U. S. Department of State

Bureau of Human Resources

Five-Year Workforce Plan

Fiscal Years 2019 – 2023

Bureau of HR
Human Resources

Office of Resource Management
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EXECUTIVE SUMMARY

MISSION AND INTRODUCTION

The Department of State advances U.S. objectives and interests in the world through its primary role in developing and implementing the President's foreign policy worldwide.[1]

At the core of this vision is the Department's Mission Statement:

> On behalf of the American people, we promote and demonstrate democratic values and advance a free, peaceful, and prosperous world.

> The U.S. Department of State leads America's foreign policy through diplomacy, advocacy, and assistance by advancing the interests of the American people, their safety and economic prosperity.[2]

Our diplomats, Foreign Service Specialists, Civil Service employees, local staff, eligible family members, and contractors are critical to the success of our mission. The success of America's diplomacy and development depends on the Department's ability to recruit, develop, deploy, retain, and motivate the very best people with the right expertise.

In his messages to Department employees, Secretary of State Pompeo shared his views on the Department's workforce:

> The Department's workforce is our most valuable asset. We need our men and women on the ground, executing American diplomacy with great vigor and energy, and representing our great nation. By resuming hiring of the most gifted and qualified individuals, we will ensure that we have the right people with the right skills working to advance our U.S. national interests and executing the Department's mission in an increasingly complicated and challenging world.[3]

> One of my top priorities is to ensure that all of us—our Civil Service, Foreign Service, contractors, locally employed staff and non-career employees—feel united as teammates behind our common work for the American people.[4]

The Five-Year Workforce Plan provides a framework to address the Department's human capital requirements and highlights the Department's challenges and achievements in recruiting, hiring, staffing, retaining and developing employees.

HIGHLIGHTS OF WORKFORCE PROGRESS AND CHALLENGES

FOREIGN AND CIVIL SERVICE HIRING FUNDING ENVIRONMENT

Major transformations of the Department began with Secretary Powell's Diplomatic Readiness Initiative from 2002 to 2004 which secured funding for over 1,000 new positions to improve the Department's diplomatic capacity and restore workforce capabilities. The DRI blueprint addressed new foreign policy initiatives, emerging priorities, and staffing deficits caused by the downsizing requirements of the mid-1990's.

The Department made significant gains from 2009 through 2012 under the Diplomacy 3.0 initiative (Diplomacy, Development, and Defense position increases) in addressing known challenges, such as staffing gaps and improving the language proficiency of the Foreign Service corps.

> Diplomacy 3.0 increased the Department's Foreign Service (FS) position base by 23 percent and the Civil Service (CS) by 10 percent through FY 2013. However, much of this growth was attributable to increases in fee-funded Consular and Border Security positions. Without these positions, net FS position growth was roughly 13 percent.

> During the first two years of D3.0 hiring (2009 and 2010), the Department made significant progress in enhancing its foreign language capabilities by increasing the number of training positions, filling key overseas vacancies, and providing resources for critical new strategic priorities through unprecedented levels of hiring. In the first year, 2009, no new positions were established. The Department filled vacancies created by the Iraq tax, thereby eliminating the tax.

> The Department's FY 2011 budget marked a dramatic shift in the immediate funding environment as well as expectations for the future. Of particular note were sequestration funding cuts enacted during FY 2013, resulting a substantial reduction in an overall intake by replacing only 50 percent of separations during the last six months of the fiscal year. There were certain funding and hiring flexibilities for visa fee funded, security, and medical skill group levels ("health and safety issues" in OMB sequestration guidance).

> Beginning in FY 2014, funding in the Department's annual appropriations supported hiring to replace projected Foreign and Civil Service attrition, with additional hiring in fee-funded Consular and Security skill categories.

> FY 2018 began with staffing and funding assumptions that were based on an eight percent workforce reduction (from January 2017 levels) plan developed in conjunction with Presidential Memoranda of January 23, 2017, and subsequent OMB memos 17–18 and 17-22.

- FS hiring was below levels required to replace full projected attrition, with limited hiring during the third and fourth quarters in particular.

- For the CS, the Department extended the hiring freeze through the end of FY 2017, with limited exemptions approved on a case-by-case basis.

> Following the 2018 Consolidated Appropriations Act, Secretary Pompeo lifted the Department's hiring freeze and authorized hiring within current funding levels while not exceeding the approved staffing level, thereby eliminating the staffing plan that was working toward the eight percent cut. Per the Explanatory Statement that accompanied the Appropriations Act, the Department developed CS hiring targets for each bureau and FS intake classes that was designed to produce a workforce/staffing level that is 454 above the December 31, 2017.

- All Civil Service hiring options are now available to bureaus, including competitively hiring from the outside, to include using special hiring authorities (e.g. Schedule A (disability); VRA and/or 30 percent (Veterans); and Direct Hire Authority); utilizing special programs and fellowships (e.g., Presidential Management Fellows); and converting Pathways interns to meet mission priorities.

ATTRITION TRENDS

Assessing Foreign and Civil Service attrition trends is central to the development of recruitment and staffing plans. As such, the Department performs a variety of trend analyses on both the FS and CS workforces to inform the majority of its workforce planning activities. Several key trends for the career workforce follow.

> Overall attrition in the FS remained relatively flat, from 519 in FY 2017 to 533 in FY 2018. FS Generalist attrition increased from 259 in FY 2017 to 262 in FY 2018. Attrition in the FS Specialist workforce increased from 260 in FY 2017 to 271 in FY 2018. Overall career attrition in the CS increased from 752 in FY 2017 to 794 in FY 2018.

> It is important to put these numerical increases in perspective. With the growth of the Foreign Service, FS Generalist attrition rates were 3.5 percent in both FY 2017 and FY 2018, and FS Specialist attrition rates slightly increased from 5.0 percent in FY 2017 to 5.1 percent in FY 2018. With a smaller CS workforce, career attrition rates increased more than would be expected from 7.3 percent in FY 2017 to 7.9 percent in FY 2018.

> Projected average annual Generalist attrition over the next five years is 268, which is higher than the previous five-year average of 258.

> Average annual attrition for the FS Specialist workforce is expected to be 234, which is lower than the previous five-year average of 258. The two largest FS Specialist groups - Security Officers and Office Management Specialists – account for over 40 percent of the average annual Specialist attrition.

> Attrition in the CS workforce is projected to average 733 employees per year between FY 2019 and FY 2023, which is higher than last year's projected average annual attrition of 656 (FY 2018 – FY 2022).

> In the FS, most of the annual attrition is due to retirements. In FY 2018, 65 percent of all separations in the FS were retirements. For the FY 2019 to FY 2023 projection period, retirements are expected to increase to about 80 percent of the total attrition figure.

> Conversely, 60 percent of CS attrition is projected to be due to non-retirement separation.[5]

LANGUAGE PROFICIENCY

> The Department continually invests significant effort to staff increasing numbers of Language Designated Positions (LDPs) with employees who fully meet both the speaking and reading requirements of those positions.

> There are several reasons why LDPs are not always staffed with language proficient employees, including extensive training periods of up to two years to adequately train officers to the 3/3 level (minimum standard for working proficiency) in hard and super hard languages like Chinese and Arabic, and lack of funding to increase training positions.

> The Department made considerable progress in staffing LDPs with proficient officers as a result of robust resource activity during its Diplomacy 3.0 initiative.

> In FY 2018, over three-quarters (76 percent) of all occupied LDPs were filled by officers whose most recent language proficiency test score met or exceeded the proficiency level required of the position. This represents a significant increase over the 64 percent proficiency rate in FY 2008, prior to the Diplomacy 3.0 initiative.

> An Executive Language Steering Committee (ELSC) is responsible for identifying strategic issues, resolving outstanding disputes, and overseeing implementation of the Department's foreign language strategy.

> Its efforts are managed primarily through a Language Policy Working Group (LPWG), charged with identifying major language issues, creating and managing working level groups, resolving operational issues, and forwarding options for resolving disputes to the ELSC.

> A strategic plan for foreign languages was developed in early FY 2011 and continues to be implemented. HR issued an evaluation of this document's implementation and recommendations for improvement in December 2018. A new strategic plan is under development for FY 2019 with input from the Foreign Service Institute (FSI), the Bureau of Human Resources (HR), and the LPWG. [6]

> The FY 2017 Triennial LDP Review (TLR) exercise completed a comprehensive, strategic examination of FS language requirements that considered emerging foreign language needs, training for advanced language proficiency in certain positions, and asymmetric language designations where appropriate.

> The LPWG has begun planning for the 2020 triennial LDP review. The 2020 triennial review will ensure that language level designations match the skills needed for the specific position, potentially leading to additional asymmetric language designations for improved accuracy of job-specific language preparation. It will have to take into account the evolving strategic goals and plans of the current Administration, and the ways in which LDPs align with those foreign policy goals.[7]

SUMMARY OF HUMAN CAPITAL STRATEGY RESULTS

The Department continues to pursue effective human capital strategies to adapt to a changing world. Following are brief summaries of major efforts in key areas.

TALENT ACQUISITION

Since the Foreign Service Act of 1980, recruitment for diversity has been at the core of the Department's outreach efforts. The Department has defined diversity broadly, to encompass under-represented racial and ethnic groups as well as disability, gender, sexual orientation, socio-economic status, and geography. The 2018-2022 Strategic Recruitment Plan is building on the Department's previous plan (2015-2019) to increase outreach to under-represented groups. The aim is to increase the number of Department employees in these groups to a level commensurate with their representation in the Department's closest comparator which is the national professional workforce.

In FY 2018, recruitment and marketing efforts yielded a diverse group of new career full-time permanent employees. Overall, 40.5 percent of new employees were female, and 10.5 percent were Hispanic. In the CS, 39.5 percent of the new employees were female, and 7.5 percent were Hispanic. In the FS Generalist and FS Specialist workforces, 47.8 percent and 33.3 percent, respectively, were female and 10.3 percent and 12.3 percent, respectively, were Hispanic.[8]

The Office of Recruitment, Examination and Employment (HR/REE) manages a national recruitment platform which includes a team of 26 Foreign and Civil Service recruiters and a dedicated marketing team. Activities are strategically aligned to recruit diverse, competitive, prospective employees that will secure a high-performing workforce representative of the American people. Sixteen team members are deployed coast-to-coast as Diplomats in Residence (DIRs) responsible for developing and implementing recruitment activities targeting audiences across their defined regions. Other recruiters based in Washington, D.C., coordinate specific diversity portfolios and recruitment for Specialist occupations. Together, they promote the full range of Department professional career opportunities, internships and fellowships, utilizing recruitment materials developed by the marketing team in collaboration with a contracted advertising agency. In addition to in-person information sessions in public locations and one-on-one meetings, recruiters engage professionals through networking and professional organizations and collaborate with U.S. Government programs such as the White House Initiative on HBCUs. The team builds relationships with academic stakeholders, World Affairs Councils, state and local diversity and inclusion officials, congressional offices, and others to identify promising prospects. DIRs and Washington, D.C.-based recruiters give special attention to promoting the Pickering and Rangel Fellowship programs, which are vital in bringing greater diversity to the Foreign Service. They also engage thousands of students who apply for both paid and unpaid internships, encouraging diverse candidates to experience work at the Department early in their academic careers. The marketing team manages the Department's recruitment advertising, careers website, mobile app, social media, and recruiting technologies, as well as develops video content to raise awareness of the Department's career opportunities.

All recruitment marketing, advertising, and outreach efforts are focused on directing diverse, talented prospects to careers.state.gov, the Department's highly recognized website. The marketing team develops paid, owned, and earned media strategies that alternate between messaging that educates U.S. citizens about the Department and its careers and calls-to-action that prompts people to explore FS and CS careers, the Consular Fellows Program, and internships opportunities. Prospects are encouraged to sign up to receive notifications, connect with a DIR, download the Department's careers-focused mobile app, or follow the Department on Twitter, Facebook, or LinkedIn. The Department's national recruitment marketing efforts include paid media targeted at under-represented groups, with the largest segments focused on Hispanic and African American audiences. In FY 2015, the national media plan expanded to include critical FS Specialist areas in information management, construction engineering, medical, and office management. Advertising is also directed at Asian-Americans, women, Native Americans, veterans, and persons with disabilities in all U.S. geographic regions.

In addition to HR's recruitment team, other Department bureaus, including Diplomatic Security, Information Resource Management, Medical Services, and Overseas Building Operations,

maintain their own recruitment staffs and collaborate with HR/REE to target competitive prospects for FS Specialist and CS positions.

In FY 2012, the Department, in response to increasing demand for visa services, developed a new program - the language-qualified Consular Adjudicator Limited Non-Career Appointment (CA LNA) - to fill key consular adjudicator positions in China, Brazil, and some Spanish-speaking countries. Faced with reduced hiring and increased demand for consular services, the Department expanded the CA LNA program to include Appointment Eligible Family Members (CA-AEFMs) and CS employees engaged in passport adjudication. In FY 2016, the Department rebranded this program as the Consular Fellows Program (CFP), added recruitment incentives, such as retention incentives and student loan repayment program benefits, and began providing language training for incoming CFPs who do not fully meet the language qualifications. The Department also extended the program to speakers of Arabic and Russian, and for a specific period in 2018 to applicants on the FS Generalist hiring registers. Separately, the Department is hiring social workers and registered nurses for high threat posts under the LNA program.

The Department's written exam, the FS Officer Test (FSOT), uses the most up-to-date assessment methods. Human Resources Research Organization (HumRRO), in partnership with Pearson VUE, writes and administers the FSOT. HumRRO is a premier test development organization and well-known for high-stakes selection and promotion expertise throughout the Federal Government. Pearson VUE is an acknowledged global leader in large-scale test scheduling, delivery, and scoring and in test candidate management. Pearson VUE's network of global testing centers has relieved several embassies and consulates of hosting the FSOT several times a year. The Department is actively working towards expanding the number of Pearson VUE centers overseas. In FY 2017, 33 Pearson VUE centers located on U.S. military installations offered the FSOT for the first time, and this innovation continues as a successful way to accommodate more interest in the Foreign Service. In addition, the Department has regularized its off-site schedule and locations for the Oral Assessment so that candidates, including Generalists, Consular Fellows, and some Specialists occupations, can plan ahead.[9]

In the CS, the Department continues to monitor the benchmarks of the Office of Personnel Management's (OPM's) 80-day hiring model to measure the speed of the Department's hiring process while ensuring that the process leads to selection of the most qualified candidates who attain the knowledge, skills, and abilities to support the Department's mission critical objectives. The Bureau of Human Resources, Office of Civil Service Human Resource Management (HR/CSHRM) is expanding existing policies related to the use of certificates of eligibles in an effort to maximize the number of selections and overall effectiveness of each Job Opportunity Announcement (JOA). The Department increased its research of unique hiring flexibilities and authorities, to include newly delegated direct hire authorities, to add

recruitment strategies to its capability to quickly align critical skills with CS positions and succession planning.[10]

ASSIGNMENTS AND PROMOTIONS

The Department will continue to recruit early for its priority overseas posts and assist bureaus in targeted recruitment that will concentrate on obtaining qualified bidders for these positions. In FY 2012, the Overseas CS Assignment Unit was created to expand overseas career development opportunities for CS employees and augment the annual Hard-to-Fill (HTF) assignment exercise. In FY 2015, the Department completed an evaluation of the Overseas Development Program (ODP). Based on the results of the evaluation, the Department is revising the ODP and plans a Winter 2020 roll out. The 2018 HTF Program was announced on May 17, 2018, and the application period closed on June 4, 2018. Lists of qualified candidates were sent to the bureaus on June 25. The Expanded Professional Associates Program (EPAP) continues to provide enhanced professional opportunities for EFMs at overseas posts.[11]

The Department's hiring surge, Diplomacy 3.0, helped address staffing shortages in the mid-level jobs. The mid-level staffing gap has closed for FS Generalists now that the majority of the Diplomacy 3.0 cohort are in mid-level jobs. Certain FS Specialist occupations (e.g., Construction Engineers, Facility Managers, Information Technology, Medical Providers, and Office Management Specialists) experience continued staffing gaps due to recruiting and hiring shortfalls. The Department is developing plans to address remaining staffing deficits, within Department funding levels. In filling leadership positions, the Department seeks to identify Chief and Deputy Chief of Mission candidates who not only can excel at advancing the Department's policy priorities, but who also demonstrate a wide range of leadership capabilities and a readiness to direct a whole-of-government effort. Strong candidates exhibit ability to promote teamwork and good morale at the missions where they serve.

TRAINING

The Foreign Service Institute (FSI) drives excellence throughout the Department and at missions around the world by providing world-class training and education in foreign languages, diplomacy tradecraft, information technology (IT), and leadership. Department personnel require a unique combination of specialized knowledge, operational skills, adaptive resilience, and capacity for innovative and visionary leadership. As such, FSI innovates to meet shifting workforce needs through up-to-date approaches to adult learning, integration of educational technology, and experiential learning methodologies. FSI builds industry-standard educational policy and quality training through professional development of FSI staff, staffing composition, and on-going evaluation. To strengthen leadership skills at all levels throughout the Department, FSI provides leadership and management and first-time supervisor training,

coaching, and organizational development initiatives, as well as inter-agency training for established and rising leaders at a range of levels.[12] The Department is moving forward on plans to construct a new 200,000 square foot training facility on campus to meet its needs based on updated workload and cost distribution.[13]

WORKFORCE DEVELOPMENT

Department employees have spent an average of nearly 80 percent of their federal career with the Department of State. Various development initiatives ensure that employees grow professionally and build on their competencies and experiences. Current intake and development examples include the FS Professional Development Program, Presidential Management Fellows Program, Recent Graduates Program, Senior Executive Service Candidate Development Program, CS and FS Mentoring Programs, and Coaching Programs. The Department seeks to enhance career development opportunities for CS employees through overseas assignments. Such assignments are not only an investment in our Civil Service, and a key element for professional development, but the assignments are also part of the Department's strategy to meet foreign policy goals and to prepare the Department's workforce to work and lead in the interagency. Many Department employees take advantage of developmental programs, such as the Graduate School USA's Executive Potential Program, the International Career Advancement Program, the Partnership for Public Service's Excellence in Government and Emerging HR Leaders Programs, and similar programs.

The Executive Potential Program (EPP) is a 12-month competency-based leadership development program that provides training and developmental experiences for high-potential executives at the GS 13-15 levels or equivalent. The program theme is leading change and the program objective is to equip leaders with the information, tools, and experience they need to serve at the highest levels.

The International Career Advancement Program (ICAP), a professional development and leadership program for GS-12-14, FS-03-02, is sponsored by the University of Denver and the Aspen Institute. Its goal is to improve the quality of the leadership of the United States in international affairs by helping to ensure that it reflects the full diversity of the US population. The program started in 1997 and is funded by outside grants, donations and sponsorships. The end results are highly proficient, confidant mid-career professionals having a more effective voice in their departments and utilizing their newly achieved acumen to ascertain senior-level administrative and policy-making positions efficiently and effectively. The program includes lectures, workshops, and other events designed to explore senior-level international managerial decision-making, leadership progression and development, program comradery and support, essential diversity imperatives, common senior-level career progressives and life stages, and successful long-term mentorships.

The Excellence in Government Fellows program (EIG) is the Partnership for Public Service's premier leadership development offering for senior-level federal employees. Graduates deliver results after acquiring the skills and knowledge they need to develop and implement the innovative solutions to federal government's biggest challenges and improve their agencies' effectiveness. The EIG is a year-long program that challenges participants through a combination of innovative classroom sessions and hands-on, skill-building projects. EIG's goal is to take leadership to the next level and to build the essential leadership capabilities needed to drive results in an agency.

The Emerging HR Leaders program is a professional development opportunity for HR employees early in their federal careers. Participants develop the foundational knowledge and the professional network necessary to navigate their federal HR careers and maximize their impact in government. Throughout this six-month program, participants engage in professional development activities and learn from subject matter experts. The sessions emphasize conversation and application to ensure participants understand concepts fully and can use the skills and knowledge they acquire.

In 2017, in response to the findings of a 2016 Cox Foundation report to enhance effectiveness and efficiency of the mentoring programs, seasoned volunteers were selected as mentors to participate in and facilitate small group discussions. These "group learning circles," which have no more than 10 students and are included in the FS orientation sessions, focus on mentoring and discussing FS career experiences. In addition, the Department instituted a program to match mentors with mentees undertaking their first Washington assignment.

The iMentor Program was created in 2017 and launched in February 2018 with new mentoring resources for all employees. The new mentoring resources contain Mentoring Toolkits for CS and FS. The goal of the iMentor Program is to centralize the mentoring application process and to run both the CS and FS programs simultaneously.[14]

INTRODUCTION: HUMAN CAPITAL PLANNING PROCESS

The Department's Human Capital Planning Process is a continuous cycle of activities that fit together to form an integrated planning and execution system. As Figure 1 below shows, this five-step process links human resources to strategic goals, improves workload and staffing forecasting, and uses performance metrics to monitor progress.

Figure 1.   Human Capital Planning Process

This process utilizes and combines strategic planning tools, such as the Joint Strategic Plan as well as Mission and Bureau Resource Requests, with mathematical staffing models that account for attrition, retirement, career advancement, and promotion. The result is a comprehensive blueprint for more robust and proactive engagement of a global nature. The Five-Year Workforce Plan that follows is organized along these five high-level areas.[15] Section VI, Leadership Planning, is similarly structured.

ESTABLISH STRATEGIC ALIGNMENT

> Strategic Requirements and Direction

> Business Case

In February of 2018, the Department of State and the U. S. Agency for International Development (USAID) published a Joint Strategic Plan outlining each agencies' priorities and how State and USAID will implement U.S. foreign policy and development assistance for the coming years.

The Department's mission and strategic goals, as stated in the Joint Strategic Plan, identify the types of work to be accomplished. The workforce planning process, further informed by the Department's Mission and Bureau Resource Requests, translates the Department's strategic goals into future functional workforce requirements. The Department has two models that are used to project future resource requirements: the Overseas and Domestic Staffing Models that calculate the number of positions required to carry out the Department's mission by overseas post and domestic element. These models are being updated to reflect the Department's strategic priorities.

IDENTIFY GAPS BY ANALYSIS OF DEMAND AND TALENT POOL

> *Workforce and Leadership Succession Demand Targets*

> *Talent Pool*

> *Strengths and Gaps*

The Department has two models that are used to project changes in the current FS and CS workforces, the FS Model and CS Workforce Planning Model. These models are tools for analyzing workforce issues, including projected resource and skill requirements, as well as forecasting attrition (retirements and other separations), current and future demographics, potential mission critical occupations, promotions, and current and probable staffing gaps.

DEVELOP MANAGEMENT PLANS

> Current Programs, Policies, and Practices

> Workforce and Leadership Succession Management Strategies

> Implementation Plan

> Evaluation/Accountability Plan

Management plans and initiatives establish numerous Department strategies, including Joint Regional Strategies (JRS), Functional Bureau Strategies (FBS), Integrated Country Strategies, Mission Resource Requests (MRR), and Bureau Resource Requests (BRR) to achieve human resource goals and objectives. Strategies include the programs, policies, and practices that assist the Department in recruiting, developing, and retaining critical staff to achieve program goals.

The Department's Human Capital Accountability System continuously informs the development of management plans by ensuring that HR efforts meet mission goals and objectives across the organization in an effective and efficient manner. Analysis of HR program execution data

collected during compliance reviews, HR program evaluations, and HRStat quarterly data-driven reviews are used in analyzing the effectiveness of programs and informing decisions about current and future program plans.

IMPLEMENT MANAGEMENT STRATEGIES

> *Communication and Change Management Strategies*

> *Workforce and Leadership Succession Management Strategies: Recruitment, Selection, Development, and Retention*

> *Metrics Data*

Implementation of management plans ensures that resources are allocated and appropriately aligned to support of the workforce strategies.

Meaningful human capital metrics and milestones, incorporated within the Department's Bureau of Human Resources Resource Request and other key workforce planning documents, define standards of measurement to ensure that HR goals and priorities are met. Data metrics are used as indictors of progress, providing insight about the implementation of HR program activities, progress against program milestones and interim goals, and the likelihood of objectives being achieved.

EVALUATE AND ADJUST STRATEGIES

> *Results*

> *Improvements*

> *HRStat*

The Department's "Managing for Results" framework, an integrated multi-year planning, budgeting, program, and performance management process maximizes the way in which the Department operates by weaving program and performance management into existing processes to improve bureau and mission performance. To further refine strategies essential to mission accomplishment, the Department has institutionalized HRStat, an evaluative mechanism that analyzes key HR performance indicators against cross-cutting goals and targets related to Administration directives, Department mission, HR priorities, and government-wide initiatives. Emphasis is on specific HR management results, trends, challenges, and actions that lead to effective and efficient HR performance or reduce costs. This analytical process assures that results are achieved across operational, tactical, and strategic levels.

SECTION I. ESTABLISH STRATEGIC ALIGNMENT

The workforce and succession planning process begins with strategic direction. This broad guidance comes with a full complement of planning and reviewing activities, all of which have key human resource elements.

The planning process starts with policy guidance from the Department of State leadership to ensure that Department and USAID goals and objectives align with Administration priorities. The Joint Strategic Plan stems from a leadership policy steer that provides greater clarity, direction, and alignment to the overall vision for the future.

At the bureau level, the Functional Bureau Strategy (FBS) and the Joint Regional Strategy (JRS) are planning components of the Department of State's Managing for Results planning, budgeting, and performance management cycle. Planning at the agency level in the State-USAID Joint Strategic Plan (JSP) is supported by integrated and coordinated planning by both agencies at all Bureau and Mission levels. The FBS and JRS identify Functional Bureau and Regional Bureau (State/USAID) priorities that align to the JSP. The JRS also informs Mission level planning for the Integrated Country Strategy (ICS), which also in turn must align to the JRS

The JRS, FBS, and ICS frame and inform the two components of the State-USAID annual budget development: the Mission Resource Request (MRR) and the Bureau Resource Request (BRR). The MRR and BRR focus on resources required to implement the priorities outlined in the strategies.

Each MRR defines the mission's strategic vision and reports resources devoted to relevant strategic goals. The MRRs document the missions' needs for human and capital resources. Posts submit their MRR to the regional bureaus. The regional bureaus, then, aggregate and prioritize the MRRs into the appropriate BRRs. The plans address legislatively mandated priorities and statutory obligations as well as reflect the Department's initiatives. The BRRs contain requests for human resources that are scrutinized to ensure they are aligned with the Department's annual performance goals.

The JRS and FBS are four-year documents currently covering fiscal years 2018-2022.

SET STRATEGIC GOALS

The Joint Strategic Plan (JSP) articulates the Administration's and the Secretary's foreign policy and development priorities, thereby placing strategic clarity, operational effectiveness, and accountability to the American people.

The JSP outlines four policy priority goals for the State Department and USAID:

> Protecting America's Security at Home and Abroad;

> Renewing America's Competitive Advantage for Sustained Economic Growth and Job Creation;

> Promoting American Leadership through Balanced Engagement;

> Ensuring Effectiveness and Accountability to the American Taxpayer.[16]

Under the fourth policy priority in the JSP is the strategic objective of "enhancing the workforce performance, leadership, engagement, and accountability to execute the Department's mission efficiently and effectively." The Human Capital Operating Plan for FY 2018 – FY 2019 articulates four priority areas to enrich the Department's investments in people:

> Improve HR Service Delivery: Transforming the Human Capital Enterprise;

> Leadership – Grow Leaders: Maximizing Learning, Diversity, Leadership & Professional Development to Meet Future Agency Needs;

> People – Strengthen the Department's Workforce: Performance Management, Accountability, and Resilience;

> Evaluation – Measuring the Department's Progress.[17]

COMMIT TO HUMAN CAPITAL GOALS AND OUTCOMES

Aligned to support the Department-USAID Joint Strategic Plan, the mission of the Department of State's Bureau of Human Resources (HR) is to recruit, retain, sustain, and empower a diverse, talented workforce capable of succeeding today, in 2025, and beyond, to effectively carry out the Department's foreign policy goals and priorities.

> Recruit: Attract and hire diverse, highly talented, and competitive candidates with the skills to advance U.S. values, interests, and goals at home and around the world.

> Retain: Retain a high-performing, professionally developed and agile workforce that adapts to internal and external challenges and needs, and helps drive a committed, resilient, and effective organization that thrives in a dynamic and demanding 21st century environment.

> Sustain: Sustain an organizational culture that values leadership, merit and integrity, promotes work-life wellness, engages all employees, encourages collaboration, and empowers and supports employees and their families.

> Diversity: Attract and cultivate a workforce reflecting the strengths of our nation, promoting an inclusive merit-based culture that encourages collaboration, flexibility, and fairness.

> Manage Effectively and Efficiently: Establish and meet high standards in strategic human capital leadership; program, budgetary, and risk management; and internal operations, procedures and processes so that employees concentrate on accomplishing external goals, not checking internal boxes.[18]

MANAGE THE HUMAN CAPITAL (HC) ACCOUNTABILITY SYSTEM

HR has the responsibility of managing and promoting the human capital programs at State. The Director General of the Foreign Service and Director of Human Resources is the Chief Human Capital Officer (CHCO) for the Department.

In support of the CHCO role, the Department of State Human Capital Accountability System (HCAS) ensures HR efforts meet mission goals and objectives across the organization in an effective and efficient manner. The HCAS achieves these objectives through evaluation of the Department's HC Programs using:

> Compliance reviews that examine application of merit system principles, laws, rules, and regulations;

> Program evaluations that involve in-depth analysis of HC program results via administration of the HC program evaluation process and review of employee surveys, results-oriented measures, and other data that demonstrates programs operate effectively, efficiently, and continuously improve;

> HRStat quarterly data-driven reviews of high priority performance goals which include analysis and discussion of performance indicators, targets, progress against targets, and continuous improvement strategies, as applicable.

Through rigorous assessment of HC initiatives, actions, and decisions, the HCAS identifies key strategies that most directly support a high performing workforce and those that drive organizational change. Additionally, information generated from the HCAS supports all phases of the HC accountability life cycle and helps inform future strategic HC planning and actions. Figure 2 below illustrates how continuous improvement efforts are supported through the key phases of the HC accountability life cycle:

> *Planning* highlights the Department's Strategic Plan, FBS, and JRS, as well as related MRRs and BRRs. From a HR perspective, key drivers include the Five-Year Workforce Plan and the Domestic and Overseas Staffing Models.

> *Implementing* includes HC program assessment and compliance.

> *Evaluating* provides both historical and forward-looking management analysis through the Department's participation in OPM's HRStat process and in the context of organizational measurements, program evaluations, surveys, and compliance findings.

> *Improving* means continuously implementing solutions based on the results of evaluations to improve the effectiveness and efficiency of HR programs.[19]

Figure 2.   Strategic Human Capital Program and Accountability System
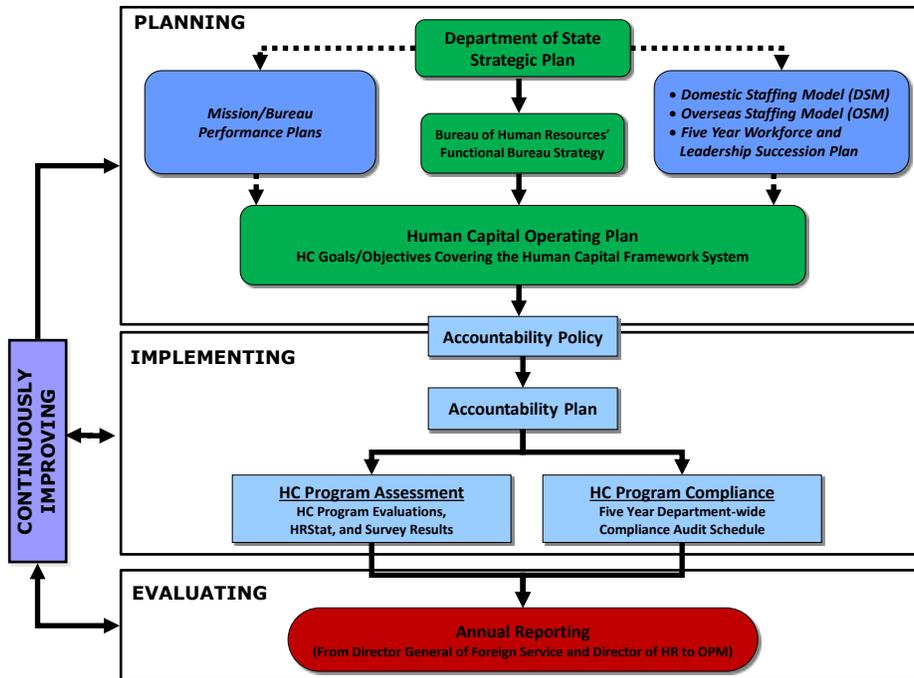
SECTION II. IDENTIFY GAPS BY ANALYSIS OF REQUIREMENTS AND TALENT POOL

EMPLOY PROCESS FOR FINDING GAPS

The Overseas and Domestic Staffing Models estimate Human Resources (HR) requirements, the number of staff needed. These requirements are incorporated into the Foreign Service (FS) and Civil Service (CS) Workforce Planning Models to project changes in the workforce.

The simulation models are used to identify the projected staffing levels. By comparing HR requirements to the projected talent pool, analysts can identify potential staffing gaps and develop profiles of the current workforce to highlight employment patterns, retirement eligibility levels, and attrition trends for Department management. The framework is illustrated below in Figure 3.

Figure 3.   Where are the Gaps?

OVERSEAS STAFFING MODEL (OSM)

The OSM is an analytical tool that Department management uses to allocate full-time permanent American positions worldwide that are aligned with the Administration's foreign policy objectives, legislated mandates, and post workload. The OSM identifies staffing requirements at overseas posts based on specific components and criteria and provides a comparative assessment of posts. The framework evaluates each post using key workload drivers and host country environmental factors for the following seven components:

> Core - representation, analysis, reporting, and advocacy functions;

> Public Diplomacy - public/cultural affairs and information functions;

> Management – human resources, general services, budget, facilities and fiscal functions;

> Consular - visa, passport and special consular functions;

> Information Management;

> Medical;

> Security - post security.

An Overseas Staffing Board serves as a resource advisory group to the Under Secretary for Management and the Under Secretary for Political Affairs. The Director General chairs the Board, which includes the Principal Deputy Assistant Secretaries from the regional bureaus, the Executive Secretary, and representatives from the Office of the Under Secretary for Political Affairs, the Office of the Under Secretary for Management (M/PRI), and the Bureau of Budget and Planning. The Board conducts a series of meetings approximately every two years with the mandate to assess and categorize embassies worldwide, based on the criteria established for the specific components. The 2017/2018 OSM update was finalized in FY 2018.[20]

DOMESTIC STAFFING MODEL (DSM)

The Department uses the DSM to establish resource requirements for the FS and CS domestic workforces. The DSM quantifies current requisites, estimates future needs based on workload trends, and documents current and projected workforce requirements for use in resource planning over a five-year planning horizon. With the DSM, the Department's senior policymakers are able to link human resource decisions to strategic priorities. Projections from the DSM, together with those from the OSM, quantify the Department's total requirements for the American workforce worldwide.

The DSM projects staffing requirements for the domestic FS, CS, and contractor workforces in all domestic bureau level organizations. It documents over 2,900 specialized skills and 850 workload drivers. Based on historical levels of the drivers, the model calculates trends and forecasts future workload for each function and associated staffing requirements. These estimates are disaggregated by grade and skill and linked to strategic goals, providing Department management with visibility into the types of human resources being applied and required to meet these goals.

The DSM links future workload requirements to measurable workload drivers where possible and the Department's Strategic Goals. Used to evaluate the validity and consistency of Bureau

Resource Requests (BRRs), the functionality allows the Department to further integrate budget and performance planning objectives.

The FY 2017 DSM report reflects the fifth iteration of the DSM. Key analysis includes baselines for all bureau specialized skills, bureau projections for future workload, full-time permanent (FTP) human resource requirements with both grade and skill characteristics, and mapping alignment of bureau functions to the Department's strategic goals. The baseline workload summaries by personnel type include the following:

> FTP: Full-time permanent;

> PIT: Part-time, intermittent, while actually employed (WAE), temporary, and short tours; that includes employees detailed in from elsewhere in DOS;

> Contractor: Equivalent work years for contracted work;

> Detail In: Personnel detailed into bureaus from agencies outside DOS;

> Volunteer: Unpaid employees, such as interns.

Figure 4 illustrates results reported in the FY 2017 DSM, highlighting that Department full-time permanent (FTP Filled) personnel and contractors performed around 96 percent of the domestic workload in FY 2017. The total reported domestic staffing requirement in work years increased by about 15 percent in FY 2017 from the level reported in the FY 2011 DSM.[21]

Figure 4.   Distribution of FY 2017 Work Years Across All Specialized Skills by Employment Category
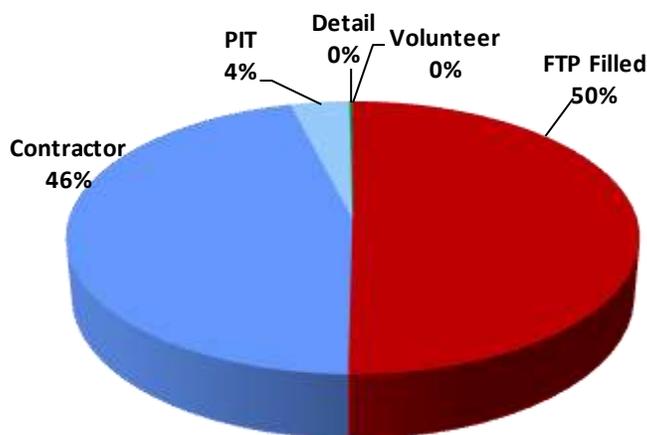
FOREIGN SERVICE MODEL (FSM)

The FSM is capable of projecting future workforce flows for multiple years and incorporates current technology and increased flexibility. The FS workforce is similar to the Department of Defense military personnel in that career flows are managed by an "up-or-out" promotion system. Career management policies include tenure, time-in-grade rules, time-in-service rules, and mandatory retirement criteria. Other personnel flows are a function of voluntary loss estimates and position vacancies. This flow-through model projects employee movement by simulating hiring, promotion achievement, and attrition for the FS over a one- to forty-year period. The framework can also be used to predict FS workforce inventories that may result from various career management policy changes. The model is updated annually and helps inform the Director General on the appropriate number of promotion opportunities to authorize for the FS Selection Boards.

CIVIL SERVICE MODEL (CSM)

In 2019, HR completed development of the CSM. This model replaces the Civil Service Workforce Planning System that was leased from the Department of the Army and subsequently replaced and expanded in 2013.

CSM automates the extraction of historic and current workforce data, such as employee lists, position counts, attrition rates, placement rates, promotion distributions, and intake distributions. The modeling and forecasting component of the CSM produces a fiscal year forecast for retirements, non-retirement separations/conversions, competitive promotions within an occupational series, competitive promotions across occupational series, career ladder promotions, and outside recruitment. Its flexibility permits the projections to be presented in a variety of ways. The CSM can be used to respond to questions such as "How many retirements should be expected for each occupational series and grade in the HR bureau over the next several years?"

This staffing model gives the Department the ability to predict personnel flows for various planning horizons for the CS workforce. Enhancements found in the CSM over the previous versions include greater ease of use, improved scenario management, faster processing, and more granular reporting.[22]

PROJECT HUMAN RESOURCES REQUIREMENTS

To implement its mission worldwide, the Department employs a workforce of over 80,000 employees and contractors. Figure 5 shows the composition of the workforce by employment category.[23]

Figure 5.   Workforce Distribution by Employment Category
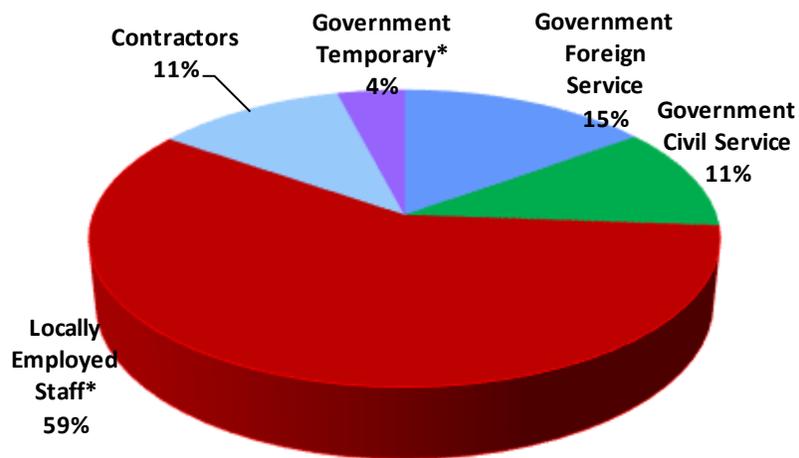
*Locally Employed Staff includes Foreign National and U.S. Citizen residents employed via direct-hire appointment, personal services agreement, and personal services contract. Government Temporary includes Employed Family Members (EFMs).

The Department relies on Locally Employed (LE) staff to support its global mission. LE Staff, which includes contractors overseas, accounts for 59 percent of the workforce. The Department's American Government workforce, which includes career full-time FS and CS employees as well as temporary employees, constitutes approximately 30 percent of the workforce. The remaining 11 percent is composed of domestic contractors. Over the last few years, the workforce distribution has remained about the same.

WORKLOAD DRIVERS

It is critical that the Department has the number of employees needed to achieve the Administration's objectives in light of worldwide challenges such as advancing security, confronting nuclear proliferation, terrorism, transnational crime, equitable burden sharing, the spread of pandemics and providing humanitarian relief, and creating enduring advantages at home by opening markets abroad as a cornerstone of our foreign policy, and outreach. Department employees also support implementation of the Joint Strategic Plan and the National Security Strategy, including promotion of American prosperity and the preservation of peace through strength. Finally, the Department must have enough training positions to develop the key diplomacy skills and related competencies, such as language proficiency, to advocate America's interests as well as foster peace and security throughout the world.

ANALYZE WORKFORCE TALENT POOL

The Department has three primary direct-hire workforces: Foreign Service (FS), Civil Service (CS) and Local Employed (LE) Staff. FS workforces are governed by regulations in the Foreign

Service Act of 1980 and amendments. The FS is divided into Generalists (e.g., commissioned officers) and Specialists (e.g., medical professionals, security experts, information resource personnel, administrative groups, office management specialists, etc.). The CS workforce is regulated by Office of Personnel Management (OPM) guidelines, principles, and regulations. LE Staff is managed by Department policies and local labor laws, which vary from one country to another.

Figure 6 below illustrates that over two-thirds (69 percent) of the Department's career workforce is composed of LE Staff employees. FS and CS employees make up the remaining third (FS - 18 percent, and CS – 13 percent).[24]

Figure 6. Distribution of Career Employees by Workforce
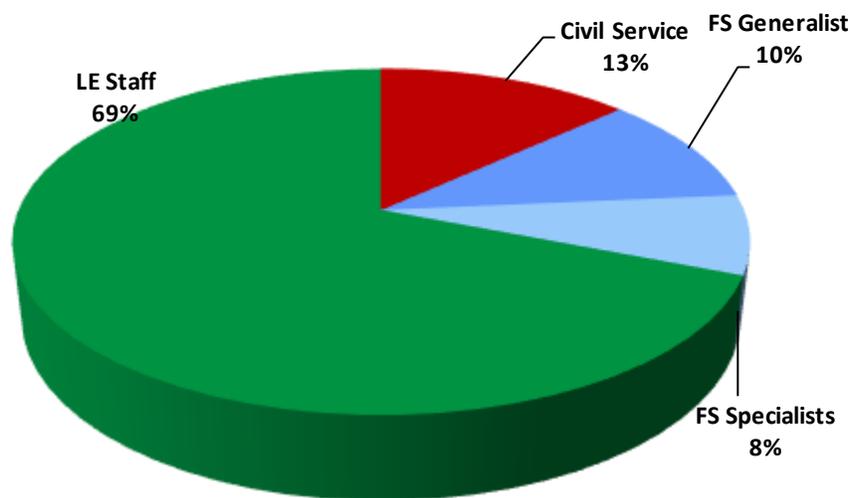
Figure 7 reveals that the Department's American workforce is 43 percent CS, 33 percent FS Generalists, and 24 percent FS Specialists. The composition of the total workforce proportions has varied very little over the last few years.[25]

Figure 7. Distribution of CS and FS Career Employees by Employee Type
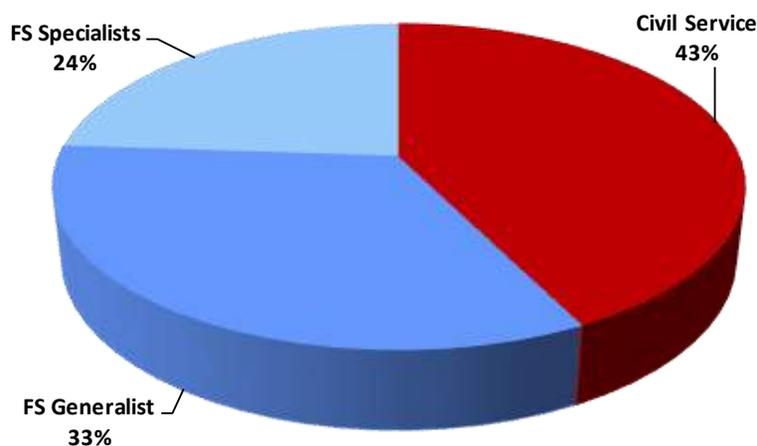
GRADE LEVEL

The graphs in Figure 8 below illustrate the grade distribution in the FS Generalist and FS Specialist workforce, respectively. Ten percent of the career FS Generalist workforce is in the Senior Foreign Service (e.g., CM – Career Minister, MC – Minister Counselor, and OC – Counselor), reflecting the requirement for senior officers to lead and manage the more than 270 embassies, consulates, and missions that the Department operates worldwide. As noted above, the FS is a closed system: employees are hired at the lower classes and compete annually for promotion to the next class. Roughly three percent of the FS Specialist workforce is in the Senior Foreign Service - most Specialist skill groups have few if any senior positions relative to their entire position base.[26]

Figure 8. Foreign Service Workforce Distribution by Employee Type and Grade Level
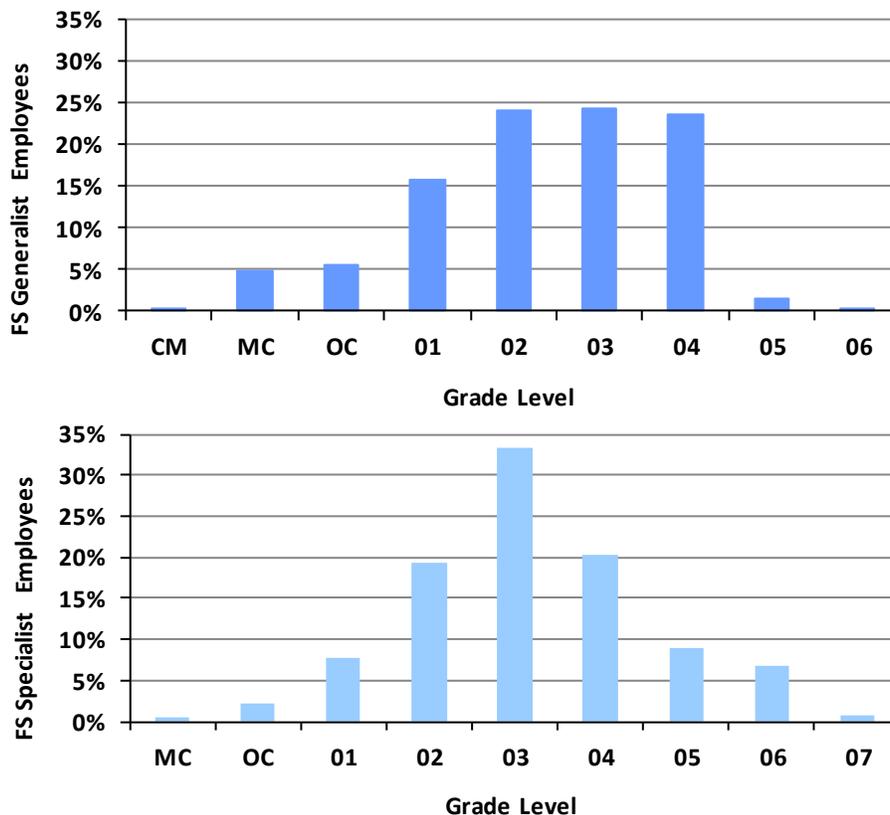
Figure 9 details the grade distribution in the CS. Nearly 75 percent of the workforce is at the mid-grades (e.g., GS-15 — GS-12) and less than two percent is in the Senior Executive Service (SES). The remaining employees are at the GS-11 and below. This distribution mirrors the one reported last year.[27]

Figure 9. Civil Service Workforce Distribution by Grade
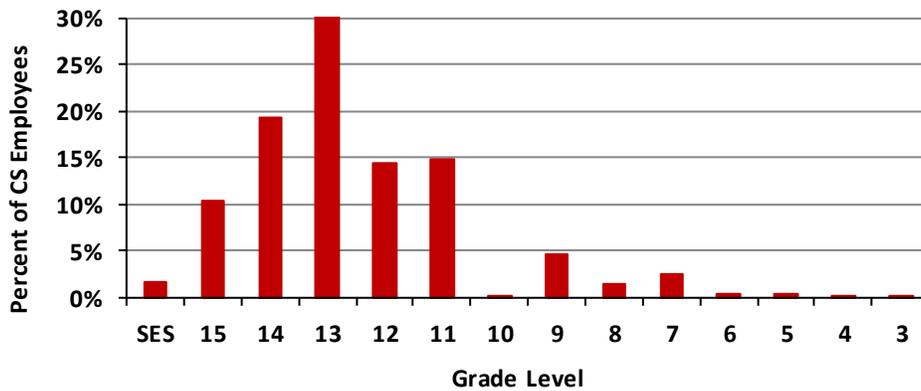
Figure 10 shows the grade distribution in the LE Staff workforce. The majority of the LE Staff is at the FSN-3 and FSN-4 levels, which includes security guards, drivers, and maintenance personnel. LE Staff, like CS employees, are graded based on their position. Higher grades correspond with greater complexity of work, including supervisory responsibilities. The "UK" category reflects employees who are under a banding pay system in the United Kingdom. The data excludes employees under service contracts.[28]

Figure 10. Locally Employed Staff Distribution by Grade
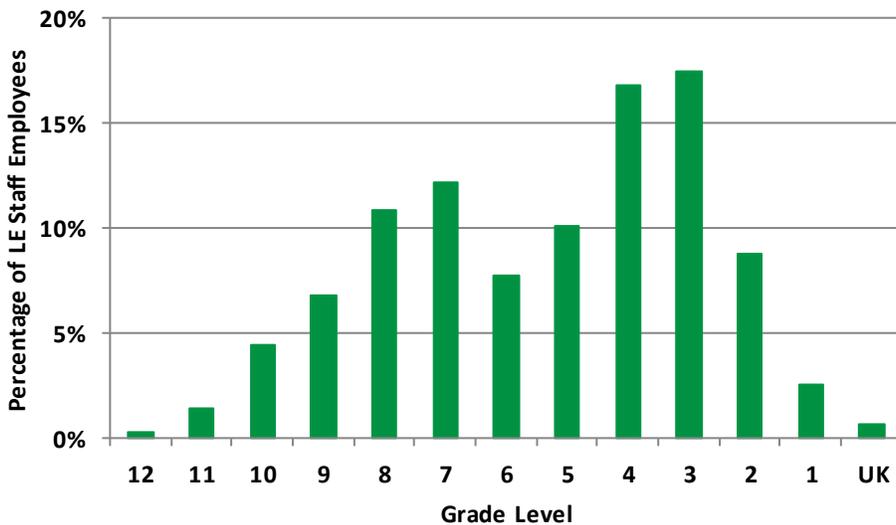
Figure 11 details the occupational group of the LE Staff workforce and highlights that over 60 percent of the LE employees are in the three job groups noted above: security guards, drivers, and maintenance personnel.[29]

Figure 11. Locally Employed Staff Distribution by Occupational Groups

Occupational Group	Percentage
Security	32%
GSO/Motor Pool	19%
Maintenance	11%
Consular	7%
Administrative	7%
HR/Budget	6%
Labor/Gardening	5%
Public Affairs	4%
IT/Communications	4%
Other	3%
Programs*	2%
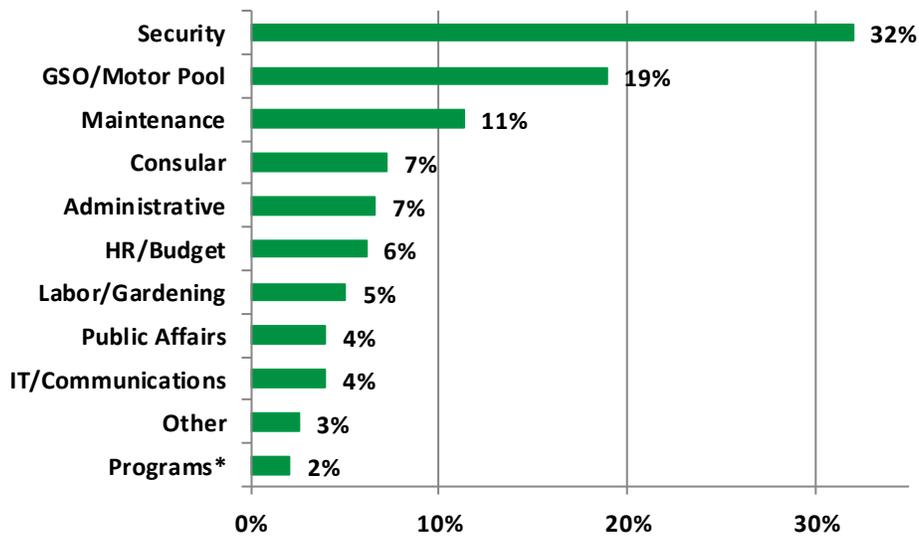
LOCATION

Figure 12 below depicts the assignment distribution (overseas and domestic) of both the FS and the CS career workforces. FS personnel rotate through numerous international and domestic positions throughout their careers with two-thirds (68 percent) stationed overseas and the remaining third (32 percent) assigned domestically. Conversely, nearly the entire career CS workforce is located domestically and when the CS do go overseas (approximately 106 at present with another 22 in the pipeline) they convert to non-career limited FS appointments.[30] Overall, nearly two-fifths (39 percent) of the Department's American workforce is posted overseas. The location percentages have varied slightly from year-to-year.[31]

Figure 12. Distribution of Career Foreign and Civil Service Employees by Location

Location	Foreign Service	Civil Service	Total
Overseas			
Domestic			
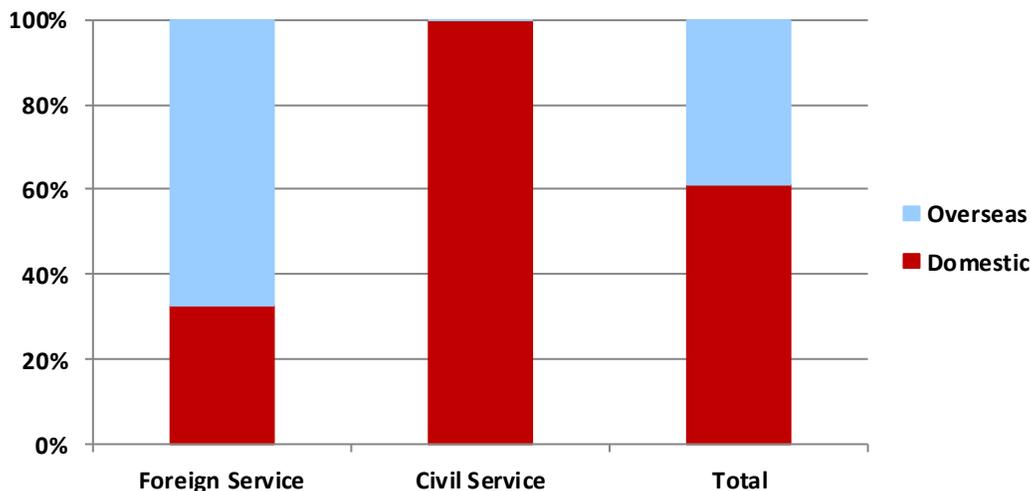
LE Staff work at American embassies and missions overseas. Generally, they compose the largest number of State employees at the post. Figure 13 shows the distribution of the LE Staff in each of the geographic regions and international organizations.[32]

Figure 13. Distribution of Locally Employed Staff by Region
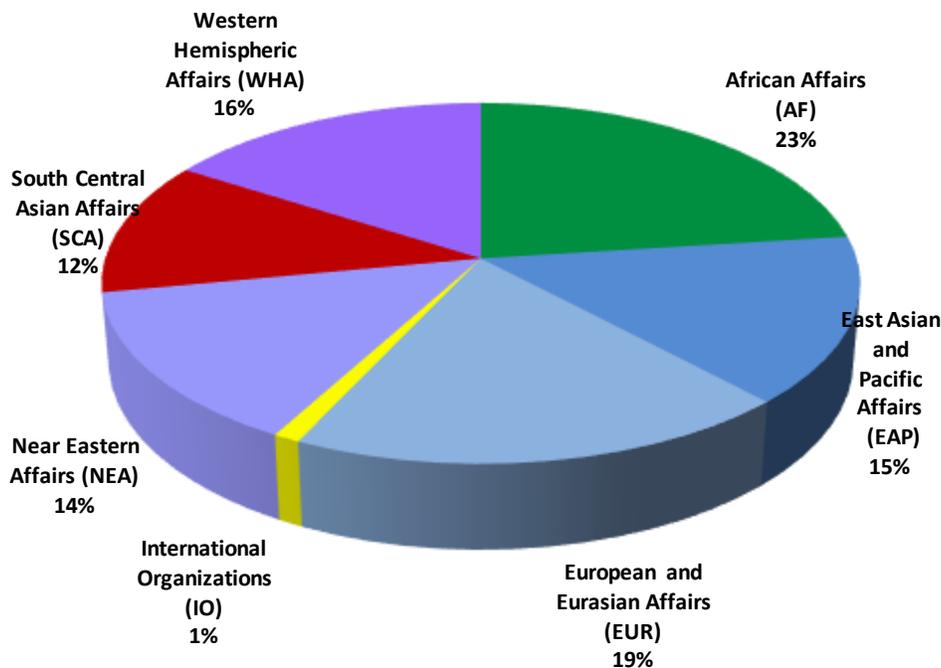
DIVERSITY

Workforce diversity is a key goal for the Department. Beginning in FY 2012, diversity tracking in the Department changed to allow for separate reporting on ethnicity and race, as well as reporting on individuals of two or more races. This new reporting structure complies with OPM's data collection and reporting standards. Tables 1 and 2 reflect the racial and ethnic diversity for the three American workforces and the total Department. In FY 2018, Hispanics compose 7.5 percent of the FS (6.2 percent of the Generalist and 9.3 percent of the Specialist workforces) and 6.8 percent of the CS.[33]

Table 1. Distribution of Foreign and Civil Service Employees by Race

Workforce	White	Black	American Indian	Asian	Native Hawaiian	Multi-racial	Unspecified	Total
Civil Service	60.0%	26.0%	0.5%	6.0%	0.2%	4.5%	2.8%	100.0%
Foreign Service	78.6%	7.0%	0.4%	6.3%	0.1%	4.9%	2.8%	100.0%
FS Generalist	81.0%	5.6%	0.3%	6.8%	0.1%	4.2%	2.0%	100.0%
FS Specialists	75.1%	8.9%	0.4%	5.7%	0.2%	5.8%	3.9%	100.0%
Total	**70.7%**	**15.1%**	**0.4%**	**6.2%**	**0.1%**	**4.7%**	**2.8%**	**100.0%**

Table 2. Employees by Ethnic Group

Workforce	Hispanic	Non-Hispanic	Unspecified	Total
Civil Service	6.8%	93.2%	0.0%	100.0%
Foreign Service	7.5%	92.4%	0.1%	100.0%
FS Generalist	6.2%	93.7%	0.1%	100.0%
FS Specialists	9.3%	90.5%	0.2%	100.0%
Total	**7.2%**	**92.7%**	**0.1%**	**100.0%**

In FY 2018, females composed about 35 percent of the FS and 54 percent of the CS. These percentages were consistent with those in previous years. The largest FS Specialist skill group, Diplomatic Security, draws from a predominately male-oriented labor pool. Table 3 below illustrates the current gender distribution in the workforces.[34]

Table 3. Distribution of Foreign and Civil Service Employees by Gender

Workforce	Male	Female	Total
Civil Service	46.3%	53.7%	100.0%
Foreign Service	64.6%	35.4%	100.0%
FS Generalist	58.7%	41.3%	100.0%
FS Specialists	72.7%	27.3%	100.0%
Total	**56.8%**	**43.2%**	**100.0%**

Figure 14 details varied changes in the gender mix of the three American workforces since 1990. In the FS Generalist workforce, the percentage of females has increased by 16 percentage points, from 25 percent in 1990 to 41 percent in 2018. Conversely, in the FS Specialist workforce the percentage of females has decreased by about 10 percentage points. This decline is due to increases in the number of employees in the security-related skill groups, which are predominately male. The percentage of females in the CS has decreased over the 28-year period; however, as detailed in Section VI, the percentage of female leaders has increased since 1990.[35]

Figure 14. Employees by Gender 1990 – 2018
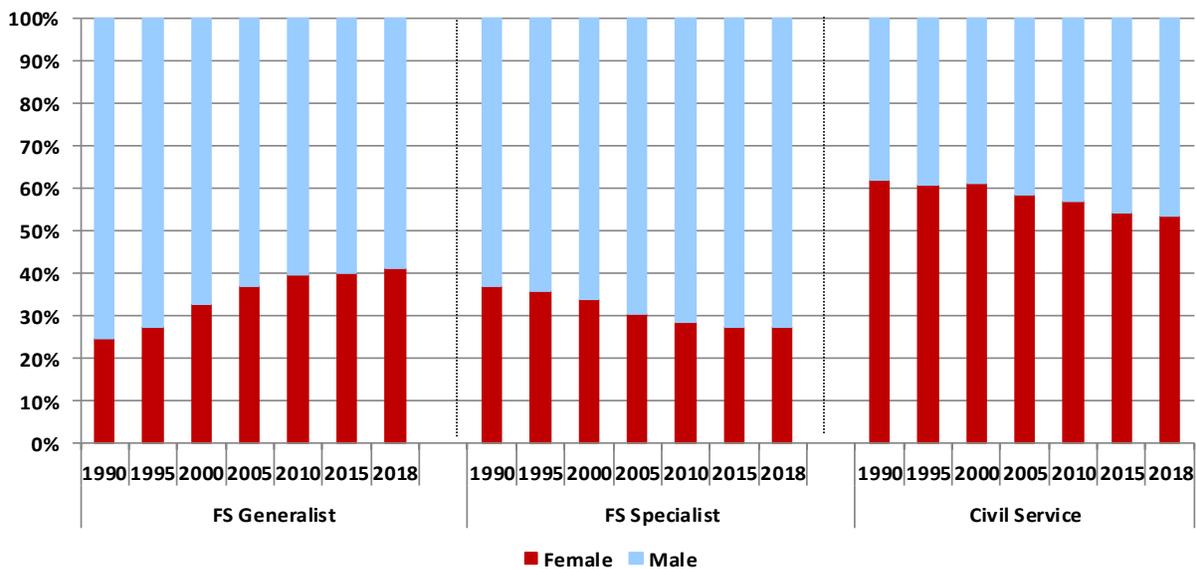
The Department recently updated its database (GEMS) to reflect updates and new disability codes provided by OPM and issued a Department Notice requesting employees to consider reviewing and validating their disability information.[36] The expectation is that once employees have verified their data, the Department will be better able to assess the composition of its workforces as it relates to disabilities and report on trends in both CS and FS workforces. In 2018, the Department updated its reporting to include SF-256 self-identification of a disability, special hiring authorities, and reasonable accommodations.[37] Table 4 details the composition of workforces by no disability, targeted disability, and non-targeted disability. Targeted disabilities are defined by the Equal Employment Opportunity Commission (EEOC) for reporting purposes and comprise 12 categories of severe health conditions, including deafness, blindness, significant psychiatric disorders, paralysis, epilepsy, and intellectual disabilities.[38] The CS now exceeds the federal participation goals of 12 percent representation of individuals with disabilities (IWD) and two percent representation of individuals with targeted disabilities (IWTD). In FY 2018, over 17 percent of the CS are reported as having a disability and nearly three percent as having a targeted disability. In the FS just under nine percent of the FS are reported as having a disability and nearly one percent as having a targeted disability.

Table 4. Distribution of Foreign Service and Civil Service by No Disability, Targeted Disability, and Non-Targeted Disability

| Workforce | No Disability | Disability | | | Total |
		Targeted	Non-Targeted	Total	
Civil Service	82.4%	2.7%	14.9%	17.6%	100.0%
Foreign Service	91.4%	0.9%	7.7%	8.6%	100.0%
FS Generalist	92.1%	1.1%	6.9%	7.9%	100.0%
FS Specialists	90.5%	0.7%	8.8%	9.5%	100.0%
Total	**89.0%**	**1.4%**	**9.6%**	**11.0%**	**100.0%**

AGE AND LENGTH OF SERVICE

Table 5 below provides basic profile information on the Department's American workforces. The table shows that, on average, employees have spent the majority of their federal career in the Department, 12.1 out of 14.9 years on average. FS Generalist and FS Specialists have an average of 14 years of federal government service and 13 years and 11 years, respectively, in the Department. CS employees have a higher average number of years of federal service (16 years) and about the same average number of years in the Department (12 years). These figures indicate that FS employees have spent a higher percentage of their federal career in the Department (84 percent) than CS employees (77 percent). The table also lists the average ages of employees in each workforce, which range from 44 years in the FS Generalist workforce to 47 years in the CS. These statistics mirror those noted in previous years.[39]

Table 5. Average Age and Length of Service by American Workforce

Workforce	Average Years of Government Service	Average Years of Department of State Service	Average Age
Foreign Service Generalist	14.1	12.7	44.2
Foreign Service Specialist	14.5	11.4	46.3
Civil Service	15.8	12.2	47.5
Average	**14.9**	**12.1**	**46.1**

Figure 15 below provides a 28-year snapshot of the average years of government service of employees in all three workforces. In general, the averages peaked in 1995 – 2000 when the Department was in a downsizing mode. Averages declined in 2000 – 2010 and remained relatively stable over the last eight years as baby boomers retire and new employees entered the Department's workforces.[40]

Figure 15. Average Years of Government Service – 1990 – 2018

Figure 15. Average Years of Government Service – 1990 – 2018
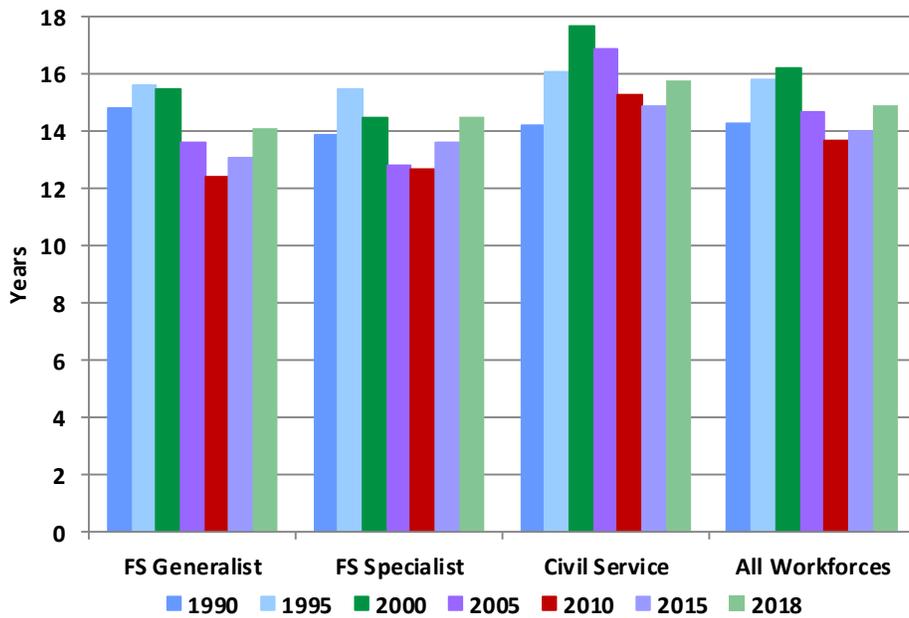
Figure 16 shows a decrease in the average number of years in the Department in all three workforces over the 1995 – 2005 timeframe. The averages stabilized in 2005 when employees hired under the Diplomatic Readiness Initiative (DRI) in 2002 - 2004 were reflected in the statistics. The 2015 and 2018 averages are higher than in previous years as these employees gain more time in the Department. The drop from 1995 to 2000, especially in the FS Generalists, is due in part to the integration of the United States Information Agency (USIA) into the Department in 1999. USIA employees' time in the Department began at zero at the time of the merger.[41]

Figure 16. Average Years in the Department – 1990 – 2018
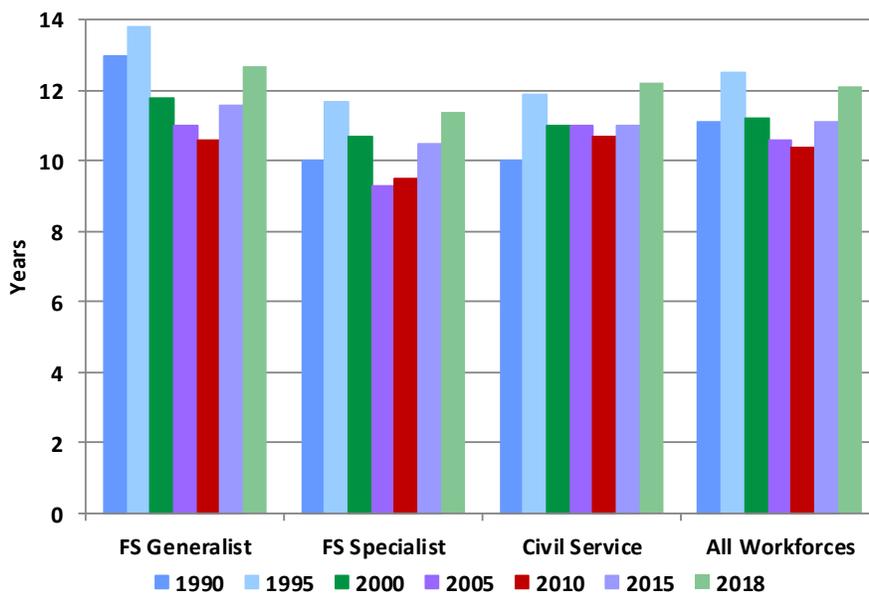
Figure 17 illustrates in the average age of FS Generalists, FS Specialists and CS employees over the 1990 – 2018 period. The average age of FS Generalists and FS Specialists began to decrease in 2000 as employees hired under DRI were reflected in the workforce counts. The average age of both FS workforces began to increase in 2010 as the number of employees hired decreased.[42]

Figure 17. Average Age by Workforce – 1990 – 2018
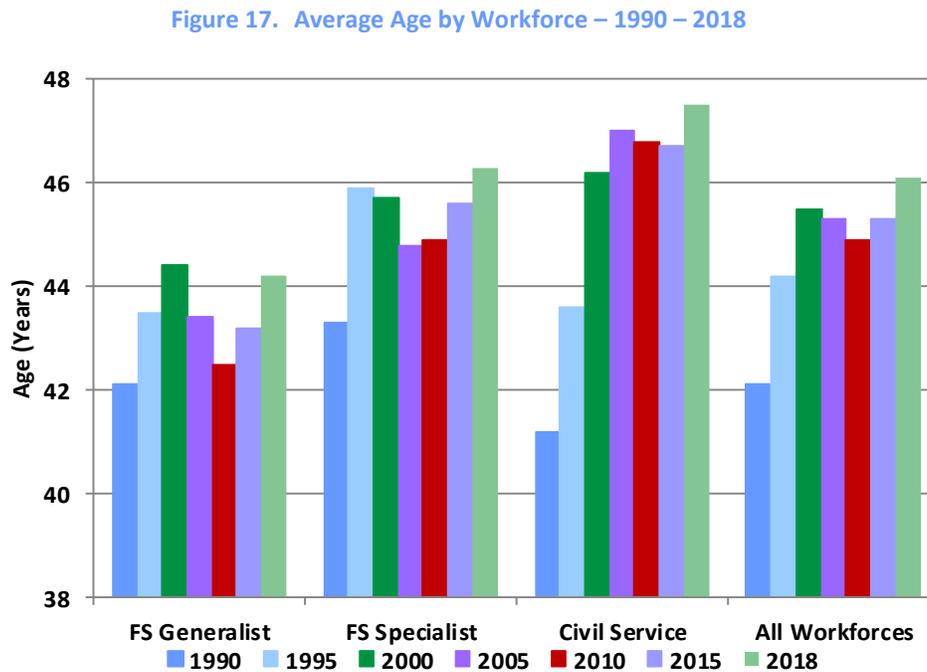
Tables 6, 7, and 8 below profile the Department's LE Staff by bureau. Table 6 shows that on average LE Staff have spent about 11 years with the U.S. Government. The average age of the LE Staff is mid 40's in most bureaus.[43]

Table 6. Average Government Service and Age of LE Staff Workforce by Bureau

Bureau	Average Years of Government Service	Average Age
African Affairs (AF)	9.6	44.2
East Asian and Pacific Affairs (EAP)	10.3	42.4
European and Eurasian Affairs (EUR)	13.6	46.5
International Organizations (IO)	13.5	49.5
Near Eastern Affairs (NEA)	10.2	42.1
South and Central Asian Affairs (SCA)	9.1	42.2
Western Hemisphere Affairs (WHA)	10.9	44.2
Average	**10.7**	**43.8**

Table 7 highlights the age range distribution of LE Staff by bureau. Over 40 percent of the LE Staff in EAP, NEA, and SCA are under 40 years of age, and nearly 40 percent of the LE Staff in EUR are over 50.[44]

Table 7. Age Ranges of LE Staff Workforce by Bureau

Age Range	Bureau							Total
	AF	EAP	EUR	IO	NEA	SCA	WHA	
Under 30	4%	8%	5%	4%	11%	8%	7%	7%
30 - 39	30%	36%	22%	13%	34%	36%	31%	31%
40 - 49	39%	34%	35%	34%	33%	35%	32%	35%
50 - 59	24%	19%	28%	31%	19%	20%	23%	23%
60 or over	3%	3%	10%	18%	3%	1%	7%	4%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Table 8 details the range of government service of LE Staff by bureau. Over 25 percent of the LE Staff in EUR has 20 or more years of service. In AF, EAP, NEA, SCA and WHA, 30 percent or more of the employees have less than five years of service.[45]

Table 8. Government Service Ranges of LE Staff Workforce by Bureau

Government Service Range	Bureau							Total
	AF	EAP	EUR	IO	NEA	SCA	WHA	
Under 5 yrs	34%	32%	24%	29%	34%	36%	32%	32%
5 - 9 yrs	25%	25%	13%	17%	26%	26%	24%	23%
10 - 19 yrs	32%	32%	30%	29%	29%	31%	29%	30%
20 - 29 yrs	7%	9%	17%	13%	7%	7%	10%	10%
30 or More	2%	2%	9%	12%	4%	0%	5%	4%
Missing data	0%	0%	7%	0%	0%	0%	0%	1%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

RETIREMENT ELIGIBILITY

About 17 percent of the Department's American workforce is eligible to retire immediately, 34 percent within five years, and 53 percent within 10 years. Table 9 profiles retirement eligibility for the three workforces. These percentages are similar than those reported last year.[46]

Table 9. Retirement Eligibility by Employee Type

Workforce	Currently Eligible	Eligible w/in 5 yrs	Eligible w/in 10 yrs
Foreign Service Generalist	16.3%	33.1%	54.5%
Foreign Service Specialist	17.3%	39.2%	62.4%
Civil Service	17.2%	31.5%	45.6%
Total	**16.9%**	**33.9%**	**52.6%**

Figure 18 below shows snapshots of employees' retirement eligibility over the last 28 years. The percentages of CS employees eligible to retire increased steadily during the 1995 to 2010 timeframe, dropped slightly in 2015 as employees hired under Diplomacy 3.0 were added to the CS workforce, and increased in 2018 following a year of reduced CS hiring. During this same

period, percentages have remained stable for FS Specialists. FS Generalists had a decrease in the percentage of eligible to retire after 2005 due to increased hiring.[47]
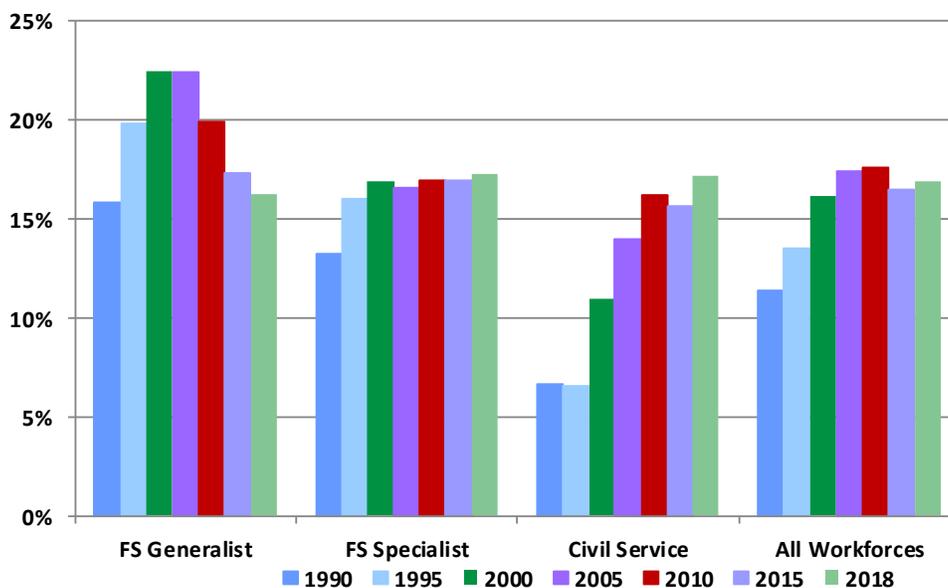
RETIREMENT ELIGIBILITY BY GRADE GROUP

Figures 19 - 21 depict the percentage of employees in the three American workforces who are eligible to retire now, in five years and in 10 years by grade group (e.g., entry or junior, mid, and senior).[48] The groups are based on grade levels as noted in the figures and may include employees whose occupational series cap below the senior level. For example, the entry-level group may include employees whose series ends at the GS-11 (e.g., senior clerical) as well as employees who are at the junior level of their occupation. Similarly, the mid-level group may include employees in Specialist skill groups with grades to the FS03 (e.g., Security Technicians) and employees in the mid-level grades of their career.

Figure 19 shows the retirement eligibility profiles for the entry and junior levels in the CS and FS. The percentages are low because on average fewer employees at these levels meet the length of service and age eligibility requirements. Moreover, low eligibility percentages are seen in the FS Generalist workforce because "up or out" career management rules limit the number of years employees may stay at the lower grades. A small percentage of new FS hires enter at an age where they are eligible to retire within five to 15 years of entry. Less than one percent of the entry-level FS Generalist officers are eligible to retire. In the FS Specialist and CS workforces, the retirement eligibility rates for entry-level or support level employees are eight percent and 15 percent, respectively.

Figure 19. Retirement Eligibility of Current Entry Grade Level Group Employees

- Civil Service (GS-11 & below)
- FS Generalist (04 & below)
- FS Specialist (04 & below)
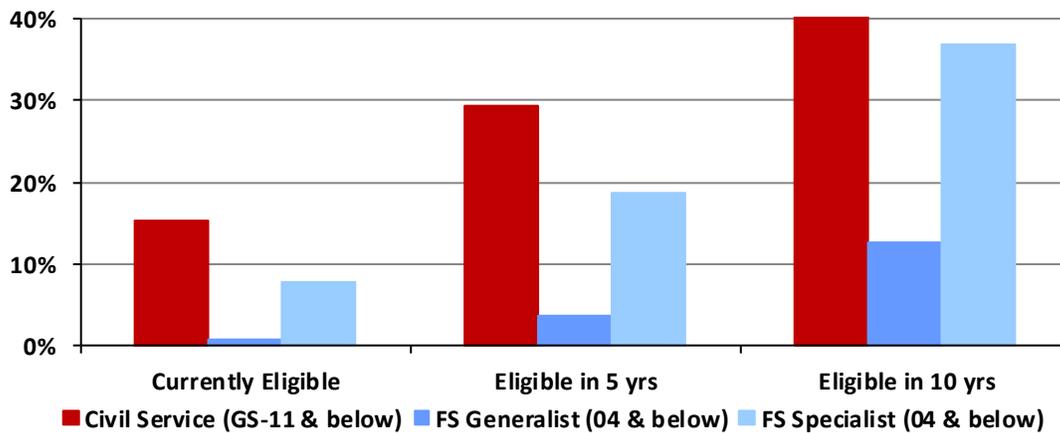
Figure 20 displays retirement eligibility profiles for mid-level career employees now, in five years, and in 10 years. Current mid-level retirement eligibility ranges from 11 for FS Generalists to 17 percent for CS employees to 21 percent for FS Specialists. In 10 years, the eligibility percentages will rise to 46 percent for CS, 64 percent for FS Generalists, and 76 percent for FS Specialists. These percentages are similar to those reported last year.

Figure 20. Retirement Eligibility of Mid-Grade Level Group Employees

- Civil Service (GS-12-15)
- FS Generalist (01, 02, 03)
- FS Specialist (01, 02, 03)
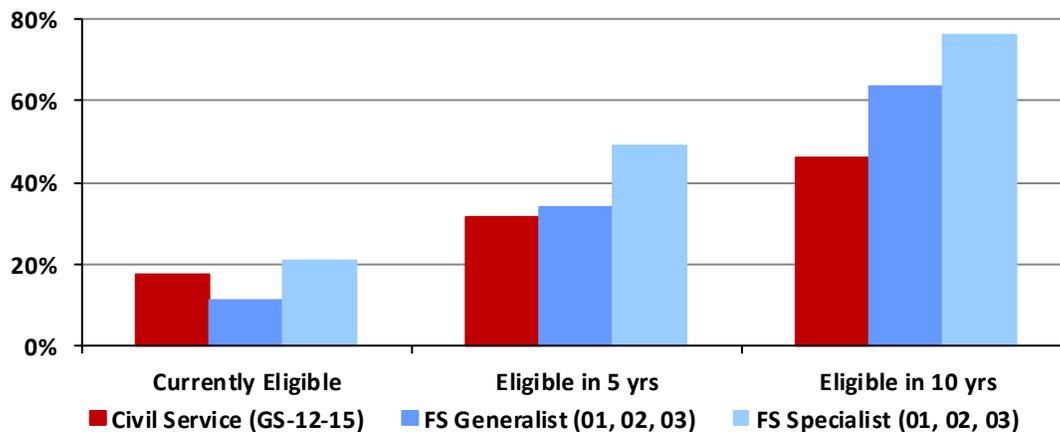
Figure 21 highlights retirement eligibility profiles of the Department's senior level employees, which is much higher than that for the other grade level groups. Roughly 84 percent of the senior FS Generalists and 68 percent of the senior FS Specialists are eligible to retire. These high percentages are to be expected since most officers do not reach the Senior Foreign Service (SFS) until they are near retirement eligibility, which is currently 50 years of age with 20 years of service. Approximately 41 percent of the CS Senior Executive Service (SES) is eligible to retire, which is slightly lower than the 43 percent reported last year. Similar to last year, nearly all of the SFS and 80 percent of the CS SES are eligible to retire within the next 10 years.

Figure 21. Retirement Eligibility of Current Senior Grade Level Group Employees
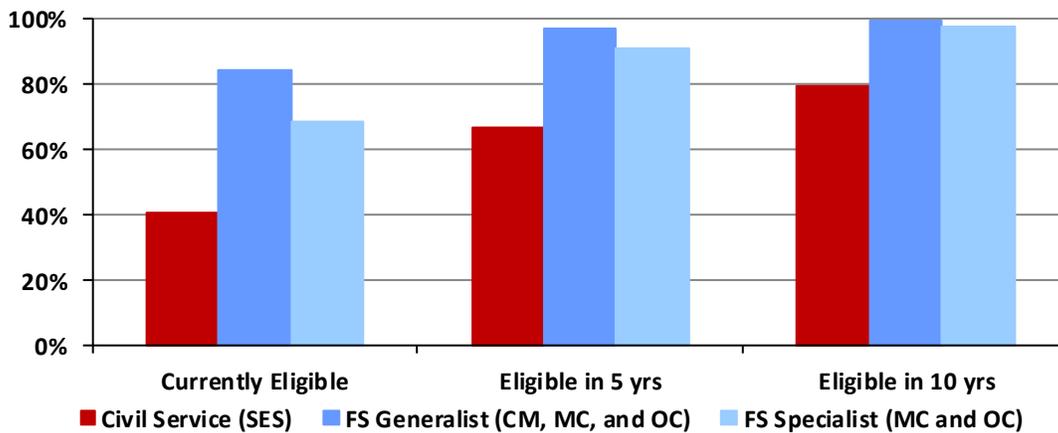
ATTRITION

FS and CS attrition is categorized as either non-retirements or retirements and as voluntary or involuntary. Between FY 2019 and FY 2023, the Department projects that close to 6,200 career CS and FS employees will leave the Department due to various types of attrition. Figure 22 provides examples of attrition by category.

Figure 22. Retirement Categories

	Retirement	Non-Retirement
Voluntary	• Voluntary Retirement	• Resignations • Transfers • Deaths
Involuntary	• FS mandatory retirement at the age of 65, which cannot be waived unless an employee is serving in a Presidential appointment • FS "up-or-out" rules that restrict in the number of years FS employees can remain in one class or below the Senior Foreign Service threshold	• Terminations • FS "selection out" of tenured employees and non-tenured decisions for entry level employees

HISTORICAL AND PROJECTED FOREIGN SERVICE ATTRITION

Overall career attrition in the FS increased from 519 in FY 2017 to 533 in FY 2018. FS Generalist attrition increased from 259 in FY 2017 to 262 in FY 2018. The number of retirements decreased from 186 in FY 2017 to 181 in FY 2018, and the number of non-retirements increased

from 73 in FY 2017 to 81 in FY 2018. Most of the non-retirements were at the entry-level. Attrition in the FS Specialist workforce increased from 260 in FY 2017 to 271 in FY 2018. The numbers of retirements increased from 181 in FY 2017 to 188 in FY 2018 and the number of non-retirements increased from 79 in FY 2017 to 83 in FY 2018. It is important to put these numerical changes in perspective. Even with the expansion of the Foreign Service, FS Generalist attrition rates were 3.5 percent in both FY 2017 and FY 2018, and FS Specialist attrition rates slightly increased from 5.0 percent in FY 2017 to 5.1 percent in FY 2018. (Counts exclude conversions within the FS and into the CS. Rates include conversions.)[49]

Attrition in the FS workforce is projected to average 502 employees per year between FY 2019 and FY 2023, about one percent lower than last year's projected average annual attrition of 510. This projection represents a less than a three percent decrease per year when compared to the annual average attrition of 516 for the past five years. As detailed in Tables 10 and 11, the projected average annual attrition over the next five years for FS Generalists is 268, which is higher than the previous five-year average of 258; and the projected average attrition for the FS Specialist workforce is 234, which is lower than the previous five-year average of 258. The two largest FS Specialist groups - Security Officers and Office Management Specialists – account for over 40 percent of the average annual Specialist attrition.

Most FS attrition is due to retirements. In FY 2018, 70 percent of all separations in the FS were retirements. For the FY 2019 to FY 2023 period, the attrition mix is expected to be about 80 percent retirements and 20 percent non-retirements. Detailed estimates by year are included in the Appendix.[50]

Table 10. Projected Foreign Service Generalist Attrition

Foreign Service Generalist Skill Group	Average Annual Attrition Last Five Years (FY 2014 to FY 2018)	Projected Totals Next Five Years (FY 2019 to FY 2023)			
		Retirements	Non Retirements	Overall Attrition	Average Annual Attrition
Consular	46	172	67	239	48
Economic	55	237	53	290	58
Management	42	210	38	248	50
Political	65	274	72	346	69
Public Diplomacy	47	174	41	215	43
Executive	3	0	0	0	0
Generalist Total	**258**	**1067**	**271**	**1338**	**268**

Note: Due to rounding, totals may vary slightly if individual line items are summed. From Table A1 in the Appendix. Conversions within the FS and to the CS are excluded.

Table 11. Projected Foreign Service Specialist Attrition

Foreign Service Specialist Skill Group	Average Annual Attrition Last Five Years (FY 2014 to FY 2018)	Projected Totals Next Five Years (FY 2019 to FY 2023)			
		Retirements	Non Retirements	Overall Attrition	Average Annual Attrition
Construction Engineer	5	12	0	12	2
Diplomatic Courier	5	26	0	26	5
English Language Programs	2	8	0	8	2
Facilities Manager	14	58	0	58	12
Finance	9	42	0	42	8
General Services	12	62	0	62	12
Human Resources	9	26	0	26	5
Information Management	23	123	12	135	27
Information Technician	5	29	0	29	6
Information Technology Mgr.	27	121	3	124	25
Medical Officer	5	12	0	12	2
Medical Laboratory Scientist	1	2	0	2	1
Medical Provider	8	33	0	33	7
Office Management	44	146	18	164	33
Psychiatrist	2	8	0	8	2
Regional Public Engagement	2	6	0	6	1
Security Engineer	9	24	0	24	4
Security Officer	69	241	124	365	73
Security Technician	7	36	0	36	7
Specialist Total	**258**	**1015**	**157**	**1172**	**234**

Note: Due to rounding, totals may vary slightly if individual line items are summed. From Table A1 in the Appendix. Conversions within the FS and to the CS are excluded.

HISTORICAL AND PROJECTED CIVIL SERVICE ATTRITION

Overall career attrition in the CS increased from 752 in FY 2017 to 794 in FY 2018. The number of retirements increased from 251 in FY 2017 to 313 in FY 2018, and the number of non-retirement separations decreased from 501 in FY 2017 to 481 in FY 2018. It is important to put these numerical changes in perspective. With a smaller workforce, CS attrition rates increased more than would be expected from 7.3 percent in FY 2017 to 7.9 percent in FY 2018.[51]

Attrition in the CS workforce is projected to average 733 employees per year between FY 2019 and FY 2023, which is higher than last year's projected average annual attrition of 656 (FY 2018 – FY 2022).

Table 12 below highlights the actual and projected attrition for the Department's 20 largest CS occupations. These occupations account for over 80 percent of the Department's anticipated CS attrition. Projected average attrition varies among occupations, increasing in some (e.g., Foreign Affairs, Program Management, Management Analysis, and Information Technology Management) and decreasing in others (e.g., Human Resource Management, General Clerk

Assistant, Miscellaneous Clerk Assistant, and Secretary). Table 12 shows that the majority (about 60 percent) of CS attrition is projected to be non-retirement separations (e.g., resignations, terminations, and death), which is the reverse of the pattern noted above for FS attrition. This pattern is confirmed in the detailed listing of all CS occupations in Table A3 of the Appendix.[52]

Table 12. Projected Attrition for the 20 Largest Civil Service Occupation Series

Civil Service Occpuational Code	Civil Service Occpuational Series	Average Annual Total Attrition Last 5 Years	Projected Total Next Five Years (FY 2019 - FY 2023)			
			Retirements	Non-Retirements	Overall Attrition	Average Annual Attrition
00080	SECURITY ADMIN	19	47	67	114	22
00130	FOREIGN AFFAIRS	109	181	495	676	135
00132	INTELLIGENCE	6	20	30	50	10
00201	HUMAN RESOURCE MANAGEMENT	39	51	81	132	26
00301	GEN CLERK ASSIST	71	130	152	282	56
00303	MISC CLERK ASSIST	18	29	27	56	11
00318	SECRETARY	21	37	16	53	10
00340	PROGRAM MANAGEMENT	4	22	26	48	9
00342	SUPPORT SERVICES ADMIN	6	21	18	39	8
00343	MANAGEMENT ANALYSIS	65	137	217	354	70
00501	FINANCIAL ADM	16	33	47	80	16
00510	ACCOUNTING	9	20	21	41	8
00560	BUDGET ADMIN	19	44	57	101	20
00905	GENERAL ATTORNEY	13	28	49	77	16
00967	PASSPORT VISA EXAM	100	200	311	511	102
01035	PUBLIC AFFAIRS SPEC	13	15	35	50	10
01102	CONTRACT PROCUREMENT	15	38	56	94	19
01801	GEN INSPECTION, INVESTIGATION	5	12	22	34	6
01811	CRIMINAL INVESTIGATE	8	6	25	31	6
02210	INFO TECH MGMT	49	126	148	274	55
Top 20 Civil Service Occupations		**605**	**1197**	**1900**	**3097**	**615**

Note: Due to rounding, totals may vary slightly if individual line items are summed.

IDENTIFY WORKFORCE GAPS AND STRENGTH

MISSION CRITICAL OCCUPATION (MCO) GAPS AND STRENGTH

The Department utilizes a multitude of occupations; however, certain occupations warrant special focus in workforce planning because they are critical to the Department's overall success. The Department identifies these "mission critical occupations" or MCOs based on two criteria: mission essential skills and/or critical staffing gap.

> *Mission Essential (ME)* skill occupations are considered "core" to carrying out the Department's mission. Without these occupations, mission critical work could not be completed. Since the FS workforce is the primary means by which the Department carries

out its core worldwide diplomatic and consular operations, all FS occupations are mission essential. In the CS workforce, occupations that deal directly with foreign and public affairs, diplomatic security, intelligence, information technology, management and passport/visa operations, as well as those identified by the Office of Personnel Management (OPM) as being crosscutting government-wide mission essential occupations, are included in this category.

> *Critical Staffing Gap (CSG)* occupations are those where significant differences exist between the number of positions and the number of positions staffed or projected to be staffed. Gaps of any magnitude risk the effectiveness of the Department and must be addressed proactively.

The methodology utilized for selecting MCOs takes into account the factors described above and directly correlates the occupation's contribution to the Department's strategic objectives and government-wide recommendations. Table 13 below lists the Department's MCOs (as of February 2019).[53]

<div align="center">

Table 13. Mission Critical Occupations

</div>

Foreign Service	
Generalists	Specialists
Civil Service	
Emergency Management	Paralegal
Foreign Affairs	Passport & Visa Examining
Intelligence	Public Affairs
History	Interpreter
Human Resource Management	Contracting
Government Information	Grants Management
Records & Information	Realty
Management & Program Analysis	General Physical Science
Communications Management	General Education & Training
Financial Administration & Program	Training Instruction
Accounting	General Inspection, Investigation, Enforcement,
Auditing	& Compliance
Budget Analysis	Distribution Facilities & Management Storage
General Engineering	Information Technology Management
General Attorney	Automotive Equipment

PROJECTED MISSION CRITICAL OCCUPATIONS ATTRITION

Table 14 below provides a profile of the Department's MCOs, focusing on key indicators that the Department monitors when addressing gaps in these occupations. The vacancy rate indicates the status of staffing positions in each occupation, and the employee information (e.g., average age and retirement eligibility now and in five years) provides insight into when

people may begin retiring, which can be used in developing hiring initiatives. These factors, as well as historical attrition counts, are among the parameters incorporated into the Civil Service and Foreign Service models that are used to project attrition over the next five years. Projected total and average attrition are included on the table. The last column reports the change between the historical and projected average attrition.

> Overall, FS attrition is expected to decease three percent as explained above in the Historical and Projected Foreign Service Attrition section.

> In the CS MCOs, the average annual attrition over the next five years is expected to increase by about seven percent from the corresponding rate from the previous five-year period. Among the MCOs, the percentage change varies substantially. For example, attrition in the Foreign Affairs occupation is expected to increase by 24 percent while in the Human Resource Management occupation attrition is projected to decrease by 33 percent.[54]

Table 14. Projected Mission Critical Occupation Attrition

MCO Occupations	Average Age	Career Fulltime Vacancy Rate	Percent Retirement Eligible in FY 2019	Percent Retirement Eligible in FY 2023	Projected Overall Attrition Next 5 Years (FY 2019 - FY 2023)	Average Annual Total Attrition		
						Last Five Years (FY 2014 to FY 2018)	Projected Next Five Years (FY 2019 to FY 2023)	Projected Percent Change
Foreign Service								
Foreign Service Generalist	44.2	10.0%	16.3%	33.1%	1338	258	268	4%
Foreign Service Specialist	46.3	18.4%	17.3%	39.2%	1172	258	234	-9%
Total Foreign Service MCO Attrition						**516**	**502**	**-3%**
Civil Service Skill Group								
Emergency Management	48.9	27.8%	4.3%	13.0%	8	4	1	-75%
Foreign Affairs	43.3	18.2%	11.3%	17.8%	676	109	135	24%
Intelligence	44.0	10.2%	17.9%	27.4%	50	6	10	67%
History	45.6	0.0%	9.1%	15.9%	14	0	3	0%
Human Resource Management	46.4	20.5%	16.9%	32.3%	132	39	26	-33%
Government Information*	46.1	20.0%	26.0%	39.0%	27	4	6	50%
Records & Information*	45.8	29.0%	20.0%	20.0%	10	1	2	100%
Management & Program Analysis	46.0	17.0%	15.8%	25.4%	354	65	70	8%
Communications Management	53.7	4.6%	31.4%	48.6%	13	3	3	0%
Financial Administration & Program	51.2	15.6%	27.1%	43.3%	80	16	16	0%
Accounting	50.8	16.4%	29.6%	39.8%	41	9	8	-11%
Auditing	46.8	3.8%	22.0%	28.0%	23	6	4	-33%
Budget Analysis	47.1	14.6%	17.7%	30.6%	101	19	20	5%
General Engineering	55.2	20.2%	37.0%	59.3%	35	7	7	0%
General Attorney	46.4	6.9%	14.3%	21.1%	77	13	16	23%
Paralegal	47.3	26.8%	15.9%	34.1%	16	3	3	0%
Passport & Visa Examining	44.8	9.0%	11.6%	21.1%	511	100	102	2%
Public Affairs	41.6	22.0%	11.7%	20.4%	50	13	10	-23%
Interpreter	57.0	13.2%	51.2%	60.5%	21	3	4	33%
Contracting	47.7	13.0%	24.4%	35.7%	94	15	19	27%
Grants Management	44.3	15.7%	11.1%	16.7%	15	3	3	0%
Realty	50.1	15.0%	23.1%	30.8%	5	2	1	-50%
General Physical Science	55.3	23.3%	52.2%	56.5%	6	1	2	100%
General Education & Training	59.6	15.0%	31.0%	50.0%	2	0	0	0%
Training Instruction	67.0	16.5%	31.0%	48.0%	5	2	1	-50%
General Inspection, Investigation, Enforcement, & Compliance	46.4	4.8%	12.2%	17.3%	34	5	6	20%
Distribution Facilities & Management Storage	53.5	15.9%	35.0%	50.0%	4	1	1	0%
Information Technology Management	50.9	14.4%	25.6%	40.4%	274	49	55	12%
Automotive Equipment	53.9	43.9%	37.5%	54.2%	8	3	2	-33%
Total Civil Service MCO Attrition						**501**	**536**	**7%**

Note: Due to rounding, totals may vary slightly if individual line items are summed.

*In 2014-2015, over 75 affected Office of Global Information Services (A/GIS) positions were reassigned from the Program and Management Analysis Series (GS-0343) to the Government Information Series (GS-0306). In March 2015, OPM established the Records and Information Management Series (GS-0308), and the Department began to reassign certain employees occupying positions classified in the GS-0343 series and the GS-0306 series to the newly established GS-0308 Series.[55]

VACANCY RATES

The Department uses vacancy rates as one measure in assessing if staffing is adequate to meet requirements. The vacancy rate is defined as the proportion of positions that are

unencumbered by employees. This differs from "deficit rates" used in budget and intake planning where the total number of employees, regardless of assignment, are compared to the position count.

There are significant differences between the CS and FS that need to be considered when looking at vacancy rates.

> CS employees are hired to fill a particular position, making vacancy rates relatively simple math. However, due to the lengthy CS hiring process, the Department has established more CS positions than are funded. These additional float positions provide hiring managers greater recruitment flexibilities, help establish a more robust intake pipeline, and maximize the use of available funds.

> Vacancy rates for the FS are more complicated because employees are hired into occupations (e.g., Management, Economic, Political, Consular, Public Diplomacy, Medical Officers, Security Officers, etc.) and may be assigned to various positions outside their occupations, including long-term training, detailed to other organizations, or assigned to temporary/short-term positions. Because of these complexities, FS vacancies can exist even when employment counts appear to be in equilibrium with position counts. Vacancy rates in the FS also vary throughout the year based on assignment cycles that create short term gaps while people transition between positions.

Table 15 shows that the vacancy rate for the total CS was about 14 percent in April 2018 and increased to nearly 17 percent in April 2019 due the effect of the 17-month hiring freeze, during which most pending offers were rescinded. Overall vacancy rates for FS Generalists and FS Specialists were 10 percent and 15 percent, respectively, at the end of April 2018. By April 2019, the overall vacancy rates had remain at about 10 percent for FS Generalists and increased to 17 percent for FS Specialists.[56] It is important to note that the vacancy rates reflect vacancies at all grades: some grades may be in deficit and others in surplus. The FS assignment system addresses this complexity by allowing Generalists and Specialists the flexibility to occupy positions that are above or below their personal grade.

Table 15. Summary of Vacancy Rates

| Vacancy Rate | FY 2018* | | | | FY 2019* | | | |
| | Foreign Service | | | Civil Service | Foreign Service | | | Civil Service |
	Generalists	Specialists	Total	Civil Service	FS Generalists	FS Specialists	FS Total	Civil Service
Overseas	8.1%	13.9%	10.6%	N/A	8.5%	14.4%	11.1%	N/A
Domestic	14.5%	17.9%	16.2%	14.1%	15.4%	23.1%	19.2%	16.9%
Total	**9.7%**	**15.1%**	**12.2%**	**14.1%**	**10.2%**	**17.0%**	**13.3%**	**16.9%**

*Data as of 4/30/18 and 4/30/19. Percentages are based on regular positions which can be filled by career and non-career employees.

LANGUAGE GAPS AND STRENGTH

A key Foreign Service competency is the ability to speak and read foreign languages. The Department must have a diplomatic corps that can communicate in the languages of the host countries in order to promote democracy and U.S. interests abroad successfully. Language requirements are indicated by the assignment of specific language competency levels to positions. FS positions that require incumbents who speak and read a language at a specific minimum level are called language designated positions (LDPs). The Department has over 4,300 LDPs in about 70 foreign languages. In addition, there are nearly 900 positions that are language preferred (LPPs). For these positions, foreign language proficiency is desired but not required for assignment. The total number of LDPs and LPPs rose significantly over the past decade, as seen in Figure 23, ranging from approximately 3,300 positions in 2003 to over 5,200 in 2018, an increase of over 56 percent. LDPs alone rose by over 47 percent, from approximately 3,000 in 2003 to over 4300 in 2018. These rates exceeded the overall growth rate for the FS during the same period of 41 percent, reflecting a growing need for language proficiency abroad.[57]

Figure 23. Number of Language Designated and Language Preferred Positions FY 2003 – FY 2018
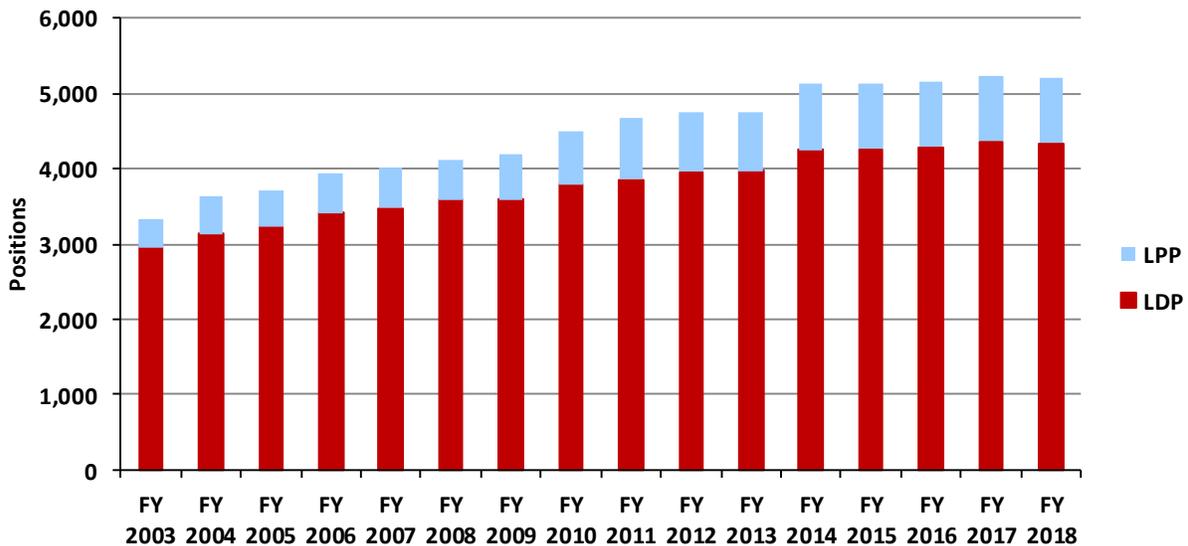
Language proficiencies for speaking and reading are rated on a 0-5 scale, with 0 indicating no knowledge of the language and 5 indicating proficiency equal to that of a highly articulate, well-educated, native speaker. A general professional or 3/3 (speak/read) proficiency is the minimum level required for most FS Generalist LDPs. This level provides employees with the ability to participate in most formal and informal discussions on practical, social and professional topics. Some entry-level FS Generalist and most FS Specialist LDPs are designated at the 2/2 level (limited working proficiency) or below. A limited number of mid- and senior-level positions are designated above a 3/3. Some positions have an asymmetric designation

which reflects the need for strong speaking skills and a lesser need for reading skills (e.g., 3+/2+). During their careers, all FS Generalists are required to and some FS Specialists may elect to reach general professional (3/3) proficiency in at least one foreign language. Many employees become proficient in multiple languages.

The Foreign Service Institute (FSI) groups languages into four broad categories based on their difficulty to learn:

> Category I Languages include the most English-like or the easiest languages for native speakers of English to learn. Included in this category are the Romance languages, such as Spanish and Portuguese, as well as other Western European languages, such as Swedish and Dutch. On average, these languages require 24 to 30 weeks of full-time study to achieve the 3/3 proficiency level.

> Category II Languages generally take 36 weeks of full-time study to achieve the 3/3 proficiency level. Included in this category are Indonesian, Swahili, and German, among others.

> Category III Languages generally require 44 weeks of full-time study to achieve a 3/3. These languages are substantially harder to learn because they are less like English. Among the Category III languages are Hindi, Dari, Persian, Russian, and Urdu.

> Category IV Languages are the most difficult languages for English speakers to learn. This category includes Arabic, Chinese, Japanese, and Korean, which require training for roughly 88 weeks, including a year of study in-country, to obtain the general professional (3/3) proficiency level.

Table 16 below profiles the staffing of LDPs in FY 2003, FY 2008, FY 2013, and FY 2018. The percentage of LDPs staffed by fully language qualified employees has increased since FY 2003, and the overall percentages of LDPs staffed by partially qualified employees and the number of employees requiring a full language waiver have generally decreased over the 15-year period.[58]

Table 16. Staffed Language Designated Positions – FY 2003, FY 2008, FY 2013, and FY 2018

| | | Staffed Language Designated Positions | | | |
Fiscal Years	Total LDPs	Employees fully language qualified	Employees partially language qualified	Employees who require full language waiver	Vacant LDPs
September 2003	2956	64% (32%)	15%	21%	11%
September 2008	3592	64% (36%)	14%	23%	12%
September 2013	3966	79% (35%)	12%	9%	10%
September 2018	4345	76% (31%)	16%	8%	15%

Note: Numbers in parenthesis () indicate percentage of employees who exceeded the language requirement.

The total number of employees with language proficiency at the 3/3 level or above has increased over the last several years among FS Generalists and Specialists. The percentage increase in FS Generalists and Specialists testing at 3/3 or above in languages spoken in parts of the world critical to US foreign policy interests (e.g., Persian-Afghan-Dari - 583 percent increase, Hindi - 575 percent increase, and Arabic - 41 percent increase) is particularly noteworthy. Table 17 shows changes in the number of current career FS employees proficient in foreign languages at the 3/3 level since 2003.[59]

Table 17. FS Generalists and Specialists Proficient in Foreign Languages at the 3/3 Level in FY 2003, FY 2008, FY2013 and FY 2018

Language	FY 2003	FY 2008	FY 2013	FY 2018	Pct. Change FY 2003 to FY 2018	Language	FY 2003	FY 2008	FY 2013	FY 2018	Pct. Change FY 2003 to FY 2018
ICELANDIC	1	3	9	13	1200.0%	ESTONIAN	12	17	22	21	75.0%
PERSIAN (DARI)	12	30	87	82	583.3%	LATVIAN	12	18	20	21	75.0%
HINDI	12	35	68	81	575.0%	INDONESIAN	101	130	149	174	72.3%
KURDISH	1	1	1	6	500.0%	LAO	29	32	46	48	65.5%
GEORGIAN	4	3	13	22	450.0%	MALAY	16	17	24	26	62.5%
MONGOLIAN	4	7	9	17	325.0%	CHINESE-MANDAR	303	341	423	465	53.5%
PERSIAN (FARSI)	14	19	36	57	307.1%	RUSSIAN	541	650	778	810	49.7%
TELUGU	0	0	3	3	100.0%	SPANISH	2185	2584	3289	3241	48.3%
AZERBAIJANI	14	30	44	52	271.4%	CHINESE-CANTON	9	9	10	13	44.4%
ALBANIAN	24	40	62	89	270.8%	ARABIC	232	287	352	327	40.9%
NEPALI/NEPALESE	9	12	25	33	266.7%	KOREAN	76	79	85	106	39.5%
PERSIAN - TAJIKI	3	3	9	10	233.3%	CZECH	59	62	67	79	33.9%
HAITIAN CREOLE	19	26	39	63	231.6%	PILIPINO/TAGALOG	57	74	89	74	29.8%
KAZAKH	1	3	3	3	200.0%	BULGARIAN	60	69	81	77	28.3%
PANJABI/PUNJABI	1	3	3	3	200.0%	HEBREW	63	68	84	80	27.0%
SLOVENIAN	8	15	23	22	175.0%	GREEK	81	75	92	102	25.9%
UZBEK	4	6	6	11	175.0%	POLISH	173	214	233	214	23.7%
URDU	30	35	72	81	170.0%	ITALIAN	252	269	294	308	22.2%
SWAHILI/KISWAHILI	13	17	26	34	161.5%	ROMANIAN	129	135	149	153	18.6%
MACEDONIAN	16	30	38	39	143.8%	HUNGARIAN	44	45	48	52	18.2%
CAMBODIAN-KHMER	13	20	24	31	138.5%	BURMESE	23	25	21	26	13.0%
LITHUANIAN	19	34	44	41	115.8%	DANISH	46	43	49	51	10.9%
SLOVAK	23	36	45	48	108.7%	DUTCH	89	88	95	96	7.9%
ARMENIAN-EAST	14	17	20	29	107.1%	FRENCH	1567	1561	1685	1689	7.8%
PORTUGUESE	425	462	680	858	101.9%	NORWEGIAN	56	51	57	59	5.4%
SINGHALESE	0	0	1	1	100.0%	AMHARIC	6	7	10	6	0.0%
SOMALI	0	2	3	1	100.0%	GERMAN	545	517	525	526	-3.5%
SERBO-CROATIAN	151	201	256	301	99.3%	JAPANESE	173	165	177	166	-4.0%
VIETNAMESE-STD	74	94	123	138	86.5%	SWEDISH	54	53	53	47	-13.0%
UKRAINIAN	45	60	76	83	84.4%	THAI	110	108	101	84	-23.6%
TURKISH	114	123	158	202	77.2%	TAMIL	4	3	3	3	-25.0%
BENGALI	17	18	27	30	76.5%	FINNISH	24	21	17	14	-41.7%

Note: Recruitment Incentive Languages (Priority Languages) are highlighted.

FS applicants with any language proficiency receive points on the hiring register, but the Department has defined several languages as recruitment incentive languages. The current list

of recruitment incentive languages includes Arabic, Mandarin Chinese, Persian (Dari), Hindi, Persian (Farsi), Korean, and Urdu. These languages that are of critical importance to US foreign policy, are experiencing staffing gaps, or present specific challenges in recruiting and training. FSO candidates who speak and read proficiently in a recruitment incentive language and pass the assessment process receive extra bump up points in the hiring register which increases their chance of entering the FS.

The Department has been challenged in recent years in its ability to staff all of its LDPs with officers who fully meet both the speaking and reading requirements as shown in Table 16. There are several reasons for the shortfalls, including the rapid growth in LDPs, the extensive training period of up to two years to adequately train officers to the 3/3 level (general professional proficiency), and resource shortfalls for establishing an adequate training float. It is important to note that language proficiency in only one of many factors that are used to evaluate candidates for FS assignments. Sometimes posts and management are faced with gaps in priority positions that cannot wait for training and decide to select a candidate based on superior qualifications in other aspects of the position. In FY 2018, FSI had an 85 percent success rate in training State Department professionals to the proficiency level specified by their LDP.

FSI continues to enhance its programs through curriculum updates and revisions, optimal use of education technology, evaluation of language learning and use, and analysis of language needs. FSI, for example, has implemented new Spanish and French curricula and has established a program to review up to 12 language curricula per year. FSI is updating the online eHomerooms with new mobile-responsive templates and additional functionality. To date, 51 eHomerooms have been upgraded and another 20 are under consideration. FSI continues to promote the use of simulations for language training through its Educational Technology Innovation Lab. FSI has rolled out 25 Mobile Job Aids, allowing students to learn/review language material wherever they have a mobile device, and more are in the development phase. Additionally, FSI is working with IRM to expand technology infrastructure capabilities to facilitate teaching, learning, and administration. To support the Department's need for a cadre of diplomats with the high-level language skills critical for reporting and outreach, FSI has developed advanced curricula—the Beyond-3 programs—to take officers to levels 3+ and beyond.

FSI's temporary expansion to an additional training facility in Rosslyn, VA, in the fall of 2016 eliminated "double shifts" in training and established single-shift language classrooms for increased stability and continuity across all basic language programs, including reorganizing, expanding, and harmonizing daily training schedules across 65 languages. Department personnel can now focus on the business of teaching and learning languages rather than on managing who has access to which scarce classroom at any time.

FSI continues to assess program effectiveness and impact and is building a culture of evidence-based practice across language training. It recently completed the Department's first comprehensive needs analysis to assist language teaching and testing staff to align curriculum, instruction, and testing with real-world language use at post. FSI has also established and is piloting new standardized language learning classroom observation protocols that are designed to improve and normalize instruction across languages and provide meaningful feedback to instructional staff.

FSI is piloting a new approach to testing reading proficiency in FY 2019 by working with a leading outside company to design and evaluate a computer-adaptive online reading test that is more in line with industry standards. In FY 2018, FSI contracted with the National Academy of Sciences, Division of Behavioral Sciences and Social Sciences and Education, to prepare a review of Foreign Language Assessment that will describe state-of-the-art theory and practices for oral and reading proficiency testing. The report is expected to be published in March 2020.[60]

In 2016 – 2017, the U.S. Government Accountability Office (GAO) re-evaluated the Department's language programs, following up on recommendations made in its 2009 report. The GAO report, "Department of State: Foreign Language Proficiency Has Improved, but Efforts to Reduce Gaps Need Evaluation," noted that *"State has implemented most actions described in its 2011 Strategic Plan for Foreign Language Capabilities but has not evaluated the effects of these actions on language proficiency at overseas posts. According to State's evaluation policy, the department is committed to using performance management, including evaluation, to achieve the most effective foreign policy outcomes and greater accountability. Actions State has implemented under the plan include reviewing the language requirements of overseas posts every 3 years; offering recruitment incentives for personnel with proficiency in critically important languages; providing language incentive pay only for languages that reflect the department's highest strategic priorities; and using technology to strengthen and develop new approaches for language training and to complement FSO's language skills. However, more than 5 years after it began implementing its strategic plan, State has not systematically evaluated the results of these efforts. As a result, State cannot determine the extent to which these efforts contribute to progress in increasing language proficiency worldwide and reducing proficiency gaps."*[61]

The Strategic Plan for Foreign Language Capabilities was developed in early FY 2011 and continues to be implemented. HR issued an evaluation of this document's implementation to GAO in December 2018. This evaluation assessed the effectiveness of initiatives implemented under the 2011 Strategic Plan and findings will inform the development of a new Strategic Plan for Foreign Language Capabilities, outlining Department-wide programs and policy goals to strengthen the LDP fill rate. The evaluation examined the following: (1) the LDP fill rate; (2)

progress towards the six goals outlined in the 2011 Strategic Plan; (3) limitations due to resources shortages; and (4) future efforts to meet language expertise needs.[62]

SECTION III. DEVELOP MANAGEMENT PLANS

The Bureau of Human Resources (HR) utilizes the results of the workforce and leadership analyses, coupled with the focus from the Department's strategic plan, to develop options for recruitment, assignments, and development needs. These options provide the basis for developing HR management plans.

UNDERSTAND MANAGEMENT PLAN OBJECTIVES AND PROCESS

The Department continuously builds and maintains a pipeline of candidates ready to conduct the business of diplomacy successfully in a changing world. Tactics and strategies to identify, educate, motivate, and encourage competitive applicants to the Foreign Service (FS) differ from those used to recruit the Civil Service (CS), given the differences between their respective hiring and selection processes as well as their work environment. To accomplish these overall goals, the following are critical:

> A pipeline of competitive, talented applicants whose diversity reflects the national professional workforce demographics;

> A workforce with diverse educational and cultural backgrounds, perspectives and knowledge, and exceptional analytical and problem-solving skills, innovative thinking and global perspective, as well as knowledge of U.S. history and culture to meet the Department's current and future needs;

> A workplace culture that demonstrates a commitment to service, worldwide availability, diversity, and inclusion.

The methodology and time necessary to recruit, hire, train, and deploy an employee varies depending on the service type, the security clearances required, and training requirements. The recruitment programs for FS Generalists, FS Specialists, FS Consular Fellows, and the CS are described below:

> FS Generalists have rank in person and are hired into one of five career tracks: Management, Consular, Economic, Public Diplomacy, and Political. After a rigorous multi-phased selection process, candidates are hired based on demonstrated job-related competencies. These competencies allow them to perform successfully using many different skills in a variety of Generalist jobs, both overseas and domestically, and under a variety of conditions, including hardship, family separation, and natural and political upheavals. Language ability is also a factor.

> FS Specialists also have rank in person and are hired for specific demonstrated job-related skills in 19 specialty occupations, such as Security, Medical, Construction Engineering, Facility Management, Human Resources, Financial Management, Office Management, or Information Technology. They use their job skills in a wide variety of positions around the world and achieve higher levels of responsibility over their careers based on performance and potential. As with Generalists, FS Specialists need a variety of skills to succeed in challenging environments.

> FS Consular Fellows are limited, non-career appointments who, while employed by the Department, have rank in person and demonstrated language skills related to consular adjudication. They use their job skills in language-designated Consular positions in a variety of posts around the world based on the needs of the service. Because Consular Fellows are hired under non-career appointments, their promotion potential is capped at the FS-04 level.[63]

> CS personnel have rank in position and are hired for specific jobs at specific grades with clearly defined position responsibilities and duties.

INTEGRATED RESOURCE PLANNING SYSTEM

The Assistant Secretary for Budget and Planning (BP) and the Director General of the Foreign Service and Director of Human Resources (DGHR) administer an integrated budgeting process that coordinates all central management resource activities with the appropriate bureaus. This integrated budgeting approach provides for clear and detailed discussion of the HR options and the costs to be considered in making tradeoffs between competing capital projects and HR resource needs. Joint recommendations and integrated plans are provided to the senior Department Principals for approval and inclusion in the final Department budget submission and annual operating plan (Oplan).

HIRING REQUIREMENT LEVELS

Department hiring requirements and intake levels over the next five years will be based on the results of hiring plans developed from the Consolidated Appropriation, FY 2018 funding levels and funding levels authorized in future fiscal year appropriations. There may be additional hiring flexibilities for skill groups funded by separate appropriations. The Department will staff some Consular positions with alternative staffing mechanisms such as the Consular Fellows Program (CFP) and Consular Affairs Appointment Eligible Family Members (CA-AEFMs), which utilize the Department's limited non-career appointment authority (LNA) under the Foreign Service Act of 1980 to fill urgent Consular needs with a manageable flow-through and assignment pattern for entry-level officers.

DEVISE TALENT ACQUISITION PLANS

In the Department's planning process, the position and attrition targets are refined to account for workforce and/or programmatic factors that affect skill group size and structure, including:

> New program and policy initiatives or emerging priorities that require adjustment of hiring targets between categories and/or the addition of new skill groups;

> Deficits or surpluses from the previous year's plan;

> Shortfalls of employment to authorized position levels;

> Workforce staffing initiatives that result in conversions from one skill category to another or other out-of-skill group staffing among various categories;

> Special hiring authorities, including those for Pathways Interns, Pathways Presidential Management Fellows, Pathways Recent Graduates, and individuals with disabilities.

The Department's recruitment planners prepare action plans that are based on the yearly talent acquisition targets supported by funding levels in the Department's fiscal year appropriation and subsequent Oplan.

TALENT ACQUISITION

The Department's strategic recruitment focuses on developing a pipeline of competitive applicants who possess needed skills, including foreign language proficiency, and whose diversity reflects that of the national professional workforce demographics. The Department continuously promotes its recognizable employer brand and has an aggressive FS recruitment program that incorporates digital recruitment marketing and advertising programs that focus on undergraduate and graduate students, alumni of targeted universities, former participants of international exchanges, and experienced, skilled professionals throughout the United States. The Recruitment Division and a marketing team identify, educate, attract, and engage prospects with varying skills from diverse educational, cultural, ethnic, and geographic backgrounds, as well as with specialized experience.

The Department continues to implement its strategic national advertising campaign, using digital advertising and social recruitment to promote its employer brand and specific career opportunities and educate prospects about the Foreign Service, Civil Service, and student programs. The Department was the first government agency to launch a careers recruitment mobile app (DOSCareers) to provide prospects with easy access to tools and resources that help them understand career possibilities, connect with DIRs, and prepare for the FS selection process. One deciding factor in launching DOSCareers was research indicating that under-

represented groups have adopted smart phone mobile technologies at rates above the general population. The mobile app received high ratings in trade and popular media and was downloaded more than 20,000 times in the first year. In FY 2016, the Department expanded the mobile app content to include a more in-depth overview of CS careers, the CFP, and internships. With target audiences accessing information using mobile devices at a high rate, the Department moved the majority of its recruitment materials towards an all-digital environment, beginning with its most popular Unpaid Student Internship and FS Selection Process brochures. Both have been in digital format for several years and have accompanying mobile apps: DOSInterns and FSCareers. The marketing team continues to evaluate mobile and digital options to promote the Department as an employer of choice. The Department offers information sessions in person and via Adobe Connect online seminars around the country and the world to guide those who have passed the FSOT for Generalist positions or the QEP for Specialist positions through the oral assessment process. In FY 2014, the Department launched a practice online FSOT on its website. Prospective candidates who take the practice FSOT receive feedback on their likelihood of passing the actual test, which includes recommendations for how to improve their score. In FY 2017, the Department made its Information Guide for the FS Officer Selection Process a free electronic download via its careers website (careers.state.gov), replacing the hard and electronic copies previously offered for a fee. The Department's careers website is one of the most highly rated U.S. Government careers sites and is rated much higher than commercial careers sites.

The Department places 16 senior and mid-level FS Officers as DIRs on-campus as recruiters with regional responsibilities at colleges and universities around the country, including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and Hispanic Association of Colleges and Universities (HACU) member institutions. Within their assigned geographic regions, covering the entire U.S., the DIRs and the Department's 10 Washington-based recruiters target their recruitment activities to reach qualified applicants from diverse backgrounds who possess needed skills, including foreign language skills.

The Department continues to increase its presence at business and other appropriate professional schools and build and strengthen partnerships with professional organizations whose members have the skills, experience, and knowledge to succeed in the FS. The Department will continue to evolve its employer brand to reflect its core values and benefits that resonate with potential candidates and communicate the messages of opportunity to targeted and competitive audiences. In FY 2017 the Department piloted the use of LinkedIn's Recruiter Dashboard to directly source – identify and attract – skilled professionals to the FS. The Department expanded its efforts in using LinkedIn for direct sourcing, increasing its number of licenses to accommodate the Bureaus of Medical Services, Information Resource Management, Overseas Building Operations, and Diplomatic Security. In FY 2018, HR added a commercial resume database for military veterans to these sourcing efforts.

The Department utilizes its internship, Rangel and Pickering Fellowship, and Foreign Affairs IT Fellowship programs to encourage State Department careers among underrepresented groups. The Department is also partnering with several outside organizations that provide paid internship opportunities to students from underrepresented groups. In FY 2014, the Department launched the U.S. Foreign Service Internship Program (USFSIP), a two-summer, paid internship program authorized under the Foreign Service Act designed to expose undergraduate students from diverse and underrepresented groups to the rewards of the Foreign Service. The program combines academic orientation with a domestic bureau assignment in the first summer and an internship at an overseas mission in the second summer. The successful program has slowly expanded from 15 students in FY 2014 to 32 in FY 2019. Contingent upon funding, this program is expected to continue to expand over the next five years. The USFSIP has become a successful feeder to the Pickering and Rangel Fellowship programs in addition to continuing to provide a motivating experience to students from underrepresented groups who might not otherwise have the resources to accept an unpaid internship. In FY 2016, the Department launched the Foreign Affairs Information Technology (IT) Fellowship Program to recruit IT students from diverse and underrepresented groups to join one of the FS Specialist occupations. Mirroring the structure and eligibility of the Pickering and Rangel Fellowships programs, 15 fellows have been accepted into the program, of which the first five will enter the FS in 2019.

The Foreign Language Action Plan targets FS applicants who can demonstrate proficiency in priority languages. It remains important to expand Arabic and Chinese language capabilities. The Department has identified eight languages - Arabic, Chinese (Mandarin), Hindi, Persian (Dari), Persian (Farsi), Pashto, Urdu, and Korean - for which it offers incentives to qualified candidates. The Department is extending additional language bonus points to qualifying FS Specialist candidates and awarding additional bonus points to any FS Specialist candidate qualifying in Arabic.

The Department's "Total Candidate" approach for FS Generalists includes:

> An online FSOT application and registration form;

> A computer based FSOT, comprised of relevant job knowledge, English expression, and situational judgement, and an essay administered in a proctored setting;

> An online review of the candidate's general experience and responses to short personal narrative essays linked to promotion precepts (e.g., leadership, interpersonal communication) by a Qualifications Evaluation Panel (QEP) to select the most qualified candidates in each career track to invite to the Oral Assessment (FSOA);

> A day long FSOA, comprised of a group exercise, a structured interview, and a written case management exercise, with online scoring and automated entry of data into the personnel tracking systems. The group exercise includes an individual Ambassadorial debrief of the group's decision-making process.

In FY 2015, the Department moved to partial computer scoring of the QEP and reduced the number of assessor-scored files by approximately 36 percent, saving over $110,000 per year. In FY 2016 and FY 2017, in response to the Survey of Satisfaction with Entry-Level Officers, the Department undertook a number of efforts to improve the validity of the FSOT essay. These efforts include placing a limit on the number of characters permitted in the essay, making essay prompts more concise, offering candidates a choice of three prompts, and adding a Situational Judgment Test component to the multiple choice question.

In FY 2018, the Department undertook the decennial FS Generalist job analysis, which provided an update of the tasks currently being performed by FS Generalists worldwide and the knowledge, skills, and abilities necessary to perform those tasks. The Department also reviewed the adverse impact of the FSOT and the validity of its essay, concluding that the essay should be moved out from the FSOT to be scored by assessors at a subsequent stage. A full review of the FSOA written exercise is currently under way.

The FS Specialist selection process also uses an online application and a QEP review. Candidate applications are accepted, and initial screening of applications is done online through USAJobs. The files of those candidates who meet the minimum qualifications for a position are referred for review by the QEP, which functions within the framework of a Department-designed software program called "STAR" (Specialist Tracking and Application Report). STAR allows subject matter experts worldwide to evaluate candidate files and determine who should be invited to the FS Specialist oral assessment (FSSOA). The FSSOA includes a written case management exercise and a structured interview. FS Specialist candidates also take an online competency exam during the FSOA. Based on projections of expanded needs for LNAs, the Department created a unit dedicated to the rapid processing of LNA candidates and in FY 2017 expanded this unit to allow it to undertake LNA, specifically Consular Fellow (CF), oral assessments. The Department began a gateway online test – the Consular Fellows Program Test – for CFs in March of 2017. Using this successful model, in 2019 the Department launched the IMST, a gateway online test for Information Management Specialist (IMS) candidates.

In FY 2016, the Department implemented an online scheduling system for large FS Specialist candidate cohorts (e.g., Office Management Specialists and General Services Officers), which is similar to the one used by FS Generalists. The system, which allows candidates to schedule their own assessments, has saved time and money, reduced the no-show rate, and led to quicker completion of testing cohorts.[64]

The Department continues to address and monitor its compliance with the Office of Personnel Management's (OPM) 80 day-hiring model for the CS. The model establishes a talent acquisition goal of 80 days from the date on which the recruitment request is received in HR to the date the employee enters on duty. HR has made great strides in establishing cohesive working relationships with the Department's HR Service Providers, creating automated reporting tools through the Hiring Management System to assist in tracking the bureaus workflow time frames, and developing regular updates to HR policies. To further support of the Department's talent acquisition reporting, HR is developing an agency-wide system to streamline HR case management procedures and 80 day hiring metrics reporting. HR continues to work directly with the HR Service Providers to reengineer CS talent acquisition processes to address the Department's rapidly changing HR environment.

The Department maintains a collection of approximately 200 CS career ladder standardized position descriptions (SPD), which expedites the hiring process, reduces vacancy timeframes, and improves workflow. The Department established corresponding standard vacancy announcements based on the SPDs that are pre-programmed into an automated hiring system. HR has fully implemented the Automated Classification Recruitment Solution (ACRS) system. The ability to quickly fill positions makes workforce planning and development more straightforward as lag times are reduced and staffing gaps are minimized. In 2016, the Department piloted the use of shared hiring certificates among managers to further expedite the CS hiring process. Based on feedback received during the pilot, the Department is implementing enhanced certificate sharing policies aimed at maximizing the effectiveness of recruitment actions.[65]

To address hiring in mission critical occupations (MCOs) and in anticipation of the increase in CS retirements, the Department continues to focus on special hiring and related development initiatives, including strong Pathways Programs for current students, recent graduates, and Presidential Management Fellows. The Department's Pathways Programs are some of the most competitive in the Federal Government.[66]

The Department has appointed a full-time employee with dedicated responsibilities as the Veterans Employment Program Manager (VEPM). The VEPM serves as an advocate for veterans and disabled veterans seeking employment with the Department. The VEPM provides employment information and consultative services via telephone and email to potential Department applicants worldwide and advises them on types of appointments and application procedures.

The VEPM also provides training to hiring managers and human resources professionals on special hiring authorities specifically tailored to increase the hiring and retention of veterans. The Foreign Service Institute (FSI) and HR recently announced the release of Veteran Employment Training (PA 302). This course familiarizes participants with the Veteran

Employment Initiative and ways in which it is beneficial to the HR Professional, the agency, and veterans seeking Federal employment.[67]

The Department made significant changes to address the lack of diversity within the Senior Executive Service (SES) and updated the SES Merit Staffing policy to include more diversity on the Qualifications Review Panel and the Executive Resource Board and a focus on increasing awareness of SES opportunities in the Department to diverse audiences.[68]

The Bureau of Human Resources, Office of Accessibility & Accommodations (HR/OAA) was established in FY 2016 to develop Department-wide policies, support agency programs, and provide services to individuals with disabilities to include providing reasonable accommodations, equal access to external and internal technology and information resources, as well as providing equal and effective access to the Department's public facilities and transportation. The office creates a center of expertise on accessibility, accommodation, and disability that serves as a resource for internal and external stakeholders. HR/OAA strives to attract highly skilled applicants with disabilities and then retain them by creating an environment in which they are valued, mentored, and supported. The Department is committed to recruiting and hiring from a pool of diverse, highly skilled candidates, engaging in strategic recruitment targeted at underrepresented groups, and supporting them once they have been hired.

The Selective Placement Program Coordinator (SPPC) in HR/OAA leads the Department's efforts to recruit, hire, and retain individuals with disabilities, including wounded warriors. The SPPC acts as the liaison between HR personnel, hiring managers, and applicants with disabilities to help ensure the Department is utilizing the Schedule A hiring authority (5 C.F.R. 213.3102(u)) to its fullest potential.[69]

OAA consists of two divisions, the Disability and Reasonable Accommodation Division (HR/OAA/DRAD) and the Accessibility Division (HR/OAA/AD). DRAD's mission is to provide the most effective reasonable accommodation solutions to employees and applicants with disabilities throughout their careers. AD's mission is to ensure equal access to the digital and physical environments.[70]

The Department's Expanded Professional Associates Program (EPAP) provides U.S. citizen eligible family members serving overseas, professional, entry-level FS full-time positions in economics, management, political, public diplomacy, financial management, general services, human resources, office management, facilities maintenance and medical areas. The number of positions available was expanded from 200 to 400 in December 2017, providing additional resources for carrying out the work of the Department's missions abroad. EPAP also provides up to an additional 50 positions in the information management area, and effective in 2019, up to an additional 30 positions in the facilities management area.

Posts identify positions to be filled via EPAP and submit requests through their respective regional bureau or the Bureau of Information Resource Management (IRM). The Department centrally funds the positions either entirely in the case of Program positions or by covering the State portion for ICASS positions. Posts may now also create post-funded EPAP positions under ICASS. Each regional bureau is authorized a number of EPAP positions, as determined by the Under Secretary for Management, and the bureau makes the final decision on which positions it fills within its allotment. The 2019 hiring cycle was delated by the 2018-2019 federal government furlough; however, the recruitment process is underway and selected candidates may begin filling EPAP positions available during summer 2019.[71]

In FY 2012, the Department began hiring Limited Non-Career Appointees (LNAs) to assist with critical consular processing work in Brazil and China. These employees enter with existing foreign language skills, and the Department provides language training as needed to fully meet the language qualifications. In December 2013, the Department expanded the program to include Spanish-speaking LNAs to staff additional posts in the Bureau of Western Hemisphere Affairs, and in FY 2015, the Department broadened the program to include CS employees and Appointment Eligible Family Members (AEFMs). In FY 2016, the Department rebranded this program to the Consular Fellows Program (CFP) expanded the program to include Arabic and Russian speakers and added recruitment incentives, such as bonuses, student loan repayment program benefits, and non-competitive eligibility for CS hiring. Currently, there are 85 AEFMs hired and another 145 trained and available to serve in future assignments.[72]

FS MID-LEVEL DEFICIT STRATEGY

Most of the Diplomacy 3.0 cohort has now moved to the mid-level, essentially closing the mid-level deficit for FS Generalists. The Department has implemented short-term solutions and taken steps to address the Specialist mid-level deficit (staffing gap) by capitalizing on new and existing programs intended to enhance career opportunities for two non-FS workforces: the CS and Employee Family Members (EFMs). The Department will continue to employ components of existing student and retiree programs to temporarily staff overseas programs as required.

FS GENERALIST FLOW-THROUGH STRATEGY - WORKFORCE 2025

In FY 2014, HR analyzed the effect of two major hiring initiatives: Diplomatic Readiness Initiative (DRI) in 2002-2004 and more recently Diplomacy 3.0 beginning in 2009. Under the two programs, the Department hired approximately 5,500 FS Generalists and 4,900 FS Specialists. This large influx of employees, particularly the Diplomacy 3.0 cohort which is now at the mid-level, will affect the rate at which FS employees move from the entry level to the mid-level and beyond.

BACKGROUND

The number of FS promotion opportunities approved each year depends upon the forecasted staffing deficit at each grade, which, in turn, is affected by the number of employees who advance in grade or separate (e.g., retire or resign) from the FS. Multi-year projections are critical to having a "regular, predictable flow of talent upward through the ranks into the Senior Foreign Service" as mandated in the Foreign Service Act (Section 601).

FOREIGN SERVICE PROMOTION RATES REBOUND IN FY 2018

The FY 2017 FS promotion levels were lower than previous years in anticipation of a workforce reduction that did not occur. The FY 2017 decline in promotion levels was intended to smooth the transition of the FS to expected reduced employment levels. Higher employment levels were established in 2018, thus allowing for promotions that were generally above the FY 2017 levels.

Over the past ten years, FS promotions have been high because two waves of growth created a mid-level staffing gap. After smoothing out the impact of those waves over multiple years, the gap is filled, and promotions rates are projected to return to historic norms. Attrition will continue to supply a flow of promotion opportunities for the Department's best candidates. This trend in promotion opportunities is expected to continue in the future absent any significant shifts in the Department's budget and workforce levels.[73]

NEW OPPORTUNITIES AND CHALLENGES

The Department's Human Capital Operating Plan (FY 2018 – FY 2019) emphasizes leadership and maximizing learning, leadership and professional development to meet the Department's future needs.

> "We will emphasize professional development and empower leadership at all levels. Through our efforts to expand training and development programs, we will provide employees with ample opportunities for continuous professional growth and tools to enforce supervisory and managerial obligations. Through these actions, we will support expanding employee development opportunities. Our approach will promote diversity and inclusion, address misconduct in a timely fashion, and increase employee wellness."[74]

As the wave of employees move through the FS and the average TIC increases, HR is adopting a empowering approach for all three workforces - FS, CS and Locally Employed (LE) Staff - by promoting a culture of professional growth and development, encouraging employees to take a 10-year or longer view of their career. As employees spend a little longer in each class, they are

advised to set goals for their personal development; seek assignments that help them build experience, develop skills, and broaden their perspective; and attend training classes (e.g., language, professional development, and the War Colleges) to sharpen and integrate competencies, especially in leadership and management. The Department is asking senior leaders to cultivate and inspire the next generation by mentoring, advising, and coaching entry- and mid-level FS and CS employees and LE Staff.[75]

CONSULAR WORKLOAD INCREASE

Workload at overseas posts has increased over the past few years, particularly entry-level consular work, and is projected to remain steady at these rates for the foreseeable future. The FS Generalist career structure does not support hiring enough entry-level officers (ELOs) to meet current and future nonimmigrant visa (NIV) workload demand.

Several programs help satisfy the growing demand of consular workload overseas. Without these programs, the Department would have already seen an insufficient number of employees to service the consular workload. In FY 2012, working with the Bureau of Consular Affairs, the Bureau of Human Resources implemented four different programs under the umbrella of Consular Professionals that provide a flexible and scalable workforce: the Consular Fellows Program (CFP), the CA/LNA Civil Service, the Appointment Eligible Family Member Consular Adjudicator Program (CA/LNA-AEFM), and the FS Generalist – Register Fellows Program (CFP Register). In FY 2016, incentives, such as recruitment bonuses, student loan repayment program benefits, and non-competitive eligibility for CS hiring, were added to these programs and a new CFP-focused marketing campaign was launched to help bolster the employment registers. Employees within these programs have become a vital piece of the FS employment structure and the programs are expected to grow.

In March 2017, President Trump directed the Department to further expand the program through Executive Order 13780, Section 9(b): "*To the extent permitted by law and subject to availability of appropriations, the Secretary of State shall immediately expand the Consular Fellows program, including substantially increasing the number of Fellows, lengthening or making permanent the period of service, and making language training at the Foreign Service Institute available to Fellows for assignments outside of their area of core linguistic ability, to ensure that nonimmigrant visa-interview wait times are not unduly affected.*"

Since the inception of the program in FY 2012, the Department has hired 531 Consular Professionals among all these programs, with an additional estimated 135 hires in FY 2019. Intake of Consular Professional is expected to continue at this rate for the foreseeable future.[76]

HR is closely monitoring projections and exploring alternatives to ensure that FS employees have rewarding career progression opportunities. HR is evaluating hiring and promotion policies and options that will meet the Department's staffing needs while providing promotion opportunities through the mid-level to the Senior Foreign Service.

HR has partnered with bureaus to implement alternative employment models, such as Consular Professionals. HR and other bureaus are piloting several of the employment alternatives to ensure that they work efficiently before implementing them on a larger scale. These alternative employment models will give the Department the surge and contraction capability to meet changing staffing requirements. HR also continues to work with bureaus to ensure FS positions are appropriately classified. Properly classified positions allow the Department to attract and retain the appropriate level of experienced candidates for each position.[77]

FOCUS ON ASSIGNMENT INITIATIVES

FS assignment planning focuses on filling positions consistent with the Department's Assignments and Career Development policies. The Department maintains a computerized assignment information system that projects FS vacancies based on transfer eligibility dates. A new system called "Talent Map" will further assist in matching projected vacancies with qualified FS employees in coordination with bureau managers. The assignment plan addresses aligning people to policy and priority goals.[78]

MANAGE PROMOTION PLANS

Promotion planning for the FS is integrally linked to the Department's workforce planning efforts. Since the FS is an "up-or-out" service, the numbers of promotions available and awarded depend on the number of FS employees who separate from the service and the number of positions funded. HR calculates projected promotion opportunities using the Foreign Service Model (FSM). As noted in Section II, the FSM is a flow-through model that simulates employee movement through the FS over a one- to forty-year period. It replaced the Foreign Service Workforce Planning Model in 2014 and incorporates current technology, increases flexibility, and extends the projection capability from twenty to forty years. The model is also used to evaluate the impact of management initiatives on the flow of officers through the system.[79]

FOSTER TRAINING INITIATIVES

The primary purpose of the Department's training program through the Foreign Service Institute (FSI) is to develop the men and women our nation requires to fulfill our leadership role in world affairs and to advance and defend U.S. interests. In addition to training the Department's FS and CS employees and LE Staff, FSI trains U.S. foreign affairs personnel from more than 47 federal entities. Training is delivered through classroom, eLearning, and blended learning methodologies and includes training across a full career for employees to support the following:

> Successful job performance;

> Enhancing workforce knowledge, skills, and attitudes to work effectively in multi-cultural and inter-agency environments;

> Ability to anticipate and respond in a timely fashion to new missions and world conditions, such as health crises, natural disasters, and ongoing threats of terrorism.

In 2019, the Department began to develop and prepare to launch a new onboarding class, "One Mission Course" for all FS, CS, and non-career appointees to supplement existing orientation courses and break down silos between the different categories.[80]

FOREIGN SERVICE TRAINING

Initial FS Generalist training varies from approximately three months to over one year. Table 18 provides an overview of the FS Generalist training requirements in weeks for new hires. The longer training requirements are for FS language training prior to posting to one of the Department's language designated positions (LDPs). Training periods for FS Specialists vary by skill group and the specific overseas position assigned. Generally, training for FS Specialists other than Diplomatic Security, lasts between one to four months.[81]

Foreign Service Skill Group	Approximate Training Length in Weeks						
	Orientation	Tradecraft	Area Studies	Supervisory*	Other Training	Language**	Total Training
Political	6	3	2	1	1	24 - 36	37 - 49
Economic	6	3 - 6	2	1	1	24 - 36	37 - 52
Public Diplomacy	6	5 - 10	2	1	1	24 - 36	39 - 56
Management***	6	6 - 16	2	1	1	24 - 36	40 - 62
Consular	6	6	2	1	1	24 - 36	40 - 52
Specialist****	3	3 - 16	2	1	1	24 - 36	34 - 59
Specialist: Diplomatic Security Agent Candidates*****	3	27	--	--	--	--	30

*OPM mandated requirement applies to CS first-time supervisors. FS new hires were phased in December 2014.

**Assumes no language proficiency. Actual training length depends on the specific language. Some entry-level officers do not get language training before their first tour.

***Includes Human Resources, Financial Management, General Services and Facility Management training for officers assigned to management positions.

****Includes post-orientation training in: Office Management, Human Resources, Medical Health, English Language, Information Resource, Financial Management, Information Management, General Services, Facility Management, and other professional training depending on each employee's specialty and specific assignment.

*****Unlike other FS Specialists, Diplomatic Security Agent Candidates are first assigned domestically, generally for several years, before being posted overseas. Their new-hire training schedule reflects this difference and the need for law-enforcement-specific training.

CIVIL SERVICE TRAINING

All new CS employees are required to take a mandatory CS Orientation course within 90 calendar days.[82] This course is divided into four broad themes:

> The history, mission, structure, and values of the Department;

> Core competencies, skills, and professional development;

> Employee rights and responsibilities;

> Esprit de corps founded in leadership skills, teamwork, and interpersonal communication.

The Office of Civil Service Human Resource Management (HR/CSHRM) has well-defined training plans for entry-level employees in the Department's Mission Critical Occupations (MCOs). In November 2017, HR issued a Career Guide for all CS grades that educates employees and supervisors on the range of work-skills necessary at various levels and provides guidance for employees to strategically consider their career development. Also introduced was the Foreign Affairs Officer (FAO) Career Guide that provides specific guidance to employees in the FAO occupation. In May 2018, HR published a similar Career Guide for Public Affairs Specialists (PA). It plans to release more MCO occupation-specific guides in the future.[83]

SKILLS TRAINING

INFORMATION TECHNOLOGY

Through the School of Applied Information Technology (SAIT), FSI provides professional technology training to Information Management Specialists, Information Technology Managers, and Information Management Technical Specialists and Department-specific IT training to all new-hire FS Information Technology employees in preparation for their first assignment. Emphasis is placed on developing the skills and competencies necessary to operate and maintain the Department's myriad of computer and telecommunications systems throughout the world.

FSI also provides business application IT training to all Department employees, coordinating with regional and functional bureaus to identify relevant IT training. Current IT training includes classes on Data Literacy and Analysis, Knowledge Management, Microsoft Office and SharePoint applications, and the State Messaging and Archive Retrieval Toolset (SMART). All of these courses customize content for relevance to the Department of State operating environment. Mentored distance learning and access to hundreds of distance learning courses are provided to support FSI's "School without Walls" initiative.[84]

SECURITY

The Office of the Foreign Affairs Security Training Center (FASTC) provides security, counter threat/terrorism, technical security, information assurance, and law enforcement training to Diplomatic Security professionals and employees throughout the U. S. Government (USG). In 2005, Diplomatic Security (DS) became the first training organization to receive academy accreditation from the Federal Law Enforcement Training Accreditation (FLETA) Board. Construction is well underway on the new Foreign Affairs Security Training Center (FASTC), located at Ft. Pickett in Blackstone, VA. Diplomatic Security's hard skills training is moving to FASTC, with the last course moving in late fall 2019.

The Foreign Affairs Counter Threat (FACT) course is a one-week training program for foreign affairs personnel that provides the common security skills foundation and mindset that can be applied domestically or in security in high threat/high risk environments. FACT is now mandatory for all Executive Branch personnel assigned under permanent change of station or temporary duty (of 45 days or more) orders under the security responsibility of the Secretary of State. USG employees receive specialized counter-threat training in 11 disciplines, such as driving, medical, self-defense, and fire as a weapon. Additionally, FASTC fulfills requests from a variety of USG departments and agencies for equivalency exemptions of their training. A five-year exemption allows USG personnel to receive credit for training from their parent agency and streamlines the process of delivering trained personnel to posts abroad.

Curriculum development and periodic review of existing courses is a pillar of the FASTC training paradigm and required for FLETA accreditation. As needs for a systematic and reproducible method of planning arose, the FASTC refined and implemented the Deliberate Planning Process for many of its core programs. It allows for training delivery in a common language and format, providing DS instructors, leaders, individuals, and teams a unified approach to operations planning that is consistent with other USG departments and agencies. FASTC is integrating specialized training into existing courses and incorporating risk management, tactical medicine, and example-driven instruction of DS Leadership Tenets into a wide array of FASTC courses. FASTC has been directed to train 111 new special agent candidates in FY2019, and DS requested 144 special agent new hires for FY 2020. FASTC's intensive 11-week Advanced Tactics, Leadership, and Skills (ATLaS) course is an example of a course engineered to bring together a variety of specialized training with enhanced tactical skills for DS Special Agents assigned to work in critical as well as traditional threat environments. In addition, in early FY 2019, DS made ATLaS mandatory for all DS special agents; within five years, all agents must take (or have taken since FY 2008) the ATLaS basic course. Further, all agents must recertify every five years by taking either the ATLaS In-Service or Executive course. Currently, the ATLaS unit can annually train 192 special agents in the ATLaS Basic Course (eight courses per fiscal year) and 168 special agents in the ATLaS In-Service and Executive Courses (seven classes each per fiscal year).

The FASTC develops, maintains and delivers a full range of courses, both instructor-led and distributed learning style (e.g., online via FSI) that provide specialized security, investigative and law enforcement training to Diplomatic Security Special Agents, Security Engineering Officers, Security Technical Specialists, Special Protective Specialists, Construction Security Personnel, U.S. Navy Seabees, Foreign Service National Investigators, Locally Employed Staff drivers, U.S. Marines, and all U.S. foreign affairs personnel assigned overseas under the security responsibility of the Secretary of State , or who have auxiliary security responsibilities overseas (e.g., Post Security Officers). In FY 2018, the FASTC trained 9,358 students in 70 courses, which included 376 individual sessions. These courses vary in length from one day to 27 weeks and include both distance-learning and instructor-led training.[85]

FSI, through its Crisis Management Training Division (CMT), conducts crisis management training and exercises (CMEs) at every overseas post, typically every 24-30 months with the exception of one-year tour of duty High Threat High Risk posts, which FSI trains every twelve months.

This program is designed to prepare USG employees and teams operating within the foreign affairs community, through instruction, training, and exercising to effectively respond before, during, and in the aftermath of all types of crises. The training program is specifically tailored to the threats and risks at each post and includes multiple elements to foster a "Culture of

Preparedness" as described in the National Security Strategy. At a minimum the training comprises two components: the Crisis Management Overview, to refresh participants' knowledge of core concepts of crisis management and highlight recent lessons learned; and the Crisis Management Exercise, to assess post's emergency preparedness and utilizes the Emergency Action Plan (EAP), which includes drills and hands-on functional activities to practice executing plans and use equipment effectively in a crisis. FSI also provides crisis management training and exercises in select domestic courses and through an on-line eLearning course.

In FY 2018, FSI provided Crisis Management training to over 18,000 people stationed at embassies and consulates overseas. This included direct hires, LE Staff, Employee Family Members, and many other USG agencies. FSI also provided such training to over 2,500 people in more than 30 domestic courses and over 70 course modules, including modules in the Ambassadorial and DCM Seminars and in FS Entry-level Professionals, Regional Security Officers, Management Officers, and FS Specialists classes. In addition, over 1,400 people completed the eLearning Emergency Action Committee (EAC) distance learning course. This training, which incorporates recommendations from the Benghazi and previous Accountability Review Boards, is critical to ensuring that FS personnel, LE Staff, and employees from other agencies serving under Chief of Mission authority overseas are better prepared to deal with crises overseas.[86]

PROMOTE DEVELOPMENT PLANS

The past decade has presented some of the greatest challenges to the Department and the FS in recent history. The Department has responded to a number of critical events throughout the world. In order to efficiently leverage the talents and skills of its workforce, the Department has implemented several initiatives aimed at developing and managing its workforce.

FOREIGN SERVICE DEVELOPMENT

In January of 2018, the Department launched the Professional Development Program (PDP) for FS Generalists. Based on input from employees, working groups, and bureaus, the streamlined PDP will ensure that Department Senior Foreign Service (SFS) officers have the demonstrated skills and experience needed to lead in the field and in Washington. The PDP will also help the Department meet evolving service needs at various grade levels and at historically difficult to staff posts. It will be phased in over an eight-year period. Until 2026, FS Generalists considering opening their window for promotion into the SFS may elect to continue following the requirements of the Career Development Plan (CDP).

The PDP's four principles – which Generalists must develop and demonstrate over the course of their career for consideration for promotion at the senior threshold – include:

> *Operational effectiveness*, including a breadth of experience over several regions and functions;

> *Leadership and management effectiveness,* with an emphasis on supervisory and management experience;

> *Professional language proficiency,* with a requirement that Generalists test at the 3/3 level any time after tenure; and

> *Responsiveness to Service needs,* including the requirement for service at high hardship differential posts.

In recent years, the Department has modernized the career path of Office Management Specialists (OMSs), from recruitment efforts to extending OMS promotion potential. OMS initiatives to date include worldwide position reclassification, including making positions graded at the FP-02 level accessible; a PDP that defines the path for promotion opportunities to the FP-02 level; dedicated resources to recruit OMSs with the skill sets necessary to take on both current and future challenges in the overseas and domestic workplaces; and support for OMS professional development. The next step will be to establish PDPs to govern the career tracks of other FS Specialists.[87]

CIVIL SERVICE DEVELOPMENT

Executive Order (E.O.) 13562 established the Pathways Programs, which instituted two new programs and modified another. The Pathways Program consists of three excepted service programs: (1) the Internship Program, (2) the Recent Graduates Program (RGP), and (3) Presidential Management Fellows (PMF) Program. The Pathways Internship Program is geared toward students who are currently enrolled in a wide variety of educational institutions. The RGP is a program focused on individuals who have recently graduated from qualifying educational institutions or programs. The PMF program is considered the flagship leadership development program at the mid-level (GS 9 – 12) for advanced degree candidates, and the program is administered by OPM. This prestigious two-year training and development program is designed to attract to the Federal service outstanding men and women from a variety of academic disciplines and career paths who have a clear interest in and commitment to excellence in the leadership and management of public policies and programs. At the Department, the PMF program requires two rotational assignments, some of which can be overseas. While serving in overseas rotations, PMFs often perform functions of mid-level officers and help to lessen staffing gaps at overseas posts. After two successful years of training and developmental rotations, PMFs may be eligible for non-competitive conversion to a term or permanent position in the CS. All three Pathways Programs seek to recruit top talent, provide participants with a comprehensive background in the Department's mission and functions,

educate managers on offering rotational assignments, and improve communication between participants, alumni, and program managers. Future budgets will drive any increases in participation. During FY 2018, the Department doubled the number of centrally funded PMF positions, from 20 to 40, and plans to do so again in FY 2019.[88]

The CS Overseas Development Program (ODP) is designed to increase opportunities for CS employees to serve overseas, eliminate some of the barriers traditionally encountered by CS employees seeking overseas assignments, and provide the full range of a FS experience at high, low, and non-differential posts. CS employees who participate in the ODP program may apply the time spent overseas toward conversion only if they have spent at least two full years in CS status following their ODP assignment prior to applying for conversion. Employees who serve in two consecutive ODP assignments, not to exceed four years, must spend three full years in CS status following the ODP assignment prior to applying for conversion. In FY 2015, the Department completed an evaluation of the program and is now revising it. Consultations with AFSA regarding the proposed revisions are ongoing.

In FY 2015, the CS Consular Adjudicator (CS/CA) Program was initiated, and the first participants were selected. This program is directed toward entry-level employees and provides overseas opportunities for GS-07s through GS-12s. Through a competitive hiring process, successful applicants are rank-ordered and will help to assist with the consular deficit by filling entry consular adjudicator positions.

The CS to FS Conversion Program provides opportunities for CS employees to transfer into the FS. This program has been suspended since FY 2015 because deficits at the mid-level have been nearly eliminated as Diplomacy 3.0 cohorts have gained experience and been promoted into the mid ranks.

The CS to FS Hard-to-Fill (HTF) Program affords CS employees with opportunities to participate directly in the Department's overseas missions and to experience life and work at an embassy or consulate. Positions staffed under this program have fewer than three FS bidders at grade and in cone. If deficits are announced, the time spent overseas under the HTF program can be used when applying for conversion into the FS during the annual conversion exercise.[89]

PROFESSIONAL DEVELOPMENT THROUGH LONG-TERM TRAINING AND DETAIL ASSIGNMENTS

Long-term training and detail assignments provide crucial professional development opportunities for FS and CS employees. They are a key component of the Department's strategy to meet its foreign policy goals through interaction with U.S. government partners, academic institutions, and non-governmental organizations. These competed opportunities allow employees to develop and demonstrate management skills and breadth of technical

knowledge important for advancement up to and into the senior ranks. Such assignments also offer opportunities to expand the skills and experience necessary to work and lead in the interagency environment, both domestically and overseas.

In 2016, the Professional Development Unit (PDU) of the Office of Career Development and Assignments (HR/CDA) commissioned a study from ICF International to assess experiences and perspectives of FS and CS participants in long-term training and detail assignments. A formal and comprehensive review of the assignments managed by HR/CDA/PDU had never been conducted. The study provided an opportunity to evaluate current assignments to determine whether such opportunities were continuing to meet the changing needs of the workforce. *The Study of Participants in Long-term Training and Detail Professional Development Assignments* was published on October 23, 2017.

The study consisted of three major research areas:

> Effects of the long-term training and detail experience on immediate participants (e.g. learning and proficiency in their field of study/work, immediate and future pathways, and evolution of professional and career plans);

> Effects of employee participation on the public or private sector organizations or businesses or non-governmental organizations with which they may be associated;

> Participants' application of new tools and expertise gained upon return to the Department of State.

The analysis was based on focus group and survey results that measured employee satisfaction with the assignment process, the assignment itself, and experience. The analyses further explored the relation of follow-on work in the Department to the detail or training assignment itself. The survey results were analyzed and used to determine the programs that best benefit employees and the Department. HR/CDA plans to conduct this survey annually and build upon the 12-month study conducted initially by ICF.

In 2018, a new survey was conducted via Survey Monkey with 2017-2018 long-term training and detail participants to gauge their experience applying for and participating in these assignments. HR/CDA built upon survey results from 2017 and added new areas of analysis and assessment, including a) Transparency concerns with the selection and communication process, drawing specific improvement actions; b) Value of long-term training and details, identifying programs recommended for elimination; and c) Leadership development, identifying ways to promote leadership development based on participant's recommendations.

The evaluation results will be used to improve process effectiveness and transparency, and to determine whether assignment opportunities are continuing to meet the changing needs of the workforce.[90]

MENTORING AND COACHING

HR is committed to providing state-of-the-art mentorship programs and fostering a culture of leadership that supports ongoing professional development and competency building. The Department provides opportunities for formal and informal mentoring. Mentoring is defined as the process whereby a mentor and mentee build a candid relationship of trust to discuss the mentee's professional development and to design a path for on-the-job success.

HR launched the iMentor Program to provide employees with a much more comprehensive and structured mentoring program under one umbrella. The iMentor Program can be used by anyone, regardless of rank, title, or position, from entry-level to the senior ranks. In support of this effort, the goals of the iMentor Program are to:

> Strengthen leadership and adaptive capacity of employees;

> Fuel professional development and growth of employees consistent with performance core precepts, executive core qualifications, and leadership and management principles;

> Develop and maintain a global framework for employees to have access to a mentor at every stage of their career;

> Foster greater understanding of Department culture and the value of respect, integrity, and accountability to build morale and support job satisfaction, succession planning, inclusion, and retention.

The iMentor system provides a menu of opportunities for all employees to use, including:

> *Mentoring SharePoint site* that allows CS and FS mentors and mentees to participate in an innovative matching process;

> *Situational Mentoring SharePoint site* to ensure all employees, including interns have access to a platform for informal mentoring opportunities;

> *Mentoring toolkits*, training resources, and an overall strategy;

> *CS Mentor Circle* sessions and Shadowing Your Mentor focused on professional development and Leadership and Management Principles;

> *FS Orientation Mentor Dialogue* sessions, which focus on diversity, inclusion, and network building;

> *Mid-level mentor program* for FS Generalists and Specialists serving in their first domestic assignment;

> *Work-Life Wellness* page on the Department's intranet site to encourage LE Staff to create mentoring initiatives at post and participate in post-specific initiatives.[91]

FOREIGN SERVICE MENTORING PROGRAM

Foreign Service mentoring includes domestic mentoring programs, orientation mentor dialogues, situational mentoring, and post specific programs at U.S. missions. The Department provides comprehensive mentoring resources that account for the unique contingencies in the careers of FS employees such as, competitive entry process, promotion, assignments, frequent moves, constant cultural/organizational adaptation, and numerous supervisory shifts and job functions. Employees review the list of volunteer mentors then select their top five for pairing consideration. Pairings are completed by Office of Continuity Counseling (HR/CDA/CC) and later ratified by the FS Mentor Council comprised of Senior Foreign Service Officers assigned to various offices throughout Washington.[92]

CIVIL SERVICE MENTORING PROGRAM

The formal Civil Service iMentor Program matches CS and FS employees. The CS Program enables mentees to clarify developmental goals, develop an action plan, and achieve success by building their own competence to recognize and solve problems.[93]

LOCALLY EMPLOYED STAFF MENTORING

The Department's LE Staff are the cornerstone of missions abroad, providing continuity and a cultural perspective that is instrumental to our success. Further, LE Staff's local language expertise and ability to cultivate and maintain key contacts in each country make them invaluable members of the Department's mission teams abroad. Offering mentoring opportunities for LE Staff will help to ensure that they have continued opportunities for professional growth and enjoy rewarding careers with the U.S. government.[94]

COACHING PROGRAM

FSI's Leadership and Management School (LMS) is responsible for oversight and management of the Department of State's Leadership Development Coaching Program. Coaching is used with increasing frequency in the private sector and other government agencies to support employees' professional development and improve organizational performance. It complements classroom and on-the-job training and is part of a larger "continuum of learning" necessary to sustain professional development across a career. The Leadership Development Coaching Program provides practical support to individual FS and CS employees at all job levels

interested in working on self-directed development as well as advancing specific organizational goals.[95]

SECTION IV. IMPLEMENT MANAGEMENT PLANS

Once the annual hiring plan is approved, central management offices are responsible for Department-wide Foreign Service (FS) recruitment, training, and assignments. Because of the nature of the Civil Service (CS) hiring, individual bureaus are responsible for managing staffing levels within resource levels authorized to each bureau.

IMPLEMENT TALENT ACQUISITION PLANS

The Department will continue to address human resource requirements with an effective human capital intake approach.

FS hiring begins with registers, rank-ordered by career track, that provide a pool of carefully vetted, top secret cleared, highly competitive candidates. A corresponding up-or-out system ensures predictive workforce flow-through. The entry process, which includes competitive cognitive tests, as well as written and oral assessments, is critical to ensuring that only the best qualified candidates who also represent a best fit with the requirements of the FS are included on the registers. To ensure high standards, the process involves increasingly competitive steps. Improved assessment practices, particularly the use of the partially computer-scored Qualifications Evaluation Panel to evaluate the candidate's file while controlling the numbers participating in the all-day assessment, has improved the quality of candidates interviewed, reduced costs of interviewing candidates, and allowed the Department to reduce the time between a FS Generalist candidate taking the written exam and receiving a conditional offer of employment to seven months. The average time for a Generalist candidate to reach the register after taking the written exam has increased from an average of 11.4 months in FY 2008 – FY 2014 to 13.6 months in the last two years due to the time it takes for security clearances.[96]

The timeline for training and deployment of new FS recruits to the field varies by employment category due to different skill-specific and position language training needs. Nearly all FS entrants are deployed to the field within one year of hire.

Unlike FS hiring, CS hiring is for positions with specific job duties at corresponding grades. As long as position qualifications are met, individuals may fill a specific CS requirement with little or no Department experience.

The Department continues to expand its hiring of individuals with disabilities. As of FY 2018, individuals with disabilities comprised 8.6 percent of the FS and 17.6 percent of the CS workforce, while individuals with targeted disabilities comprised 0.9 percent of the FS and 2.7 percent of the CS workforce. As of September 2018, an employee can be classified as an individual with a disability or an individual with a targeted disability as prescribed by 29 CFR

1614.203(d)(6)(ii)(A)-(C). Prior to September 2018, employees were only identified by self-reported disability in GEMS (the Department human resource data base system).

The Department, specifically the Office of Accessibility & Accommodations (HR/OAA), plans to increase the number of employees with disabilities and targeted disabilities by expanding educational outreach efforts to hiring managers and bureau executive directors on the noncompetitive hiring flexibilities (e.g., Schedule A 5 C.F.R. 213.3102(u)) for qualified job applicants with targeted and non-targeted disabilities. The Department will conduct a campaign to encourage employees to self-identify their disability through the self-service system (GEMS) and continue its internal outreach efforts to spread awareness about the centralized resources available that can help foster a more inclusive environment for individuals with disabilities.

HR/OAA will continue to educate employees and hiring managers via bureau-specific briefings, planned monthly webinars, and a Disability and Reasonable Accommodations training course (PA 447) at the Foreign Service Institute (FSI). HR/OAA will collaborate with the Disability Action Group (DAG), one of 13 Employee Affinity Groups in recruitment efforts and soliciting feedback from the Department's disability community that can be used to shape disability policies and practices. The Department will continue to strive to eliminate any potential barriers to inclusion and advancement of individuals with disabilities by Section 508 Program activities promoting required access to the digital environment, working with the Office of Civil Rights, and using HR's social media and public message boards to recruit individuals with disabilities.[97]

Most CS recruits will be deployed immediately for a specifically advertised position vacancy and complete orientation training within a few months of hire.[98]

EXECUTE ASSIGNMENT INITIATIVES

The Bureau of Human Resources (HR) continued to conduct the annual consultative staffing exercise during the summer 2019 FS assignments cycle. The consultative staffing mechanism provides functional bureaus that have an interest in certain overseas positions within their areas of expertise and responsibility, the opportunity to be consulted about and participate in assignments to those positions.[99]

IMPLEMENT PROMOTION AND FLOW-THROUGH PROJECTIONS

The overall FS Generalist promotion rate in FY 2018 was 19.7 percent, which was higher than the overall rate of 17. 9 percent in FY 2017 and lower than the five-year average (FY 2013 – FY 2017) of 24.4 percent due to the large competitive cohorts that are now in the mid-ranks.

FS Specialist promotion totals and rates vary greatly by occupation due to the different grade structures among the skills groups. The percentage of eligible FS Specialists promoted was 13.5 percent in FY 2018, which is higher than the FY 2017 rate of 13.1 percent and lower than the five-year average (FY 2013 – FY 2017) of 15.4 percent. As with the Generalists, the Specialist promotion rate increase is due to the large competitive cohorts at the mid-grades.[100]

EXECUTE TRAINING INITIATIVES

Training at FSI supports the Department's goal that all employees have the knowledge, skills, and attitudes to meet the challenges of 21st century diplomacy worldwide.

Overall, FSI provides more than 600 classroom-based courses, including some 70 foreign languages, to the Department as well as other U.S. Government (USG) agencies and military service branches. Another 264 custom-developed and 2,643 commercial eLearning products are also offered. FSI adjusts course offerings as needed to address the Department's strategic planning and performance goals.

FSI uses a variety of methods to evaluate the effectiveness of its training courses, such as end-of-course and follow-on surveys, post visits, and language proficiency tests.

FSI participates in the American Council on Education's College Credit Recommendation Service (ACE CREDIT). During its most recent review in August 2015, ACE CREDIT deemed, on their first submission, all the presented courses and exams – including five language tests – worthy of broad academic credit.[101]

DIPLOMATIC TRADECRAFT TRAINING

FSI's School of Professional and Area Studies (FSI/SPAS) provides critical State Department-specific tradecraft training to foreign affairs professionals in all areas of the Department's work throughout the continuum of their careers. Starting with the FS and CS orientation training and continuing through mandatory and elective courses in the areas of tradecraft specific to the Department, including regional area studies courses, SPAS ensures that foreign affairs professionals have the opportunities to develop the knowledge, skills, and attitudes needed to support U.S. foreign policy goals and objectives.[102]

LANGUAGE TRAINING

Development of foreign language proficiency is a critical focus at the Department. To effectively promote America's message of democracy and freedom in foreign media, dialogue, and debate, the Department is systematically reviewing all language designated position requirements, increasing the rate of language designation compliance at post through a

stringent review of language waiver requests, and reassessing and revising language recruitment and language incentive payment programs.

Department management continues to work closely with FSI to implement the training requirements of the FS Career Development Program (CDP) and the FS Professional Development Program (PDP). Language and Area Studies enrollments vary among the various language types and regions depending on training requirements for language designated positions and in response to world conditions.

IT SKILLS TRAINING

The Department's Information Technology Training Plan includes offering 48 computer-related, instructor-led and 10 custom-developed eLearning courses, as well as roughly 2,600 Skillsoft General Library courses. In FY 2018, the Department provided training totaling 6,886 enrollments through the FSI's School of Applied Information Technology. With the constantly evolving IT environment, the total number of students has remained consistent.

FSI's School of Applied Information Technology (SAIT) continues to collaborate with the Bureau of Information Resource Management (IRM) to support the IRM Executive Development Program, a unique long-term training and leadership development program designed to develop the next generation of IRM leaders.[103]

SECURITY TRAINING

The Foreign Affairs Security Training Center has trained over 36,000 FS personnel, contractors, EFMs, and employees from over 30 other USG agencies in the Foreign Affairs Counter Threat course (OT-611). The critical need for this type of security awareness and preparedness training for all members of the FS and employees from other USG agencies, as well as their families, has been noted in reports by the Center on Strategic and International Studies, the Inspector General, and the Benghazi Accountability Review Board, which indicated that consolidated, comprehensive, and enhanced security training for critical and high threat posts is a priority.[104]

IMPLEMENT DEVELOPMENT PLANS

FOREIGN SERVICE DEVELOPMENT

The need for supervisory and leadership training among entry-level FS Generalists and FS Specialists is now being partially met through the leadership development program – the Entry-Level Supervisors Program (ELSP) – offered by FSI's Leadership and Management School (LMS). ELSP is designed to ensure first-tour Generalist and Specialist supervisors have the skills

required to effectively lead and manage a team at an overseas post. This nine-month program is a blended and continuous learning program which incorporates classroom learning, coaching, and virtual learning. It also emphasizes peer-to-peer and on-the-job learning, which independent research suggests are among the most effective adult learning tools. In addition to ELSP, FSI provides FS Generalists serving as first-time section chiefs, a Mid-Level Leadership Program (MLLP). Like ELSP, MLLP is a 12-month blended and continuous program, which focuses on helping Mid-Level FS officers develop the leadership and management skills they require to effectively transition from a technical expert to leading a section.[105]

FSI continues to expand its training formats to include virtual on-line access to courses in real time for staff unable to attend face-to-face, campus-based training. For example, in FY 2016, LMS launched a distance learning version of "Fundamentals of Supervision," which was designed to meet the Office of Personnel Management's (OPM) mandate that all first-time supervisors receive supervisory training within their first year of hire. In FY 2018, FSI launched a new distance learning course, "Addressing Conduct and Performance Problems," which was developed to assist supervisors with the knowledge, skills, and resources to address poor performance and misconduct in the workplace when they need it the most – on the job. In addition, FSI is developing a distance learning version of the Department's EEO/Diversity Awareness course. This online option will make it easier for employees to complete this mandatory training.[106]

CIVIL SERVICE DEVELOPMENT

In addition to an entry vehicle, the Recent Graduates Program accelerates professional development through a career ladder in which training plans are tailored to each series and reflect technical training, rotational assignments, and details. After one year of developmental assignments, activities, and training, successful participants may be eligible for non-competitive conversion to a term or a permanent position in the CS. The program, which was on hold under the hiring freeze, was reactivated in early July 2018 to allow for onboarding of 35 cleared Recent Graduates who were pending final offers.

The Department administers one of the most sought-after Presidential Management Fellows (PMF) programs among Federal agencies. The Department approved 40 centrally funded PMFs for FY 2019, doubling the FY 2018 total of 20.

The Pathways Internship Program provides students who are enrolled in a qualifying educational institution with opportunities to explore Federal careers. They constitute a robust pipeline of potential entry-level CS employees. All Pathways Interns are eligible for noncompetitive conversions to the competitive service within 120 days of program completion.

In FY 2018 the Department converted 124 Pathways Interns to career-conditional appointments and on-boarded 173 more.[107]

In 2016, HR deployed the CS Career Trends Explorer which is a searchable inventory of regular domestic CS positions and a sortable database providing historical data on how career CS employees have transitioned through the personnel system since FY 2001. "Transitions" include promotions, lateral reassignments, downgrades and conversions to the Foreign Service. With this information, employees have visibility into where others in similar grades and job series have moved, including the average time in grade before a transition, as well as the average length of government service. The information is updated quarterly and offers employees valuable insight into evaluating potential career moves.[108]

Also in 2016, HR launched the Department-wide Reassignment Opportunities website which displays vacancy announcements for non-competitive reassignment opportunities available for CS employees. The site advertises positions at all grades GS-15 and below available for lateral movement throughout the Department. Employees may search for vacancies by grade and bureau and may subscribe to the site to receive a notification when new opportunities are posted. The site not only provides employees with greater visibility into open positions throughout the Department, but also provides the potential for hiring managers to fill vacancies more quickly. Since the site's inception in 2016, there have been over 970 positions posted. In 2018, the site was visited over 64,000 times.[109]

The CS Performance Plan and Appraisal forms for both supervisors and non-supervisors will be revised for the 2020 performance cycle to increase employee accountability by including diversity and inclusion language into the critical elements of the appraisal. The Department's goal is to recruit, retain, and develop the most skilled, diverse workforce possible to achieve its foreign policy objectives. Diversity and inclusion are cultural values and a mutually reinforcing set of behaviors that enable the Department to model American values and achieve its national security goals. Workplace inclusion is a significant contributing factor to employee engagement and organizational performance, which is linked to increased innovation, more efficient problem solving, respect, and support for diversity.

The Department's SES employees are appraised under the new Government-wide SES appraisal system, based on Executive Core Qualifications (ECQs), which promotes consistency, clarity, and transferability of performance process, standards, feedback and ratings across Federal agencies. The Department strives to make distinctions in SES performance based on individual and organization performance.

In August 2016, OPM issued guidance on a standard and uniform framework for the Senior Level (SL) and Scientific and Professional (ST) performance management system. The new SL/ST system includes a consistent approach that provides flexibility for application across all

federal agencies, consistent with statutory and regulatory requirements, and meets the design, implementation, and application requirements for certification. HR will coordinate with appropriate bureaus to implement the new SL performance management system once it is approved by OPM.

HR shares career development expertise with internal stakeholders and program managers in support of CS employees. In addition to coordinating external leadership and professional development programs, HR develops Department-wide policies, programs, and initiatives to facilitate career development, training, and mobility for CS employees. The State-USAID CS Mentoring program, Flex Connect, and the Career Development Resource Center are examples of programs HR has developed.[110]

The Department is improving managers' accountability in establishing work requirements, conducting mid-year reviews, and completing year-end appraisals for its FS, CS and SES appraisal systems through automation, including dashboard reports.

MENTORING AND COACHING

HR is committed to providing state-of-the-art mentorship programs and fostering a culture of leadership that supports ongoing professional development and competency building. The Department provides opportunities for formal and informal mentoring. Mentoring is defined as the process whereby a mentor and mentee build a candid relationship of trust to discuss the mentee's professional development and to design a path for on-the-job success.

HR launched the iMentor Program to provide employees with a much more comprehensive and structured mentoring program under one umbrella. The iMentor Program can be used by anyone, regardless of rank, title, or position, from entry level to the senior ranks.[111]

FOREIGN SERVICE MENTORING PROGRAM

Foreign Service mentoring provides comprehensive mentoring resources, overseas and domestic, that account for the unique contingencies in the careers of FS employees such as, competitive entry process, promotion, assignments, frequent moves, constant cultural/ organizational adaptation, and numerous supervisory shifts and job functions. Using the elements of Professional Development Plan (PDP), HR will continue to expand program elements to provide our employees with greater support.[112]

CIVIL SERVICE MENTORING PROGRAM

The formal Civil Service iMentor Program matches CS mentees with CS and FS mentors. The CS Program enables mentees to clarify developmental goals, develop an action plan, and achieve success by building their own competence to recognize and solve problems.[113]

LOCALLY EMPLOYED STAFF MENTORING

Mentoring opportunities for LE Staff will help to ensure that they have continued opportunities for professional growth and enjoy rewarding careers with the U.S. government.[114]

COACHING PROGRAM

The Department's Leadership Development Coaching Program, which FSI's Leadership and Management School (LMS) oversees, complements classroom and on-the-job training and is part of a larger "continuum of learning" necessary to sustain professional development across a career. The Leadership Development Coaching Program provides practical support to individual FS and CS employees at all job levels interested in working on self-directed development as well as advancing specific organizational goals. Coaching helps employees align their key strengths and behaviors to achieve their professional objectives and improve organization performance. Working with professionally trained, certified FSI coaches, employees use a combination of assessment tools, goal setting exercises, targeted activities, and accountability structures to identify new possibilities for taking effective action in their organizations.[115]

The International Career Advancement Program (ICAP) is a professional leadership development program for highly promising mid-career professionals in international affairs in the United States. ICAP is jointly sponsored by the University of Denver's Josef Korbel School of International Studies and the Aspen Institute. ICAP provides a support network, career counseling, mentors, group policy discussions, and other assistance to help underrepresented professionals discover a more effective voice, achieve their full potential, and pursue leadership positions in international affairs in the United States and abroad. In effort to encourage the development of mid-level CS and FS employees to serve in the senior ranks, the Department has from the inception of the ICAP in 1997 allowed employees to apply to this program to promote and support our diversity these efforts. Each year since 2016, ten diverse CS and FS employees participate and join approximately 500 alum, including 100 former and current State alums. Alumni who now span from SFS to SES to senior representatives and leaders in the international affairs community.[116]

The Career Development Resource Center (CDRC) provides career development services to CS (GS, GG, and WG), FS, Eligible Family Members (EFMs), and Presidential Management Fellows (PMF). Senior Career Counselors offer confidential coaching and counseling by appointment and brief consultations. The CDRC conducts monthly career-related workshops to large groups of employees and provides career enhancing resources and tools.[117]

SECTION V. EVALUATE STRATEGIES

Within the Department's Human Capital (HC) Accountability framework, the key focus is on continuous improvement and evaluation. This ongoing process allows for Human Resource (HR) initiatives to grow and address increasingly complex challenges in support of the Department's overall mission. Moreover, organizations are able to enhance human capital efforts in order to address HR challenges with not only efficiency but flexibility in key areas such as workforce intake and competency development. As illustrated in Figure 2 in Section I, continuous human capital improvement includes:

> Planning

> Implementing

> Evaluating

> Continuously Improving

The Department's HC Accountability System provides a consistent means to monitor and analyze agency performance on all aspects of human resources management policies, programs, and activities, which must support mission accomplishment and be effective, efficient, and in compliance with merit system principles. Cyclical compliance, assessment, and evaluation activities operate as a continuous feedback loop to analyze results, identify challenges, recommend improvements, and document HR achievements which best inform strategic human resources management and mission accomplishments.

The HC Accountability System provides a framework to evaluate plan results and devise strategies for continuous improvement utilizing the Five-Year Workforce Plan as one of the primary drivers. Figure 1 in Section I illustrates the HC planning process.

The key phase of the process is evaluating strategies and workforce planning efforts. Within the HC Accountability framework, selected HR programs and initiatives are analyzed annually at a minimum. Past results are analyzed, and strategies are reviewed. At the same time, each program and initiative provide upcoming targets and specific strategies to achieve objective goals.[118]

EVALUATE TALENT ACQUISITION PLANS

TALENT ACQUISITION

The Department monitors and adapts the Foreign Service (FS) Generalist selection processes as needed while ensuring that the most highly skilled and competitive candidates are selected. The Department will continue its top-level recruiting commitment by targeting needed skills and diversity as well as by expanding its advertising and marketing efforts using digital media, technical platforms, and social networks.[119]

The Department intends to meet the respective hiring benchmarks for the Civil Service (CS) and Senior Executive Service (SES).

> Supporting initiatives for the Office of Personnel Management's (OPM) 80-day hiring model include building stronger partnerships between managers and HR, modifying existing tools to further streamline the hiring process, monitoring time frames and limiting extensions to critical cases. Based on OPM guidance, the Department engages hiring managers in all critical points of the hiring process, continue to produce job announcements in easy-to-understand language, and issue timely notifications to applicants regarding the status of their application.

> Through the SES merit staffing process, the Department continues to engage HR staff, the SES Qualification Review Panel, and hiring officials throughout the process and to focus on increasing transparency and diversity within the SES corps as it recruits and selects qualified candidates.

> The Department initiated an SES Career Development Program in 2017. A cohort of 14 candidates, 11 DoS employees and three from other federal agencies, began their program in January 2018 and has up to 24 months to complete program requirements and gain non-competitive eligibility for their first SES appointment.[120]

While meeting the skill needs of the Department with competitive applicants, a key recruitment goal is to increase the diversity of applicants for State careers to reflect the Department's closest comparator, national professional workforce demographics. The Department continues its effort to increase the ratio of underrepresented groups.[121]

> The Department remains active at colleges and universities with significant minority enrollment, including Historically Black Colleges and Universities (HBCUs), as well as Hispanic Serving Institutions (HSIs) and Hispanic Association of Colleges and Universities (HACU) member institutions, and is expanding and enhancing its cooperation with diversity-focused-professional and constituency organizations.

> The Department continues to sponsor the Thomas R. Pickering Foreign Affairs Fellowship and the Charles B. Rangel International Affairs Fellowship programs. These fellowships prepare 60 outstanding and diverse graduate students each year for FS careers by providing financial assistance towards their graduate degrees, mentoring, professional development opportunities, and paid internships with the Department of State and/or on Capitol Hill. Previously, fellows had a three-year service commitment in the FS; however, beginning with the 2014 cohorts, fellows have a five-year FS commitment.

> Based on the success of the Pickering and Rangel Fellowship programs in increasing the diversity of the FS, the Department created in 2016 the Foreign Affairs Information Technology (IT) Fellowship Program to recruit IT students from diverse and underrepresented groups to join the FS Specialists occupations. Mirroring the structure and eligibilities of the Pickering and Rangel Fellowship programs, 15 fellows have been accepted to the program, of which five fellows will enter the FS in 2019.

> In FY 2014, the Department created the U.S. Foreign Service Internship Program (USFSIP), a paid internship that targets underrepresented groups and provides a two-summer introduction to the FS. As part of their experiential learning, USFSIP participants are required to take the FSOT, which they pass at equal or higher rates than the average taker, depending on the testing year.

> The Department uses market research to determine how and where to reach specific target audiences and digital media to communicate its employer brand and messages of opportunity. The Department continuously partners with ethnically diverse professional associations to recruit from those populations.

> The Department's website (careers.state.gov) continues to be the center of all outreach and marketing efforts and is designed to emphasize simplicity, interactivity, transparency, and audience engagement. One of the site's goals is to provide prospects and candidates with an open environment in which to ask questions, helping to ensure audiences have a thorough understanding of the Department's careers and associated selection and hiring processes. The site offers more than 110 employee videos representing FS Generalist and Specialist career tracks and Civil Service positions, along with a documentary-style video that represents living and working abroad. The careers site also provides a subscription channel where visitors can sign up to receive ongoing notifications about specific vacancies or other important career-related information. With some 500,000 subscribers, the Bureau of Human Resources can proactively maintain engagement with this audience, which has self-identified as being interested in Department careers.

> The Department invests in national paid, owned, and earned media campaigns to promote the attributes of the organization as an employer and raise awareness among diverse

audiences about the work of its employees and its career and internship opportunities. Ninety-nine percent of the campaigns are digital. They steer prospects to careers.state.gov and encourage and motivate audiences to engage with Diplomats in Residence in their regions. These campaigns contribute to more than 120,000 DOSCareers mobile app downloads, 1.6 million unique visitors to careers.state.gov, and 730,000 digital Foreign Service and internship brochures page views.

> The Department's recruitment team contributes to building its own database of prospects using an event and talent relationship management system. The system allows for ongoing marketing and engagement with prospects who have self-identified as being interested in Department careers, Consular Fellows Program, internships, and fellowships. In the last several years, the database has grown to more than 106,000 individuals.

> The Department uses an independent expert to monitor and propose methods to reduce adverse impact in its FS selection process. In addition, the Board of Examiners consults with distinguished experts in the field of industrial psychology and human resources and senior representatives of other foreign affairs agencies to obtain advice regarding best practices. Regular consultation helps ensure the Department's assessment procedures and criteria produce the candidates who are a best fit for meeting the requirements of 21st century diplomacy, which include skills to address the expeditionary nature of work, innovativeness, risk tolerance, commitment to service and world-wide availability.[122]

> The Veterans Employment Program Manager (VEPM) is responsible for providing training on special appointing authorities for veterans and disabled veterans to supervisors and human resources personnel to encourage, develop, and promote opportunities for veterans. The VEPM collaborates with hiring managers and human resource professionals to identify opportunities for utilizing hiring flexibilities for veterans as avenues to fill vacancies. The VEPM also partners with external stakeholders to promote Department career opportunities to target potential veterans.

> The VEPM also manages the Veterans Program Office webpage, which provides veterans with information regarding outreach resources (e.g., OPM's Feds Hire Vets website, methods of determining veterans' preference, and occupations where veterans are frequently hired), as well as VEPM's contact information for personalized assistance. The VEPM also participates in outreach and recruitment events in support of the Department's Veteran Innovation Partnership (VIP) Fellowship program.[123]

> The Department has adopted new efforts to increase diversity within the SES, including increased awareness of SES opportunities in the Department through broad marketing, advertisement, vacancy distribution, and leveraging of existing diversity recruitment resources.

> As outlined in the Department's Affirmative Action Agency Plan required by Section 501 of the Rehabilitation Act of 1973, as amended, the Office of Recruitment, Examination, and Employment, the Recruitment/Outreach Division in the Bureau of Human Resources (HR/REE/REC) listed the following goals for the recruitment of individuals with disabilities:

  o All recruiters, including Diplomats in Residence (DIRs), will conduct outreach and increase awareness to Disability and Career Services Offices on college and university campuses;

  o Collaborate with national disability organizations;

  o Assist HR/OAA to increase yearly, by 10 percent, the number of candidates in the Department's Talent Database, which contains Schedule A, 5 CFR 213.3102(u), eligible jobseekers and is managed by HR/OAA;

  o Support the recruitment and placement of the Workforce Recruitment Program (WRP) candidates across the Department.

> In addition, HR/REE's marketing team partners with HR/OAA to develop targeted recruitment strategies and maintain owned media properties to raise awareness and promote opportunities for individuals with disabilities which includes the following:

  o Assist in maintaining a Facebook page for the Department's Selective Placement Program Coordinator (SPPC);

  o Maintain a LinkedIn Showcase Page for the Department's SPPC;

  o Expend funds for targeted media outreach and social media advertising to individuals with disabilities and military/veterans;

  o Ensure careers.state.gov and any HR/REE-produced videos are 508-compliant.[124]

> HR/OAA provides administrative and technical support to bureaus in the Department that are interested in tapping into the WRP talent database. Annually, HR/OAA provides and manages the centralized fund for up to ten summer interns for a ten-week internship. Bureaus may request a centrally funded position but also have the authority to self-fund positions.

> HR/OAA provides DIRs contacts to over 360 college and university Disability Services Offices so that they may conduct outreach and implement recruitment strategies targeting college students with disabilities.[125]

> Recruiters from HR work with internal managers and bureaus to identify strategic outreach activities and events for groups with the specialized skills the FS requires and to strengthen partnerships with professional associations to identify and attract potential candidates to meet hiring requirements. The Marketing team works with the bureaus to develop paid

advertising campaigns that supplement the national campaign and are designed to raise awareness about specific vacancy announcements and contribute to driving applicants to apply.[126]

WORKFORCE GAPS AND STRENGTH

The majority of the Diplomacy 3.0 cohort has now moved to the mid-level and with many entry level officers applying for mid-level jobs on their third assignment, the mid-level deficit has closed for FS Generalists. The Department is actively monitoring attrition in the FS Generalist workforce, selected FS Specialist skill groups (e.g., Office Management Specialists and Security Officers), and many of the CS Mission Critical Occupations (MCOs) with quarterly attrition reports, as well as implementing recruitment strategies to attract qualified applicants.

EXAMINE FOREIGN SERVICE ASSIGNMENT INITIATIVES AND PROMOTIONS

ASSIGNMENTS

To continue improving the FS assignment process, the following changes were implemented for all assignment cycles:

> Maintained two positions in HR to manage limited non-career/Consular Fellows appointments to fill critical consular positions in Brazil, China, Mexico and other countries.

> Continued to facilitate the consultative staffing process to promote greater communication among functional and regional bureaus on country team positions.

> Created and implemented an outreach strategy for FS employees. HR has identified information that career development officers will share with their clients in a timely manner based on the assignments cycle calendar via traditional methods (e.g., cables, websites, and one-to-one meetings) as well as through webinars, video teleconferences, and targeted e-mail messages.

> Initiated implementation of the new Talent Management Application System (TalentMAP) which is being developed to replace FSBid in two annual phases. During the first phase, all FS employees will have the ability to search for projected and available job vacancies, offering users a search and view-only option. In this phase, FS employees will need to return to FSBid to submit their bid(s) to positions they search and find in TalentMAP. The second and final phase of implementation will allow FS employees to not only search for projected and available vacancies, but to also submit and track bids for positions solely using TalentMAP.

> Realigned CS and FS detail and long-term training assignments under the Professional Development Unit in the Office of Career Development and Assignments (HR/CDA/PDU). In May 2016, the first early bid cycle for long-term training and details opened. It was separate and distinct from the regular bidding cycle. HR created this earlier cycle so employees could focus their efforts on these opportunities as part of their professional development and gain expertise and fresh perspectives from outside-the-agency assignments. As a result of the success in 2016, an early bid cycle was conducted again in 2017 and bidders for these assignments nearly doubled. An early bid cycle will open again in May 2018.

> Reviewed and amended Standard Operating Procedures (SOPs), the Foreign Affairs Manual (FAM), and the Foreign Affairs Handbook (FAH) as needed to ensure that all information was current and consistent. Changes were posted on-line for employee reference.

> Ensured that instruction cables outlining HR processes were transmitted on a regular schedule.

> Standardized the annual summer assignment cycle surplus/deficit analysis between the Office of Resource Management and Organization Analysis (HR/RMA) and HR/CDA with a memorandum of understanding outlining timelines, responsibilities, and goals. Results of the analysis are used to help bureaus prioritize positions and manage the service need.

PROMOTIONS

Following are key promotion areas that will be reviewed in conjunction with hiring and assignment initiatives:

> The overall promotion rate for FS Generalists and FS Specialists was 16.8 percent in FY 2018, which was higher than the FY 2017 rate of 15.6 percent and just below the five-year average (FY 2013 – FY 2017) of 20.0 percent. Promotions for FY 2017 were impacted by the eight percent workforce reduction plan developed in conjunction with Presidential directives and OMB guidance to Executive Branch agencies. In addition, the number of eligible employees competing for promotion increased to record levels in FY 2017 and FY 2018 as Diplomacy 3.0 hires moved into competitive promotion grades.

> The overall promotion rate for eligible FS Generalists was 19.7 percent in FY 2018, as compared to the 17.9 percent rate in FY 2017.

> Generalist promotion rates into and within the Senior Foreign Service (SFS) averaged 20.7 percent in FY 2018, higher than the FY 2017 average rate of 11.0 percent and the five-year average of 20.1 percent.

> The percentage of eligible FS Specialists promoted was 13.5 percent in FY 2018, which is higher than the FY 2017 rate of 13.1 percent and lower than the five-year average of 15.4 percent. Promotion trends in the individual Specialist skill groups may vary due to their size and grade structure.

> To increase transparency and awareness, the Department published the FY 2018 FS Generalist and FS Specialist promotion results by competition group, gender, race, and ethnicity on the public internet website - https://www.state.gov/resources-bureau-of-human-resources/.[127]

EVALUATE TRAINING INITIATIVES

In addition to discussions with posts and bureau leadership, and various proficiency exams, the Foreign Service Institute (FSI) conducts a robust system for course evaluation to ensure that its training is highly effective and relevant. FSI uses the Kirkpatrick model to assess the effectiveness of training to develop student's knowledge, skills, and attitudes to improve professional performance and their success in transferring what they've learned to their job.[128] This evaluation process ensures that courses are relevant, rigorous, and timely to fulfill FSI's mission and that innovative, student-centric approaches are used to maximize learning transfer to the workplace.[129]

EXAMINE DEVELOPMENT PLANS

FOREIGN SERVICE DEVELOPMENT

The FS Career Development Program (CDP) and Professional Development Program (PDP) have been designed to ensure that FS Generalists and FS Specialists being promoted into the senior ranks of their cone or specialty have the necessary experience to be successful. The Generalist and Specialist Career Trackers, software applications, provide user-friendly formats for employees to document and track their careers.

When employees enter the mid-level ranks, the CDP and PDP become the cornerstones of robust counseling by career development officers, who help employees with their career planning efforts. The Department reviews employees' self-certification records to determine eligibility for consideration for promotion into the SFS or, in the case of some specialties, to the topmost grade(s) of that career track.[130]

CIVIL SERVICE DEVELOPMENT

CS development programs, such as the Pathways Internships, Recent Graduates Program (RG), and the Presidential Management Fellows (PMF) Program, are instrumental in the Department's efforts toward developing future leadership.

> All three programs will seek to recruit top talent, educate managers on offering rotational assignments, and improve communication between participants, alumni, and program managers. Future budget requests and Congressional support will drive any participation increases.

> The Department is routinely viewed as one of the most sought-after PMF Programs. Between July 2012 and May 2019, 329 PMFs were hired.[131]

> The Department has designed programs that will enhance CS career developmental assignments, particularly those overseas. For example, the CS Overseas Development Program is designed to increase opportunities for CS employees to serve overseas and eliminate some of the barriers traditionally encountered by CS employees seeking overseas assignments.

MENTORING

With the introduction of the iMentor Program, which provides employees with a more comprehensive, state-of-the-art resource to participate in mentoring opportunities throughout their career, participation in the mentoring program is expected to increase.

SECTION VI. LEADERSHIP PLANNING

LEADERSHIP: ESTABLISH STRATEGIC ALIGNMENT

The Department believes that having good leaders is imperative to achieving the President's foreign policy agenda. In order to guarantee that the Department continues to have strong leadership in the future, it is crucial that management understands current and prospective leadership needs as it strengthens the diplomatic and development capacity that was gained during the 2009-2011 period. In 2014, the Department established the Leadership and Management Principles which reflect the Department's commitment to model integrity, plan strategically, be decisive, communicate clearly, constantly learn and innovate, own decisions, collaborate, value and develop people, manage conflict, and foster resilience.[132]

The Department provides leadership and management training for Civil Service (CS) and Foreign Service (FS) employees, as well as Locally Employed (LE) staff at all levels. In 1999, the Department established the Leadership and Management School (LMS) at the Foreign Service Institute (FSI) to offer training to Department employees, as well as to personnel from other agencies. In 2002, the Department implemented mandatory leadership training for CS and FS employees at the mid-levels (GS-15/FS-01, GS-14/FS-02, and GS-13/FS-03). In 2010, FSI launched the Fundamentals of Supervision course targeting CS and FS employees new to supervision at grade levels (GS-12/FS-04 and below) not covered by mandatory leadership training requirements. In September 2013, the Department made the Fundamentals of Supervision mandatory for newly appointed first-time supervisors.

In FY 2016, recognizing that the old leadership development paradigm requiring one or two weeks of training every five to seven years was no longer sufficient to produce the leaders the Department requires, FSI conducted a leadership and management needs assessment, an audit of existing leadership courses, and a benchmarking exercise as part of a larger effort to design a new Leadership Development Continuum (LDC). The LDC will include mandatory leadership training and incorporate continuous and blended learning, coaching, peer-to-peer learning, and other 21st century industry-standard methods of adult instruction. This initiative will ensure leadership development programs are relevant to each employee; provide opportunities for continuous, ongoing improvement; tap and unleash the talents of the Department's entire workforce; produce greater organizational effectiveness; and foster a stronger, more resilient culture of leadership within the Department. These actions, together with workforce planning initiatives, ensure that the Department has a strong cadre of leaders now and in the future to implement the Department's strategic goals.

LEADERSHIP: IDENTIFY GAPS BY ANALYSIS OF REQUIREMENTS AND TALENT POOL

PROJECT LEADERSHIP REQUIREMENTS

To meet State's leadership needs, understanding the future leadership requirements is critical. While concentrating on planned intake, the Department must anticipate future leadership needs and requirements based on projected leadership attrition.

The FS utilizes a "rank-in-person" system in which a FS Generalist or FS Specialist is required to rotate to a new position every two to three years and the position grade may be one grade different than the personnel rank.

> FS positions for FS Generalist occupations (Management, Consular, Economic, Political and Public Diplomacy Officers) are considered together. Since FS Generalists are groomed to fill leadership positions by the time they reach the Senior Foreign Service (SFS), the pool of leadership positions includes all SFS positions (e.g., Chiefs of Mission, Deputy Chiefs of Mission, Deputy Assistant Secretaries and Office Directors, etc.). The leadership pool also includes all FO-01 (GS-15 equivalent) FS Generalist positions since these jobs typically require supervisory or managerial responsibilities.

> Leadership levels for FS Specialists are dependent on the specific occupation. Since individual FS Specialist occupation skills can be vastly different and FS Specialist employees are infrequently assigned to positions in skills outside their own, the pool of leadership positions for each FS Specialist skill is defined as all positions that are at or above the senior-level defined for that occupation in their Career Development Program or Professional Development Program.

The CS system is based on "rank-in-position" in which the leadership pool includes managers, supervisors, or management officials defined by specific supervisory codes and classified at the GS-11 level or higher. All Senior Executive Service (SES) slots are considered leadership positions. Table 19 below offers a leadership definition summary by employee type.

Table 19. Grade Levels for Leadership Positions

Employee Type	Skill Groups	Leadership Grades
Foreign Service Generalist	All	FS-01 and Above
Foreign Service Specialist	Medical Officers, Psychiatrists	FE-MC
	Finance, Construction Engineers, Medical Providers, Information Management	FEOC
	Human Resource, General Services, Diplomatic Courier, Security Officer, Security Engineer, Facilities Maintenance, English Lang. Programs, Regional Public Engagement	FS-01 and Above
	Medical Laboratory Scientists	FS-02
	Security Technician	FS-03 and Above
	Office Management	FS-04 and Above
Civil Service	All	GS-11 and Above with supervisory or management coded position

Table 20 below summarizes projected leadership attrition for each of the employee types. Overall, the Department will face a slight increase in average annual attrition for leadership positions over the next five years in comparison to the last five years. Following are a few highlights noted for each employee type:

> For FS Generalist leadership, the expected average annual total attrition over the next five years is 150, which is slightly lower than the projected average of 153 in last year's report. Nonetheless, this projection is an 11 percent increase from the average annual total attrition level of 135 over the last five years.

> The projected average annual total attrition for FS Specialist leaders over the next five years is 67, which is lower than the projected annual average that was reported last year (69) and slightly higher than the average annual total attrition level for the past five years (65). The highest concentration of projected Specialist leadership attrition is in the Security Officer and Office Management skill groups.

> In the CS leadership cadre, the projected average annual total attrition over the next five years is 147, which is higher than the 126 estimated last year. This projection is three percent higher than the actual average attrition of the past five years.[133]

Table 20. Projected Foreign and Civil Service Leadership Attrition

Employee Type	Average Annual Attrition Last 5 Yrs	Projected Leadership Attrition					Average Annual Total Next 5 Yrs
		FY-19	FY-20	FY-21	FY-22	FY-23	
Foreign Service Generalist	135	169	149	155	142	141	150
Foreign Service Specialist	65	67	62	69	73	75	67
Civil Service	143	140	141	147	153	154	147

Note: Due to rounding, totals may vary slightly if individual line items are summed.

ANALYZE LEADERSHIP TALENT POOL

FS Generalists compose 44 percent and CS employees comprise 42 percent of the Department's leadership population as seen in Figure 24. FS Specialists make up a significantly smaller percentage (14 percent) of Department leadership. The results are consistent with those reported last year.[134]

Figure 24. Distribution of Leadership Employees by Workforce Category
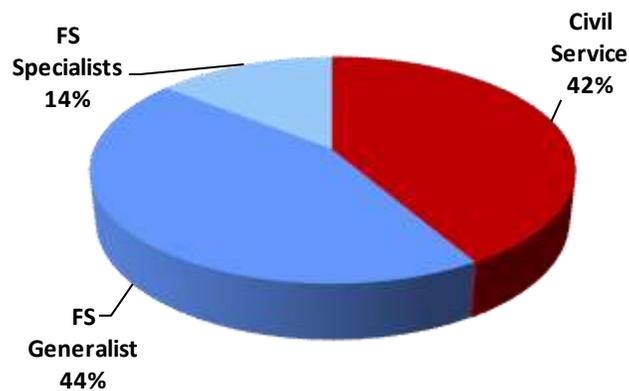
LEADERSHIP GRADE LEVEL

As illustrated below in Figure 25, the largest concentration of FS Generalist leaders is at the FS-01 level (60 percent), followed by OC (21 percent), MC (18 percent) and CM (one percent). Leadership positions constitute 26 percent of all Generalist positions, which mirror the percentage reported last year.[135]

Figure 25. Foreign Service Generalist Leaders by Grade Level
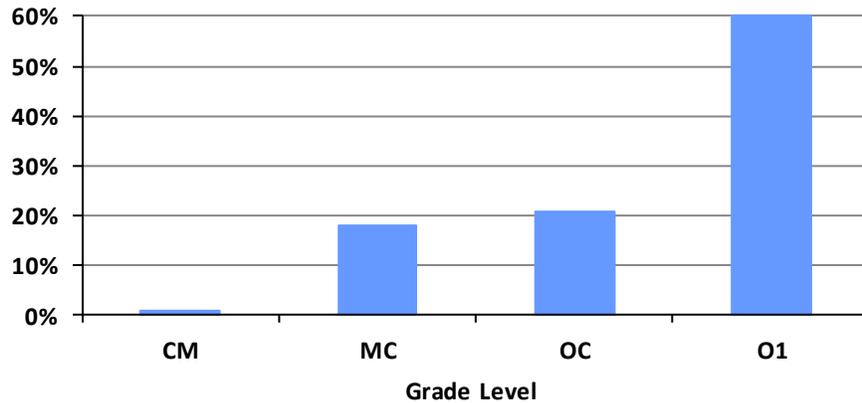
Figure 26 below shows that over two-thirds (70 percent) of the CS leaders are at the GS-15 and GS-14 levels. This distribution is consistent with those reported last year.[136]

Figure 26. Civil Service Leaders by Grade Level
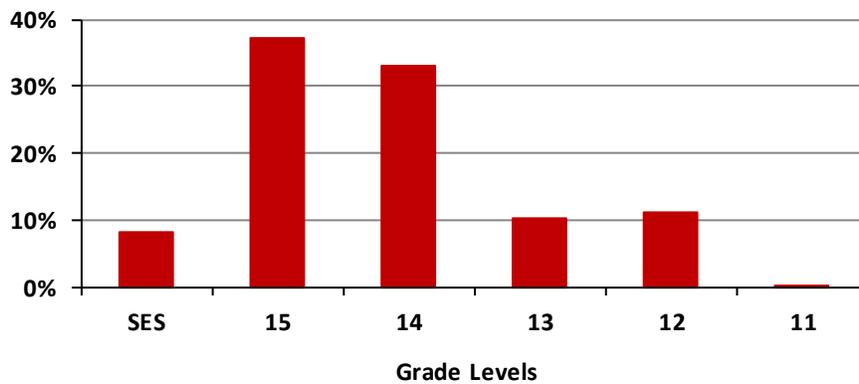
LEADERSHIP DIVERSITY

Workforce diversity is a key goal for the Department. As noted in Section II, in FY 2012 the Department modified the way in which it reported diversity data. Tables 21 and 22 reflect the racial and ethnic diversity of the leadership population in the three American workforces and the total Department.[137] In FY 2018, Hispanics composed six percent of the FS leadership (five percent of the Generalist and eight percent of the Specialist leadership) and six percent of the CS leadership.[138]

Table 21. Distribution of Foreign and Civil Service Leadership by Race

Workforce	White	Black	American Indian	Asian	Native Hawaiian	Multi-racial	Unspecified	Total
Foreign Service	85.0%	4.8%	0.3%	4.5%	0.0%	2.5%	2.9%	100.0%
FS Generalist	86.8%	3.7%	0.2%	4.5%	0.0%	2.1%	2.7%	100.0%
FS Specialists	79.3%	8.4%	0.5%	4.3%	0.0%	3.8%	3.7%	100.0%
Civil Service	69.0%	18.9%	0.5%	4.6%	0.1%	3.7%	3.2%	100.0%
Total	**78.3%**	**10.7%**	**0.4%**	**4.5%**	**0.0%**	**3.0%**	**3.1%**	**100.0%**

Table 22. Leaders by Ethnic Group

Workforce	Hispanic	Non-Hispanic	Unspecified	Total
Foreign Service	5.9%	94.1%	0.0%	100.0%
FS Generalist	5.3%	94.7%	0.0%	100.0%
FS Specialists	7.9%	92.1%	0.0%	100.0%
Civil Service	6.1%	93.9%	0.0%	100.0%
Total	**6.0%**	**94.0%**	**0.0%**	**100.0%**

Table 23 below highlights that females compose about a third (38 percent) of FS Generalist leaders, two-fifths (41 percent) of FS Specialist leaders, and nearly half (47 percent) of all CS leaders. Percentages in previous years were similar.[139]

Table 23. Distribution of Foreign and Civil Service Leadership by Gender

Workforce	Male	Female	Total
Foreign Service	61.5%	38.5%	100.0%
FS Generalist	62.2%	37.8%	100.0%
FS Specialists	59.5%	40.5%	100.0%
Civil Service	52.6%	47.4%	100.0%
Total	**57.8%**	**42.2%**	**100.0%**

Figure 27 shows the steady increase in the percentage of females in the FS Generalist and CS leadership populations. The percentage of female leaders has increased from 13 percent in 1990 to 38 percent in 2018 in the FS Generalist workforce and from 31 percent in 1990 to 47 percent in 2018 in the CS. The percentage of females in the FS Specialist leadership cadre has fluctuated as the security skill groups have grown. Historically, the security skill groups have been male dominated.[140]

Figure 27. Leaders by Gender 1990 – 2018

Figure 27. Leaders by Gender 1990 – 2018
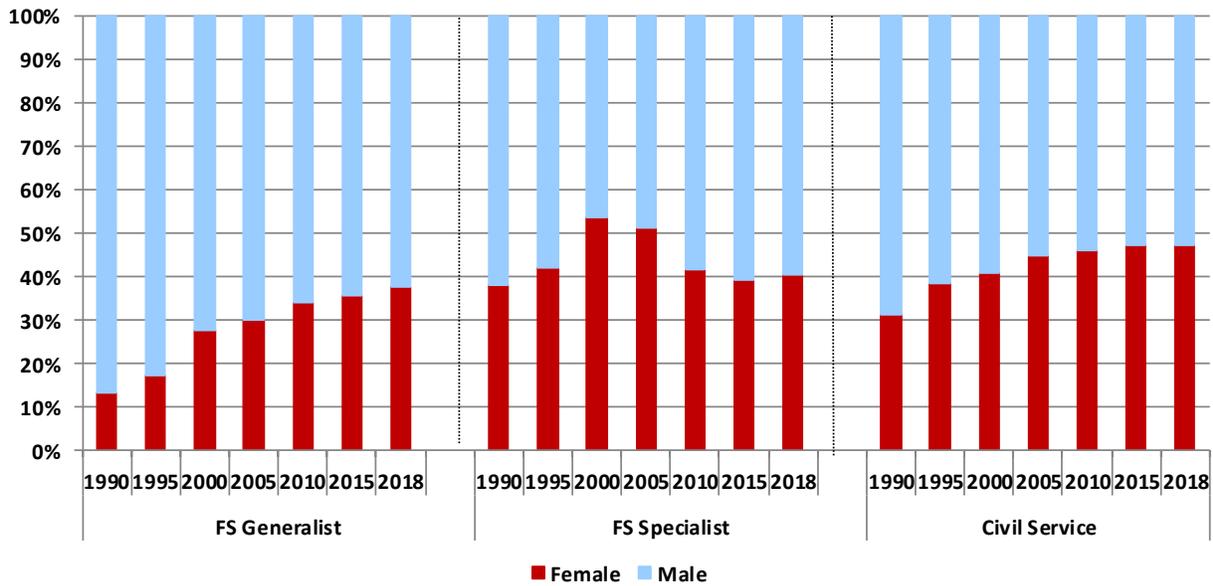
The percentage of men in leadership positions has historically been higher than the rate among women as seen in Figure 28 for each American workforce. In the FS Generalist and CS workforces, the ratios for females and males are moving towards equilibrium as more women advance into leadership roles. For example, in the FY 2018 FS Generalist workforce, 28 percent of the males and 24 percent of the females were leaders, a substantial change from the FY 1990 FS Generalist workforce where 40 percent of the males and 18 percent of the females were leaders. In the FS Specialist, the trend varies because of growth in predominantly male security and IT skill groups have added men at junior grades.[141]

Figure 28. Leaders to Population Ratio by Gender 1990 – 2018
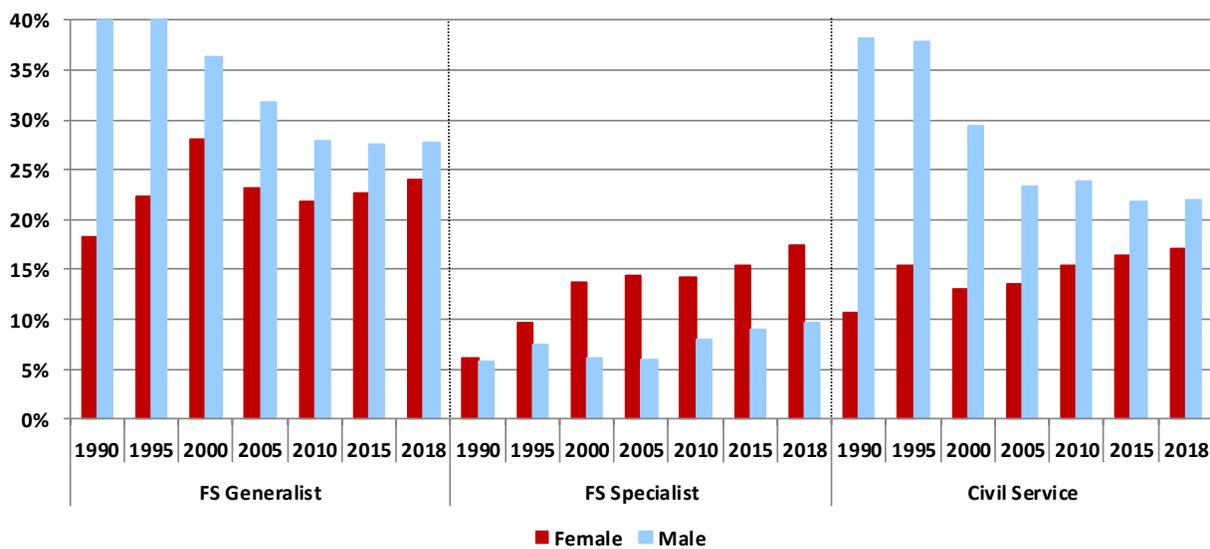
The Department recently updated its database (GEMS) to reflect updates and new disability codes provided by OPM and issued a Department Notice requesting employees to review and validate their disability information.[142] The expectation is that once employees have verified their data, the Department will be better able to assess the composition of its workforces as it relates to disabilities and report on trends in leadership for both the CS and the FS. In 2018, the Department updated its reporting to include SF-256 self-identification of a disability, special hiring authorities, and reasonable accommodations.[143] Table 24 details the composition of the CS and FS leadership workforces by no disability, targeted disability, and non-targeted disability. Targeted disabilities are defined by the Equal Employment Opportunity Commission (EEOC) for reporting purposes and comprise 12 categories of severe health conditions, including deafness, blindness, significant psychiatric disorders, paralysis, epilepsy, and intellectual disabilities.[144] In FY 2018, over 12 percent of the FS leadership and nearly 13 percent of the CS leadership self-identified as having a disability.

Table 24. Distribution of Civil Service and Foreign Service Leaders by No Disability, Targeted Disability and Non-targeted Disability

		Disability			
Workforce	**No Disability**	**Targeted**	**Non-Targeted**	**Total**	**Total**
Civil Service	87.2%	1.5%	11.4%	12.8%	100.0%
Foreign Service	87.7%	1.0%	11.2%	12.3%	100.0%
FS Generalist	87.0%	0.9%	12.1%	13.0%	100.0%
FS Specialists	90.1%	1.4%	8.5%	9.9%	100.0%
Total	**87.6%**	**1.1%**	**11.3%**	**12.4%**	**100.0%**

Note: Percentages may not add to totals due to rounding.

LEADERSHIP AGE AND LENGTH OF SERVICE

Table 25 below provides profile information on the leadership component of each of the Department's three American workforces. The average length of federal service and time in the Department ranges from 20 to 24 years and 15 to 22 years, respectively. The average age of leaders from all three workforces is early 50s. Significant differences exist between the profiles of the leaders in each workforce and those of the total career employees in each workforce (see Section II). The differences are especially pronounced in the FS where, because of the "closed" human resource system, employees are promoted into the leadership ranks after entering at lower levels and competing for promotion after specified waiting periods[145]

Leadership Worforce	Average Years of Government Service	Average Years of Department of State Service	Average Age
Foreign Service Generalist	23.9	22.1	52.2
Foreign Service Specialist	22.4	19.6	53.2
Civil Service	20.2	15.8	51.0
Average	**22.1**	**19.1**	**51.9**

Figure 29 below provides a 28-year snapshot of the average years of government service of leaders in each of the three American workforces. The averages have remained at about 24 years in the FS Generalist workforce. Average years of government service of Specialist leaders peaked at 25 years in 2000 and have declined slightly in the last 18 years. Similarly, average years of government service in the CS peaked at 23 years in 2000; however, they have decreased considerably (by an average of three years), reflecting the "open system" of the Civil Service where employees can be hired into leadership positions from outside the Federal Government.[146]

Figure 29. Average Years of Government Service for Leaders 1990 - 2018
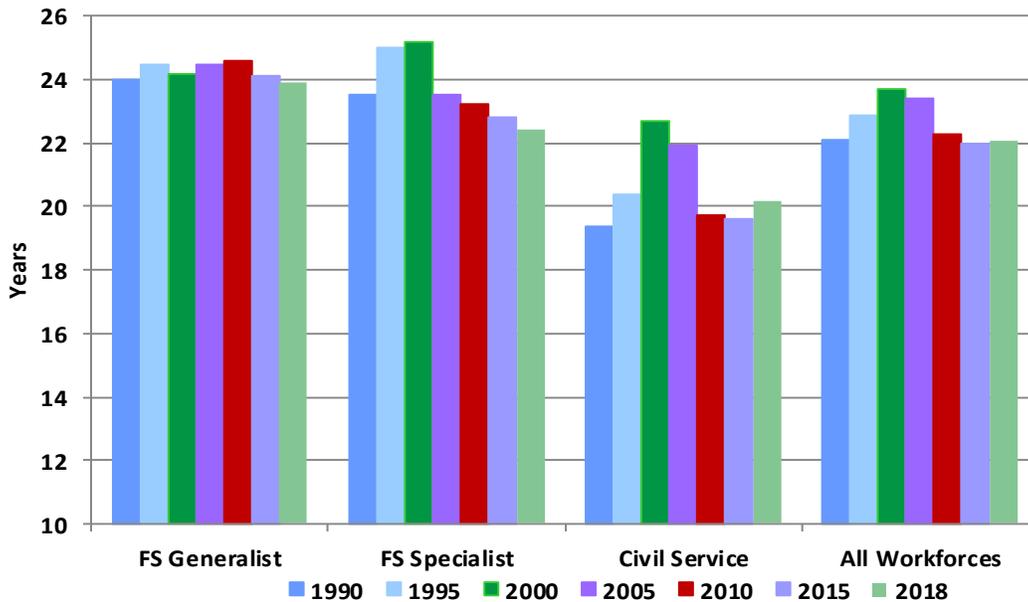
Figure 30 highlights the decrease in the average number of years in the Department of leaders in all American workforces since 1990. The averages have been consistent in the FS Generalist, FS Specialist and Civil Service leadership cadres over the last 18 years. The drop in the Generalist leadership cadre beginning in 2000 is due to the integration of USIA into the Department. At the time of integration, USIA employees at all levels were brought in with zero

time in the Department. The effect of the integration is more pronounced in the Generalist cadre because of the proportion of Public Diplomacy officers in the leadership ranks.[147]

Figure 30. Average Years in the Department for Leaders 1990 - 2018
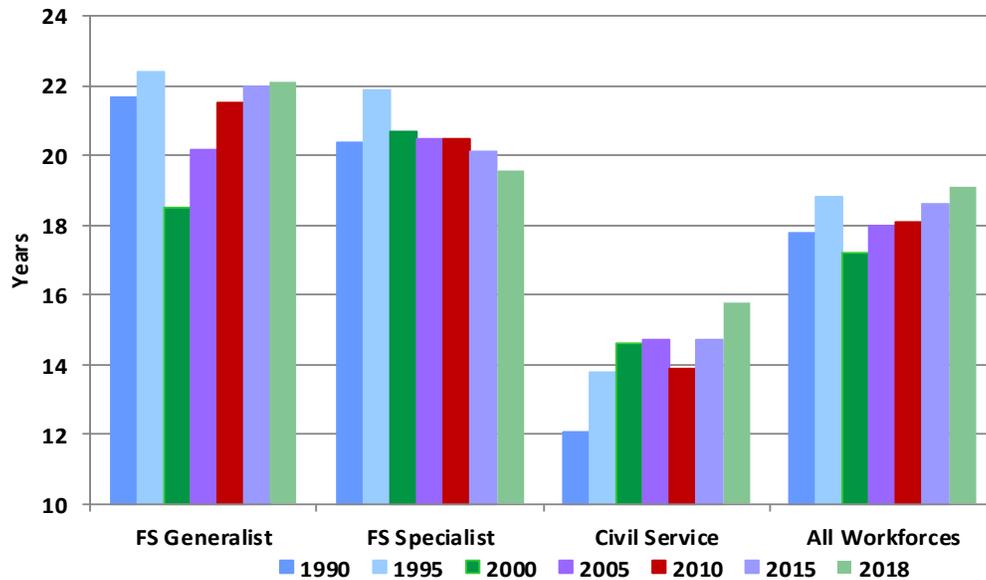
Figure 31 shows the average age of the leadership cadres over the last 28 years. The average age in the FS Generalist and FS Specialist leadership ranks increased steadily to about 53 years in 2010 when the average age began to slightly decline for Generalists and stabilized for Specialists. The average age of CS leaders peaked in 2005, dropped in 2010, and began rising over the last eight years as the Department hires and promotes employees to succeed retiring baby boomers.[148]

Figure 31. Average Ages for Leaders 1990 – 2018
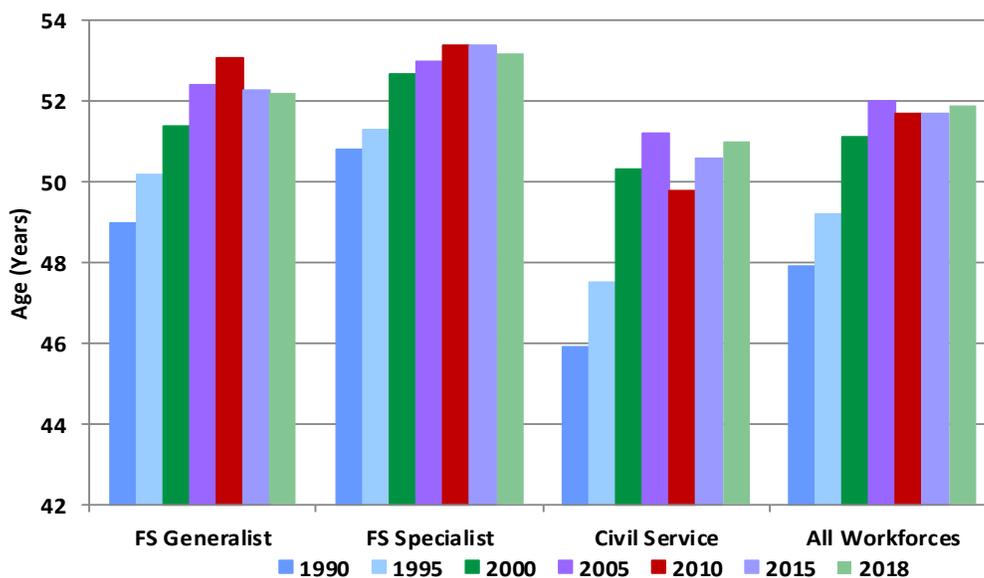
LEADERSHIP RETIREMENT ELIGIBILITY

Table 26 provides a retirement eligibility profile of the leadership components of the Department's three American workforces. Currently, approximately 40 percent of the Department's leaders are eligible to retire. Over half (52 percent) of the FS Generalist leaders are eligible, and half (50 percent) of the FS Specialist leaders are eligible. About a quarter (23 percent) of the CS leaders are eligible to retire. The overall percentage of the current leadership cadre eligible to retire within five years is 66 percent and within 10 years is 82 percent. The FS retirement eligible percentages for five and 10 years out are significantly higher than those for the CS, in part, because of the up-or-out flow-through process in the FS personnel system and differences in eligibility criteria: FS employees are eligible to retire at age 50 with 20 years of service, and CS are eligible at 55 or older (age requirement varies in the CSRS and FERS retirement systems) and 30 years of service.[149]

Table 26. Leadership Retirement Eligibility by Employee Type

Leadership Workforce	Currently Eligible	Eligible w/in 5yrs	Eligible w/in 10yrs
Foreign Service Generalist	51.7%	82.7%	97.1%
Foreign Service Specialist	49.7%	80.6%	96.8%
Civil Service	23.1%	42.4%	60.0%
Total	**39.5%**	**65.7%**	**81.6%**

Figure 32 below illustrates the trend in retirement eligibility of the FS and CS leaders over the past 28 years. The percentages of FS Generalist leaders eligible for retirement steadily increased through 2010, reflecting a decrease in attrition, and began to drop as the number of FS Generalist leader retirements increased. The fluctuation in percentages of FS Specialist leaders eligible to retire is a function of the small number of FS Specialist leaders (about a third of the number in the FS Generalist or CS leadership cadres) where small number changes are magnified when converted to percentages. The current percentage of CS leaders eligible to retire is higher than in 1990 - 2015.[150]

Figure 32. Percentages of Leaders Eligible to Retire 1990 - 2018
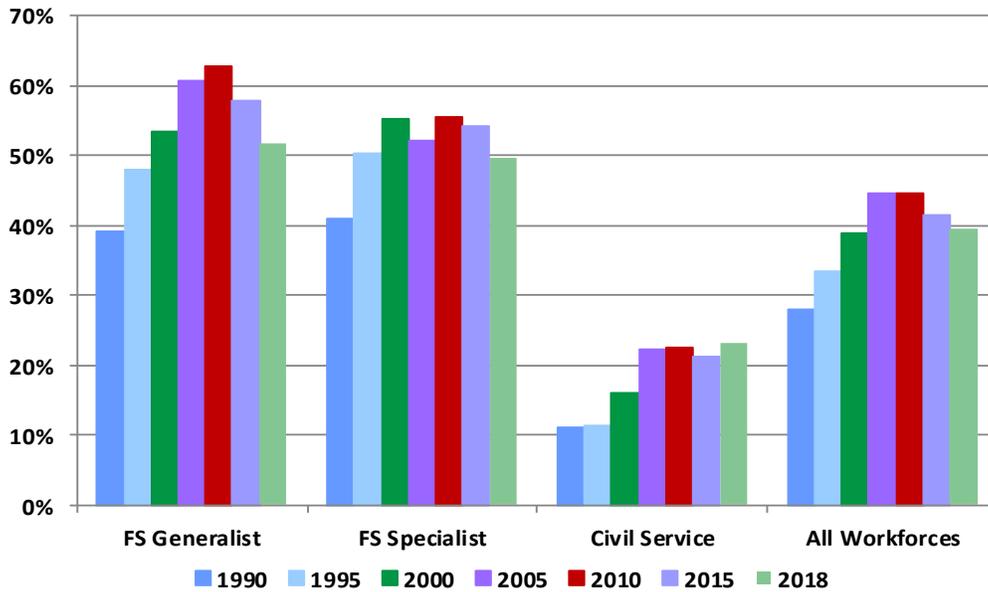
LEADERSHIP ATTRITION

Table 27 details actual and projected attrition in the FS Generalist leadership cadre. Over the past five years, attrition has averaged 141 each year. Overall leadership attrition is expected to peak at 169 in FY 2019 before dropping in subsequent years. The estimated five-year average is 150, which is higher than the current five-year average of 141. These projections are similar to those reported previously.

It is important to note that attrition in the FS Generalist leadership ranks provides opportunities for promotion of employees throughout the mid-ranks. In a closed system where employees enter at the bottom and are promoted through the ranks, attrition at the senior levels is necessary in order to maintain a predictable flow-through. Projections from the FS Model (discussed in Section II) indicate that the Department will have the employees to staff the FS Generalist leadership vacancies.[151]

Table 27. Projected Foreign Service Generalist Leadership Attrition

| Foreign Service Skill Group | Grade Level | Average Attrition Last 5 Yrs | Projected Leadership Attrition | | | | | Average Annual Total Next 5 Yrs |
			FY-19	FY-20	FY-21	FY-22	FY-23	
Generalist								
	FE-CM	8	6	7	4	3	6	5
	FE-MC	51	59	56	62	57	48	56
	FE-OC	31	42	34	34	28	29	33
	FS-01	51	62	52	55	54	58	56
Generalist Total		141	169	149	155	142	141	150

Source: Table A2 in the Appendix.

Table 28 lists the FS Specialist leadership cadre by occupation and leadership grades. The numbers are small due to the broad pyramid structure of most of these occupations with few positions at the most senior leadership levels. Much of the attrition will be due to time-in-class restrictions. The average annual attrition for the past five years was 67, which is two more than reported last year. The projected average attrition over the next five years is also 67, which is slightly lower than the projected five-year average (69) reported last year. Two FS Specialist groups - Security Officers and Office Management Specialists – account for over half of the average annual attrition.[152]

Table 28. Projected Foreign Service Specialist Leadership Attrition

Foreign Service Skill Group	Grade Level	Average Attrition Last 5 Yrs	Projected Leadership Attrition					Average Annual Total Next 5 Yrs
			FY-19	FY-20	FY-21	FY-22	FY-23	
Specialist								
Finance Officer	FE-MC	0	0	0	0	0	1	0
	FE-OC	1	0	1	2	2	0	1
Security Officer	FE-MC	2	0	0	0	2	2	1
	FE-OC	7	8	9	12	10	12	10
	FS-01	8	12	11	12	15	12	12
Security Engineer	FE-MC	0	0	0	1	0	0	0
	FE-OC	1	1	0	1	1	1	1
	FS-01	2	2	1	0	1	1	1
Information Technology Manager	FE-MC	2	0	0	0	1	0	0
	FE-OC	3	4	3	3	3	2	3
Medical Officer	FE-CM	0	0	0	0	0	0	0
	FE-MC	3	1	1	3	4	2	2
Psychiatrist	FE-MC	1	2	0	0	1	0	1
Diplomatic Courier	FE-OC	0	1	0	0	0	1	0
	FS-01	1	1	0	0	3	1	1
Regional Public Engagement	FE-OC	0	0	0	0	0	0	0
	FS-01	1	3	0	0	0	1	1
Medical Provider	FE-OC	1	1	0	0	0	1	0
Construction Engineer	FE-MC	0	2	0	0	0	0	0
	FE-OC	1	1	1	0	1	1	1
Human Resources	FE-OC	0	0	0	1	0	1	0
	FS-01	4	3	4	4	2	3	3
General Services	FE-OC	0	1	0	0	0	0	0
	FS-01	3	3	2	3	2	3	3
English Language	FE-OC	0	0	1	0	0	0	0
	FS-01	1	0	0	1	1	1	1
Facilities Maintenance	FE-OC	0	0	0	0	0	1	0
	FS-01	4	3	5	6	4	4	4
Medical Laboratory Scientist	FS-02	0	0	0	0	0	1	0
Security Technician	FS-03	3	5	4	6	5	7	5
Office Management Specialist	FS-02	0	0	2	0	1	0	1
	FS-03	7	3	6	3	3	3	4
	FS-04	11	10	11	11	11	13	11
Specialist Total		**67**	**67**	**62**	**69**	**73**	**75**	**67**

Note: Due to rounding, totals may vary slightly if individual line items are summed. Source: Enterprise Architecture Resource Planning (EARP).

Table 29 shows that average annual CS leadership attrition over the next five years is expected to be higher than the corresponding average of the past five years. The average annual projected attrition of 147 is higher than the 126 estimate provided in FY 2018.[153]

Table 29. Projected Civil Service Leadership Attrition

Civil Service Grade Level	Average Attrition Last 5 Yrs	Projected Leadership Attrition					Average Annual Total Next 5 Yrs
		FY-19	FY-20	FY-21	FY-22	FY-23	
SES	15	7	12	11	16	14	12
GS-15	49	48	52	59	52	51	52
GS-14	51	61	50	43	58	57	54
GS-13	18	14	16	25	14	21	18
GS-12	10	10	11	9	13	11	11
GS-11	0	0	0	0	0	0	0
Civil Service Total	143	140	141	147	153	154	147

Note: Due to rounding, totals may vary slightly if individual line items are summed.

LEADERSHIP: DEVELOP MANAGEMENT PLANS

LEADERSHIP TALENT ACQUISITION PLAN - INTAKE

As described earlier, the Department's leaders have an average of nearly 20 years of service with the Department. For FS Generalists and large FS Specialist groups, most recruits will enter at the entry-level class for their respective skill group. Higher-level position needs are met by those already in the FS via the FS promotion system. While the hiring of all CS personnel is based strictly on the skill and grade level requirements of the position and not whether they are already Department employees, CS leaders have extensive Department experience, averaging 16 years with the agency.

Training and development initiatives are critical to the Department's leadership foundation. This focus ensures that potential candidates are fully capable and ready to assume and perform effectively in a leadership capacity.

FOSTER LEADERSHIP TRAINING

FSI'S LEADERSHIP AND MANAGEMENT SCHOOL (FSI/LMS)

The mission of FSI's Leadership and Management School (LMS) is "to provide needs-based leadership and crisis management training and development opportunities to prepare foreign affairs professionals to face global leadership challenges throughout their careers." FSI is responsible for designing, developing, and evaluating a leadership and management curriculum for the Department. It currently offers over 21 courses in leadership and management and provides executive coaching and organizational development services for the Department. LMS has three divisions:

> Executive Development Division;

> Leadership Training Division;

> Crisis Management Training Division.

The mandatory leadership training that FSI provides has made an important contribution to the development of Department FS and CS employees over the past 15 years; however, the Department's current leadership development paradigm – based on a model of developing leaders by requiring one or two weeks of leadership training every five to seven years – is no longer sufficient to produce the leaders the Department requires to succeed in today's world. With this in mind, FSI is reshaping and enhancing the Department's leadership training. In 2016, FSI began this work with a rigorous curriculum analysis focused on the Department's four mandatory leadership courses. The report concluded that:

> Current curriculum for the mandatory leadership courses does not sufficiently meet the Department's requirement that leadership training address all the Leadership and Management Principles and associated FS Precepts and Office of Personnel Management (OPM) Competencies;

> Current curriculum does not provide foreign affairs professionals with sufficient grounding in the required content to ensure behavioral change.

> Current curricula for the mandatory leadership courses are not written to the industry standards embodied in FSI's new policies and standards and does not constitute an effective continuum of learning across all development levels – entry, mid, and executive;

> Current course content is repeated in multiple courses and frequently taught at the same level of learning at each level.

As a result of this report, FSI has undertaken the following set of strategic initiatives to enhance and reshape leadership development at the Department.

> Fundamental redesign of mandatory leadership courses;

> Design leadership training programs for employees at critical junctures in their careers, including underserved entry- and mid-level employees;

> Expand the Department's Leadership Coaching Program;

> Create an interactive, on-line Leadership Portal to support individual self-development;

> Modernize the Department's 360-degree leadership feedback assessment;

> Strengthen the Department's Organizational Development Program.

These initiatives represent the essential first step in the larger task of designing a new Leadership Development Continuum (LDC) for the Department.[154]

SENIOR EXECUTIVE SERVICE (SES) CANDIDATE DEVELOPMENT PROGRAM

The Department has a Senior Executive Service Candidate Development Program (SES CDP) that is a comprehensive, two-year training and development program designed to help candidates develop and hone the five Executive Core Qualifications to prepare them for entry into the SES. After completing the Department's program and approval by OPM, the certified graduate can be placed in an SES position without further competition.

The Department strives for a high SES CDP placement rate and allows Department employees who have completed an OPM-certified SES CDP to apply for SES vacancies before the positions are advertised externally. Since receiving OPM's approval, the Department has used this program to address diversity in the SES. In FY 2016, the Department canvased the interagency community to identify best practices and improve the program. HR incorporated the results of the benchmarking exercise into an updated SES CDP policy, and OPM approved the updated policy. The first SES CDP under this five-year policy was launched in 2017. A cohort of 14 was selected for the 24-month program.[155]

CIVIL SERVICE LEADERSHIP TRAINING PROGRAMS

The Department offers long-term (three months to one year) career development programs for employees at various government levels through the Graduate School USA. The following programs provide a broad range of executive, managerial, and leadership training, plus professional development:

> Aspiring Leader Program (GS 4-7);

> New Leader Program (GS 7-11);

> Preparing to Lead Program (GS 7-11);

> Emerging HR Leaders Program (GS 9-12);

> Executive Leadership Programs for Mid-Level Employees (GS 11-13);

> McCain Institute Flagship Next Generation Leaders Program (GS 11-13);

> International Career Advancement Program (ICAP) (GS 11-13);

> Federal Financial Leaders Program (GS 11-14);

> Advancing HR Leaders Program (GS 12-14);

> Leadership Excellence in Acquisition Program (GS 12-14);

> Washington Leadership Development Program (GS 12-14);

> Federal IT Leaders Program (GS 12-14);

> Lean Six Sigma (GS 12-15);

> President's Management Council Interagency Rotation Program (GS 13 – 15);

> Executive Potential Program (GS 13-15);

> Congressional Fellowship Programs (GS 13-15);

> Excellence in Government Fellowship Programs (GS 13-15);

> White House Leadership Development Program (GS 15);

> Vanguard SES Development Program (SES).

Additional programs are available through the National War Colleges.[156]

LEADERSHIP: IMPLEMENT PLANS

IMPLEMENT TALENT ACQUISITION PLANS - LEADERSHIP INTAKE

The Office of Civil Service Human Resource Management (HR/CSHRM) manages the Department's SES CDP, which is a key component in succession planning efforts. The Department's future leadership is dependent upon preparing and developing the current employee pool. The Department has implemented a new SES merit staffing process to promote outreach to underrepresented groups and increase transparency in the selection process for both the SES and SES CDP. Maintaining a high placement rate for the SES CDP, coupled with increased outreach efforts, provides a promising outlook to ensuring a high-performing and diverse senior leadership corps in the future.

The Department is increasing the use of Senior Level positions, which are positions classifiable above the GS-15 level, but do not meet the SES functional criteria. This will provide an opportunity for another career path to senior level positions.[157]

EXECUTE LEADERSHIP TRAINING INITIATIVES

The Department implemented mandatory leadership training for mid-level personnel 15 years ago as a step toward ensuring a succession strategy for the existing workforce to be prepared to assume leadership roles at all levels and within an interagency process. Further, newly promoted SES and SFS employees are required to complete FSI's *Senior Executive Threshold Seminar*. The FS procedural precepts that guide Selection Boards' decisions on promotion now reflect the need for employees to meet the requirement in order to be considered for promotion to higher levels. As of September 2018, 72 percent of current on-board staff has met the mandatory requirement.[158] FSI's initiative to launch its Leadership Development Continuum, projected for completion in FY 2022, will further ensure that leadership development programs are relevant to each employee's success within the Department.

LEADERSHIP: EVALUATE STRATEGIES

EVALUATE LEADERSHIP TRAINING STRATEGIES - INITIATIVES

The Department remains fully committed to developing leaders required to successfully implement the President's foreign policy objectives, both through mandatory training as well as new, innovative leadership development programs, coaching and other initiatives. The Department's four mandatory leadership courses were designed as fixed training events – five-day courses offered multiple times throughout a year – linked to an individual's grade or rank. *Basic Leadership Skills* is for FS-03 and GS-13 employees; *Intermediate Leadership Skills* is for FS-02 and GS-14 employees; *Advanced Leadership Skills* is for FS-01 and GS-15 employees; and the *Senior Executive Threshold Seminar* is for newly-promoted Senior Foreign Service and Senior Executive Service employees. Over the last 15 years, changes to the mandatory courses have been primarily ad hoc and frequently based on "needs of the day" as opposed to a systematic evaluation process for modifications.

The Department's current leadership development paradigm, which is based on a model of developing leaders by requiring one or two weeks of leadership training every five to seven years, is no longer sufficient to produce the leaders the Department requires to succeed in today's world. FSI has begun development of a new comprehensive Leadership Development Continuum (LDC) with redesigned mandatory leadership courses at the core. The LDC will also integrate blended and continuous learning with classroom-based training, expanded coaching services, and leadership development programs that extend over a period of months and provide employees with critical on-the-job support and engagement from leadership development specialists. The new LDC will also provide leadership training to employees at the beginning of their careers as part of their orientation to the Department, which lays a foundation for future development once employees become eligible to take mandatory mid-

level leadership courses and programs. In addition to the "core four," FSI has launched two leadership development programs -- Entry-Level Supervisors Program (ELSP), aimed at first-tour Foreign Service Generalist and Specialist supervisors, and Mid-Level Leadership Program (MLLP), aimed at first-time section heads serving at the Department's overseas missions. FSI should complete a Department-wide LDC in late FY 2022 or early FY 2023.[159]

The Department developed a strategy to meet OPM-issued guidelines on provisions of the Workforce Flexibility Act, which calls for supervisory training within the first year of appointment to a supervisory position and refresher training every three years. The training has been implemented and standard operating procedures are in place.[160]

A requirement for FS promotion is completing leadership and management training. To ensure that FS employees would not be jeopardized and also maintain the integrity of the training requirement, employees who are recommended for promotion but have not completed the requisite training must do so before June 1 of the following year to receive the promotion.

SUMMARY

The Department's Human Capital Planning Process is aligned with the Department's strategic vision of strengthening its diplomatic and development capacity globally to achieve the President's foreign policy agenda. The Department is ensuring that it continues to have strong leaders by closely monitoring its Civil Service and Foreign Service leadership cadres and providing leadership and management training and opportunities for employees at all levels. The Department is meeting the challenges of a renewed emphasis on diplomacy and the Department's role in achieving the Administration's foreign policy agenda. With continued support from Congress, the Department fully expects to implement the goals set forth in this Five-Year Workforce Plan.

APPENDIX

Table A1. Foreign Service Attrition Projections by Skill Group for FY 2019 to FY 2023[161]

Foreign Service Skill Group	Average Annual Total Attrition Last 5 Yrs (FY 2014 - FY 2018)	Actual Retirement FY-18	Projected Retirements FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs (FY 2019-FY 2023)	Actual Non-Retirement Separations FY-18	Projected Non-Retirements FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs (FY 2019-FY 2023)	Projected Overall Attrition Total Next 5 Yrs (FY 2019-FY 2023)	Avg Annual Total Next 5 yrs (FY 2019 - FY 2023)
Generalist																	
Consular	46	29	44	32	31	36	29	172	10	13	12	13	18	11	67	239	48
Economic	55	42	53	39	44	48	53	237	13	11	10	9	10	13	53	290	58
Management	42	33	35	41	54	34	46	210	13	9	8	10	6	5	38	248	50
Political	65	51	47	49	56	56	66	274	24	16	21	14	9	12	72	346	69
Public Diplomacy	47	24	34	44	33	36	27	174	20	11	7	7	7	9	41	215	43
Executive	3	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Generalist Total*	**258**	**181**	**213**	**205**	**218**	**210**	**221**	**1067**	**81**	**60**	**58**	**53**	**50**	**50**	**271**	**1338**	**268**
Specialist																	
Construction Engineer	5	3	6	2	2	1	1	12	1	0	0	0	0	0	0	12	2
Diplomatic Courier	5	1	7	5	2	9	3	26	0	0	0	0	0	0	0	26	5
English Lang Programs	2	0	1	3	2	1	1	8	2	0	0	0	0	0	0	8	2
Facilities Manager	14	13	17	13	10	8	10	58	3	0	0	0	0	0	0	58	12
Finance	9	7	9	8	9	8	8	42	0	0	0	0	0	0	0	42	8
General Services	12	13	12	14	11	8	17	62	2	0	0	0	0	0	0	62	12
Human Resources	9	8	4	6	6	4	6	26	2	0	0	0	0	0	0	26	5
Information Management	23	20	22	23	23	28	27	123	5	3	3	2	2	2	12	135	27
Information Technician	5	5	6	5	6	8	4	29	0	0	0	0	0	0	0	29	6
Info Tech Manager	27	31	34	27	24	19	17	121	0	0	0	1	1	1	3	124	25
Medical Officer	5	4	1	2	3	4	2	12	1	0	0	0	0	0	0	12	2
Medical Laboratory Scientist	1	0	0	0	1	0	1	2	0	0	0	0	0	0	0	2	1
Medical Provider	8	4	10	4	4	7	8	33	1	0	0	0	0	0	0	33	7
Office Management	44	34	32	31	29	28	26	146	11	4	4	3	4	3	18	164	33
Psychiatrist	2	1	3	0	0	3	2	8	1	0	0	0	0	0	0	8	2
Regional Public Engagement	2	1	4	0	0	1	1	6	0	0	0	0	0	0	0	6	1
Security Engineer	9	6	3	3	4	7	7	24	1	0	0	0	0	0	0	24	4
Security Officer	69	29	32	36	46	61	66	241	53	30	27	24	21	22	124	365	73
Security Technician	7	8	9	5	7	7	8	36	0	0	0	0	0	0	0	36	7
Specialist Total*	**258**	**188**	**212**	**187**	**189**	**212**	**215**	**1015**	**83**	**37**	**34**	**30**	**28**	**28**	**157**	**1172**	**234**
Foreign Service Total	**516**	**369**	**425**	**392**	**407**	**422**	**436**	**2082**	**164**	**97**	**92**	**83**	**78**	**78**	**428**	**2510**	**502**

*Note: Historical cones or specialties that have or will be retired are included. Due to rounding, totals may vary slightly if individual line items are summed. Average totals in Tables A1 and A2 differ slightly due to rounding.

Foreign Service Grade Level	Average Annual Total Attrition Last 5 Yrs (FY 2014 - FY 2018)	Actual Retirement FY-18	Projected Retirements						Actual Non-Retirement Separations FY-18	Projected Non-Retirements						Projected Overall Attrition	
			FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs (FY 2019-FY 2023)		FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs (FY 2019-FY 2023)	Total Next 5 Yrs (FY 2019-FY 2023)	Avg Annual Total Next 5 yrs (FY 2019 - FY 2023)
Generalist																	
FECA/CM	8	7	6	7	4	3	6	26	0	0	0	0	0	0	0	26	5
FEMC	51	47	59	56	62	57	48	282	2	0	0	0	0	0	0	282	57
FEOC	31	32	42	34	34	28	29	167	0	0	0	0	0	0	0	167	33
FS01	51	48	61	51	54	53	57	276	2	1	1	1	1	1	5	281	56
FS02	46	35	32	40	48	50	53	223	18	9	9	8	7	7	40	263	53
FS03	27	8	11	14	11	17	20	73	22	18	19	18	17	17	89	162	32
FS04	42	4	2	3	5	2	8	20	37	31	29	25	23	24	132	152	31
FS05	2	0	0	0	0	0	0	0	0	1	0	1	2	1	5	5	1
FS06	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Generalist Total*	**258**	**181**	**213**	**205**	**218**	**210**	**221**	**1067**	**81**	**60**	**58**	**53**	**50**	**50**	**271**	**1338**	**268**
Specialist																	
FEMC	9	9	5	1	4	8	5	23	0	0	0	0	0	0	0	23	5
FEOC	16	14	18	15	19	19	22	93	0	0	0	0	0	0	0	93	19
FS01	35	35	45	35	33	33	33	179	2	0	0	1	1	1	3	182	36
FS02	50	44	47	49	47	53	52	248	6	1	1	0	0	0	2	250	50
FS03	69	48	54	57	56	64	76	307	38	16	15	16	15	14	76	383	76
FS04	47	19	23	18	15	21	16	93	21	14	14	10	9	10	57	150	30
FS05	20	13	18	10	12	11	8	59	9	4	2	2	1	1	10	69	14
FS06	11	6	2	2	3	3	3	13	6	2	2	1	2	2	9	22	4
FS07	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Specialist Total*	**258**	**188**	**212**	**187**	**189**	**212**	**215**	**1015**	**83**	**37**	**34**	**30**	**28**	**28**	**157**	**1172**	**234**
Foreign Service Total	**516**	**369**	**425**	**392**	**407**	**422**	**436**	**2082**	**164**	**97**	**92**	**83**	**78**	**78**	**428**	**2510**	**502**

*Due to rounding, totals may vary slightly if individual line items are summed. Average totals in Tables A1 and A2 differ slightly due to rounding.

Civil Service Skill Group	Avg Gov't Service	Avg Grade	% Ret Elig FY-19	FY-20	FY-21	FY-22	FY-23	Avg Ann Total Retirements Last 5 Yrs	Avg Ann Total Non-Retirements Last 5 Yrs	Avg Ann Total Attrition Last 5 Yrs	Proj Ret FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs	Avg Ann Next 5 Yrs	Proj Non-Ret FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs	Avg Ann Next 5 Yrs	Overall Total Next 5 Yrs	Overall Avg Ann Next 5 Yrs
00018 SAFETY MANAGEMENT	22.7	GS-14	57.1%	57.1%	57.1%	57.1%	57.1%	0	0	0	0	0	3	0	0	3	1	0	0	0	0	0	0	0	3	1
00080 SECURITY ADMIN	15.6	GS-14	22.6%	25.8%	31.0%	35.5%	41.6%	8	11	19	7	10	12	10	8	47	9	14	11	14	14	14	67	13	114	22
00081 FIRE PROTECTION & PREVENTION	21.8	GS-14	15.4%	30.8%	38.5%	38.5%	53.8%	0	0	0	0	0	0	1	0	1	0	0	2	1	0	0	3	1	4	1
00086 SECURITY CLERICAL & ASSISTANCE	23.0	GS-07	20.0%	20.0%	20.0%	60.0%	100.0%	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0
00089 EMERGENCY MANAGEMENT	8.8	GS-14	4.3%	4.3%	13.0%	13.0%	13.0%	1	3	4	0	0	1	1	0	2	0	1	2	1	1	1	6	1	8	1
00101 SOCIAL SCIENCE	11.5	GS-14	8.3%	8.3%	8.3%	8.3%	8.3%	0	1	1	0	0	0	0	1	1	0	0	1	1	1	2	5	1	6	1
00110 ECONOMIST	17.7	GS-15	30.0%	30.0%	30.0%	30.0%	30.0%	1	1	2	1	0	0	1	0	2	0	0	0	0	0	0	0	0	4	0
00130 FOREIGN AFFAIRS	12.8	GS-14	11.3%	13.0%	14.5%	15.9%	17.8%	25	84	109	37	29	46	33	36	181	36	120	101	86	91	97	495	99	676	135
00132 INTELLIGENCE	14.8	GS-14	17.9%	19.8%	22.6%	27.4%	27.4%	1	5	6	4	6	3	4	3	20	4	6	9	8	3	4	30	6	50	10
00150 GEOGRAPHY	13.2	GS-14	25.0%	25.0%	25.0%	25.0%	25.0%	0	1	1	0	0	0	1	0	1	0	0	0	0	1	2	3	1	4	1
00170 HISTORY	12.2	GS-14	9.1%	11.4%	13.6%	15.9%	15.9%	0	0	0	0	1	0	2	0	3	1	1	2	1	4	3	11	2	14	3
00180 PSYCHOLOGY	6.2	GS-14	0.0%	0.0%	0.0%	0.0%	0.0%	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	2	0	2	0
00185 SOCIAL WORK	15.0	GS-14	28.6%	28.6%	28.6%	28.6%	28.6%	1	1	2	1	0	0	0	0	1	0	0	1	0	1	0	2	0	3	0
00201 HUMAN RESOURCE MANAGEMENT	17.5	GS-13	16.9%	21.1%	22.4%	28.7%	32.3%	13	26	39	12	10	8	9	12	51	10	15	19	21	11	15	81	16	132	26
00203 PERS CLERK ASSISTANT	26.1	GS-08	50.0%	50.0%	50.0%	50.0%	66.7%	1	1	2	0	0	2	0	0	2	0	0	0	0	2	0	2	0	4	0
00233 LABOR RELATIONS	33.6	GS-15	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00260 EQUAL EMPLOYEE MGN	24.0	GS-14	41.7%	41.7%	41.7%	50.0%	50.0%	0	1	1	1	1	0	1	0	3	1	0	1	1	1	1	4	1	7	2
00301 GEN CLERK ASSIST	17.0	GS-13	23.7%	25.8%	29.3%	31.6%	35.3%	32	39	71	24	30	17	31	28	130	26	23	27	31	36	35	152	30	282	56
00303 MISC CLERK ASSIST	20.4	GS-07	35.5%	38.7%	42.7%	47.6%	55.6%	8	10	18	4	4	8	4	9	29	6	5	8	5	4	5	27	5	56	11
00305 MAIL & FILE	31.0	GS-06	53.8%	61.5%	61.5%	61.5%	69.2%	1	0	1	0	0	1	0	2	3	1	0	0	0	2	0	2	0	5	1
00306 GOVERNMENT INFORMATION	18.9	GS-13	26.0%	29.9%	32.5%	37.7%	39.0%	2	2	4	2	4	3	1	4	14	3	1	3	3	3	3	13	3	27	6
00308 RECORDS MANAGEMENT	20.5	GS-13	20.0%	20.0%	20.0%	20.0%	20.0%	1	0	1	0	0	1	3	0	4	1	0	1	2	2	1	6	1	10	2
00318 SECRETARY	23.5	GS-09	43.6%	49.3%	55.0%	60.0%	62.9%	11	10	21	4	14	5	8	6	37	7	1	2	4	4	5	16	3	53	10
00326 OA CLER & ASST SERIES	17.1	GS-06	33.3%	33.3%	33.3%	33.3%	33.3%	0	0	0	0	0	1	0	0	1	0	0	1	0	0	0	1	0	2	0
00332 COMPUTER OPERATION	29.7	GS-09	0.0%	0.0%	0.0%	0.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00340 PROGRAM MANAGEMENT	22.0	GS-15	35.6%	36.6%	41.6%	43.6%	46.5%	3	1	4	6	3	2	8	3	22	4	2	7	4	6	7	26	5	48	9
00341 ADMIN OFFICER	19.3	GS-14	27.5%	33.8%	35.0%	40.0%	43.8%	4	2	6	4	2	2	3	2	13	3	3	5	2	2	2	14	3	27	6
00342 SUPPORT SERVICES ADMIN	19.3	GS-12	27.3%	30.9%	33.6%	37.3%	41.8%	1	5	6	3	2	8	5	3	21	4	3	5	0	4	3	18	4	39	8
00343 MANAGEMENT ANALYSIS	14.9	GS-13	15.8%	18.2%	20.3%	22.8%	25.4%	21	44	65	26	29	26	35	21	137	27	41	45	44	47	40	217	43	354	70
00344 MANAGE CLERK ASSIST	6.1	GS-03	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0
00346 LOGISTICS MANAGEMENT	20.2	GS-14	35.7%	38.1%	40.5%	45.2%	54.8%	2	2	4	3	1	1	2	1	8	2	2	2	4	1	3	12	2	20	4
00350 OFF MACHINE OPER	9.6	GS-07	33.3%	33.3%	33.3%	33.3%	33.3%	0	0	0	0	0	1	0	0	1	0	0	0	0	1	1	2	0	3	0
00361 EQUAL OPP ASSIST	5.8	GS-08	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00391 COMMUNICATE MANAGE	18.4	GS-14	31.4%	37.1%	42.9%	42.9%	48.6%	2	1	3	2	0	1	0	2	5	1	2	1	1	2	2	8	2	13	3
00399 ADMIN & OFFICE SUP-STU TRN	1.2	GS-07	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	2	0
00401 GEN BIOLOGICAL SCI	10.4	GS-13	33.3%	33.3%	33.3%	33.3%	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00408 ECOLOGY	35.7	GS-15	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	1	0	1	0	2	0	0	0	0	0	0	0	0	2	0
00501 FINANCIAL ADM	19.1	GS-13	27.1%	29.0%	31.0%	38.1%	43.3%	11	5	16	7	7	4	10	5	33	7	12	12	8	10	5	47	9	80	16
00503 FINANCIAL CLERICAL & ASSISTANCE	36.8	GS-08	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	1	0	0	1	2	0	0	0	0	1	0	1	0	3	0
00505 FINANCIAL MANAGEMENT	28.8	SES	42.9%	71.4%	71.4%	71.4%	71.4%	0	0	0	1	0	0	1	0	2	0	0	0	1	0	0	1	0	3	0
00510 ACCOUNTING	19.2	GS-13	29.6%	35.2%	36.1%	38.0%	39.8%	4	5	9	3	5	4	3	5	20	4	4	4	5	2	6	21	4	41	8
00511 AUDITING	18.9	GS-14	22.0%	24.0%	28.0%	28.0%	28.0%	1	5	6	2	3	0	1	0	6	1	5	3	3	2	4	17	3	23	4
00530 CASH PROCESSING	33.6	GS-07	75.0%	75.0%	75.0%	75.0%	87.5%	0	0	0	2	0	0	0	1	3	1	0	0	1	1	1	3	1	6	2
00544 PAYROLL	20.0	GS-08	25.0%	25.0%	25.0%	25.0%	25.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00560 BUDGET ADMIN	17.0	GS-13	17.7%	23.0%	26.2%	28.6%	30.6%	5	14	19	8	8	9	10	9	44	9	11	10	17	12	7	57	11	101	20
00601 GEN HEALTH SCIENCE	8.3	GS-14	9.1%	9.1%	9.1%	9.1%	9.1%	0	0	0	0	1	0	1	0	2	0	0	1	2	0	0	3	1	5	1
00602 MEDICAL OFFICER	12.8	SES	50.0%	50.0%	66.7%	66.7%	66.7%	0	1	1	0	1	1	0	0	2	0	0	0	0	0	0	0	0	2	0
00610 NURSE	11.2	GS-12	29.4%	41.2%	41.2%	47.1%	52.9%	2	1	3	0	1	0	1	1	3	1	1	0	2	1	0	4	1	7	2
00621 NURSING ASSISTANT	13.2	GS-06	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00644 MED TECHNOLOGIST	24.4	GS-10	75.0%	75.0%	75.0%	100.0%	100.0%	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	1	0
00669 MEDICAL RECORDS ADMINISTRATOR	19.5	GS-13	0.0%	0.0%	0.0%	100.0%	100.0%	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0

Note: Only defined Civil Service occupations are included. Due to rounding, totals may vary slightly if individual line items are summed.

Table A3. Civil Service Attrition Projections for FY 2019 to FY 2023 Continued

Civil Service Skill Group	Average Gov't Service	Average Grade	Percent Retirement Eligible FY-19	FY-20	FY-21	FY-22	FY-23	Avg Annual Total Retirements Last 5 Yrs	Avg Annual Total Non-Retirements Last 5 Yrs	Avg Annual Total Attrition Last 5 Yrs	Proj Retire FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs	Avg Annual Total Next 5 Yrs	Proj Non-Retire FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Yrs	Avg Annual Total Next 5 Yrs	Overall Total Next 5 Yrs	Overall Avg Annual Total Next 5 Yrs
00671 HEALTH SYSTEM SPECIALIST	17.5	GS-13	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00675 MED RECORD TECH	28.4	GS-08	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00685 PUBLIC HEALTH PROGRAM SPECIALIST	2.5	GS-14	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	1	1	0	1	2	5	1	5	1
00690 INDUSTRIAL HYGIENE	14.9	GS-14	31.3%	50.0%	56.3%	56.3%	56.3%	0	1	1	1	0	0	2	0	3	1	2	0	1	0	0	3	1	6	2
00801 GENERAL ENGINEERING	16.1	GS-15	37.0%	40.7%	50.6%	55.6%	59.3%	4	3	7	3	6	1	4	4	18	4	2	1	4	3	7	17	3	35	7
00802 ENGINEERING TECH	11.9	GS-13	33.3%	33.3%	44.4%	44.4%	44.4%	0	0	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	2	0
00804 FIRE PROTECTION ENGINEERING	8.6	GS-14	15.4%	15.4%	15.4%	23.1%	38.5%	0	0	0	0	0	1	0	2	3	1	1	1	1	0	2	5	1	8	2
00808 ARCHITECTURE	14.0	GS-14	36.7%	38.3%	43.3%	45.0%	46.7%	2	1	3	3	5	3	2	1	14	3	2	1	1	5	5	14	3	28	6
00810 CIVIL ENGINEERING	17.4	GS-14	60.0%	60.0%	60.0%	60.0%	70.0%	1	0	1	2	0	1	0	1	4	1	1	1	0	1	0	3	1	7	2
00819 ENVIRONMENTAL ENGINEERING	12.1	GS-14	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00830 MECHANICAL ENGINEER	11.8	GS-14	28.6%	28.6%	28.6%	33.3%	33.3%	1	1	2	0	0	0	1	0	1	0	1	2	1	0	1	5	1	6	1
00840 NUCLEAR ENGINEERING	24.2	GS-15	50.0%	50.0%	50.0%	50.0%	50.0%	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0
00850 ELECTRICAL ENGINEER	21.1	GS-15	52.6%	52.6%	52.6%	52.6%	57.9%	1	0	1	2	0	2	1	3	8	2	0	0	0	0	1	1	0	9	2
00855 ELECTRONICS ENGINEER	23.4	GS-14	50.0%	50.0%	50.0%	66.7%	83.3%	1	0	1	1	0	1	0	0	2	0	0	0	0	0	0	0	0	2	0
00856 ELECTRONICS TECHNICAL	3.2	GS-13	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0
00861 AEROSPACE ENGINEERING	4.8	GS-13	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0
00901 LEGAL AND KINDRED	17.7	GS-13	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00905 GENERAL ATTORNEY	14.0	GS-15	14.3%	16.2%	17.7%	18.8%	21.1%	3	10	13	5	6	4	5	8	28	6	11	8	10	8	12	49	10	77	16
00950 PARALEGAL SPECIALIST	18.2	GS-13	15.9%	18.2%	22.7%	29.5%	34.1%	0	3	3	2	0	3	0	2	7	1	1	1	3	2	2	9	2	16	3
00962 CONTACT REPRESENT	27.9	GS-07	50.0%	50.0%	50.0%	70.0%	70.0%	1	2	3	1	0	1	0	0	2	0	0	0	0	0	0	0	0	2	0
00963 LEGAL INSTRUMNT EXAM	29.7	GS-13	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0
00967 PASSPORT VISA EXAM	12.5	GS-11	11.6%	13.7%	16.4%	18.3%	21.1%	39	61	100	38	43	42	34	43	200	40	70	63	62	59	57	311	62	511	102
00998 CLAIMS CLERK	17.6	GS-06	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00999 LEGAL OCCUP STUD TRN	3.2	GS-06	0.0%	0.0%	0.0%	0.0%	0.0%	0	1	1	1	0	0	0	0	1	0	0	0	0	1	0	1	0	2	0
01001 GEN ARTS & INFO	19.3	GS-14	34.5%	37.9%	41.4%	41.4%	41.4%	1	1	2	3	0	1	2	2	8	2	3	0	3	0	1	7	1	15	3
01008 INTERIOR DESIGN	12.2	GS-14	21.7%	34.8%	43.5%	43.5%	47.8%	1	1	2	1	0	1	2	1	4	1	3	0	4	0	1	8	2	12	3
01015 MUSEUM CURATOR	11.7	GS-14	30.0%	30.0%	30.0%	30.0%	30.0%	1	0	1	0	1	1	1	0	3	1	0	1	0	0	0	1	0	4	1
01016 MUSEUM SPEC TECH	10.7	GS-13	14.3%	14.3%	28.6%	28.6%	28.6%	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	0	2	0
01035 PUBLIC AFFAIRS SPEC	13.2	GS-13	11.7%	12.4%	14.6%	17.5%	20.4%	5	8	13	4	2	4	0	5	15	3	9	5	8	5	8	35	7	50	10
01040 INTERPRETER	16.4	GS-14	51.2%	55.8%	58.1%	60.5%	60.5%	2	1	3	3	3	2	0	4	12	2	3	2	2	1	1	9	2	21	4
01060 PHOTOGRAPHY	27.5	GS-12	33.3%	33.3%	33.3%	33.3%	66.7%	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0
01071 AUDIO VISUAL	16.4	GS-13	19.4%	29.0%	35.5%	38.7%	41.9%	1	1	2	1	3	0	0	0	4	1	1	3	0	1	1	6	1	10	2
01082 WRITING & EDITING	17.4	GS-13	26.1%	30.4%	30.4%	34.8%	43.5%	2	1	3	1	0	0	1	2	4	1	1	0	1	1	1	4	1	8	2
01083 TECHNICAL WRITING & EDITING	7.8	GS-13	0.0%	20.0%	20.0%	20.0%	20.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	3	1	3	1
01084 VISUAL INFORMATION	13.8	GS-12	37.5%	37.5%	37.5%	37.5%	37.5%	1	0	1	1	2	0	0	0	3	1	0	0	1	1	0	2	0	4	1
01101 GENERAL BUSINESS	20.1	GS-14	27.3%	32.7%	34.5%	41.8%	43.6%	2	2	4	1	1	2	3	3	10	2	2	2	2	5	5	16	3	26	5
01102 CONTRACT PROCUREMENT	17.1	GS-14	24.4%	27.7%	31.9%	33.3%	35.7%	5	10	15	7	10	5	9	7	38	8	11	13	11	13	8	56	11	94	19
01105 PURCHASING	26.7	GS-07	50.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	1	0	2	0
01106 PROCURE CLERK ASSIST	24.9	GS-07	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01109 GRANTS MGMT	11.9	GS-14	11.1%	11.1%	14.8%	16.7%	16.7%	1	2	3	2	0	1	1	1	5	1	3	2	1	3	1	10	2	15	3
01170 REALTY	13.4	GS-15	23.1%	23.1%	23.1%	23.1%	30.8%	1	1	2	1	1	1	0	0	3	1	0	1	0	1	0	2	0	5	1
01171 APPRAISING/ASSESSING	7.6	GS-15	14.3%	14.3%	14.3%	28.6%	42.9%	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1	0
01176 BUILDING MANAGEMENT	20.9	GS-13	44.2%	46.5%	51.2%	53.5%	58.1%	2	1	3	3	1	1	4	1	10	2	2	2	2	5	2	13	3	23	5
01301 GEN PHYSICAL SCIENCE	16.5	GS-15	52.2%	52.2%	56.5%	56.5%	56.5%	1	0	1	2	0	1	0	0	3	1	1	1	1	0	0	3	1	6	2
01370 CARTOGRAPHY	3.5	GS-13	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1	0
01397 DOCUMENT ANALYSIS	20.7	GS-13	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01410 LIBRARIAN	19.2	GS-13	41.7%	41.7%	41.7%	50.0%	50.0%	1	1	2	2	0	1	1	0	4	1	3	0	3	0	0	6	1	10	2
01411 LIBRARY TECH	42.9	GS-08	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	1	0	2	0	1	4	1	0	0	0	0	1	1	0	5	1
01412 TECH INFO SERVICE	8.3	GS-11	20.0%	20.0%	20.0%	20.0%	20.0%	1	1	2	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0
01420 ARCHIVIST	4.8	GS-12	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0
01530 STATISTICIAN	3.0	GS-14	0.0%	0.0%	0.0%	0.0%	0.0%	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Note: Only defined Civil Service occupations are included. Due to rounding, totals may vary slightly if individual line items are summed.

Civil Service Skill Group	Average Gov't Service	Average Grade	Percent Retirement Eligible FY-19	FY-20	FY-21	FY-22	FY-23	Average Annual Total Retirements Last 5 Years	Average Annual Total Non-Retirements Last 5 Years	Average Annual Total Attrition Last 5 Years	Projected Retirements FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Years	Average Annual Total Next 5 Years	Projected Non-Retirements FY-19	FY-20	FY-21	FY-22	FY-23	Total Next 5 Years	Average Annual Total Next 5 Years	Projected Overall Total Next 5 Years	Average Annual Total Next 5 Years
01550 COMPUTER SCIENCE	14.2	GS-15	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01601 GENERAL FACILITIES AND EQUIPMENT	13.3	GS-13	0.0%	0.0%	50.0%	50.0%	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01640 FACILITY MANAGEMENT	16.5	GS-14	33.3%	33.3%	50.0%	50.0%	66.7%	1	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	1	0
01654 PRINTING MANAGEMENT	24.8	GS-12	66.7%	66.7%	66.7%	66.7%	66.7%	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2	0
01658 LAUNDRY AND DRY CLEANING PLANT MGR	17.6	GS-07	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01667 STEWARD	29.7	GS-09	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01670 EQUIPMENT SPECIALIST	9.7	GS-13	20.0%	20.0%	40.0%	60.0%	60.0%	0	0	0	0	0	1	0	0	1	0	1	0	0	0	0	1	0	2	0
01701 GEN EDUCATION TRAIN	14.1	GS-14	31.0%	34.5%	39.3%	47.6%	50.0%	0	0	0	0	1	0	1	0	2	0	0	0	0	0	0	0	0	2	0
01702 EDUCAT TRAIN TECH	19.4	GS-09	50.0%	50.0%	50.0%	50.0%	50.0%	0	1	1	0	1	0	1	0	2	0	0	0	0	1	2	3	1	5	1
01712 TRAINING INSTRUCTION	11.7	GS-12	31.0%	35.4%	39.3%	44.5%	48.0%	2	0	2	3	0	1	0	1	5	1	0	0	0	0	0	0	0	5	1
01720 EDUCATION PROGRAM	8.3	GS-15	42.9%	71.4%	71.4%	71.4%	85.7%	1	0	1	1	0	0	0	2	3	1	1	0	0	0	0	1	0	4	1
01750 INSTRUCTIONAL SYSTMS	14.0	GS-14	28.0%	28.0%	32.0%	36.0%	36.0%	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0
01801 GEN INSPECTION, INVESTIGATION	13.6	GS-13	12.2%	13.3%	14.3%	15.3%	17.3%	1	4	5	4	0	3	0	5	12	2	3	7	3	4	5	22	4	34	6
01802 CMPLINCE INSPN & SUP	13.1	GS-07	37.5%	37.5%	37.5%	50.0%	62.5%	0	4	4	1	0	0	0	1	2	0	0	1	0	0	1	2	0	4	0
01805 INVESTIGATIVE ANALYSIS	14.1	GS-13	6.7%	13.3%	13.3%	13.3%	13.3%	0	5	5	0	0	0	3	1	4	1	2	3	3	4	1	13	3	17	4
01810 GEN INVESTIGATING	43.8	GS-14	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0
01811 CRIMINAL INVESTIGATE	18.3	GS-14	4.0%	6.3%	7.1%	7.9%	8.7%	4	4	8	1	1	1	1	2	6	1	5	4	6	3	7	25	5	31	6
01910 QUALITY ASSURANCE	7.7	GS-10	0.0%	0.0%	50.0%	50.0%	50.0%	0	0	0	0	0	0	0	1	1	0	0	0	1	0	0	1	0	2	0
02003 SUPPLY PROG MANAGE	17.4	GS-13	31.3%	43.8%	50.0%	56.3%	56.3%	0	0	0	2	1	0	0	0	3	1	1	1	0	0	2	4	1	7	2
02005 SUPPLY CLERK TECH	36.1	GS-06	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02010 INVENTORY MANAGE	15.3	GS-12	30.8%	30.8%	30.8%	38.5%	53.8%	1	1	2	0	1	1	0	0	2	0	0	1	1	0	0	2	0	4	0
02030 DISTRIBUTION STORAGE	18.6	GS-12	35.0%	45.0%	45.0%	45.0%	50.0%	1	0	1	2	0	0	0	1	3	1	0	0	1	0	0	1	0	4	1
02032 PACKAGING	31.1	GS-12	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02101 TRANSPORTATION SPEC	19.0	GS-13	100.0%	100.0%	100.0%	100.0%	100.0%	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02102 TRANSPORT CLERK & ASST	16.7	GS-07	0.0%	0.0%	0.0%	50.0%	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0
02130 TRAFFIC MANAGEMENT	17.6	GS-13	14.9%	23.4%	27.7%	29.8%	31.9%	1	1	2	2	0	3	2	2	9	2	3	0	1	2	4	10	2	19	4
02131 FREIGHT RATE	23.6	GS-09	50.0%	66.7%	66.7%	66.7%	83.3%	0	0	0	0	0	1	0	0	1	0	0	1	0	0	0	1	0	2	0
02150 TRANSPORT OPER	15.1	GS-12	0.0%	0.0%	0.0%	50.0%	50.0%	0	0	0	0	0	0	1	0	1	0	0	0	1	0	0	1	0	2	0
02151 DISPATCHING SERIES	14.4	GS-09	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0
02181 AIRCRAFT OPERATOR	16.0	GS-14	0.0%	0.0%	0.0%	0.0%	0.0%	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02210 INFO TECH MGMT	18.1	GS-14	25.6%	28.7%	32.4%	36.2%	40.4%	23	26	49	14	21	31	24	36	126	25	25	36	25	33	29	148	30	274	55
03502 LABORING	15.9	WG	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04402 BINDER WORKING	40.9	WG	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0
05703 AUTOMOTIVE EQUIPMNT	16.0	WG	37.5%	41.7%	45.8%	54.2%	54.2%	1	2	3	0	1	1	0	2	4	1	1	0	3	0	0	4	1	8	2
ALL	16.5	GS-11	19.8%	22.6%	25.3%	28.2%	31.2%	280	447	727	289	290	292	300	313	1484	293	452	457	443	440	446	2238	440	3722	733
ALL MCOs	15.7	GS-13	17.2%	19.7%	22.2%	24.9%	27.5%	176	325	501	193	196	206	190	216	1001	201	358	353	334	322	318	1685	335	2686	536

Note: Only defined Civil Service occupations are included. Due to rounding, totals may vary slightly if individual line items are summed.

END NOTE SOURCES

[1] United States Department of State, Fiscal Year 2018 Agency Financial Report, dated November 2018, page 8

[2] Joint Strategic Plan FY 2018 – 2022, U.S. Department of State, U.S. Agency for International Development, February 2018, page 19 and United States Department of State, Fiscal Year 2018 Agency Financial Report, dated November 2018, page 7

[3] Secretary of State Mike Pompeo's e-mail to Department of State employees, dated May 15, 2018

[4] Secretary of State Mike Pompeo's "Message from Mike: Our New Professional Ethos", dated April 26, 2019

[5] Section II, Attrition

[6] Section II, Language Gaps

[7] Section II, Language Gaps – from FSI and RMA

[8] HR/RMA – Jason Greer

[9] HR/REE

[10] Reviewed by REE and CS portions updated by CSHRM

[11] HR/CDA

[12] FSI Training

[13] BP and FSI

[14] Section III, Develop Management Plans and SCU, HR/CDA and HR/CSHRM

[15] Framework from OPM's A Guide to the Strategic Leadership Succession Management Model

[16] Joint Strategic Plan FY 2018 – 2022, U.S. Department of State, U.S. Agency for International Development, February 2018, page 3

[17] U.S. Department of State, Human Capital Operating Plan (FY 2018–FY 2019), February 2019, page 3

[18] Bureau of Human Resources, Functional Bureau Strategy 2019–2022, pages 3-4

[19] HR/CSHRM, Heather Torres

[20] OSM, HR/RMA/RPA, Meg Nguyen

[21] HR/RMA/RPA, Dan McGlinchy

[22] HR/RMA/WPA, Kristen Purvis and Chris Johnson

[23] From various sources within RMA: DSM FY 2017 for Contractors, KC 09/18 for Foreign Nationals (Dan), RMA 2018 Demographic Information for others

[24] WFP Demographic Data for Career FT FY 2018 and LE Staff data from Enterprise Architecture Resource Planning (EARP) (Dan's run as of 2/19)

[25] WFP Demographic Data for Career FT FY 2018

[26] WFP Demographic Data for Career FT FY 2018

[27] WFP Demographic Data for Career FT FY 2018

[28] EARP run as of 2/19 for LE Staff Data, from Dan McGlinchy, data is as of 2/19 rather than 9/18 due to technical problems during migration from legacy system

[29] EARP run as of 2/19 for LE Staff Data, from Dan McGlinchy

[30] HR/CDA – Lisa Burney, as of June 6, 2019

[31] WFP Demographic Data for Career FT FY 2018

[32] EARP run as of 9/17 for LE Staff Data from EARP, from Dan McGlinchy

[33] WFP Demographic Data for Career FT FY 2018

[34] WFP Demographic Data for Career FT FY 2018

[35] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[36] Department Notice, Direct-Hire Employees: Review and Validate your Disability Identification Information in GEMS, #38412, October 13, 2017.

[37] Updates were stipulated in 29 CFR 1614.203(d)(6)(ii)

[38] Targeted disabilities are defined by the EEOC and are a subset of the larger disability category. The federal government has recognized that qualified individuals with certain disabilities, particularly manifest disabilities, face significant barriers to employment, above and beyond the barriers faced by people with the broader range of disabilities. These barriers are often due to myths, fears, and stereotypes about such disabilities. The federal government calls these "targeted disabilities." A list of current targeted disabilities can be found on the Office of Personnel Management's Standard Form 256, last updated October 2016. There is a federal representation goal of two percent for individuals with targeted disabilities.

[39] WFP Demographic Data for Career FT FY 2018

[40] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[41] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[42] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[43] EARP run as of 2/19 for LE Staff Data, from Dan McGlinchy

[44] EARP run as of 2/19 for LE Staff Data, from Dan McGlinchy

[45] EARP run as of 2/19 for LE Staff Data, from Dan McGlinchy

[46] WFP Demographic Data for Career FT FY 2018

[47] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[48] WFP Demographic Data for Career FT FY 2018

[49] EARP Attrition Reports as of 12/31/2018.

[50] Summary from A1 and analysis based on previous Workforce and Leadership Succession Plans

[51] EARP Attrition Reports as of 12/31/2018

[52] Summary from A3

[53] MCO List Signed 02/22/2019

[54] From Tables A1 and A3

[55] In 2014-2015, in accordance with OPM implementing instructions to Federal Chief Human Capital Officers regarding the application of the GS-0306 Series, over 75 affected Office of Global Information Services (A/GIS) positions were reassigned from the GS-0343 Program and Management Analysis

Series to the GS-0306 Government Information Series. In March 2015, OPM established the Records and Information Management Series, GS-0308. Adhering to OPM implementation guidance to federal agencies, the Department began to reassign certain employees occupying positions classified in the GS-0343, Management and Program Analyst Series, and employees occupying positions classified in the GS-0306, Government Information Series, to the newly established GS-0308 Series.

[56] Vacancy reports prepared by Jason Greer April 2019

[57] Generalist and Specialist Regular LDPs and total positions, Cynthia Nelson/Chris Cormier

[58] HR/RMA/WPA -Cynthia Nelson

[59] HR/RMA/WPA - Cynthia Nelson

[60] FSI

[61] GAO, Department of State: Foreign Language Proficiency Has Improved, but Efforts to Reduce Gaps Need Evaluation, Executive Summary, GAO-17-318.

[62] FSI

[63] HR/REE

[64] HR/REE

[65] HR/CSHRM

[66] HR/HRSS

[67] HR/CSHRM

[68] HR/CSHRM

[69] HR/OAA – Michael Barclay. The regulation concerning the Schedule A(u) hiring authority can be found at 5 C.F.R. 213.3102(u).

[70] HR/OAA

[71] DGHR/FLO

[72] DGHR/FLO and Jason Tolub

[73] HR/RMA

[74] U.S. Department of State, Human Capital Operating Plan (FY 2018 – FY 2019),February 2019, page 7

[75] Foreign Service 2025 Presentation as of January 2019

[76] HR/RMA/RPA – Jason Tolub and HR/RMA/WPA – Jim Rider

[77] HR/RMA/CCP – J Williams

[78] HR/CDA

[79] HR/RMA/WPA

[80] FSI

[81] FSI

[82] 13 FAM 341a

[83] HR/CSHRM webpage: https://intranet.hr.state.sbu/offices/cshrm/cdd/Pages/CareerGuides.aspx

[84] FSI

[85] DS/T/FASTC – Jennifer Nisoff

[86] FSI

[87] HR/CDA

[88] HR/HRSS

[89] HR/CDA

90 HR/CDA

91 HR/CDA

92 HR/CDA

93 HR/CSHRM

94 Department Notice and ALDAC 18 STATE 13618, dated February 12, 2018, provided by Adam Sotomayor HR/DIR

95 FSI

96 HR/REE

97 HR/OAA

98 HR/CSHRM

99 HR/CDA

100 HR/RMA/WPA

101 FSI

102 FSI

103 FSI

104 DS/T/FASTC – Jennifer Nisoff

105 FSI and HR/CDA

106 FSI

107 HR/SS – Michelle Arias

108 Jim Rider

109 HR/CSHRM -Heather Torres

110 HR/CSHRM

111 HR/CDA and HR/CSHRM

112 HR/CDA

113 HR/CSHRM

114 Department Notice and ALDAC 18 STATE 13618, dated February 12, 2018, provided by Adam Sotomayor HR/DIR, HR/CDA and HR/CSHRM

115 FSI

116 HR/CDA

117 HR/CSHRM

118 Framework from OPM's A Guide to the Strategic Leadership Succession Management Model

119 HR/REE

120 HR/CSHRM

121 HR/REE

122 HR/REE

123 HR/CSHRM

124 HR/REE

125 HR/OAA

126 HR/REE

127 HR/RMA/WPA – Cynthia Nelson

[128] Kirkpatrick levels refer to the four-level model for training course evaluation created by Dr. Donald Kirkpatrick as a sequence of ways to evaluate training programs. The four levels essentially measure: Level 1-Reaction (what participants thought and felt about the training); Level 2-Learning (the resulting increase in knowledge and/or skills, and change in attitudes); Level 3-Behavior (transfer of knowledge, skills, and/or attitudes from classroom to the job); and Level 4-Results (the final results that occurred because of attendance and participation in a training program, e.g., return on investment).

[129] FSI

[130] HR/CDA

[131] HR/HRSS

[132] See (3 FAM 1214) - HR/CSHRM

[133] Summary of the detailed tables under "Projected … Leadership Attrition"

[134] WF Demographic Date - Leadership Employees 0918

[135] WF Demographic Date - Leadership Employees 0918

[136] WF Demographic Date - Leadership Employees 0918

[137] WF Demographic Data for Career FT FY 2018

[138] WF Demographic Data - Leadership Employees 0918

[139] WF Demographic Data - Leadership Employees 0918

[140] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[141] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[142] Department Notice, Direct-Hire Employees: Review and Validate your Disability Identification Information in GEMS, #38412, October 13, 2017.

[143] Updates were stipulated in 29 CFR 1614.203(d)(6)(ii)

[144] See Endnote 36.

[145] WF Demographic Date - Leadership Employees 0918

[146] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[147] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[148] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[149] WF Demographic Date - Leadership Employees 0918

[150] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2018

[151] Summary from A2

[152] Summary from A2

[153] CS Leadership Attrition and CSM Projections

[154] FSI

[155] HR/CSHRM

[156] HR/CSHRM
[157] HR/CSHRM
[158] Leadership Data from KC
[159] FSI
[160] HR/CSHRM
[161] From EARP, POC: HR/RMA/WPA
[162] From EARP, POC: HR/RMA/WPA
[163] WFP Revised A2 and CIVFORS Projections WFP19_23 program