133</b>

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### *Funds by Program Activity*

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	0	0	131,191
Public Diplomacy	0	0	6,922
<b>Total</b>	<b>0</b>	<b>0</b>	<b>138,113</b>

### *Program Activities*

Human Resources Initiative (HRI)	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Diplomatic Relations	56	62	0	118	60,960	70,231	131,191
Public Diplomacy	2	13	0	15	4,809	2,113	6,922
<b>Total</b>	<b>58</b>	<b>75</b>	<b>0</b>	<b>133</b>	<b>65,769</b>	<b>72,344</b>	<b>138,113</b>

### *Funds by Object Class*

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	0	0	49,984
1200 Personnel Benefits	0	0	22,360
2500 Other Services	0	0	65,769
<b>Total</b>	<b>0</b>	<b>0</b>	<b>138,113</b>