

HUMAN RESOURCES INITIATIVE

Resource Summary (\$ in thousands)

Appropriations	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Positions	520	1,085	1,184	99
Funds	200,645	387,835	519,311	131,476

Program Description

The Department’s FY 2011 request for strategic hiring has been developed in support of an ambitious, long-range strategy to support the Administration’s vision of a 25 percent increase in Foreign Service capacity with commensurate increases in Civil Service policy development and program support capabilities. Its primary focus is a growing mission presence overseas, staffed by officers more fully prepared to handle the vast array of transnational challenges of our time. The Secretary’s “Smart Power” strategy seeks diplomatic solutions to increasingly complex global issues. As such, the workforce of the Department of State must be diverse, well-rounded, and agile. It must have the right people with the right skills in the right place at the right time.

Justification of Request

The Department’s FY 2011 request is \$519.3 million for the Human Resource Initiative (HRI), an increase of \$131.5 million over the FY 2010 enacted level. This includes a net increase for current services of \$119.5 million, including \$153.8 million for Foreign Service Pay Comparability, a \$40 million decrease for the removal of one-time costs associated with new positions added in previous fiscal years and an increase of \$5.6 million for statutory pay raises and domestic inflation.

The Foreign Service Pay Comparability (FSPC) current services increase of \$153.8 million is to eliminate the loss in basic pay that certain Foreign Service members incur while serving abroad. The average pay gap has grown between the federal and private sector, and for FY 2010, the President’s Federal Pay Agent forecasts the pay gap to be nearly 37 percent. To decrease the gap between overseas posts and Washington, D.C., funding is requested to support the full locality rate for comparability. This request will be the final phased-in installment of a three-year plan closing the overseas pay gap.

The FY 2011 base for the Human Resource3 Initiative section includes 1,085 positions, of which \$507.1 million are dedicated to training requirements, including critical needs languages such as Arabic, Chinese, Hindi, and Urdu. This enables the Department to continuously develop and deploy qualified staff to overseas posts and avoid prolonged staffing vacancies.

The FY 2011 request also includes the following program increases:

Developing 21st Century Skills: \$6,786,000 including 70 positions

A fully engaged and well trained diplomatic service is vital to the successful execution of the Administration’s foreign policy blueprint. Diplomats must be able to leverage all the tools of diplomacy to address the challenges of a complex, ever changing, and increasingly global world – a world where terrorism and pandemics freely cross borders and thrive on the inability of failed and failing states to

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perform even basic sovereign responsibilities. The Department recognizes that defeating these threats depends as much on strengthening states and societies as on defeating enemies. Building on traditional diplomatic skills, today's diplomats must be able to work with a multiplicity of actors on a wide range of cross-cutting issues. Even more than in the past, State's personnel are serving in dangerous and less developed locations, under conditions that impact them – and their families -- both personally and professionally. To meet these demands and to ensure its personnel are qualified to implement its critical foreign policy agenda, the Department will continue the expansion, availability, and improvement of training, from the skills needed to be effective in an increasingly complex world to the training of critically needed languages. For the latter, the Department expects to increase the number of language proficient officers, increase the level of their proficiency, and increase the number of positions for which language proficiency is required.

The Department's global engagement strategy requires significant enhancements to its foreign language capabilities. Of particular importance are languages such as Arabic, Chinese, Hindi, and Urdu, some of which require two years of rigorous training to reach a competency level required to interact with a host country populace. State personnel must have the language skills to interact successfully with a hostile foreign press, actively engage and persuade a skeptical foreign audience, and promote U.S. interests to the widest possible audience, including non-governmental interlocutors outside of foreign capitals. This is vital to carry out the Administration's agenda in places where America faces the greatest challenges and dangers.

The Department plans to expand its language training among the Specialist corps to ensure they can effectively assist in meeting the Department's vital mission requirements. The Department must also ensure that while its diplomatic professionals are in language training, it is still fully able to staff missions abroad.

Global Outreach: \$5,397,000 including 29 positions

To ensure that the United States maintains its proper leadership role in responding to, or proactively engaging in, issues not restricted to specific regions of the globe will require that resource investments be devoted to a variety of critical initiatives including:

Economic Development, Democracy/Good Governance and Education

- Encourage broader participation in the political process;
- Promote the development of democratic systems;
- Promote economic opportunity and prosperity for the poor and vulnerable;
- More fully engage countries that represent a huge share of global growth and may play a major role in determining the future course of the global economy;
- Expand the Department's ambitious program against human trafficking, to advance public awareness and increase resources devoted to aggressive global law enforcement, compassionate victim services and creative prevention programs.

Global Climate Change and Clean Energy

- Build an international consensus focusing on climate change;
- Leverage international public-private partnerships to deploy clean technologies and reduce greenhouse gas emissions; and
- Manage bilateral and regional programs related to drinking water and sanitation, and water resource management.

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Global Health

- Lead and coordinate bilateral programs world-wide, in policy as well as management;
- To turn the tide against HIV/AIDS; and
- Expand life-saving treatment, comprehensive prevention programs and care for those in need.

Global Security

- Assume a primary role in the USG strategy for countering terrorism through attacking terrorist networks and countering violent extremism;
- Facilitate constructive partnerships with the Department of Homeland Security and other USG agencies;
- Minimize the threat of weapons of mass destruction; and
- Foster conflict prevention and resolution.

Resource Summary

	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
FY 2009 Actual	496	24	0	520	101,388	99,257	200,645
FY 2010 Estimate	772	313	0	1,085	228,889	158,946	387,835
FY 2011 Built-in Changes							
Annualization of FY 2010 COLA	0	0	0	0	113	802	915
Domestic Inflation	0	0	0	0	533	0	533
FS Pay Modernization Increase	0	0	0	0	48,543	105,284	153,827
FY 2011 American COLA	0	0	0	0	2,099	2,003	4,102
Non-recurrence of one-time costs	0	0	0	0	(40,084)	0	(40,084)
Total Built-in Changes	0	0	0	0	11,204	108,089	119,293
FY 2011 Current Services	772	313	0	1,085	240,093	267,035	507,128
FY 2011 Program Changes							
HRI Year 2 Increase	87	12	0	99	4,668	7,515	12,183
Total Program Changes	87	12	0	99	4,668	7,515	12,183
FY 2011 Request	859	325	0	1,184	244,761	274,550	519,311

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Staff by Program Activity (positions)

	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Conduct of Diplomatic Relations	490	1,065	1,164	99
Public Diplomacy	30	20	20	0
Total	520	1,085	1,184	99

Funds by Program Activity (\$ in thousands)

	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
Conduct of Diplomatic Relations	198,765	347,125	478,568	131,443
Public Diplomacy	1,880	40,710	40,743	33
Total	200,645	387,835	519,311	131,476

FY 2011 Request Program Activities

Human Resources Initiative (HRI)	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Diplomatic Relations	853	311	0	1,164	206,712	271,856	478,568
Public Diplomacy	6	14	0	20	38,049	2,694	40,743
Total	859	325	0	1,184	244,761	274,550	519,311

Funds by Object Class (\$ in thousands)

	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
1100 Personnel Compensation	146,470	116,749	201,150	84,401
1200 Personnel Benefits	54,175	42,197	73,400	31,203
2500 Other Services	0	228,889	244,761	15,872
Total	200,645	387,835	519,311	131,476