

HUMAN RESOURCES



For the United States to maintain its role as a world leader in the 21st century, we must ensure that its foreign policy representatives - the people of the Department of State - are the best this nation has to offer. We must have the resources to attract, train, promote, and retain the very best employees. Stakeholders and top policymakers are rightfully concerned about our state of readiness. Our overarching goal is to get the right people, with the right skills, in the right place, at the right time. At the same time, demographic and economic changes present labor market challenges to all public sector agencies. In FY '01, we began to lay the foundations for our three-year Diplomatic Readiness Initiative that begins in FY '02. This initiative will rectify a severe workforce imbalance *vis-à-vis* our workload. During the 1990's, we had to reduce our workforce while our workload expanded. During this time, shifting foreign policy priorities led to the opening of 40 posts and the closing of 42. These statistics are misleading however, as many of the posts closed were smaller Consulates whereas post openings included 14 new Embassies in the newly independent nations of the former Soviet Union, four in the new Balkan states, two in Southeast Asia and two in Africa. In the post Cold War environment, we have also assumed greatly expanded responsibilities in global, economic and regional stability issues, containment of infectious disease such as HIV/AIDS, countering narcotics trafficking, money laundering and illegal migration, and providing assistance in humanitarian disasters.

People

After years of downsizing, we began to hire above attrition in FY '01. We met our FY '01 targets for Foreign Service hiring and laid the foundations for our increased hiring of 1,158 additional Foreign and Civil Service employees over three years by establishing a Diplomatic Readiness Task Force to coordinate our recruitment efforts. Our three-year diplomatic readiness initiative will provide us with the additional personnel to fill vacancies, create a training float, provide bench strength to respond to crises and minimize staffing gaps. This plan was well received and we received Congressional support for our FY '02 budget request for these diplomatic readiness initiatives.

We directed resources at our long-neglected outreach programs and funded an aggressive advertising campaign and an exciting new interactive website. We revamped the Foreign Service Oral Exam, began to offer the written exam twice a year, and introduced alternative avenues to enter the Service. We partnered with Diplomatic Security to reduce times for security clearances and with the Foreign Service Institute to train the large influx of new hires. In September 2001, we increased the size of the FS Officer orientation program to accommodate larger classes of 90-plus junior officers.

Senior Leadership support has been critical. The Secretary has participated in the ad campaign and other senior officials are helping with outreach, generating press interest about our efforts. An unprecedented 23,000 plus applicants registered for the Foreign Service Written Exam and over 13,000 took it. We had more registrants for Consular career track than any other, partly due to our outreach to groups likely to be interested in this field and in better "marketing" of the career tracks. Our number of minority registrants and test takers reached the highest ever due to targeted outreach, advertising and intensive follow-up. The "no show" rate, although high, was predictable, as 90% of registrations were submitted on-line - a process that requires minimal commitment. In allocating these new people internally, we used our workforce planning tools and the Department's strategic planning and budgeting processes to ensure we were best aligning our human resources with the Administration's priorities.

On the Civil Service side, we have approached upcoming deficits from all angles. We hired 300 temporary employees to meet immediate staffing gaps. We brought on board an unprecedented number of Presidential Management Interns - our future Civil Service managers. We created a Career Entry Program to develop talent in certain deficit skills and accepted 19 employees into this vigorous two-year training program. And we selected a new crop of future Senior Executive Service candidates who will be trained and mentored through the process of attaining the next level of leadership responsibility.

Our strategies do not end with recruiting for the best people. We have to keep them and deploy them effectively. For example, to encourage our most experienced personnel to serve overseas late in their careers, the Department, working with OPM, gained Administration support to propose a “supplemental payment” provision to Congress to rectify an existing financial disincentive for FS employees to serve overseas immediately before retiring. Similarly, OPM and the Federal CIO council have hailed our IT recruitment and retention initiatives as a “best practice” for emulation by other agencies.

In FY '01, we instituted a Service Need Differential (SND) pilot program. Under this program, employees committing to a three-year Tour of Duty at select hardship posts will receive an additional 15 percent of base pay. The SND program met its recruitment goals in 2001. Three more posts have been added to the program for a total of 41 for 2002. To increase incentives for employees to bid on differential posts, we implemented the Fair Share program in FY '01. Bidders may bid on certain one-grade stretch assignments at 15 percent and higher differential posts.

In FY '01, we also changed the standard tour of duty at non-differential posts from three to four years allowing our diplomats to deepen their understanding of the countries they serve in and take fuller advantage of language and other training. Longer tours will also ease some of the burden on our families of frequent moves and provide cost savings to the Department.

Even with these efforts, we still face large numbers of Foreign Service vacancies. We continue to send Civil Service employees overseas on developmental assignments to fill Mission gaps. In FY '01, we assigned forty-six Civil Service employees to hard-to-fill jobs overseas. We have opened some hard-to-fill jobs in Washington to qualified spouses to fill immediate needs.

Underpinning our recruitment and hiring is workforce planning. In FY '01 we began work on a Domestic Staffing Model to complement our Overseas Staffing Model which will form a comprehensive workforce planning tool. The Domestic Staffing Model will be completed in FY '02.

We completed the overseas classification review of the new Public Diplomacy cone creating criteria consistent with those used for other generalist cones and aligned the PD grade structure with counterpart positions overseas. We also completed a classification review of overseas Security positions taking into account changes in overseas programs and levels of threat since the last review.

A review of Information Management Officer (IMO) positions at our largest embassies was conducted to determine if there was a need to have senior level (OC) positions to manage the IT programs at those posts. Six posts were identified for upgrade of their IMO positions to the OC level.

Finally, we improved our personnel computer systems FY '01. We:

- Attained official certification for GEMS from the Office of Personnel Management (OPM), one of the first OPM certifications for a commercial-off-the-shelf (COTS) PeopleSoft Federal HRMS implementation;
- Implemented a Resume Builder application to augment the Foreign Service assignment management and bidding management process areas;
- Implemented Workforce planning modules to simulate staffing changes throughout the Foreign Service;
- Established real time access to HR information for the Department HR specialists, facilitating compliance with the Government Paperwork Reduction Act of 1985;
- Completed the redesign of the HR Intranet Web site; and
- Replaced the paper-intensive selection board process with a reengineered web based electronic imaging system.

Training and Professional Development

As the Department's trainer, the Foreign Service Institute during 2001 continued development of vigorous new Leadership and Management School programs including piloting mandatory leadership/management training; completed crisis management exercises at 256 overseas posts and began the second cycle of this worldwide training; and continued efforts to expand training opportunities for Foreign Service Nationals and other locally employed staff overseas. FSI exploited new training technologies to broaden training opportunities beyond the traditional classroom including Internet - based distance learning, development of new multimedia programs and tools for foreign language learning, orientation programs for locally employed staff abroad, professional tradecraft, and crisis management training. Overall, the Institute has provided over 2 million hours of training to ensure an ongoing level of professional development to support the Department's hiring and assignments plan, as shown in the performance indicators.

State Department senior management has decided that we must make leadership and management training mandatory for career advancement, a best practice in the leading public and private sector organizations. In FY '01, as part of our Diplomatic Readiness Plan, the Director General charged her staff with developing an integrated approach to mandatory training for all supervisors and managers to be implemented in FY '02, and working with FSI's Leadership and Management School (LMS) to pilot leadership and management training. LMS has expanded its curriculum to meet the Secretary's goal of preparing future leaders, revised its L/M Training Continuum, incorporated the Ambassadorial Seminar into the School, and launched a Special Embassy program (SEP) training initiative to provide customized, on-site training tailored to small post operations.

In FY '01, FSI issued a Training Continuum for Foreign Service Generalists which provides guidelines for training in professional skills and leadership and management. We completed and issued its counterpart for Civil Service employees in FY '02.

FSI's School of Language Studies (SLS) continued to provide job-related language training, including an increased amount of language training to junior officers. In addition, SLS designed, developed and implemented reading maintenance courses in French, Spanish and Portuguese; developed three computer-based learning products in Russian, Chinese and Greek; and provided funding and advice to posts for implementing Congressionally mandated Post Language Program initiatives. To encourage the study of "hard" and critical languages, we are continuing Language Incentive Pay which provides financial bonuses to people who use these languages at post, serve repeat tours, and achieve scores of 4/4 or higher. Under the out-year language program, we continue to advertise the opening of select positions a year or more in advance to provide adequate time for interested bidders to learn the language. In calendar year 2000, 83 percent of employees assigned to language designated positions (LDPs) were fully qualified or had time to acquire the language at FSI.

FSI's School of Professional and Area Studies has established new economic courses on trade dispute resolution and trade agreement compliance, and developed a continuum of energy courses in cooperation with the Departments of Energy and Commerce.

FSI's School of Applied Information Technology (SAIT) opened a second Sylvan Prometric Testing Center located at our National Foreign Affairs Training Center (NFATC) in Arlington, VA, which allows our IT professionals

to take nationally recognized standard certification tests in a wide variety of technical subjects. SAIT has also migrated systems courses to align with standard national certifications awarded in the subject matter. The Information Technology Skills Incentive Program instituted in 2000 has been very successful, and has resulted in about 45% of State's IT professionals receiving a retention/incentive allowance based upon their attainment of professional certifications in the IT field. Only 12% of our employees qualified at the beginning of the program. The Department received a "best practice" designation in the federal government for our professional skills program for IT personnel.

In FY '01, we institutionalized our support for and working relationship with the U.S. private sector by making the FSI Security Overseas Seminar available to members of the American corporate community.

In FY '01 we also completed a 360-degree rating pilot that allows employees to self-select colleagues for anonymous feedback on the employee's leadership and management skills. Over 2800 employees participated. Management is looking into expanding this program in 2002.

As of the end of FY '01, 1,055 CS employees had expressed interest in developing their leadership competencies by participating in the Leadership Competency Development Initiative (LCDI). In FY '01, we assembled a Civil Service Advisory Group to revise the 360 Feedback Program to include more of the OPM leadership competencies. In addition, we conducted 14 three-hour workshops and two one-hour briefings for CS employees to develop Individual Development Plans (IDPs). We also distributed written guidance on IDP preparation.

A Supportive Work Environment

The development of employee friendly programs that reflect the new 21st century workplace is essential in the recruitment and retention of a strong workforce. In FY '01, we made a lot of progress on new initiatives.

- We opened a new childcare center at the Foreign Service Institute.
- With increased Eldercare and Lifecare program benefits, we are assisting employees with family issues outside the workplace that can impact their work performance
- We assisted 75 foreign born spouses through the expeditious naturalization process to become U.S. citizens.

- We developed a new HIV/AIDS policy for locally employed staff (LES) eliminating preemployment screening of prospective employees and periodic post-hiring testing. The policy also allows increased health benefits for treatment of HIV/AIDS beyond local compensation plan levels and makes available education and prevention programs to all employees.
- We developed the Retirement Calculator, which will enable about 87% of our employees to calculate their own annuity computations from their desk over the Department's Intranet.
- We made hard-to-fill positions available to eligible family members (EFMs). Thirteen EFMs were assigned to overseas hard-to-fill positions and seven to domestic. We enrolled 158 EFMs in consular and functional training to prepare them for positions at our overseas missions.
- We honored our commitment to assign new-hire tandems to the same post. Assigning tandems together, when they want that, is a top priority for our Entry Level Division. We are successful in nearly 100% of the cases.
- We introduced new Family Member Employment Report (FAMER) software enabling posts to make family member employment data available via the Intranet and place employment opportunities on a jobs bulletin board. The FAMER Web site averages 400 visits a month.
- We inaugurated a pilot project in Mexico to identify employment opportunities for EFMs accompanying State Department employees assigned overseas. We plan to expand the Spousal Network Assistance Program in FY '02 to 10 posts.
- We raised the lodging portion of the allowance paid to evacuees so they receive 100% of the allowance for the entire period of the evacuation.
- We increased the amounts of the lump-sum transfer allowances to reflect increases due to inflation.
- We revised rest and recuperation travel regulations to permit travelers to select any location in the continental U.S. as their destination, rather than a limited number of specific ports of entry.

National Interest	Diplomatic Readiness Platform	Performance Goal #	HR-01
Strategic Goal			
Human Resources – The Right People			
Outcome Desired			
An optimum number, distribution, and configuration of the Department of State's workforce both domestic and overseas in response to the foreign policy priorities identified in the strategic plan.			
Performance Goal			
The Department will hire and retain an adequate number of talented, diverse Foreign and Civil Service and Foreign Service National employees.			
FY '01 RESULTS AS OF 9/30/01			
<p>In FY '01 the Department of State exceeded the established performance goals. We employed a full range of strategies to meet our recruitment and hiring goals and set the stage for FY '02.</p> <p>We targeted recruitment, increased outreach to job candidates, and developed new advertising and Web sites. Senior management led the effort. The Secretary participated in the 2001 ad campaign and senior officials assisted with direct outreach efforts generating press interest and stories about our efforts. This full court press produced an unprecedented 23,000 plus registrants for the Foreign Service Written Exam and over 13,000 takers - a 63 percent increase over the 2000 exam. Our minority registrants and test takers reached the highest numbers ever due to our targeted outreach and advertising campaigns and intensive follow-up. The “no show” rate, although high, was predictable due to the fact that 90 percent of applicants registered on-line - a process that doesn't require a lot of commitment. In allocating new people internally, we used workforce planning tools and the Department's strategic plan to ensure that human resources are aligned with the Administration's priorities.</p> <p>We also made progress in FY '01 towards completing a comprehensive workforce plan. The Domestic Staffing Model, under development, will be completed in FY '02 and will complement the Overseas Staffing Model. The Secretary secured Administration approval for the three-year Diplomatic Readiness Initiative which calls for the hiring of 1,158 personnel above attrition to fill vacancies, allow a training float, provide sufficient bench strength to respond to crises, and minimize staffing gaps. We have received Congressional support for the FY '02 budget for our human resources diplomatic readiness goals.</p> <p>These planning models are part of our overall workforce planning process, which begins with the setting of priorities through the strategic planning and budgeting process. This process ensures that the Department's staffing is the right size for its mission. The Office of Management and Budget (OMB) has incorporated interagency right-sizing overseas as one of the initiatives in the President's Management Agenda. The Department is working with OMB to ensure this initiative is successfully implemented. In addition, the General Accounting Office (GAO) has underway a right-sizing review of the U.S. Mission in France. The GAO has informed us that, as part of its work, it is seeking to develop a methodology that can be applied at other posts. We understand that GAO anticipates issuing its report in June 2002.</p> <p>We continue our work on establishing a global FSN retirement plan for locally employed staff in countries without viable Local Social Security Systems (LSSS). We are in the final stages of selecting a U.S. bank to hold the fund. We hope to finalize discussions with Treasury, IRS, and OMB and both pilot and roll out the plan to affected posts in FY '02.</p>			

FY '01 RESULTS AS OF 9/30/01 (cont'd)

In FY '01, we have actively engaged with counterparts in the other Foreign Service agencies and with OPM and OMB on many legislative initiatives to improve the quality of life for our employees. We will be continuing this cooperative approach to forwarding family and employee friendly policies in the workplace.

Performance Indicators. Our performance indicators for FY '01 are all measures of outcomes. We are reviewing these performance indicators versus possible alternate measures for our FY '03 plan submission to determine their relevance to our priority objectives.

For the FY '01 indicators, we feel numbers of applicants appropriately measure the success of our outreach efforts in recruitment and hiring. We will be looking at objective measures in the future to gauge how well our strategies to target specific groups with specific skill sets have been. We have found that resignation rates do not reveal how well we are doing with our human resources strategies since we have historically had low resignation rates. We are considering instituting an annual employee survey that would gauge attitudes about management.

Performance Indicator	FY '00 Baseline	FY '01 Target	FY '01 Actual
Number of registrants for the Foreign Service Written Exam, the Alternate Exam Program and Student and Specialist Programs	FSWE 13,667 (Takers of FSWE: 8000) AEP 578 Student 1,450 Specialist 3,028	FSWE 14,000 AEP 600 Student 1,480 Specialist 3,100	FSWE 23,459 (FSWE Takers: 13,000) AEP 845 Student 1787 Specialist 3695
Hiring levels (to meet expanding priorities and mandates and to provide a training float.)	Hiring to attrition (Approx. 800)	Hiring to attrition (Approx. 800)	Overall Hiring: 504 Foreign Service 351 Civil Service Hiring to attrition: 229 FSOs 87 Specialists 351 Civil Service Hiring above attrition: Security Officers & Engineers: 101 IT- IMS & IMTS: 87
Foreign Service and Civil Service resignation rates.	FS generalists 1.1% FS specialists 1.2% CS full time 1.8%	FS generalists 1.1% FS specialists 1.2% CS full time 1.8%	FS generalists .67% FS specialists 1.06% CS full time 1.79%
Verification	Date Source: HR/REE, HR/RMA Data Storage: HR/REE, GEMS Frequency: annual		
Lead & Partners	Bureau of Human Resources and all offices with domestic and overseas staffing requirements		

National Interest	Diplomatic Readiness Platform	Performance Goal #	HR-02
Strategic Goal			
Human Resources - Training and Professional Development			
Outcome Desired			
A foreign affairs workforce with the highest quality leadership, management, substantive, technical, and language skills essential to accomplish the foreign policy objectives in the strategic plan.			
Performance Goal			
Develop and implement training and professional development programs and make them available to all full time employees throughout their careers.			
FY '01 RESULTS AS OF 9/30/01			
We believe that our efforts are changing the corporate culture to one that regards training as necessary. We have laid a foundation with our request for additional personnel to establish a training float and our plans for mandatory training.			
During FY '01 the Department of State's Foreign Service Institute provided:			
<ul style="list-style-type: none"> • 1,112,000 hours of language training. • 126,000 hours of leadership/management training. • 696,600 hours of professional/tradecraft and areas studies training. • 53,000 hours of IT training to end-users and about 178,000 for IM Specialists. 			
In addition, we completed overseas Crisis Management training on-site at all 256 overseas posts.			
83% of language-qualified employees were assigned to language designated positions, improving on the FY '00 baseline. We did not reach our Civil Service and FSN development/training targets, although we were able to employ a variety of strategies to ensure that training is more integrated into all of our personnel systems.			
Evaluation of measures:			
<ul style="list-style-type: none"> • Our LCDI measure indicates that we did not increase CS participation in the LCDI to our satisfaction. We believe we need to change our measure to tie the completion and use of individual development plans (IDPs) to funded training. Measuring participation in LCDI is not the best indicator of its success because initial participation is only an indicator of interest. Measuring how many of those who participate complete an IDP would be a better measure. • The measure of language assignments is an appropriate measure of outcome. It measures how well our assignment system - given constraints of staffing levels - meets language requirements for positions. • Reported FSN crisis management training number is below FY '01 target. Crisis management exercise schedule is established on a regional/post basis and FSI does not control the number of FSNs or which FSNs participate in the exercise. The number of enrollments in FSN crisis management training though does provide an appropriate measure of how many FSNs are exposed to training, enhancing posts' overall preparedness. 			

FY '01 RESULTS AS OF 9/30/01 (cont'd)

In FY '02, we plan to:

- Institute mandatory training, including leadership/management training.
- Expand the 360-degree program to all employees enrolled in mandatory leadership/management.
- Fully meet the increased demand for training particularly for new hires brought under the Diplomatic Readiness Initiative in the areas of orientation programs, languages/area studies, information management, tradecraft training, and leadership/management.
- Continue development of multimedia distance learning tools and products in foreign languages and professional tradecraft, crisis management, and leadership/management.
- Continue to make available Foreign Service National training opportunities, both in Washington DC and through distance learning.
- Strengthen leadership/management training programs, including incorporation of a 360-Assessment program, expansion of customized overseas training like the SEP initiative, and continuation of the second cycle of worldwide Crisis Management Exercises.
- Issue a training continua for Civil Service Employees, Administrative Specialists, Office Management Specialists, and Foreign Service Nationals.

Performance Indicator	FY '00 Baseline	FY '01 Target	FY '01 Actual
Number of Civil Service employees in career development program	1,040	5% increase	1,055
Percentage of language students who are assigned for at least the recommended amount of time and who meet their training goal	66%	Maintain/improve current rate	(For Calendar year 2000) 83% assigned to LDPs were fully qualified
Number of Foreign Service nationals (FSNs) trained in crisis management.	1,123	1,623	1,487
Verification	Data Source: GEMS, STMS Data Storage: GEMS, STMS Frequency: annual		
Lead & Partners	Bureau of Human Resources, Foreign Service Institute, and all bureaus of the Department of State		

National Interest	Diplomatic Readiness Platform	Performance Goal #	HR-02
Strategic Goal			
Human Resources – Training and Professional Development - Foreign Service Institute			
Outcome Desired			
An infrastructure that allows FSI to provide efficient and effective management and delivery of training services.			
Performance Goal			
FSI is configured and equipped to provide the full range of FSI distance-learning offerings and support via at least two delivery systems to every post/facility worldwide by the end of FY '02, and the National Foreign Affairs Training Center (NFATC) is adequate to support staff and student needs.			
FY '01 Results as of 9/30/01			
<p>In FY '01, FSI progressed with its two-prong plan to ensure the appropriate infrastructure exists to meet training needs at the National Foreign Affairs Training Center and to expand distance learning opportunities beyond the schoolhouse. The distance learning plan requires an IT backbone sufficient to take advantage of current and projected distance learning technologies, including the replacement of antiquated analog equipment with current and projected digital standards. NFATC must also maintain the physical capacity to meet new Washington D.C.-based training demands including our new mandatory training requirements and accommodating an increase of students resulting from the Department's ambitious Diplomatic Readiness Hiring Initiative. We have been mostly successful in our objectives although progress on physically expanding NFATC has been delayed due to funding issues.</p>			
<p>FY '01 Objectives:</p> <ul style="list-style-type: none"> • Upgrade of analog multimedia laboratories to digital <p>Our multimedia labs, installed in 1993, use outdated analog technology and require updating to a digital platform to avoid obsolescence and accommodate modern learning technologies/tools that can expand training opportunities. Our goal to replace equipment in the first of three labs in FY '01 was successful. We plan to replace the other two labs in FY '02 and FY '03.</p> • Formal capacity review of National Foreign Affairs Training Center <p>Department of State training requirements call for more classes/bigger classes. FSI is outgrowing space at NFATC, which was built in 1993 and configured for a lower training demand. We plan to initiate a formal overall space capacity study to identify and validate additional space requirements. In the interim, we have conducted internal studies to meet current and projected training space needs by maximizing existing spaces. In FY '01, we conducted an internal study of classroom use over the last 3 years, began identifying possible short-term lease space for classrooms and completed an analysis of the Junior Officer orientation classrooms and office space utilization. FMP is seeking to have unobligated prior year funding balances from the USIA integration earmarked to fund a full-space study and new construction-related costs given the impact on training and NFATC space requirements following the consolidation of USIA and State.</p> 			

FY '01 Results as of 9/30/01

Progress Evaluation:

- Our formal capacity review/study of NFATC was not initiated in FY '01. The timeframe for the study has moved to FY '02 or FY '03, depending on when FMP can reprogram USIA prior year balances and/or identify alternative funding source. The performance measure has been adjusted to reflect this.
- Our FY '01 progress in updating our multimedia labs was fully successful.

Evaluation of Measures:

- The upgrading of multimedia labs as an activity measure appropriately indicates FSI's infrastructure state of readiness to provide acceptable distance learning opportunities.
- Conducting a formal space/capacity review represents an acceptable measure to our progress on expanding our space at NFATC. The results of the review will provide a better measure of NFATC infrastructure readiness and adequateness.

In FY '02, we plan to:

- Validate requirements and research replacements of old analog AV studio systems with digital technology.
- Validate requirements and research replacements to upgrade old NFATC MATV system to digital.
- Validate requirements, prepare a statement of work and schedule to upgrade FSI corporate applications including a training management system.
- Validate requirements and begin to acquire and install upgrades to FSI network infrastructure.
- Based on funding from the DRHI, renovate/rebuild parts of the NFATC facility or lease appropriate short-term space for classes off the NFATC campus to meet higher training demand resulting from the initiative.

Performance Indicator	FY '00 Actual	FY '01 Target	FY '01 Actual
Status of upgrade of analog multimedia laboratories (installed in 1993) to digital	Digital lab not in operation.	First digital lab in operation.	First lab operational in Feb. 2001. Second lab operational in Sept. 2001.
Formal capacity review	Review necessary.	Review initiated.	Review of Junior Officer orientation space initiated. Full study is pending approval of request to utilize USIA prior year unobligated balances to fund space analysis of FSI/NFATC and construction.

Verification	Source: Distance-Learning Working Group Minutes, Facility Review Plan Storage: FSI network Validation: adherence to schedule and budget
Country	United States
Complementary U.S. Government Activities (non-Department of State)	A support committee consisting of USAID, OSAC, DOC, FAS (USDA), Treasury, and Department of Defense will monitor the requirements analysis and contribute to the final capacity report.
Lead Agency	Department of State: M/FSI/EX/IRM; IRM (and through IRM, DTS-PO on network and bandwidth issues for the virtual laboratory), collaboration with A on the capacity review, and renovations.

National Interest	Diplomatic Readiness Platform	Performance Goal #	HR-03			
Strategic Goal						
Human Resources - Work-Life Environment						
Outcome Desired						
A positive work-life environment that permits a balanced lifestyle and, thus, fosters the recruitment, hiring, and retention of talented personnel.						
Performance Goal						
Maintain current work-life programs and introduce new programs to improve the quality of the workplace for all employees, and to improve the quality of the lives of Foreign Service employees and their dependents serving abroad.						
FY '01 RESULTS AS OF 9/30/01						
<p>In FY '01, the Department of State implemented a variety of programs that have positively impacted employees' lives. We have received overwhelmingly positive responses to our new programs like Eldercare, Lifecare, childcare, and Metrocheck transit benefits. We have also made progress in expanding employment opportunities for our eligible family members through filling hard-to-fill positions, placing family members' resumes and available job information on a central Intranet Web site and piloting a headhunting program in Mexico City to assist spouses with finding employment. We plan to expand the Spousal Network Assistance program in FY '02 to an additional 10 posts. We have also increased certain allowances for employees assigned overseas and will continue reviewing allowances and benefits available to employees . In FY '02, we also plan to expand medical facilities abroad and implement a Student Loan Repayment Program.</p> <p>Evaluation of Measures. The measure of resignation rates is not particularly revealing of how well we are doing with our human resources strategies. We have had and continue to have low resignation rates. As a new performance measure, we are considering instituting an annual employee survey that would give feedback to management.</p> <p>One measure we are considering is workload statistics from the Family Liaison Office (M/DGHR/FLO). In FY '01, M/DGHR/FLO processed 16,735 client interactions (employees and family members) regarding employment, education, and crisis management advice and referral. This number represents a significant commitment from the Department to a supportive work environment.</p>						
Performance Indicator	FY '00 Baseline		FY '01 Target		FY '01 Actual	
Foreign Service and Civil Service resignation rates	FS generalists	1.1%	FS generalists	1.1%	FS generalists	.67%
	FS specialists	1.2%	FS specialists	1.2%	FS specialists	1.06%
	CS full time	1.8%	CS full time	1.8%	CS full time	1.79%
Verification	Data Source: GEMS Data Storage: GEMS Frequency: Annually					
Lead and Partners	Department of State: Bureau of Human Resources, Office of Medical Services, Bureau of Administration					