

Initiatives to Increase Workforce Diversity in the Department of State
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To represent the United States to the world, the Department of State must have a workforce that reflects the rich composition of its citizenry. It is a long-standing Department commitment.

The Department of State promotes diversity through a wide range of plans, programs, and initiatives outlined in the Department’s Diversity and Inclusion Strategic Plan (DISP). The Department intends to update its DISP based on anticipated new guidance from the Office of Personnel Management (OPM). Currently, the DISP identifies practices to recruit, hire, train, develop, promote, and retain a diverse and inclusive workforce guided by the following three goals:



Racial and Ethnic Minority Recruitment, Promotion, and Retention

Promoting diversity within the Department of State is at the core of building a strong, effective, agile, and modern government—one that can best serve the interest of the American people. The Foreign Service (FS) Generalist corps today is composed of 5% Hispanic, 5% African-American, and 7% Asian-American; among FS Specialists, 9% Hispanic, 9% African-American, and 6% Asian-American; and within the Civil Service, 6% Hispanic, 25% African-American, and 6% Asian-American.

	Hispanic	African-American	Asian-American
FS Generalists	5%	5%	7%
FS Specialists	9%	9%	6%
Civil Service	6%	25%	6%

The Department remains committed to increasing diversity across all hires. The Department devotes \$11 million of its budget per year toward diversity recruitment of Foreign Service Generalists and Specialists. Included in this total is more than \$8 million for fellowships and internships targeted toward diversity,

\$1.1 million for advertising and marketing, and \$1.9 million for other recruitment programs and outreach. Among our latest outreach efforts was the development of the USG's first mobile recruiting app – DOSCareers – based on research showing that minorities download mobile applications at a higher rate than non-minorities. Within the first year, DOSCareers had more than 20,000 downloads, and it is currently at 40,000 downloads.

The Department employs multiple strategies and tactics to target under-represented groups, including:

- Sixteen Diplomats in Residence (DIRs) positioned at universities and ten Washington-based recruiters build relationships with and through university career centers and civic organizations, and by engaging with the Department's thirteen Employee Affinity Groups (EAGs).
- An updated theme to its ongoing advertising campaign, **I am Diplomacy, I am America**, highlights the diversity of the Department's employees. The entire marketing campaign focuses on diversity recruitment and leverages online media that reach diverse communities.
- Launched in the summer of 2014, the pilot U.S. Foreign Service Internship Program welcomes annually some 20 diverse paid interns for a two-summer program that includes training, mentoring, and work in the first summer, and a follow-on internship at an overseas post the second summer.
- The Department has piloted a Volunteer Recruiter course for employees. These volunteers, many doing recruitment on their own time among their hometown populations, are a force multiplier for our diversity outreach at little to no cost to the Department. Nearly 250 colleagues have been trained.

The Diversity Governance Council (DGC) applies a diversity lens to the development and implementation of Department management policies and initiatives. The DGC is chaired by the Under Secretary for Management and co-chaired by the Director of the Office of Civil Rights and Chief Diversity Officer. The DGC consists of high-level Department officials, many of whom also serve as Leadership Liaisons to one of the Department's EAGs. The DGC is briefed on promotion and retention statistics of Department employees, paying close attention to employees of diverse populations.

Professional Development Support

The Department provides a variety of training opportunities, mentoring, and career development programs to ensure that employees have the skills necessary

for current and future work assignments. These training opportunities align with the Department's objective of increasing workforce diversity.

Foreign Service Mid-Career and Senior Foreign Service

- Diverse employees can benefit from the Foreign Service Mentoring Program, which achieves a 95% mentor-to-mentee pairing of entry-level Foreign Service Generalists and 100% mentor-to-mentee pairing of Foreign Service Specialists. Situational Mentoring (career progression, career development, tenure, promotions, etc.), which is also available to all mid-level and senior-level Foreign Generalists and Specialists upon request.
- In-depth career counseling and performance coaching to mid-level and senior-level Foreign Service personnel, especially women and minorities, is administered by the Office of Continuity Counseling.
- Coordination and collaboration with EAGs is used to enhance awareness of the Department of State's diversity objectives, to ensure direct communications of the Department of State's principles, and to encourage EAGs' participation in achieving diversity goals.
- The Department partners with regional and functional bureaus to increase diversity in the Senior Foreign Service by providing career-enhancing opportunities for all employees in their career path toward eligibility for the senior ranks.

Civil Service Mid-Career and Senior Executive Service

- The Department's Civil Service Mentoring Program has over 300 participants annually, making it one of the largest among federal agencies. Its goal is to foster participant's development and professional growth. EAGs have requested assistance with implementing targeted mentoring programs for their diverse constituents. To meet these needs, the Mentoring Program will expand its new Participant Advisory Board to implement a consortium of mentoring programs and examine analytics to determine how participation in such mentoring programs contributes to career mobility.
- To increase diversity in the SES ranks, improvements are being made to the SES Merit Staffing process. These include centralizing the selection of two out of the three members of the Qualification Review Panel to ensure panel diversity, announcing vacancies through Department Notices, and making interviews mandatory for all applicants who have been referred to the selecting official. Bureaus are required to submit justification memos to the

Bureau of Human Resources and the Executive Resources Board for applicants who were referred for interviews, but not selected.

- The Executive Diversity Outreach Program Manager's comprehensive approach to SES outreach includes targeted external recruitment, development of a strong and diverse internal candidate pipeline, and cultivation of key partnerships, including EAGs and non-government organizations focused on training and development of diverse government leaders. The Program Manager meets with bureaus prior to recruitment of an SES position to analyze the existing bureau workforce, discuss hiring priorities, develop outreach goals, and ensure a qualified and diverse applicant pool.
- The Department plans to analyze SES applicant flow data to study the effectiveness of diversity efforts, and to help identify any barriers to diversity in SES recruiting.
- The Department is developing activities for FY 2015 aimed at building a more diverse SES population. Ideas include hosting presentations and roundtables on the SES, implementing OPM's New IQ team building training, expanding outreach through participation and sponsorships at selected conferences, dedicated business accounts on social media, identifying and supporting training that develops diverse employees for the SES, and signing MOU's with professional affinity organizations.

Diversity Training for Supervisors and Managers

The Department has mandatory requirements for EEO/Diversity Awareness training for all supervisors and managers, personnel who serve on assignment panels or bureau awards committees, and those who serve as Career Development Officers or examiners in the Bureau of Human Resources. Most of the training is provided by the Foreign Service Institute (FSI), which offers five courses that meet the primary requirement, and eight additional courses which fulfill the refresher training requirement. In partnership with FSI, the Office of Civil Rights conducts the EEO and Harassment Overview Training portion for most of these courses. From Fiscal Years 2012 to 2014, there were 24,741 enrollment completions of mandatory diversity training at FSI, plus an additional 114 external vendor-provided trainings. Additionally, for the same period there were 191 completed enrollments of online diversity courses available through FSI's Skillsoft General Library (formerly FasTrac) distance learning program.

FS and CS Workforce Diversity Statistics FY2011-FY2014

	Total FTP Foreign Service and Civil Service				Senior Career Leadership (SES and SFS)			
	2011	2012	2013	2014	2011	2012	2013	2014
Number of Employees	24,163	24,534	24,793	24,858	1,054	1,034	1,103	1,137
Gender	2011	2012	2013	2014	2011	2012	2013	2014
Male	56%	56%	56%	56%	69%	68%	68%	68%
Female	44%	44%	44%	44%	31%	32%	32%	32%
Ethnicity	2011	2012	2013	2014	2011	2012	2013	2014
Hispanic*		5%	6%	6%		4%	4%	5%
Not Hispanic		95%	94%	94%		96%	96%	95%
Unspecified		0%	0%	<1%		0%	0%	0%
Race	2011	2012	2013	2014	2011	2012	2013	2014
White	71%	72%	72%	71%	86%	86%	87%	87%
African American	15%	15%	15%	15%	6%	6%	6%	5%
Hispanic*	5%				4%			
Asian	7%	7%	6%	6%	3%	3%	4%	4%
Native American	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%
Hawaiian/Pacific Islander		<1%	<1%	<1%		0%	0%	0%
Multi-Race		1%	3%	4%		1%	1%	1%
Unspecified	2%	4%	4%	3%	<1%	4%	3%	3%
Veterans	2011	2012	2013	2014	2011	2012	2013	2014
Veteran	27%	27%	27%	26%	69%	67%	64%	62%
Non-Veteran	57%	69%	73%	74%	30%	32%	36%	38%
Unspecified	15%	3%	<1%	<1%	<1%	<1%	<1%	0%
Disabilities	2011	2012	2013	2014	2011	2012	2013	2014
Disabled	5%	5%	5%	5%	4%	5%	7%	8%
No Disability Identified	95%	95%	95%	95%	96%	95%	93%	92%

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Data as of 9/30 each year.

* In 2011, Hispanic was reported as a race category

FS and CS Diversity Hires FY2011-FY2014

	Total FTP Civil Service Hires				Total FTP Foreign Service Hires			
	2011	2012	2013	2014*	2011	2012+	2013+	2014*
Number of Hires	1,144	865	832	548	1,003	739	586	669
Gender	2011	2012	2013	2014*	2011	2012+	2013+	2014*
Male	587	427	453	289	622	441	378	415
Female	557	438	379	259	381	298	208	254
Ethnicity	2011	2012	2013	2014*	2011	2012+	2013+	2014*
Hispanic**		32	41	31		53	51	54
Not Hispanic		813	791	517		685	535	615
Unspecified		20	0	0		1	0	0
Race	2011	2012	2013	2014*	2011	2012+	2013+	2014*
White	702	596	594	398	746	571	482	533
African American	171	128	147	88	75	62	39	40
Hispanic**	28				52			
Asian	113	76	43	32	114	54	29	41
Native American	5	12	11	2	7	2	1	3
Hawaiian/Pacific Islander		2	3	1		4	0	2
Multi-Race		16	31	24		40	33	49
Unspecified	125	35	3	3	9	6	2	1

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† 2012 and 2013 Foreign Service hires number updated to reflect 2014 hiring reconciliation.

* 2014 figures are preliminary.

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