

# HUMAN RESOURCES

## *Resource Summary*

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR <sup>(1)</sup>	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	540	540	540	0
Enduring Funds	162,094	161,219	163,558	1,464

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

### *Program Description*

The mission of the Bureau of Human Resources (HR) spans the full course of employees' service with 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 (FS) employees; evaluating, developing, identifying, and facilitating appropriate training for personnel throughout their careers at the Department; and maintaining contact with employees after retirement. HR embraces the critical task of aligning the diverse skills and capabilities of American and foreign national employees with positions domestically and worldwide to effectively carry out the Department's goals and priorities.

HR's 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 a challenging undertaking as service at the most difficult and dangerous posts continues, and the Department faces the potential loss of expertise and experience through impending Civil Service (CS) and Foreign Service (FS) retirements. To address these needs, the Department continues to build civilian capacity and strengthen diplomacy through the Diplomacy 3.0 (D3.0) initiative that is having a significant impact on the three essential pillars of U.S. foreign policy: diplomacy, development, and defense. The increase to civilian capacity is specifically requested in the East Asian and Pacific Affairs region (EAP) and the Secretary's Office of the Coordinator for Cyber Issues.

The Department's goal is to staff posts with highly qualified people possessing the needed skills including language. This has been affirmed by Benghazi's Accountability Review Board's (ARB) report that highlighted the need to enhance the hard language capacity of the Department. The Department's foreign policy objectives have led to strategic growth of language-designated positions. Proficiency in languages such as Arabic and Chinese is required to conduct outreach to foreign audiences, negotiate and consult with other governments, and effectively assist American citizens at 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. These goals are achieved through the following:

- Adapt recruiting, hiring, and assignments processes in line with policy priorities, as well as increase support to employees and families experiencing unaccompanied tours.
- Support the dedicated Locally Employed staff who play a critical role in supporting overseas missions, sometimes at great personal risk.

## HUMAN RESOURCES

- Maintain a strong and positive relationship with Foreign Service retirees after their careers have ended.
- Continue efforts to improve the way personnel actions are initiated and processed by replacing paper forms with online applications.
- Deliver HR services more effectively and efficiently throughout the Department including the implementation of a “tiered-services” concept that is already well underway.
- Consolidate human resource functions across bureaus and introduce a customer service call center.

### *Performance*

Foreign language proficiency is a key component of our ability 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 – in other words, to fulfill the Department’s mission. This indicator measures the Department's progress in filling Language Designated Positions (LDPs) with employees who meet or exceed the language requirements of that position.

<b>Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally</b>								
<b>Strategic Priority</b>		Human Resources						
<b>Active Performance Indicator</b>		Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology)						
<b>Prior Year Results and Ratings</b>					<b>FY 2012</b>		<b>Planned Targets</b>	
<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>Target</b>	<b>Result and Rating</b>	<b>FY 2013</b>	<b>FY 2014</b>
N/A	N/A	68.1% [Baseline]  New Indicator, No Rating	68%  ▼ Below Target	72%  ▲ Above Target	76%	74%  ▼ Below Target	80%	83%
<b>Steps to Improve</b>		Original targets were set in FY 2009. Subsequent budget restraints have prevented the Department from building the training complement necessary to meet these targets. Inasmuch as the target was not met, the Department shows progress in filling language designated positions. It is anticipated to amend targets in the FY 2015 Functional Bureau Strategy.						
<b>Impact</b>		Language skills are critical to successful interactions with host country nationals at our missions abroad.						
<b>Methodology</b>		The LDP fill rate is the percentage of incumbents who meet or exceeds the language requirements for that position. The languages that are designated Priority Languages will be evaluated annually.						

## HUMAN RESOURCES

Data Source and Quality	Global Employment Management System (GEMS) 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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The goals of Diplomacy 3.0 have been to mitigate extended vacancies caused by increased commitments at priority posts such as Afghanistan, Iraq, and Pakistan (AIP); eliminate the mid-level staffing deficit; build in a training component; and strengthen the service with the right mix of entry-level, mid-level, and senior employees. Current AIP fill rates for the 2013 summer (third quarter) assignment cycle, which the Department began tracking in the third quarter of 2012, are on par with previous assignment cycles. Using a variety of recruitment strategies, which includes robust incentives packages, the Department has consistently met staffing requirements in those posts with volunteers, bypassing the need for direct assignments. The Department will continue to review long-term and short-term requirements at the three embassies and constituent posts, which will inform future recruitment strategies and policies.

<b>Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally</b>								
Strategic Priority		Human Resources						
Active Performance Indicator		Staff Top Priority Posts: Afghanistan, Iraq, Pakistan (AIP)						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	New Indicator, No Rating	97.4 percent ▼ Below Target	96 percent ▼ Below Target	95% for AIP ▼ Below Target	100% for AIP	95% for AIP ▼ Below Target	100% for AIP	100% for AIP
Steps to Improve		Staffing these posts is challenging as the situation is dynamic and fluid. The result is the number of positions filled for Summer 2012. This number fluctuates as people are paneled or curtailed from positions.						
Impact		Our goal is to fully staff our missions in support of critical foreign policy objectives. Our highest staffing priorities, as defined by the President and the Secretary, are Afghanistan, Iraq, and Pakistan (AIP).						
Methodology		Results are based on the number of positions filled for the summer of the given fiscal year. Percentages include all handshakes as of May 31 of that year.						
Data Source and Quality		Collected staffing numbers from AIP Regional Bureau EX offices. No significant data limitations.						

## HUMAN RESOURCES

### *Justification of Request*

The FY 2014 Request of \$163.6 million for the HR bureau is a net increase of \$1.5 million over the FY 2012 Actual level. Although the rate of hiring has slowed due to the current budget environment, Diplomacy 3.0 will continue to have a wide-ranging impact over the next several years. By the end of FY 2012, the Foreign Service workforce increased by 19.7 percent and the civil service workforce increased by 7 percent since the end of FY 2008.

As the Department's workload requirements and demand for services increase, additional funds are critical to support the increase in employees hired under Diplomacy 3.0 and the expansion of the Limited Non-Career Appointment (LNA) program. The growth of the Department requires HR to sustain effective and efficient delivery of mandatory services such as assignments, transfer orders, and tenure and promotion work. The Department will manage change largely from within existing funding levels by shifting resources, generating administrative efficiency savings, and reducing management support services contract costs.

The \$1 million request for funding the management and oversight of the Alternative Retirement Program (ARP) is critical to the establishment of a Department-wide retirement plan for all overseas Locally-Employed Staff (LES). The main objective of the ARP will be to provide LES an alternative employee retirement compensation package in the form of a lump sum payment upon separation as part of their local compensation plan (LCP). The Department will use the ARP to replace in whole or in part the various components of end of service benefit provisions in specific LCPs by authorizing changes to the LCP. This program will be managed in coordination with the Bureau of Budget and Planning and the Bureau of the Comptroller and Global Financial Services.

# HUMAN RESOURCES

## *Resource Summary*

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	442	98	0	0	540	98,883	63,211	162,094
FY 2013 Estimate	442	98	0	0	540	98,008	63,211	161,219
FY 2014 Built-in Changes								
Absorption of Domestic Inflation	0	0	0	0	0	(229)	0	(229)
American COLA	0	0	0	0	0	739	600	1,339
Domestic Inflation	0	0	0	0	0	229	0	229
Total Built-in Changes	0	0	0	0	0	739	600	1,339
FY 2014 Current Services	442	98	0	0	540	98,747	63,811	162,558
FY 2014 Program Changes								
Oversight, Tracking, and Review - LES Retirement Liabilities	0	0	0	0	0	1,000	0	1,000
Total Program Changes	0	0	0	0	0	1,000	0	1,000
FY 2014 Request	442	98	0	0	540	99,747	63,811	163,558

## HUMAN RESOURCES

### *Staff and Funds by Domestic Organization Units*

(\$ in thousands)

Bureau of Human Resources (HR)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Career Development & Assignments	87	0	16,136	87	0	16,136	87	0	16,295	0	0	159
Civil Service Human Resource Management	35	0	4,810	35	0	4,810	35	0	4,863	0	0	53
Director General of the Foreign Service	22	0	1,633	22	0	1,633	22	0	1,653	0	0	20
Employee Relations	34	0	19,570	34	0	19,570	34	0	19,886	0	0	316
Executive Office	99	0	59,878	99	0	58,166	99	0	59,123	0	0	(755)
Family Liaison Office	22	0	3,121	22	0	3,121	22	0	3,156	0	0	35
Grievance Staff	10	0	1,478	10	0	1,478	10	0	1,495	0	0	17
Human Resource Services Provider	26	0	3,134	26	0	3,134	26	0	3,165	0	0	31
Human Resources Shared Services	40	0	6,072	40	0	6,072	40	0	6,142	0	0	70
Office of Casualty Assistance	3	0	341	3	0	341	3	0	344	0	0	3
Office of Policy Coordination	6	0	686	6	0	686	6	0	692	0	0	6
Overseas Employment	34	0	5,118	34	0	5,118	34	0	5,177	0	0	59
Performance Evaluation	16	0	3,153	16	0	3,153	16	0	3,194	0	0	41
Recruitment, Examination and Employment	51	0	22,431	51	0	22,431	51	0	22,781	0	0	350
Resource Mgmt and Organization Analysis	29	0	4,173	29	0	4,173	29	0	4,220	0	0	47
Retirement	26	0	3,383	26	0	3,383	26	0	3,419	0	0	36
Workers Compensation	0	0	6,977	0	0	7,814	0	0	7,953	0	0	976
<b>Total</b>	<b>540</b>	<b>0</b>	<b>162,094</b>	<b>540</b>	<b>0</b>	<b>161,219</b>	<b>540</b>	<b>0</b>	<b>163,558</b>	<b>0</b>	<b>0</b>	<b>1,464</b>

### *Funds by Object Class*

(\$ in thousands)

Bureau of Human Resources (HR)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	55,707	55,707	56,317	610
1200 Personnel Benefits	37,719	37,719	38,246	527
1300 Benefits Former Personnel	1,327	1,327	1,351	24
2100 Travel & Trans of Persons	2,770	2,770	2,819	49
2300 Rents, Comm & Utilities	2,917	2,917	2,969	52
2400 Printing & Reproduction	1,044	1,044	1,063	19
2500 Other Services	45,891	45,016	45,812	(79)
2600 Supplies and Materials	1,666	1,666	1,696	30
3100 Personal Property	5,619	5,619	5,719	100
4100 Grants, Subsidies & Contributions	7,375	7,375	7,506	131
4200 Insurance Claims & Indemnities	59	59	60	1
<b>Total</b>	<b>162,094</b>	<b>161,219</b>	<b>163,558</b>	<b>1,464</b>