U. S. Department of State

Bureau of Human Resources

Five-Year Workforce and Leadership Succession Plan

Fiscal Years 2018 – 2022

Bureau of HR
Human Resources

Office of Resource Management
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TABLE OF CONTENTS

EXECUTIVE SUMMARY

MISSION AND INTRODUCTION

American diplomacy is based on fundamental beliefs that our freedom is best protected by ensuring that others are free, that our security relies on a global effort to secure the rights of all, and that our prosperity depends on the prosperity of others.

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.[1]

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, train, deploy, retain, and motivate the very best people with the right expertise.

In his message 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.[2]

The Five-Year Workforce and Leadership Succession 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 training 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 (2002 - 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 during Diplomacy 3.0: Diplomacy, Development, and Defense (Diplomacy 3.0) from 2009 - FY 2012 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.

> 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.

>   o 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 8 percent cut.

> The Department developed CS hiring targets for each bureau and FS intake classes that are based on the staffing level guidance stipulated in the Explanatory Statement.

> These plans result in a workforce/staffing level that is 454 above the December 31, 2017, level stipulated in the 2018 Explanatory Statement accompanying the Appropriations Act.

ATTRITION TRENDS

> Assessing Foreign and Civil Service attrition trends is central to the development of recruitment and staffing plans. At a minimum, the initial goal of any intake plan is to develop hiring targets that assure that workforce levels are maintained, subject to funding availability.

> 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 follow.

> Overall attrition in the FS marginally increased from 503 in FY 2016 to 519 in FY 2017. FS Generalist attrition increased from 247 in FY 2016 to 259 in FY 2017. Attrition in the FS Specialist workforce increased from 256 in FY 2016 to 260 FY 2017.

> It is important to put these numerical increases in perspective. Even with the growth of the Foreign Service, FS Generalist attrition rates increased slightly from 3.3 percent in FY 2016 to 3.5 percent in FY 2017, and FS Specialist attrition rates remained at 5.0 percent in both FY 2016 and FY 2017.

> Attrition in the FS workforce is projected to average 510 employees per year between FY 2018 and FY 2022 - about three percent higher than last year's projected average annual attrition of 497.

- Projected average annual Generalist attrition over the next five years is expected to increase by eight percent over the previous five years, (275 vs. 255).

- Average annual attrition for the FS Specialist workforce is expected to decrease by seven percent (235 vs. 252) from last year's projections. 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 656 employees per year between FY 2018 and FY 2022 - about three percent higher than last year's projected average annual attrition of 635 (FY 2017 – FY 2021).

> In the FS, the majority of annual attrition is due to retirements. In FY 2017, 70 percent of all separations in the FS were retirements. For the FY 2018 to FY 2022 projection period, retirements are expected to increase to 80 percent of the total attrition figure.

> Conversely, 70 percent of CS attrition is projected to be due to non-retirement separation.[3]

VACANCY RATES

> Vacancy rates are a critical metric that the Department uses to assess the adequacy of staffing levels vis-a-vis staffing requirements.

  o The vacancy rate is defined as the percentage of funded positions that are not filled by employees.

> The relationship between vacancy rates and hiring levels is significant. The following examples illustrate this relationship.

  o Robust hiring during early D 3.0 years enabled the Department to fill a greater number of Foreign Service positions, particularly at overseas posts. As such, the FS vacancy rate was reduced.

  o Conversely, vacancy rates for certain FS skill groups increased as a result of sequestration reductions, as hiring was restricted to levels below attrition.

> Foreign and Civil Service vacancy rates have only slightly varied from year-to-year for the FY 2012-2017 period, reflecting the more static nature of overall staffing levels.

> The overall CS vacancy rate was 10 percent in April 2017 and nearly 14 percent in April 2018 due to the hiring freeze.

> Overall vacancy rates for FS Generalists and FS Specialists were 12 percent and 15 percent, respectively, at the end of April 2017. By April 2018, the overall vacancy rates had decreased to 10 percent for FS Generalists and remained at about 15 percent for FS Specialists.[4] The decrease in the FS Generalist vacancy rate decrease for FS Generalist was due mainly to abolishing a large number of positions in warzone areas.

> It is important to note that the vacancy rates reflect aggregate vacancies at all grades: some grades may be in deficit and others in surplus. This sometimes complicates staffing positions with employees having the requisite skills at the appropriate grade level. An added consideration is the fact that Generalists and Specialists can occupy positions that are above or below their personal grade.

LANGUAGE PROFICIENCY

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

> There are several reasons for the shortage of language proficient officers, 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 2017, 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.[5]

> An Executive Language Steering Committee remains active. It 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 Executive Language Steering Committee.

> A strategic plan for foreign languages was developed in early FY 2011 and continues to be implemented. HR will issue an evaluation of this document's implementation and recommendations for improvement in December 2018.

> The Department has an on-going initiative to increase its foreign language assessment and projection capabilities. It developed a Language Training and Assignment Model (LTAM) that projects foreign language requirements and measures the impact of policy changes. It simulates the FS foreign language training needed for assignments based on language

difficulty, tour duration, and historic language reuse rates of LDPs. This tool enables the Department to project foreign language requirements and measure the impact of policy changes.[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.

> Following are the major changes resulting from the TLR:

  o It Identified 179 new positions as newly language designated and removed the language designation of 148 positions, for a net gain of 31 LDPs.

  o The majority of LDPs added were world languages, while Hard and Super Hard languages made up a large portion of LDPs removed.

  o In addition, 70 LDPs had their language levels increased and 60 LDPs had their language levels decreased.

  o These results had a minimal impact on the Department's training resource requirements. The fourth iteration of the TLR is in development for FY2020.[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.

RECRUITMENT AND HIRING

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, and regional and economic differences. The 2015-2019 Strategic Recruitment Plan is building on the Department's previous plan (2010-2014) to increase outreach to under-represented groups. The aim is to bring the presence of Department employees in these groups to the level of their representation in the national professional workforce.

In FY 2017, outreach and recruitment marketing efforts yielded a diverse group of new career full-time permanent employees. Overall, 41.9 percent of new employees were female and 10.0 percent were Hispanic. In the CS, 48.0 percent of the new employees were female and 8.7 percent were Hispanic. In the FS Generalist and FS Specialist workforces, 47.7 percent and 28.9

percent, respectively, were female and 11.4 percent and 10.6 percent, respectively, were Hispanic.[8]

Under the guidance of the Office of Recruitment, Examination and Employment (HR/REE), national recruitment outreach and marketing efforts are led by a team of 16 Diplomats in Residence (DIRs), 10 Washington-based recruiters, and a dedicated marketing team. DIRs are deployed coast-to-coast and are responsible for outreach to audiences across a defined region. Washington-based recruiters are responsible for specific diversity portfolios. Together, they promote the full range of Department professional career opportunities, internships and fellowships, utilizing recruitment materials developed by our marketing team in collaboration with JWT Inside, a contracted advertising agency. The DIRs and recruiters give special attention to promoting the Pickering and Rangel Fellowship programs, which are vital in bringing greater diversity to the Foreign Service. DIRs and recruiters also engage thousands of students who apply for both paid and unpaid internships, encouraging diverse candidates to "try out" the Department. 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 prospects to careers.state.gov, the Department's highly-recognized website. The Department's strategy alternates between messaging that educates U.S. citizens about the Department and its careers and a call-to-action that prompts people to explore FS and CS career opportunities and the Consular Fellows program. 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 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 the core recruitment team, other State offices collaborate with HR/REE to target competitive prospects for FS Specialist and CS positions including the Bureaus of Diplomatic Security, Information Resource Management, and Overseas Building Operations.

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 bonuses 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 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 a number of 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. 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.

In the CS, the Department continues to monitor the benchmarks of the Office of Personnel Management's (OPM's) 80-day hiring model, while ensuring that the process leads to selection of the most qualified candidates who represent a good fit with the Department's requirements. The Department has expanded outreach efforts to maximize awareness among managers of alternative hiring methods that increase the ability to hire quickly. The Bureau of Human Resources, Office of Civil Service Human Resource Management (HR/CSHRM) launched an interactive webpage that includes alternative hiring methods for hiring managers. The Department increased its research of unique hiring flexibilities and authorities to add recruitment strategies to its capability to quickly align critical skills with CS positions and succession planning. To further the Department's capacity to enhance prompt identification of potential quality CS candidates, HR is piloting automated resume-searching tools offered by OPM.[9]

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 and working to expand the ODP. 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, and handshakes are now being offered for many of the positions. The Expanded Professional Associates Program continues to provide enhanced professional opportunities for EFMs at overseas posts.[10]

The Department's hiring surge, Diplomacy 3.0, helped address staffing shortages in the mid-level jobs. 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, it is essentially closed for FS Generalists. Certain FS Specialist occupations (e.g., Construction Engineers and Office Management Specialists) experience continued staffing gaps due to recruiting and hiring shortfalls. The Department will develop plans to address the deficit, 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 who show readiness to direct a whole-of-government effort and prioritize teamwork and good morale at the mission 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.[11] FSI has begun their new initiative of constructing a 200,000 square foot training facility based on updated workload and cost distribution.[12]

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, and CS and FS Mentoring and Coaching Programs. The Department seeks to enhance career development opportunities for CS employees to be assigned overseas. Many Department employees take advantage of developmental programs, such as the Graduate School USA's Executive Potential Program, the Partnership for Public Service's Excellence in Government and Emerging Leaders Programs, and similar programs. 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 "group learning circles" during the orientation sessions for entry-level FS Generalists and FS Specialists. In addition, the Department instituted a pilot program to match mentors with mentees undertaking their first Washington assignment.[13]

The iMentor Program was created in 2017 and launched in February 2018 with new mentoring resources for all employees. The new mentoring resources will 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 and Leadership Succession 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 project attrition and career advancement in the Department's workforces. 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. Particular 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 post'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 Interim Human Capital Operating Plan for FY 2018 – FY 2019 articulates three 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.[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 and Leadership Succession 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, OPM SSMs, 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
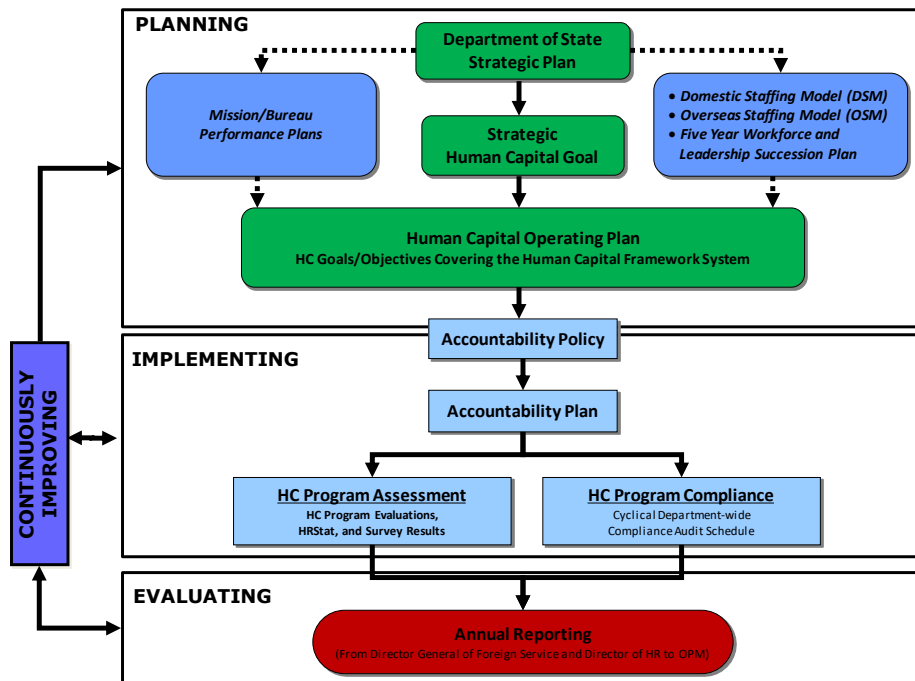
SECTION II. IDENTIFY GAPS BY ANALYSIS OF REQUIREMENTS AND TALENT POOL

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;

> Administrative – 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 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 1,400 organizational functions 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 Performance 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 DSM Phase 5 report reflects the fifth iteration in 2018. Key analysis include baselines for all bureau functions, 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 DSM Phase 5, highlighting that Department full-time permanent (FTP Filled) personnel and contractors performed around 96 percent of the domestic workload in FY 2011. The total reported domestic staffing requirement in work years increased by about 16 percent in 2011 from the level reported in the 2008 DSM. A planned update of the DSM is scheduled to be completed in FY 2019.[21]

Figure 4.   Distribution of FY 2011 Work Years Across All Functions by Employment Category
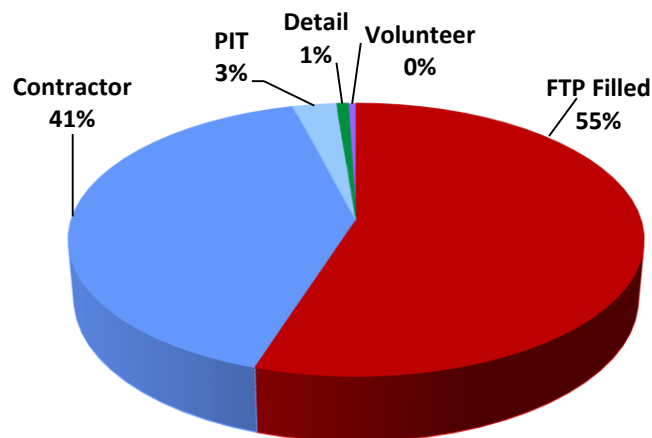
FOREIGN SERVICE MODEL (FSM)

The FSM, which replaced the Foreign Service Workforce Planning Model (FSWPM) in 2014, 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 used to provide the number of promotion opportunities to the FS Selection Boards. The FSWPM was used during the 2000 – 2014 period, with the FSM running in parallel in 2014 to insure accuracy and consistency.

CIVIL SERVICE WORKFORCE PLANNING SYSTEM MODEL (CSWPS)

In 2013, HR built a workforce model to replace and expand upon the CSWPS leased from Department of the Army that had been in operation since 2004. The new CSWPS consists of two major sub-components: the CS Preprocessor (CSP) and the CS Model (CSM).

> The CSP extracts historic and current workforce data, such as employee lists, position counts, attrition rates, placement rates, promotion distributions, and intake distributions. The CSP has access to historic data from 1986 to the present.

> The CSM is the modeling and forecasting component. Using data from the CSP, the CSM facilitates review, modification, and expansion of the data under various hiring and attrition assumptions. 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 outside candidates will need to be hired 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.

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.[22]

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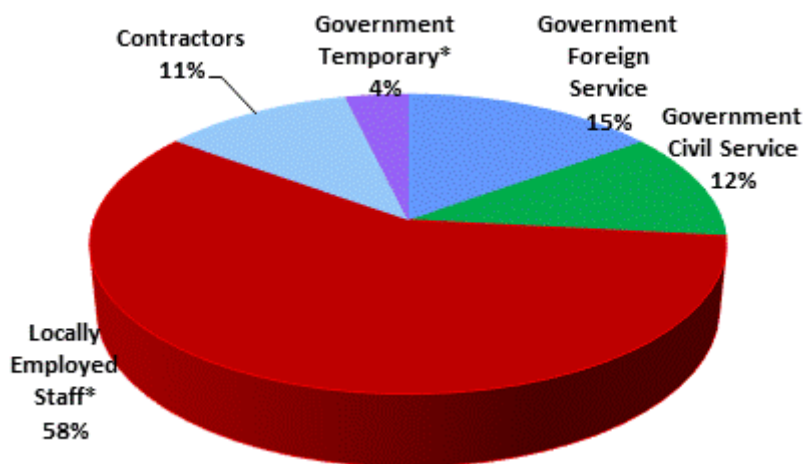
*Locally Employed Staff includes Foreign National and U.S. Citizen residents employed via direct-hire appointment, personal services agreement, and personal services contract. Government Temporary includes Employed Family Members (EFMs).

The Department relies on Locally Employed (LE) staff to support its global mission. LE Staff, which includes contractors overseas, accounts for 58 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 31 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.

REQUIREMENT DRIVERS

Key areas of focus include advancing security, confronting new threats and global challenges, such as nuclear proliferation, terrorism, human trafficking, and the spread of pandemics, and creating enduring advantages at home by opening markets abroad as a cornerstone of our foreign policy, and outreach. There will also be a range of efforts supporting implementation of the Joint Strategic Plan, including bolstering capacity and expertise on revamping the Department's countering-violent-extremist communications. Given the worldwide challenges, it is critical that the Department has the number of employees needed to achieve the Administration's objectives. The Department requires a flexible workforce of well-qualified and well-trained personnel. The workforce must have 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 - 17 percent, and CS – 14 percent).[23]

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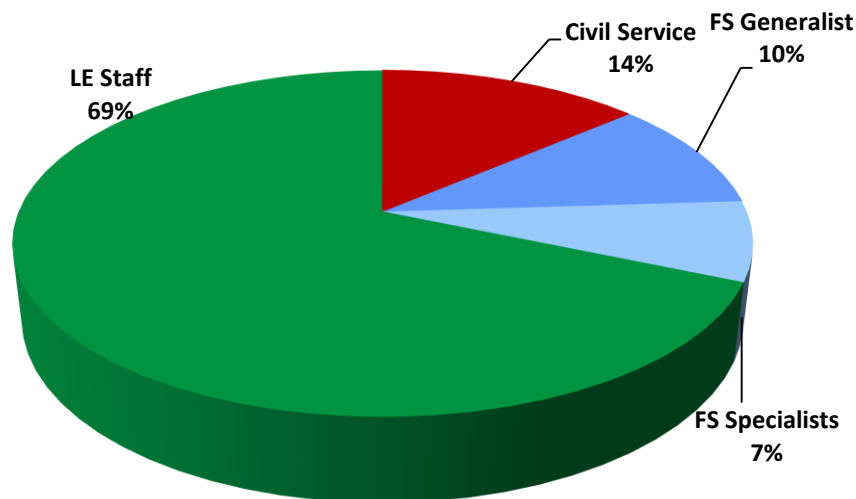
Figure 7 reveals that the Department's American workforce is 43 percent CS, 33 percent FS Generalists, and 24 percent FS Specialists. The composition of the total workforce proportions have varied very little over the last few years.[24]

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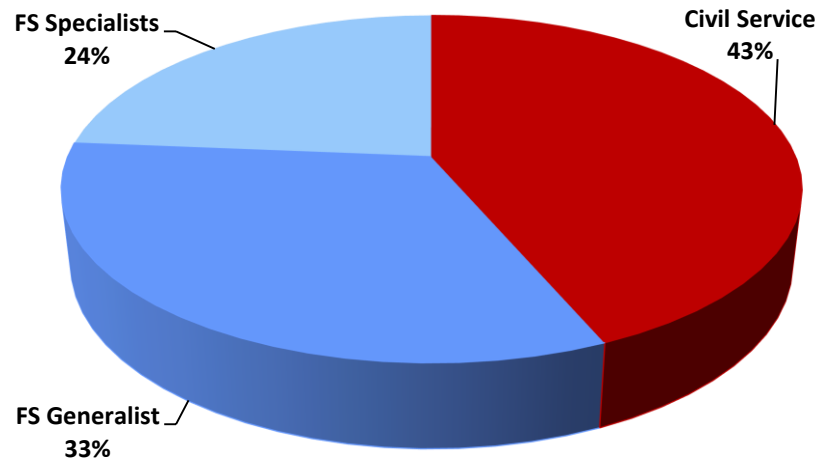
GRADE LEVEL

The graphs in Figure 8 below illustrate the grade distribution in the FS Generalist and FS Specialist workforce, respectively. Eleven 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. Employees hired under Diplomacy 3.0 are replacing the entry-level officers (e.g., FS-04 – FS-06) as they are promoted to the mid-ranks (FS-01 – FS-03). 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.[25]

Figure 8. Foreign Service Workforce Distribution by Employee Type and Grade Level
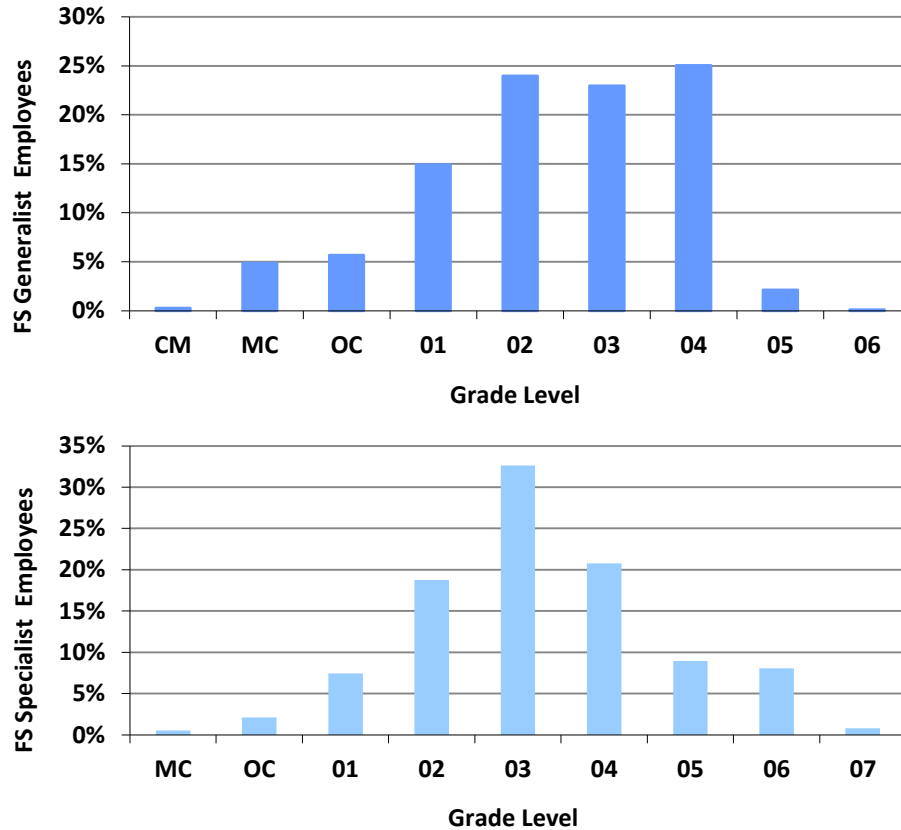
Figure 9 details the grade distribution in the CS. Over 70 percent of the workforce is at the mid-grades (e.g., GS-15 — GS-12) and less than two percent is in the Senior Executive Service (SES). The remaining employees are at the GS-11 and below. This distribution mirrors the one reported last year.[26]

Figure 9. Civil Service Workforce Distribution by Grade
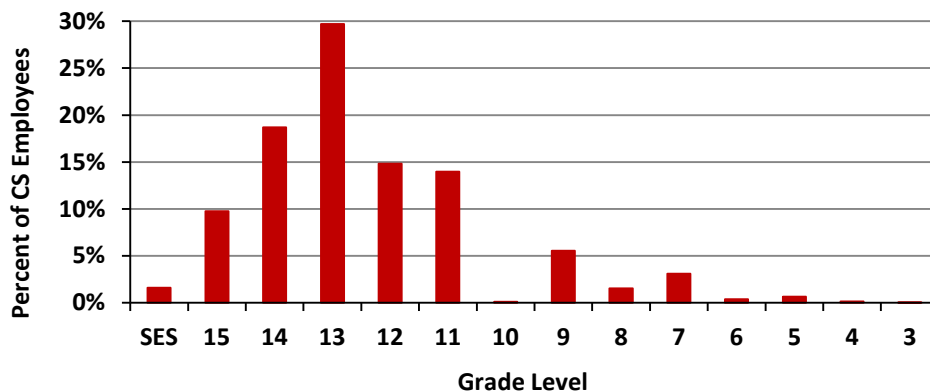
Figure 10 shows the grade distribution in the LE Staff workforce. The majority of the LE Staff is at the FSN-3 and FSN-4 levels, which includes security guards, drivers, and maintenance

personnel. The "UK" category reflects employees who are under a banding pay system in the United Kingdom. The data excludes employees under service contracts.[27]

Figure 10. Locally Employed Staff Distribution by Grade
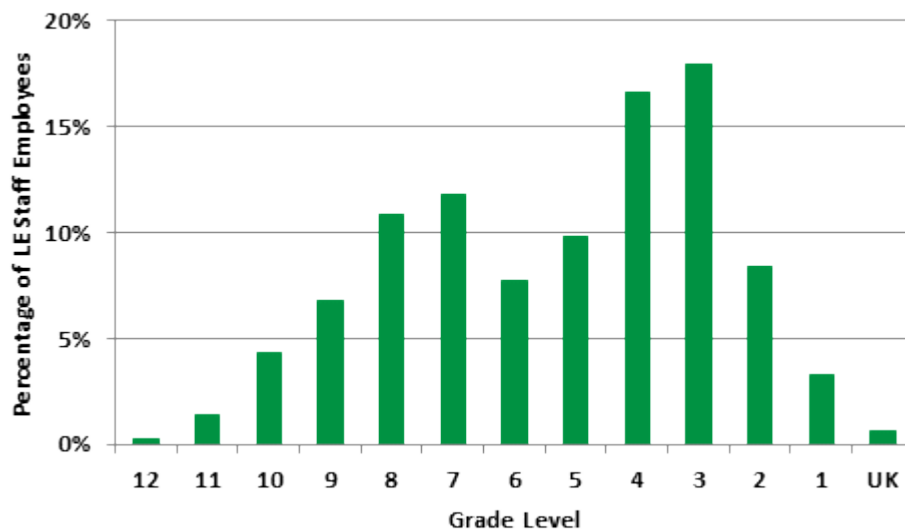
Figure 11 details the occupational group of the LE Staff workforce and highlights that over 60 percent of the LE employees are in the three job groups noted above: security guards, drivers, and maintenance personnel.[28]

Figure 11. Locally Employed Staff Distribution by Occupational Groups
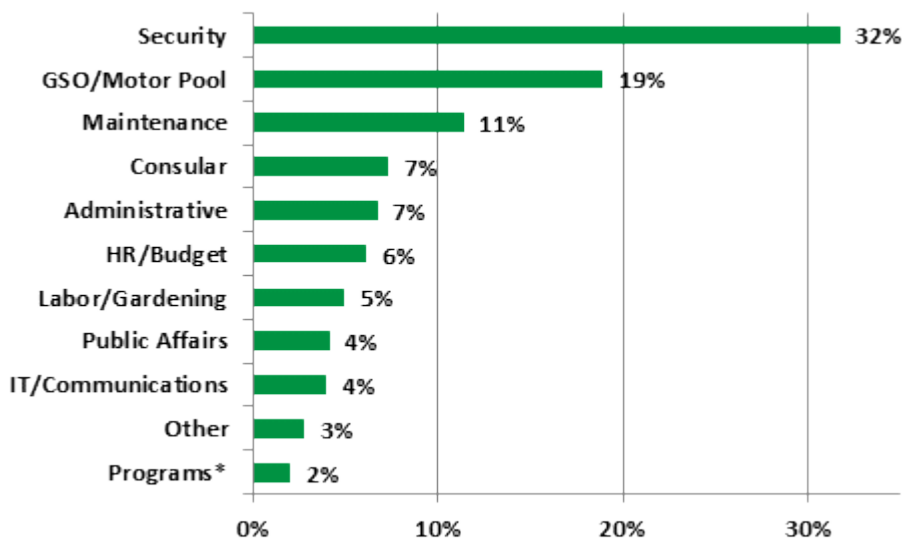
LOCATION

Figure 12 below depicts the assignment distribution (overseas and domestic) of both the FS and the CS workforces. FS personnel rotate through numerous international and domestic positions throughout their careers while CS employees generally work in domestic assignments. Two-

thirds (68 percent) of the career FS workforce is stationed at posts overseas and the remaining third (32 percent) is assigned domestically. Conversely, nearly the entire career CS workforce is located domestically. Overall, nearly two-fifths (38 percent) of the Department's American workforce is posted overseas. The location percentages have varied slightly from year-to-year.[29] A small number of career CS employees, approximately 98, are on non-career limited FS appointments and filling overseas FS positions. Another 24 are in various stages of processing to go overseas (e.g. training, waiting for clearances, etc.)[30] The chart below reflects career full-time permanent employees only.

Figure 12. Distribution of Foreign and Civil Service Employees by Location
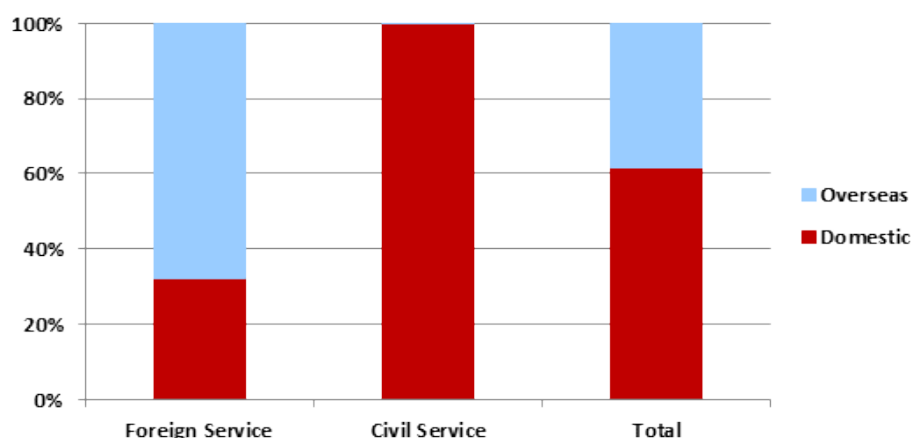
LE Staff employees work at American embassies and missions overseas. Generally, they compose the largest number of State employees at the post. Figure 13 shows the distribution of the LE Staff workforce in each of the geographic regions. The figure shows that over two-fifths of the LE Staff workforce is located in African and European posts. Twenty percent work in European posts where the local workforce is highly skilled and can be used rather than more expensive FS employees.[31]

Figure 13. Distribution of Locally Employed Staff by Region
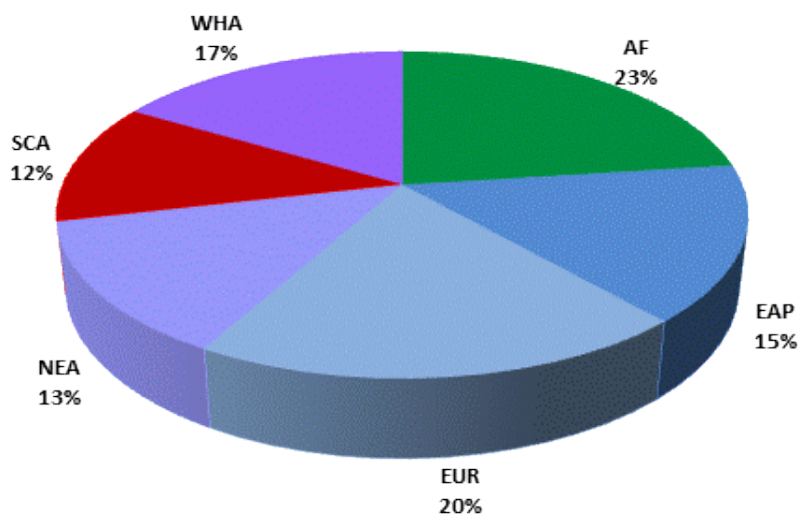
DIVERSITY

Workforce diversity is a key goal for the Department. In FY 2012 the Department modified the way in which it reported diversity data. Prior to FY 2012, diversity was reported based on a single-digit field. No distinction was made between ethnicity and race, and individuals of two or more races were not reported. Beginning in FY 2012, diversity has been reported based on a six-digit field. This allows for separate reporting on ethnicity and race, as well as reporting on individuals of two or more races. This new reporting structure also 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 2017, Hispanics compose 7.3 percent of the FS (5.9 percent of the Generalist and 9.1 percent of the Specialist workforces) and 6.6 percent of the CS. Charts depicting trends in racial and ethnic diversity will be included in future reports as data becomes available.[32]

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	60.2%	26.2%	0.4%	5.8%	0.1%	4.4%	2.9%	100.0%
Foreign Service	78.8%	6.9%	0.4%	6.3%	0.1%	4.6%	2.9%	100.0%
FS Generalist	81.3%	5.5%	0.3%	6.8%	0.1%	4.0%	2.0%	100.0%
FS Specialists	75.4%	9.0%	0.4%	5.7%	0.1%	5.5%	3.9%	100.0%
Total	**70.7%**	**15.3%**	**0.4%**	**6.1%**	**0.1%**	**4.5%**	**2.9%**	**100.0%**

Table 2. Employees by Ethnic Group

Workforce	Hispanic	Non-Hispanic	Unspecified	Total
Civil Service	6.6%	93.4%	0.0%	100.0%
Foreign Service	7.3%	92.7%	0.0%	100.0%
FS Generalist	5.9%	94.0%	0.1%	100.0%
FS Specialists	9.1%	90.8%	0.1%	100.0%
Total	**7.0%**	**93.0%**	**0.0%**	**100.0%**

In FY 2017, 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.[33]

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

Workforce	Male	Female	Total
Civil Service	46.2%	53.8%	100.0%
Foreign Service	64.8%	35.2%	100.0%
FS Generalist	58.9%	41.1%	100.0%
FS Specialists	73.0%	27.0%	100.0%
Total	**56.7%**	**43.3%**	**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 2017. 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 27-year period; however, as detailed in Section VI, the percentage of female leaders has increased since 1990.[34]

Figure 14. Employees by Gender 1990 – 2017
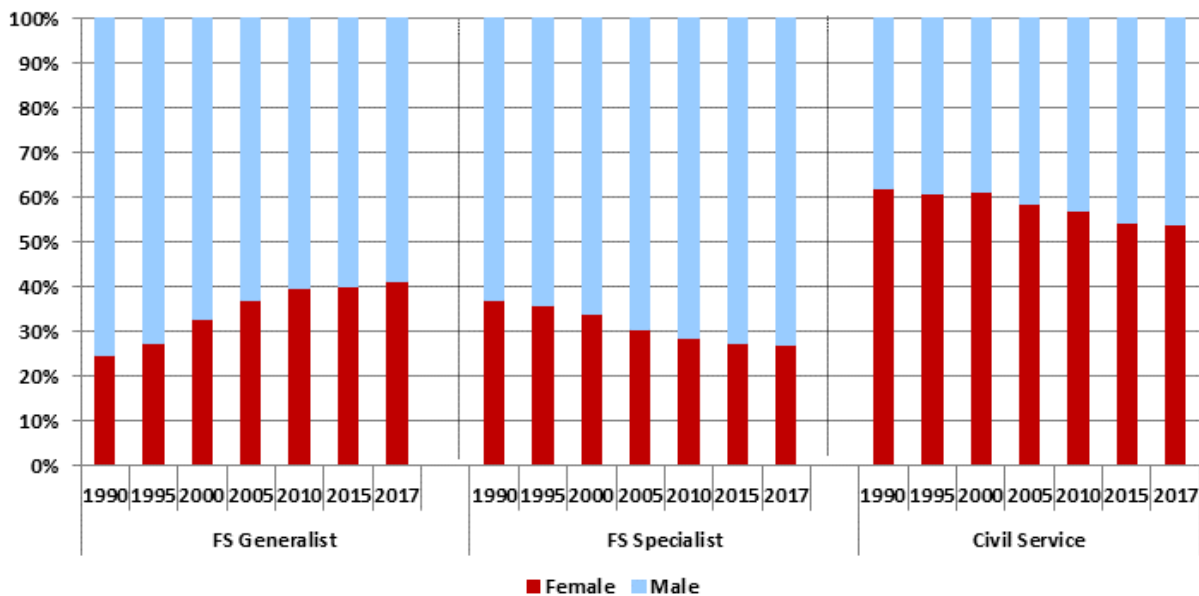
The Department recently updated its database (GEMS) to reflect updates and new disability codes provided by OPM and issued a Department Notice requesting employees to consider reviewing and validating their disability information.[35] The expectation is that once employees have verified their the data, 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. 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.[36] In FY 2017, five percent of the FS and nearly nine percent of the CS self-identified as having a 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	91.2%	2.2%	6.6%	8.8%	100.0%
Foreign Service	95.0%	0.8%	4.2%	5.0%	100.0%
FS Generalist	94.1%	0.9%	5.0%	5.9%	100.0%
FS Specialists	96.3%	0.6%	3.0%	3.7%	100.0%
Total	**94.0%**	**1.2%**	**4.8%**	**6.0%**	**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. FS Generalist and FS Specialists have an average of 14 years of federal government service and 12 years and 11 years, respectively, in the Department. CS employees have a higher average number of years of federal service (15 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 (73 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. As the Department hires new employees into the three workforces and baby boomers retire, the workforce profiles should change to reflect a younger workforce with fewer years of federal service.[37]

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	13.6	12.2	43.7
Foreign Service Specialist	14.1	11.0	46.0
Civil Service	15.4	11.6	47.1
Average	**14.5**	**11.6**	**45.7**

Figure 15 below provides a 27-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 seven years as baby boomers retire and new employees entered the Department's workforces.[38]

Figure 15. Average Years of Government Service – 1990 – 2017

Figure 15. Average Years of Government Service – 1990 – 2017
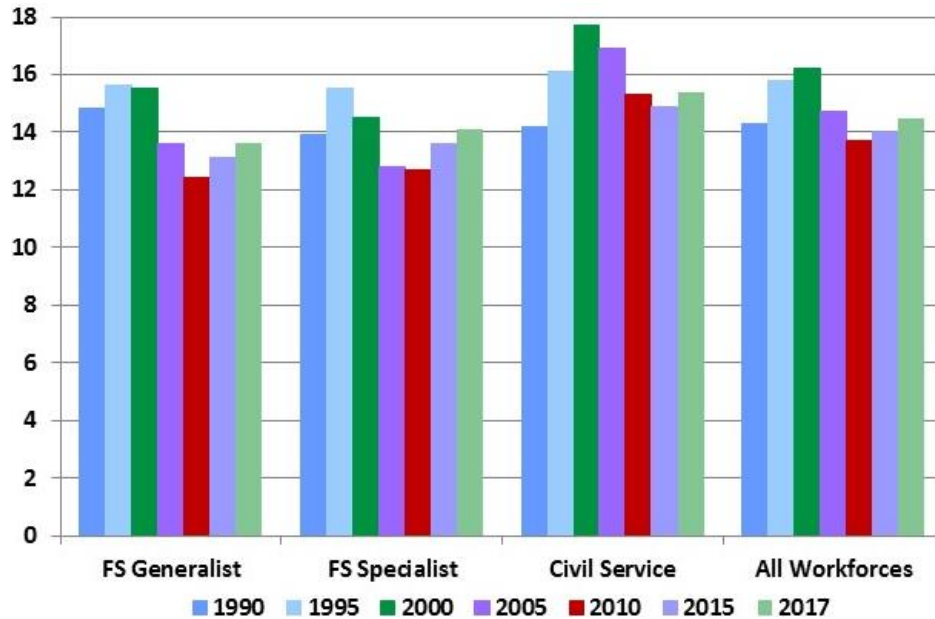
Figure 16 shows a decrease in the average number of years in the Department in all three workforces over the 1995 – 2005 timeframe. The averages stabilized in 2005 when employees hired under the Diplomatic Readiness Initiative (DRI) in 2002 - 2004 were reflected in the statistics. The 2015 and 2017 averages 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.[39]

Figure 16. Average Years in the Department – 1990 – 2017
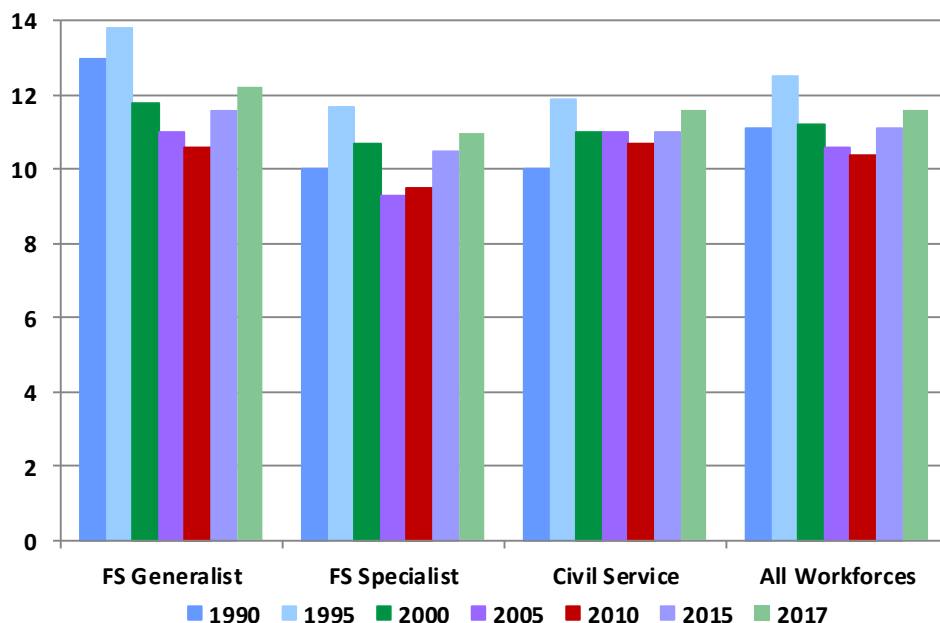
Figure 17 illustrates in the average age of FS Generalists, FS Specialists and CS employees over the 1990 – 2017 period. The average age of FS Generalists and FS Specialists began to decrease in 2000 as employees hired under DRI were reflected in the workforce counts. The average age of both FS workforces began to increase in 2010 as the number of employees hired decreased. The decline in average age in the CS, with the exception in FY 2017, is expected to continue as baby boomers retire and new employees are hired.[40]

Figure 17. Average Age by Workforce – 1990 – 2017
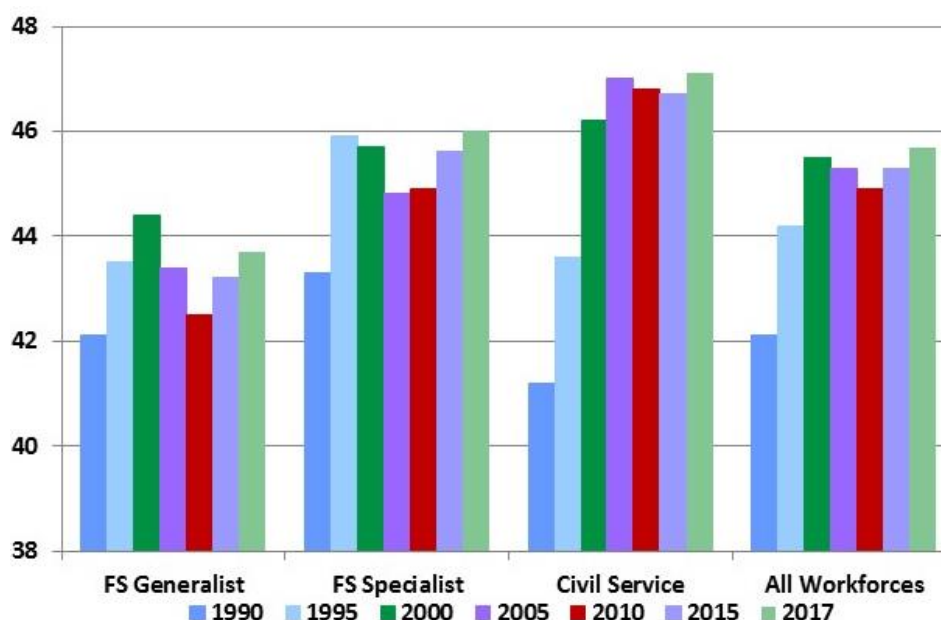
Tables 6, 7, and 8 below profile the Department's LE Staff workforce by regional bureau. Table 6 shows that on average employees have spent about 10 years with the U.S. Government. The average age of the LE Staff workforce is early 40's in most bureaus.[41]

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

Bureau	Average Years of Government Service	Average Age
African Affairs (AF)	9.1	43.7
East Asian and Pacific Affairs (EAP)	10.0	41.9
European and Eurasian Affairs (EUR)	13.3	46.0
Near Eastern Affairs (NEA)	9.8	41.7
South and Central Asian Affairs (SCA)	8.7	41.7
Western Hemisphere Affairs (WHA)	10.2	43.4
Average	**10.3**	**43.3**

Table 7 highlights the age range distribution of the LE Staff workforce by bureau. Roughly 50 percent of the LE Staff employees in EAP, NEA, and SCA are under 40 years of age, and about a third of the LE Staff in EUR are over 50.[42]

Table 7. Age Ranges of LE Staff Workforce by Bureau

Age Range	Bureau						Total
	AF	EAP	EUR	NEA	SCA	WHA	
Under 30	5%	10%	6%	13%	9%	9%	8%
30 - 39	32%	37%	23%	34%	36%	32%	32%
40 - 49	38%	32%	35%	31%	34%	30%	34%
50 - 59	23%	18%	27%	19%	19%	22%	22%
60 or over	2%	3%	9%	3%	2%	7%	4%
Total	**100%**	**100%**	**100%**	**101%**	**100%**	**100%**	**100%**

Table 8 details the range of government service of LE Staff by bureau. Over 20 percent of the LE Staff in EUR has 20 or more years of service. In AF, NEA, SCA and WHA, 35 percent or more of the employees have less than five years of service.[43]

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

Government Service Range	Bureau						Total
	AF	EAP	EUR	NEA	SCA	WHA	
Under 5 yrs	37%	33%	24%	36%	36%	35%	34%
5 - 9 yrs	26%	25%	14%	24%	27%	25%	23%
10 - 19 yrs	28%	31%	32%	28%	29%	27%	29%
20 - 29 yrs	7%	9%	16%	8%	7%	10%	9%
30 or More	2%	2%	8%	4%	1%	3%	4%
Missing data	0%	0%	6%	0%	0%	0%	1%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

RETIREMENT ELIGIBILITY

The Department as well as other agencies will need to address future workforce dynamics due to the aging of the baby boom population. Presently, about 16 percent of the Department's American employee workforce is eligible to retire. In five years, this will increase to 32 percent of the current employees, and in 10 years just over half of today's workforce will be eligible to retire. Table 9 profiles retirement eligibility for the three workforces. These percentages are similar than those reported last year. Percentages are expected to decrease further as new employees are added to the workforces.[44]

Table 9. Retirement Eligibility by Employee Type

Workforce	Currently Eligible	Eligible w/in 5yrs	Eligible w/in 10yrs
Foreign Service Generalist	15.9%	31.0%	52.1%
Foreign Service Specialist	16.6%	36.7%	60.4%
Civil Service	16.7%	30.3%	44.2%
Total	**16.4%**	**32.0%**	**50.6%**

Figure 18 below shows snapshots of employees' retirement eligibility over the last 27 years. The percentages of CS employees eligible to retire increased steadily during the 1995 to 2010 timeframe, and dropped slightly in 2015 as employees hired under Diplomacy 3.0 were added to the CS workforce. During this same period, percentages have fluctuated in the FS Generalist workforce and remained stable in the FS Specialist skill groups. The decrease in the percentage of FS Generalists eligible to retire in 2005 – 2017 is due to increased hiring.[45]

Figure 18. Percentage of Employees Eligible to Retire 1990 - 2017
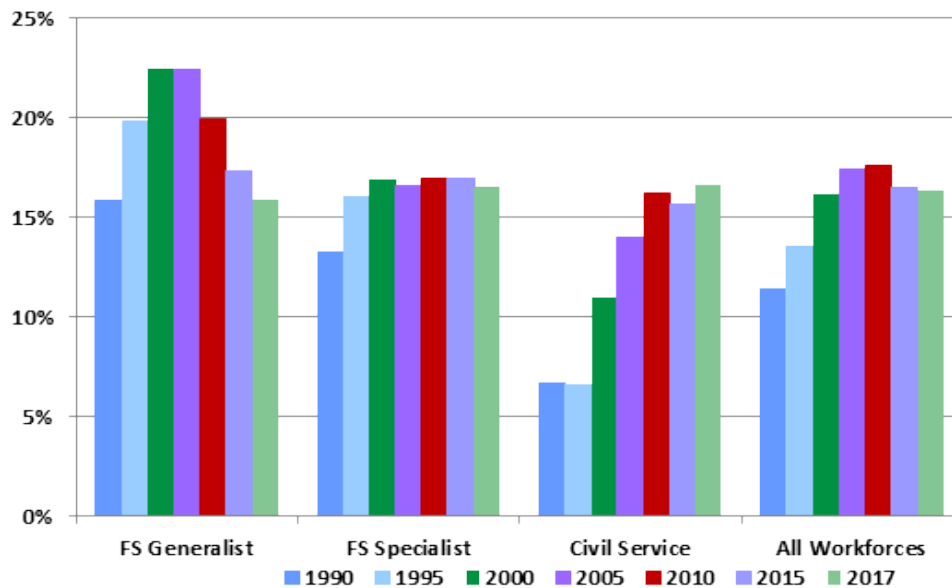
RETIREMENT ELIGIBILITY BY GRADE GROUP

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).[46] 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 seven percent and 14 percent, respectively.

Figure 19. Retirement Eligibility of Current Entry Grade Level Group Employees
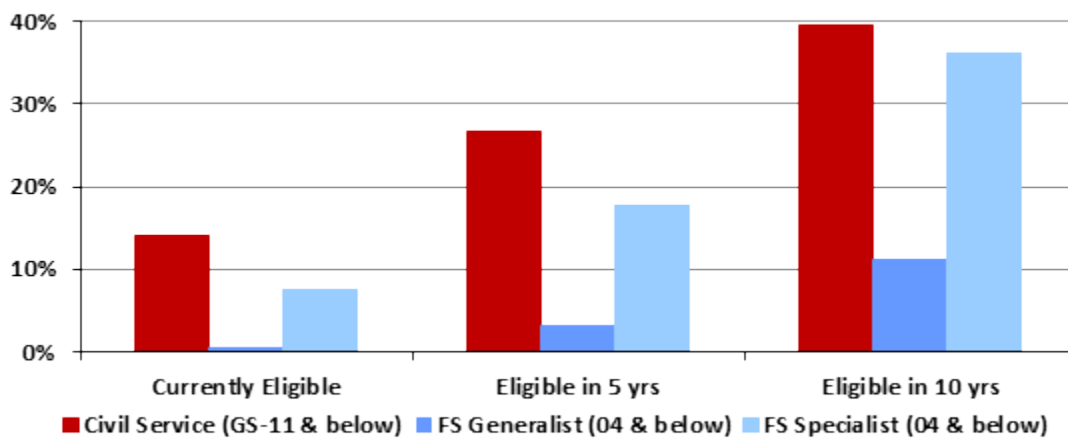
Figure 20 displays retirement eligibility profiles for mid-level career employees now, in five years, and in 10 years. Current mid-level retirement eligibility ranges from 11 for FS Generalists to 17 percent for CS employees to 20 percent for FS Specialists. In 10 years, the eligibility percentages will rise to 45 percent for CS, 62 percent for FS Generalists, and 75 percent for FS Specialists. These percentages are similar to those reported last year. The percentage of mid-level officers eligible to retire is expected to decrease as employees hired under Diplomacy 3.0 are promoted.

Figure 20. Retirement Eligibility of Mid-Grade Level Group Employees
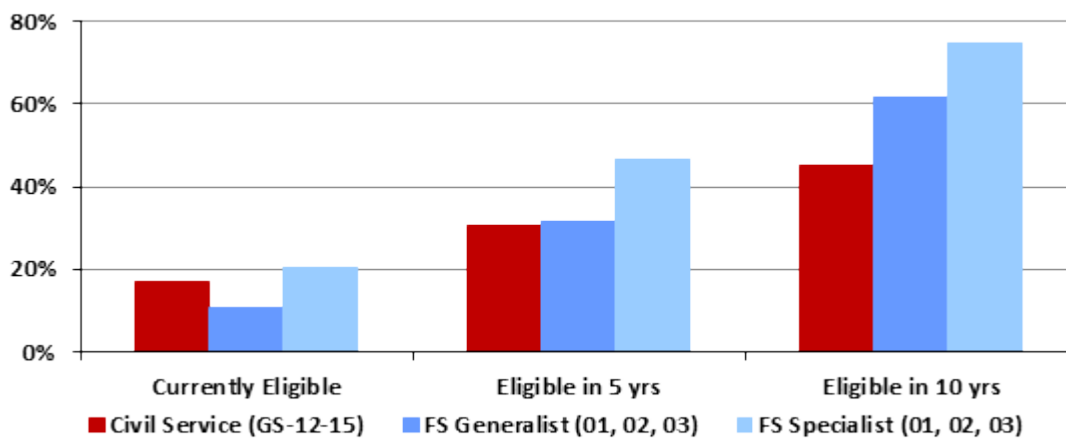
Figure 21 highlights retirement eligibility profiles of the Department's senior level employees, which is much higher than that for the other grade level groups. Roughly 85 percent of the senior FS Generalists and 65 percent of the senior FS Specialists are eligible to retire. These high percentages 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 43 percent of the CS Senior Executive Service (SES) is eligible to retire, which is slightly lower than the 44 percent reported last year. In 10 years, nearly all of the current SFS will be eligible to retire, and 80 percent of the current CS SES will be eligible. These 10-year projections mirror the ones reported last year.

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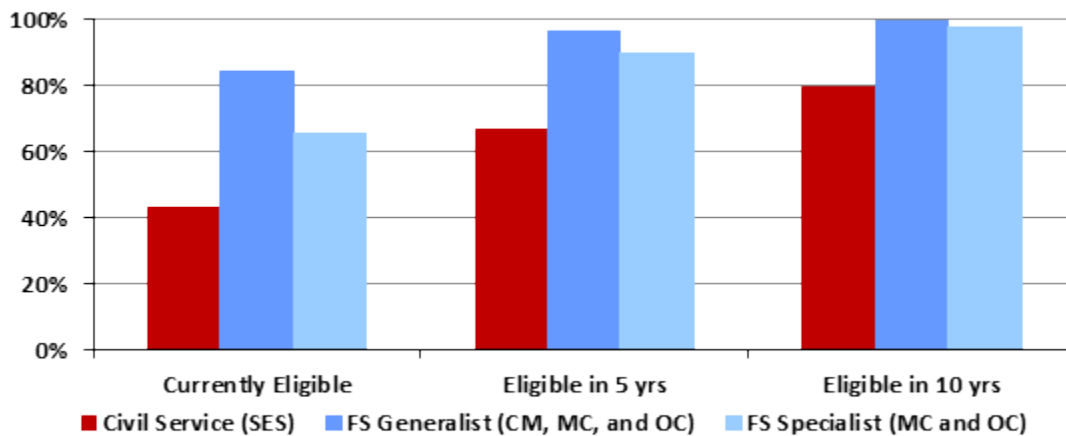
ATTRITION

FS and CS attrition is categorized as either non-retirements or retirements and as voluntary or involuntary. Nearly all retirements in the CS are voluntary; however, in the FS, retirements may be either voluntary or involuntary. Involuntary retirements include those due to reaching the mandatory retirement age of 65, which cannot be waived unless an employee is serving in a Presidential appointment, and those who trigger the "up-or-out" rules in the FS personnel system (e.g., restrictions in the number of years FS employees can remain in one class or below the Senior Foreign Service threshold). Voluntary non-retirements include resignations, transfers, and deaths. Involuntary non-retirements consist of terminations, as well as "selection out" of tenured employees and non-tenured decisions for entry level FS employees. Between FY 2018 and FY 2022, the Department projects that close to 5,900 career CS and FS employees will leave the Department due to various types of attrition.

HISTORICAL AND PROJECTED FOREIGN SERVICE ATTRITION

Overall attrition in the FS marginally increased from 503 in FY 2016 to 519 in FY 2017. FS Generalist attrition increased from 247 in FY 2016 to 259 in FY 2017. The number of retirements increased from 174 in FY 2016 to 186 in FY 2017, and the number of non-retirements were 73 in both FY 2016 and FY 2017. Most of the non-retirements were at the entry-level. Attrition in the FS Specialist workforce increased from 256 in FY 2016 to 260 FY 2017. The numbers of retirements increased from 178 in FY 2016 to 181 in FY 2017 and the number of non-retirements increased from 78 in FY 2016 to 79 in FY 2017. It is important to

put these numerical changes in perspective. Even with the expansion of the Foreign Service, FS Generalist attrition rates increased slightly from 3.3 percent in FY 2016 to 3.5 percent in FY 2017, and FS Specialist attrition rates remained at 5.0 in both FY 2016 and FY 2017. (Counts exclude conversions within the FS and into the CS. Rates include conversions.)[47]

Attrition in the FS workforce is projected to average 510 employees per year between FY 2018 and FY 2022, about three percent higher than last year's projected average annual attrition of 497. This projection represents a less than a one percent increase per year when compared to the annual average attrition of 507 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 expected to increase by eight percent over the previous five years, 275 vs. 255, and the average for the FS Specialist workforce is expected to decrease by seven percent, 235 vs. 252. 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 2017, 70 percent of all separations in the FS were retirements. For the FY 2018 to FY 2022 period, the attrition mix is expected to be 80 percent retirements and 20 percent non-retirements. Detailed estimates by year are included in the Appendix.[48]

Table 10. Projected Foreign Service Generalist Attrition

Foreign Service Generalist Skill Group	Average Annual Attrition Last Five Years (FY 2013 to FY 2017)	Projected Totals Next Five Years (FY 2018 to FY 2022)			
		Retirements	Non Retirements	Overall Attrition	Average Annual Attrition
Consular	47	183	59	242	48
Economic	55	225	62	287	58
Management	40	205	48	253	51
Political	65	248	78	326	65
Public Diplomacy	46	193	72	265	53
Executive	2	0	0	0	0
Generalist Total	**255**	**1054**	**319**	**1373**	**275**

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 2013 to FY 2017)	Projected Totals Next Five Years (FY 2018 to FY 2022)			
		Retirements	Non Retirements	Overall Attrition	Average Annual Attrition
Construction Engineer	5	15	0	15	3
Diplomatic Courier	5	24	0	24	5
English Language Programs	2	7	0	7	1
Facilities Manager	13	62	5	67	14
Finance	10	39	0	39	8
General Services	11	57	0	57	11
Human Resources	10	25	0	25	5
Information Management	23	100	15	115	23
Information Technician	5	25	0	25	5
Information Technology Mgr.	27	162	0	162	33
Medical Officer	5	12	0	12	2
Medical Laboratory Scientist	1	2	0	2	0
Medical Provider	8	30	0	30	6
Office Management	45	155	25	180	36
Psychiatrist	2	6	0	6	1
Regional Public Engagement	2	9	0	9	2
Security Engineer	9	26	0	26	5
Security Officer	62	225	115	340	68
Security Technician	7	34	0	34	7
Specialist Total	**252**	**1015**	**160**	**1175**	**235**

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 attrition in the CS decreased from 763 in FY 2016 to 752 in FY 2017. The number of retirements decreased from 257 in FY 2016 to 251 in FY 2017, and the number of non-retirement separations decreased from 506 in FY 2016 to 501 in FY 2017. It is important to put these numerical decreases in perspective. With the additional hiring, CS attrition rates decreased from 7.6 percent in FY 2016 to 7.3 percent in FY 2017.[49]

Attrition in the CS workforce is projected to average 656 employees per year between FY 2018 and FY 2022, about three percent higher than last year's projected average annual attrition of 635 (FY 2017 – FY 2021). This projection represents a 4.6 percent decrease per year when compared to the annual average attrition of 686 for the past five years.

Table 12 below highlights the actual and projected attrition for the Department's 17 largest CS occupations. These occupations account for about 80 percent of the Department's anticipated CS attrition over the next five years. Projected average attrition varies among this group of 17 occupations, increasing in several groups (e.g., Foreign Affairs and Management Analysis) and decreasing in others (e.g., Information Management, Passport Visa Examining, General Clerical

Assistant and Secretary). Table 12 shows that the majority (about 70 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.[50]

Table 12. Projected Attrition for the 17 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 2018 - FY 2022)			
			Retirements	Non-Retirements	Overall Attrition	Average Annual Attrition
00080	SECURITY ADMIN	16	25	50	75	15
00130	FOREIGN AFFAIRS	101	67	516	583	116
00201	HUMAN RESOURCE MANAGEMENT	36	47	119	166	33
00301	GEN CLERK ASSIST	69	88	184	272	55
00303	MISC CLERK ASSIST	22	30	56	86	17
00318	SECRETARY	23	37	45	82	16
00342	SUPPORT SERVICES ADMIN	6	10	25	35	7
00343	MANAGEMENT ANALYSIS	61	68	257	325	65
00501	FINANCIAL ADM	16	48	29	77	16
00510	ACCOUNTING	9	21	26	47	9
00560	BUDGET ADMIN	18	29	60	89	18
00905	GENERAL ATTORNEY	11	12	56	68	13
00967	PASSPORT VISA EXAM	90	111	309	420	84
01035	PUBLIC AFFAIRS SPEC	10	19	41	60	12
01102	CONTRACT PROCUREMENT	13	23	43	66	14
01811	CRIMINAL INVESTIGATE	8	12	20	32	6
02210	INFO TECH MGMT	45	85	129	214	43
Top 17 Civil Service Occupations		**554**	**732**	**1,965**	**2,697**	**539**

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

Notwithstanding the fact that historically the number of non-retirements exceeded the number of retirements in the CS, the Department is closely monitoring retirements in the CS. As baby boomers become eligible to retire and leave, the Department is tracking patterns that are used in projecting when employees will retire.

An analysis completed by the Bureau of Human Resources revealed the movement over the past 17 years towards more employees retiring under the Federal Employees Retirement System (FERS) and fewer under the Civil Service Retirement System (CSRS). Figure 22 below shows that about 83 percent of the voluntary retirees in FY 2001 were covered under CSRS, and the percentage has generally decreased over the 17-year period to about 35 percent in FY 2017. This pattern is expected because employees hired after 1987 (the year in which FERS was implemented) are reaching retirement eligibility.[51]

Figure 22. Civil Service Retirees (CFTP) FY 2001 to FY 2017 by Retirement Plan
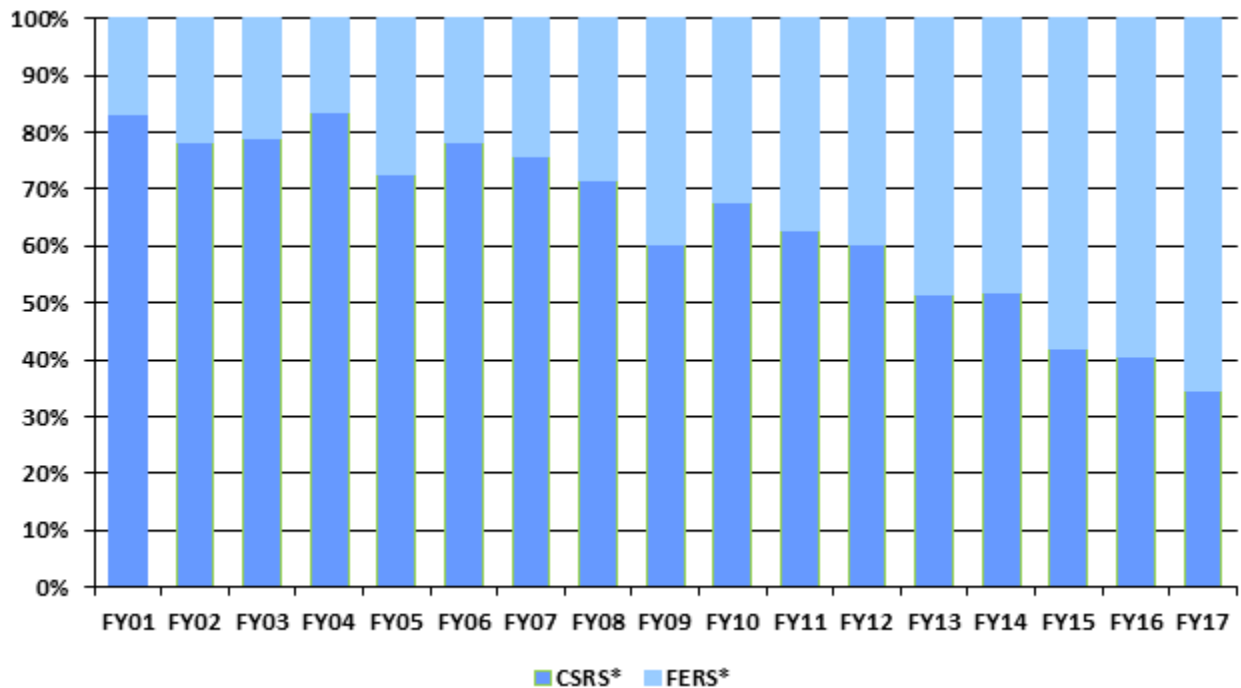
Regular options only. Includes career full-time permanent (CFTP) employees only

PROFILES OF CS RETIREES

Over the last 17 years, about 3,800 CS employees have retired, about 3,500 of which were under regular CSRS (2,124) and regular FERS (1,333). Figures 23, 24, and 25 below illustrate the median years of government service, median age, and median years of retirement eligibility (how long an employee was eligible to retire before retiring), respectively, of the CS voluntary retirees for the 17-year period. The data is shown by retirement system, as well as in the aggregate. The fluctuations in the FERS trend lines are due, in part, to the relatively small numbers of employees retiring under FERS, especially in the earlier years. As the numbers increase, the FERS trend lines are expected to become smooth like the CSRS and total trend lines.

The median years of government service is substantially higher in the CSRS cohorts than those under FERS since employees retiring under CSRS had to have entered government service prior to FERS implementation. Figure 23 shows that the median years of government service at retirement have increased under both systems; however, the overall increase is greater for retirees under FERS.[52]

Figure 23. Civil Service Retirees (CFTP) FY 2001 to FY 2017 - Median Years of Government Service
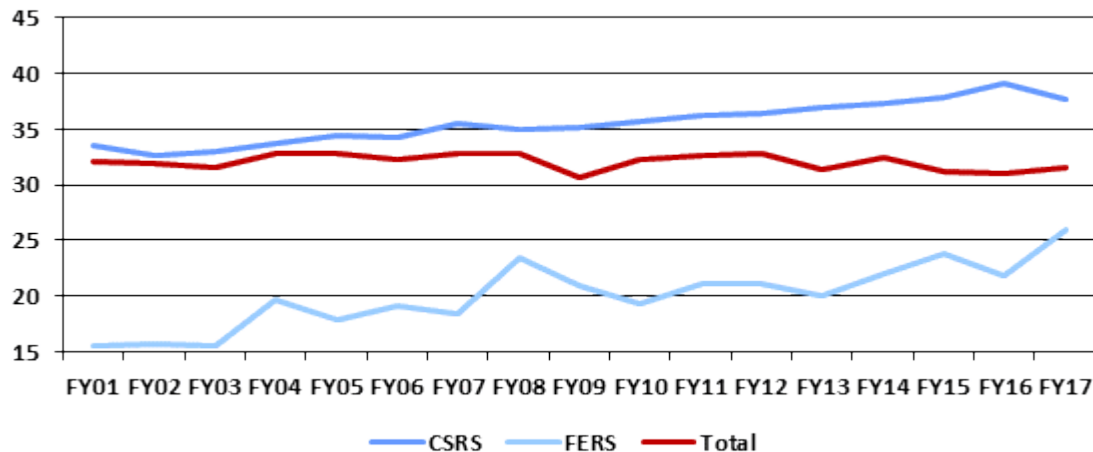
Figure 24 illustrates that the median age at retirement is slightly higher for those covered under FERS, indicating that the employees retiring under FERS were older when they began their government career. This finding is not surprising since employees who entered the federal government at 25, for example, would not yet be eligible to voluntarily retire. It is worth noting that the median age difference between employees retiring under the two systems is narrowing. Given that both CSRS and FERS provided for full retirement at 62 with five years of service or 60 with 20 years of service, it is not possible to determine if a valid difference exists between the two systems. One would expect the median age of retirees to increase under FERS over time because of the revised minimum age requirement; however, if employees choose to retire within fewer years of becoming eligible for retirement, the median age may remain the same. Over the 17-year period, the median retirement age has fluctuated between 58 and 64 years for employees in CSRS and 62 to 66 years for employees under FERS.[53]

Figure 24. Civil Service Retirees (CFTP) FY 2001 to FY 2017 - Median Age
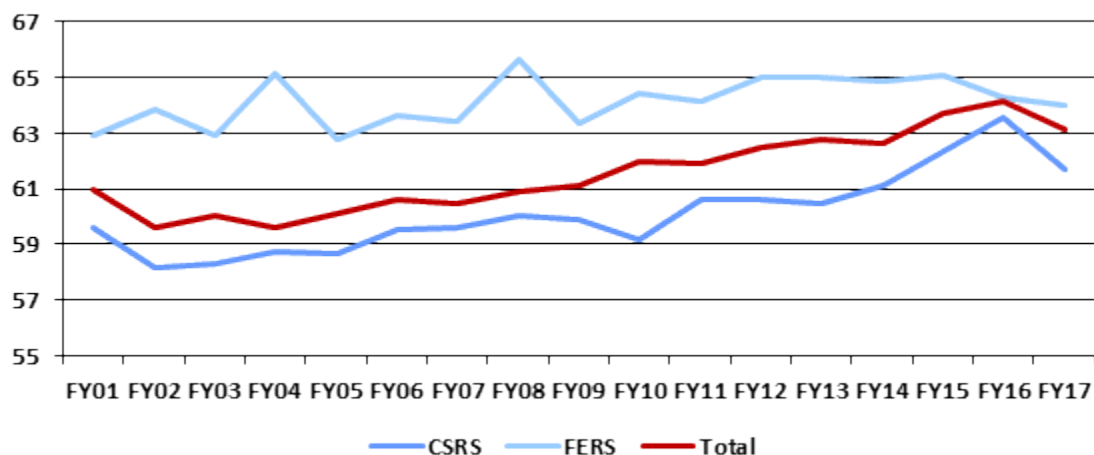
Figure 25 reveals that the median years of retirement eligibility have more than doubled in the 17-year period in each retirement system. Overall, the median time employees remain in the

Department after becoming eligible for retirement in FY 2017 is more than twice the median in FY 2001, indicating that employees have been waiting longer to retire.[54]

PROFILES OF CURRENT EMPLOYEES ELIGIBLE FOR RETIREMENT

A baseline of the "typical" CSRS and FERS employee was developed from the data illustrated in Figures 23 - 25 (above). The "typical" employee covered under CSRS retires at age 62 with 38 years of government service, and the "typical' employee covered under FERS retires at age 65 with 23 years of service. Table 13 shows that nearly one-quarter (24 percent) of the employees eligible to retire meet or exceed the baseline. In FY 2001, the percentage of employees eligible to retire who met the same "typical" baseline was nine percent (59 of 641 employees).[55]

Table 13. Current Civil Service Employees (CFTP) Who Are Eligible to Retire by Meets or Exceeds Baseline

Meets or Exceeds Baseline	CSRS	FERS	Total
Yes	225	176	401
No	319	950	1269
Total	544	1126	1670

Baseline: CSRS - 38 years government service, 62 years of age. FERS - 23 years of government service, 65 years of age.

Table 14 below lists the CS occupations where 10 or more employees who are eligible to retire exceed the baseline. The table details the number of employees eligible to retire and the number of employees who exceed the baseline under each retirement system. The percentages reflect the proportion of the occupation that is eligible to retire and the proportion that exceeds the baseline. In about half of the occupations, the percentage of employees who have exceeded the baseline is over five percent of the total number of employees in the

occupational series (e.g., Miscellaneous Administrative and Program, Miscellaneous Clerk Assistant, Secretary, General Accounting Clerk Administrative, General Attorney, and Contract Procurement).[56]

Table 14. Current Civil Service Employees
Who Are Eligible to Retire and Who Meet or Exceed Baseline Criteria
by Selected Occupations

Selected Occupations	Total Eligible to Retire				Meets or Exceeds Baseline Criteria			
	CSRS	FERS	Total	Percent of Total Occupation	CSRS	FERS	Total	Percent of Total Occupation
00130 FOREIGN AFFAIRS	50	115	165	10.5%	29	20	49	3.1%
00201 HUMAN RESOURCE MANAGEMENT	30	24	54	14.8%	10	3	13	3.6%
00301 MISC ADMIN & PROGRAM	68	83	151	19.4%	35	18	53	6.8%
00303 MISC CLERK ASSIST	14	24	38	27.1%	8	2	10	7.1%
00318 SECRETARY	34	25	59	38.8%	16	5	21	13.8%
00343 MANAGEMENT ANALYSIS	53	89	142	14.4%	23	15	38	3.9%
00501 GEN ACCTG CLERK ADM	27	24	51	23.2%	7	5	12	5.5%
00905 GENERAL ATTORNEY	8	23	31	13.7%	4	8	12	5.3%
00967 PASSPORT VISA EXAM	31	123	154	9.5%	7	11	18	1.1%
01102 CONTRACT PROCUREMENT	15	31	46	20.5%	6	5	11	4.9%
02210 INFO TECH MGMT	54	112	166	21.1%	18	13	31	3.9%

Note: Includes only CS (CFTP) employees covered under Regular CSRS and Regular FERS options.

Table 15 shows the grade distribution of employees who are eligible to retire, as well as the number that exceeds the baseline under each retirement system. The percentages reflect the proportion of employees at each grade that is eligible to retire and the proportion that exceeds the baseline. Nearly half of the SES employees and almost a quarter of the GS-15 employees are eligible to retire. Likewise, 12 percent of the SES and roughly seven percent of the GS-15 employees exceed the baseline.[57]

CS Grades	Total Eligible to Retire				Baseline Criteria			
	CSRS	FERS	Total	Percent of Total Grade	CSRS	FERS	Total	Percent of Total Grade
AD	0	1	1	33.3%	0	1	1	33.3%
SES	27	41	68	42.5%	14	6	20	12.5%
GS 15	68	162	230	23.7%	35	35	70	7.2%
GS 14	91	262	353	19.1%	36	42	78	4.2%
GS 13	144	290	434	15.0%	51	47	98	3.4%
GS 12	79	143	222	15.0%	32	18	50	3.4%
GS 11	45	125	170	12.1%	15	13	28	2.0%
GS 10	1	1	2	20.0%	1	0	1	10.0%
GS 09	37	31	68	12.3%	17	2	19	3.4%
GS 08	22	23	45	33.1%	9	6	15	11.0%
GS 07	20	28	48	15.6%	10	6	16	5.2%
GS 06	4	3	7	24.1%	3	0	3	10.3%
GS 05	3	6	9	13.8%	1	0	1	1.5%
GS 04	0	2	2	16.7%	0	0	0	0.0%
GS 03	0	1	1	33.3%	0	0	0	0.0%
WG	3	7	10	32.3%	1	0	1	3.2%
Total	544	1126	1670	16.8%	225	176	401	4.0%

Note: Includes only CS (CFTP) employees covered under Regular CSRS and Regular FERS options.

Table 16 shows the bureau distribution of employees who are eligible to retire, as well as the number that exceeds the baseline under each retirement system. The percentages reflect the proportion of employees in each bureau that is eligible to retire and the proportion that exceeds the baseline. Over ten percent of the employees eligible to retire in Legislative Affairs (H), International Information and Programs (IIP), International Joint Commission (IJC), and Medical Services (MED) exceed the baseline.

Table 16. Current Civil Service Employees
Who Are Eligible to Retire and Who Meet or Exceed Baseline Criteria
by Bureau

Bureau	Total Eligible to Retire				Meets or Exceeds Baseline Criteria			
	CSRS	FERS	Total	Percent of Total Bureau	CSRS	FERS	Total	Percent of Total Bureau
A	84	133	217	23.4%	41	18	59	6.4%
OBO	15	112	127	25.9%	9	15	24	4.9%
IRM	37	81	118	25.3%	11	6	17	3.6%
AF	1	8	9	13.6%	1	5	6	9.1%
WHA	5	6	11	13.3%	2	0	2	2.4%
CA	77	210	287	11.9%	27	25	52	2.2%
CSO	1	0	1	1.7%	0	0	0	0.0%
DRL	3	7	10	10.4%	3	3	6	6.3%
DS	32	96	128	17.0%	14	5	19	2.5%
EAP	5	1	6	12.8%	1	0	1	2.1%
EB	11	8	19	21.1%	5	1	6	6.7%
ECA	22	32	54	16.8%	8	9	17	5.3%
ENR	0	3	3	8.8%	0	0	0	0.0%
EUR	6	8	14	10.5%	2	0	2	1.5%
CGFS	26	59	85	22.9%	6	9	15	4.0%
FSI STF	16	28	44	26.8%	6	8	14	8.5%
H	2	7	9	23.7%	2	2	4	10.5%
IBC	0	1	1	14.3%	0	0	0	0.0%
IJC	1	3	4	23.5%	0	2	2	11.8%
IIP	27	19	46	30.5%	9	7	16	10.6%
INL	2	14	16	7.5%	0	1	1	0.5%
INR	13	24	37	14.9%	6	6	12	4.8%
IO	6	13	19	17.6%	2	3	5	4.6%
L	12	31	43	18.5%	8	9	17	7.3%
M	7	12	19	19.8%	3	0	3	3.1%
MED	3	21	24	26.4%	2	9	11	12.1%
HR	33	31	64	15.6%	14	6	20	4.9%
NEA	4	14	18	12.7%	2	3	5	3.5%
OES	9	12	21	15.7%	4	2	6	4.5%
OIG	11	19	30	15.2%	2	4	6	3.0%
PA	10	16	26	14.6%	4	3	7	3.9%
PM	6	16	22	14.5%	2	3	5	3.3%
PRM	3	10	13	13.7%	1	3	4	4.2%
S	17	17	34	10.9%	10	4	14	4.5%
S CPR	4	6	10	21.7%	2	0	2	4.3%
SCA	2	0	2	3.9%	2	0	2	3.9%
AVC	8	18	26	30.6%	4	2	6	7.1%
ISN	18	19	37	20.3%	9	2	11	6.0%
CT	2	6	8	10.3%	1	0	1	1.3%
J/TIP	0	3	3	7.0%	0	1	1	2.3%
BP	3	2	5	8.2%	0	0	0	0.0%
Total	**544**	**1126**	**1670**	**16.8%**	**225**	**176**	**401**	**4.0%**

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 17 below lists the Department's MCOs (as of February 2018).[58]

Table 17. Mission Critical Occupations

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 18 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 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.

> Projected attrition in the FS represents a one percent increase per year when compared to the annual average attrition of 507 for the past five years. Average annual attrition is expected to increase by eight percent for FS Generalists (275 vs. 255) and decrease by seven percent for FS Specialists (235 vs. 252).

> In the CS MCOs, the average annual attrition over the next five years is expected to increase by about three 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 15 percent while in the Human Resource Management occupation attrition is projected to decrease by eight percent. Comparison of actual and projected attrition for the Government Information and Records and Information occupations is not valid because the occupation groups were created within the last five years.[59]

Table 18. Projected Mission Critical Occupation Attrition

MCO Occupations	Average Age	Career Fulltime Vacany Rate	Percent Retirement Eligible in FY 2018	Percent Retirement Eligible in FY 2022	Projected Overall Attrition Next 5 Years (FY 2018 - FY 2022)	Average Annual Total Attrition		
						Last Five Years (FY 2013 to FY 2017)	Projected Next Five Years (FY 2018 to FY 2022)	Projected Percent Change
Foreign Service								
Foreign Service Generalist	43.7	10.1%	16%	31%	1373	255	275	8%
Foreign Service Specialist	46.0	13.5%	17%	37%	1175	252	235	-7%
Total Foreign Service MCO Attrition						**507**	**510**	**1%**
Civil Service Skill Group								
Emergency Management	46.0	25.9%	0.0%	12.0%	5	3	1	-67%
Foreign Affairs	42.7	16.1%	11.1%	17.3%	583	101	116	15%
Intelligence	44.8	6.4%	20.2%	32.6%	27	5	6	20%
History	45.1	0.0%	8.9%	17.8%	6	1	1	0%
Human Resource Management	46.2	16.0%	18.1%	31.2%	166	36	33	-8%
Government Information	45.8	14.6%	25.3%	38.6%	40	3	8	N/A
Records & Information	46.0	37.6%	22.7%	22.7%	2	1	0	N/A
Management & Program Analysis	45.5	12.8%	15.4%	24.3%	325	61	65	7%
Communications Management	53.5	9.5%	27.3%	45.5%	7	3	1	-67%
Financial Administration & Program	50.9	11.6%	27.2%	42.4%	77	16	16	0%
Accounting	50.3	6.8%	27.6%	40.7%	47	9	9	0%
Auditing	46.0	0.0%	19.0%	29.3%	27	5	5	0%
Budget Analysis	46.6	13.9%	16.1%	30.5%	89	18	18	0%
General Engineering	54.0	14.1%	30.7%	55.7%	33	6	6	0%
General Attorney	46.1	1.8%	12.8%	19.0%	68	11	13	18%
Paralegal	45.3	20.9%	14.9%	29.8%	22	3	4	33%
Passport & Visa Examining	44.3	1.6%	11.1%	20.4%	420	90	84	-7%
Public Affairs	42.3	20.0%	12.9%	22.1%	60	10	12	20%
Interpreter	56.6	11.8%	46.5%	65.1%	19	3	4	33%
Contracting	47.1	8.4%	22.3%	34.4%	66	13	14	8%
Grants Management	44.2	14.6%	13.2%	18.9%	15	3	3	0%
Realty	51.2	9.4%	32.1%	32.1%	7	2	2	0%
General Physical Science	55.7	14.2%	30.8%	57.7%	6	1	1	0%
General Education & Training	59.1	15.9%	28.9%	49.4%	5	0	1	0%
Training Instruction	70.7	12.2%	29.2%	44.4%	5	3	1	-67%
General Inspection, Investigation, Enforcement, & Compliance	45.6	15.2%	14.3%	19.5%	27	4	5	25%
Distribution Facilities & Management Storage	52.2	13.1%	30.0%	40.0%	5	1	1	0%
Information Technology Management	50.2	13.0%	23.4%	37.0%	214	45	43	-4%
Automotive Equipment	54.3	35.3%	37.9%	58.6%	14	4	2	-50%
Total Civil Service MCO Attrition						**461**	**475**	**3%**

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

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. CS vacancy rates provide a good indication of the staffing situation because employees are hired to staff particular positions and employees and positions are closely aligned. 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. Vacancy rates in the FS reflect the number of regular positions that remain unfilled despite the fact that position and employee totals may appear to

be in equilibrium. These numbers explain the need for a funded training and assignment complement to allow FS employees to take the long-term language, leadership, and professional development training required for their onward assignment as well as details to other agencies without suffering vacancies in other areas.

Table 19 shows that the vacancy rate for the total CS was nearly 10 percent in April 2017 and over 14 percent in April 2018 due to the hiring freeze. Overall vacancy rates for FS Generalists and FS Specialists were 12 percent and 15 percent, respectively, at the end of April 2017. By April 2018, the overall vacancy rates had decreased to 10 percent for FS Generalists and remained at about 15 percent for FS Specialists.[60] The vacancy rate decrease for FS Generalists was due mainly to abolishing a large number of positions in warzone areas. It is important to note that the vacancy rates reflect vacancies at all grades: some grades may be in deficit and others in surplus which complicates staffing positions with employees at the appropriate grade level with the requisite skills. Further complicating matters is the fact that Generalists and Specialists can occupy positions that are above or below their personal grade. Vacancy rates differ from position deficits for assignment purposes due to many factors, including and not limited to mission needs, budget constraints, political environment, and employee availability.

Table 19. Summary of Vacancy Rates

Vacancy Rate	FY 2017*				FY 2018*			
	FS Generalists	FS Specialists	FS Total	Civil Service	FS Generalists	FS Specialists	FS Total	Civil Service
Overseas	10.7%	14.1%	12.2%	N/A	8.1%	13.9%	10.6%	N/A
Domestic	16.2%	17.0%	16.6%	9.8%	14.5%	17.9%	16.2%	14.1%
Total	12.1%	14.9%	13.4%	9.8%	9.7%	15.1%	12.2%	14.1%

Data as of 4/30/17 and 4/30/18. 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 26, ranging from approximately 3,300 positions in 2003 to over 5,200 in 2017, an increase of nearly 60 percent. LDPs alone rose by over 47 percent, from

approximately 3,000 in 2003. During the same period, the total number of positions increased by 41 percent.[61]

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 officers 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 less need for high-level reading skills (e.g., 3+/2+).

Table 20 below profiles the staffing of LDPs in FY 2003, FY 2008, FY 2013, and FY 2017. 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 14-year period.[62]

Table 20. Staffed Language-Designated Positions – FY 2003, FY 2008, FY 2013, and FY 2017

Fiscal Years	Total LDPs	Staffed Language-Designated Positions			Vacant LDPs
		Employees fully language qualified	Employees partially language qualified	Employees who require full language waiver	
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 2017	4362	76% (31%)	15%	9%	13%

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

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.

The Department aligns recruitment and selection of FS employees with language skills to reflect this four-tier ranking of languages. 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 officers become proficient in multiple languages. The total number of languages tested 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., Hindi - 566 percent increase, Persian-Afghan-Dari - 558 percent increase, and Arabic - 43

percent increase) is particularly noteworthy. Table 21 shows changes in the number of current career FS employees proficient in foreign languages at the 3/3 level since 2003.[63]

Table 21. FS Generalists and Specialists Proficient in Foreign Languages at the 3/3 Level in FY 2003, FY 2008, FY2013 and FY 2017

Language	FY 2003	FY 2008	FY 2013	FY 2017	Pct. Change FY 2003 to FY 2017	Language	FY 2003	FY 2008	FY 2013	FY 2017	Pct. Change FY 2003 to FY 2017
ICELANDIC	1	3	9	13	1200.0%	LATVIAN	12	18	20	21	75.0%
HINDI	12	35	68	80	566.7%	TURKISH	114	123	158	194	70.2%
PERSIAN (DARI)	12	30	87	79	558.3%	INDONESIAN	101	130	149	168	66.3%
KURDISH	1	1	1	6	500.0%	MALAY	16	17	24	26	62.5%
GEORGIAN	4	3	13	17	325.0%	LAO	29	32	46	45	55.2%
TELUGU	0	0	3	3	100.0%	SPANISH	2185	2584	3289	3344	53.0%
PERSIAN (FARSI)	14	19	36	53	278.6%	CHINESE-MANDAR	303	341	423	463	52.8%
AZERBAIJANI	14	30	44	52	271.4%	RUSSIAN	541	650	778	805	48.8%
ALBANIAN	24	40	62	84	250.0%	CHINESE-CANTON	9	9	10	13	44.4%
PERSIAN - TAJIKI	3	3	9	10	233.3%	ARABIC	232	287	352	331	42.7%
MONGOLIAN	4	7	9	13	225.0%	PILIPINO/TAGALOG	57	74	89	81	42.1%
NEPALI/NEPALESE	9	12	25	29	222.2%	KOREAN	76	79	85	102	34.2%
HAITIAN CREOLE	19	26	39	61	221.1%	HEBREW	63	68	84	83	31.7%
KAZAKH	1	3	3	3	200.0%	BULGARIAN	60	69	81	78	30.0%
PANJABI/PUNJABI	1	3	3	3	200.0%	POLISH	173	214	233	217	25.4%
URDU	30	35	72	79	163.3%	GREEK	81	75	92	99	22.2%
MACEDONIAN	16	30	38	41	156.3%	ITALIAN	252	269	294	308	22.2%
SWAHILI/KISWAHILI	13	17	26	33	153.8%	CZECH	59	62	67	72	22.0%
SLOVENIAN	8	15	23	20	150.0%	ROMANIAN	129	135	149	145	12.4%
UZBEK	4	6	6	10	150.0%	FRENCH	1567	1561	1685	1710	9.1%
CAMBODIAN-KHMER	13	20	24	29	123.1%	DANISH	46	43	49	50	8.7%
LITHUANIAN	19	34	44	40	110.5%	HUNGARIAN	44	45	48	47	6.8%
PORTUGUESE	425	462	680	851	100.2%	DUTCH	89	88	95	94	5.6%
ARMENIAN-EAST	14	17	20	28	100.0%	NORWEGIAN	56	51	57	59	5.4%
SINGHALESE	0	0	1	1	100.0%	BURMESE	23	25	21	24	4.3%
SLOVAK	23	36	45	46	100.0%	AMHARIC	6	7	10	6	0.0%
SOMALI	0	2	3	1	100.0%	GERMAN	545	517	525	532	-2.4%
SERBO-CROATIAN	151	201	256	296	96.0%	JAPANESE	173	165	177	168	-2.9%
UKRAINIAN	45	60	76	87	93.3%	SWEDISH	54	53	53	48	-11.1%
VIETNAMESE-STD	74	94	123	136	83.8%	THAI	110	108	101	85	-22.7%
ESTONIAN	12	17	22	22	83.3%	TAMIL	4	3	3	3	-25.0%
BENGALI	17	18	27	30	76.5%	FINNISH	24	21	17	16	-33.3%

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. This category comprises languages that are of critical importance to US foreign policy, are experiencing severe shortages or staffing gaps, or present specific challenges in recruiting and training. The list is reviewed periodically and may change over time. FSO candidates who speak and read proficiently in these languages 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. 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), the number of short tours, and resource shortfalls for establishing a training float. In FY 2017, FSI had an 87 percent success rate in training State Department professionals to achieve their LDP goals.

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 4.

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 particular 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 skill in FY 2018 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. It is also doing the first update in more than a decade of the Department's language testing workspace and technology.[64]

In 2016 – 2017, the U.S. Government Accountability Office (GAO) re-evaluated the Department's language proficiency, 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."*[65]

The Department is developing plans to address GAO's concern that the Department has not evaluated the results of efforts to improved language proficiency in FY 2017. Specifics will be detailed in the Five-Year Workforce and Leadership Succession Plan for 2019 – 2023.[66]

The Executive Language Steering Committee, which includes the Director General of the Foreign Service and Director of Human Resources (DG) and the Director of FSI, remains active. It is responsible for identifying strategic issues, resolving outstanding disputes, and overseeing implementation of the Department's language strategy. Its efforts are managed primarily through the Language Policy Working Group (LPWG), which is co-chaired by the Director of Career Development and Assignments (HR/CDA) and the Dean of FSI's School of Language Studies (FSI/SLS) and comprised of representatives from stakeholder bureaus, including HR, FSI, and the Regional Bureaus. The group is charged with identifying major language issues, creating and managing working-level groups, resolving operational issues, and forwarding options for resolving disputes to the Executive Language Steering Committee. The Bureau of Consular Affairs (CA) has become a bigger player in the LPWG as it strives to develop alternate mechanisms for filling visa adjudication positions, such as the Consular Fellows Program.

The Strategic Plan for Foreign Language Capabilities was developed in early FY 2011 and continues to be implemented. HR will issue an evaluation of this document's implementation in December 2018.

Following is a brief description of the existing and anticipated key issues:

> *Maintain an adequate training float.* An effort to meaningfully expand the Department's training complement has been underway since 2001 and has met with intermittent success. The float would increase the ability of FS professionals to enhance tradecraft, leadership, and foreign language skills. The Department's language requirements are much greater today than before 9/11.

> *Improve the Department's language-designation process.* The 2017 Triennial LDP review (TLR) identified 179 new positions as newly language designated and removed the language designation of 148 positions, for a net gain of 31 LDPs. The majority of LDPS added were world languages, while hard and super-hard languages made up a large portion of LDPs removed. In addition, 70 LDPs had their language levels increased and 60 LDPs had their language levels decreased. The results had a minimal impact on the Department's training resources. The 2020 review will continue to 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.

> *The Executive Language Steering Committee* will begin planning for the 2020 triennial LDP review soon. It will have to take into account the evolving strategic goals and plans of the new Administration, and the ways in which LDPs align with those foreign policy goals. The Principal Deputy Assistant Secretary (PDAS) of each regional bureau and of the Bureaus of Consular Affairs, Diplomatic Security, and International Narcotics and Law Enforcement Affairs will be consulted during this process.

> *Enhance the Department's recruitment of qualified personnel with foreign-language proficiency*, particularly in languages where the current and anticipated deficits exist.

> *Develop a systematic approach to applying incentives* that encourages employees to build, maintain, use, and reuse their language skills; and revise language policies and assignment procedures to maximize the number of positions filled with language-qualified staff (including mechanisms to encourage repeat tours in languages or language families to build language and regional mastery). The LPWG will review Language Incentive Pay (LIP) in the coming year.

In FY 2009, the Department began a project to increase its language assessment and projection capabilities. The project included the development of the Language Training and Assignment Model (LTAM), a quantitative model that projects language requirements and measures the impact of policy changes. It simulates the FS language training needed for assignments based on language difficulty, tour duration, and historic language reuse rates of LDPs. Meanwhile, to ensure harmonized and job-relevant language training, FSI represents the Department at interagency forums on foreign language issues and liaises regularly with other government agencies and academic institutions through various initiatives, such as membership in the

Interagency Language Roundtable, participation in LEARN Conferences, and frequent collaboration on common challenges in the training and testing of foreign languages.[67]

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 the appropriate experience and skill sets, such as familiarity with macroeconomics, new technologies, a scientific background, successful expeditionary and entrepreneurial experience, 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, such as Security, Medical, Human Resources, Financial 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 are hired for specific, 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.

> 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).

The HR options provide quantitative targets by skill for use in drafting the annual recruiting, hiring, and training plans.

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 new 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 balance hiring to fill urgent Consular needs with a manageable flow-through and assignment pattern for entry-level officers.

DEVISE RECRUITMENT AND HIRING 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 Diplomacy Fellows, Pathways Students, and individuals with disabilities.

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

RECRUITMENT AND HIRING

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, and experienced, skilled professionals throughout the United States. Diplomats in Residence (DIRs), Outreach Specialists, and a marketing consultant 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 online advertising and social recruitment media 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. 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 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. Recruiters and marketing efforts have increased outreach to younger audiences (e.g., high school students who take part in language exchange programs or participate as delegates in Model United Nations programs) based on research that shows that candidates who learn about the FS at an early age are more likely to succeed in obtaining jobs with the Department. In FY 2017 the Department signed a contract with a Maryland high school to welcome four student interns during the 2016-2017 academic year and piloted the use of LinkedIn's Recruiter Dashboard to directly source – identify and attract – skilled

professionals to the FS. The Department has expanded its efforts in using LinkedIn for direct sourcing, increasing its number of licenses to accommodate the Bureau of Medical Services and the Bureau of Information Resource Management.

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 FS. The program combines academic orientation with a domestic bureau assignment in the first summer with an internship at an overseas embassy or consulate in the second summer. The successful program has slowly expanded from 15 students in FY 2014 to 28 in FY 2018. 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 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, five fellows will enter the program in 2018.

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 file which includes education, work history, resume, and short personal narrative essays 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 early 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, recalibrating the essay grading rubric to focus on business style writing, retraining the essay graders using this rubric, making essay prompts more concise, and offering candidates a choice from among three prompts.

In FY 2018, the Department will undertake the decennial FS Generalist job analysis, which will update the tasks currently being performed by FS Generalists worldwide and the knowledge, skills and abilities necessary to perform those tasks. Concurrently, the Department will review its FY 2017 efforts to improve the validity of the FSOT essay. Both of these efforts may result in changes to the FS Generalist selection process.

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 to a QEP undertaken in the Department-designed Specialist Tracking and Application Report (STAR). 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. In FY 2016, the Department implemented an online scheduling system for FS Specialist candidates 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. 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, oral assessments. The Department began a gateway online test – the Consular Fellows Program Test – for CFs in March of 2017. The Department will continue to examine the use of a similar test for Specialists that would identify only the most competitive candidates to invite to the Oral Assessment.[68]

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 recruitment and hiring 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. HR continues to work directly with the HR Service Providers to reengineer CS recruitment and hiring 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; however, the Department suspended the pilot in in January 2018 due to the Department's strategically managed hiring process.[69]

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 and recent graduates. The Department's Pathways Programs are some of the most competitive in the Federal Government.[70]

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 the Bureau of Human Resources (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.[71]

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.[72]

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.[73]

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.[74]

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.

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 recent easing of the hiring freeze has allowed the Department to begin filling EPAP positions available during the spring and summer 2018.[75]

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.[76]

FS GENERALIST AND FS SPECIALIST MID-LEVEL DEFICIT STRATEGY

The Department has mostly resolved the FS Generalist mid-level deficit problem through the FS Promotion System. 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 deficit is essentially closed for FS Generalists. This "long-term" approach ensured the integrity of the FS Performance Management System and addressed concerns that employees do not have the experience needed to perform at the upper mid-level grades. The Department has implemented short-term solutions and taken steps to address the Generalist and Specialist mid-level deficit 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 mid-level programs as it fills the remaining shortages in several cones at the FS02 level.

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 availability of positions vacant forecasted 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. Given the large number of employees hired under DRI and Diplomacy 3.0, ensuring that there are enough mid-level opportunities is 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).

CHANGES PROMPTED BY FINDINGS

HR has analyzed anticipated flow-through under various scenarios, projecting employee movement by simulating hiring, promotion achievement, and attrition over the next twenty years. In so doing, HR examined the expected promotion rates, time-in-class (TIC), and time-in-service (TIS), as well as projected attrition (voluntary and involuntary). Preliminary projections indicated that the Department needed additional mid-level positions, mostly at the FS03 level, to provide acceptable opportunities for career progression

Prompted by this finding and as part of its ongoing oversight of overseas position classification, in FY 2014 HR conducted a review of all overseas FS generalist positions for consistency of application of the position classification standards and grade alignment of posts with similar program scope and complexity. As a result of this review, HR identified roughly 200 entry-level positions for possible upgrade. HR is working with the regional and functional bureau executive offices to make the appropriate position level changes to include enhanced portfolios and responsibilities. The new classification and grading recognize these changes. HR has institutionalized the annual classification review of all positions to ensure that as the Department's work evolves and changes, the positions are appropriately graded.[77]

FOREIGN SERVICE PROMTION 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 returning 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.[78]

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. Our approach will promote diversity and inclusion and will help increase employee wellness. Enhancing performance management tools and culture change that enables frequent and substantive discussions, including multisource feedback, tied to performance expectations and leadership and diversity classes will contribute to these outcomes."[79]

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.[80]

CONSULAR WORKLOAD INCREASE

Workload at overseas posts continues to increase and is projected to either remain steady or continue to grow 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. This would inevitably have to separate significant numbers of ELOs by not granting them tenure. Alternatively, if the Department granted these ELOs career status, the promotion potential for a significant number would be capped at the FS04.

In FY 2010, the Department added to its management toolkit a robust, flexible, scalable, and comprehensive staffing model capable of meeting the challenges of developments such as:

> An increase of almost 190 percent in entry-level consular positions from 2001 to 2018;

> An intake at the entry-level expected to be at attrition or less for the foreseeable future under current budget assumptions;

> An increasing deficit of ELOs available for consular positions that is projected to be more than 700 by the end of FY 2022 under current consular workload forecasts.

ELO hiring is subject to a number of budgetary and flow-through factors that influence whether there will be sufficient officers to fill entry-level consular positions in any fiscal year. In addition, the number of visa adjudication positions needed overseas is influenced by frequently changing country-specific and/or worldwide political, economic, social, and national security conditions.

The Department has been using a number of programs to 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 237 Consular Professional, with estimated hires totaling 215 in FY 2018. Intake of Consular Professional is expected to continue at this rate for the foreseeable future. The Department could scale back these programs as appropriate.[81]

NEXT STEPS

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 is partnering with the regional and appropriate functional bureaus to implement the position reclassifications and alternative employment models. 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 conducted reviews of all the FS Specialist skill groups to determine whether current position structures provide for adequate career advancement. Each Specialist group is unique and requires individual analysis.[82] HR continues to work with bureau stakeholders to refine classification and position grade levels to meet current requirements.

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 these projected vacancies with qualified FS employees in coordination with bureau managers. The assignment plan addresses aligning people to policy and priority goals.[83]

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 used to calculate the annual promotion opportunities for the FS selection boards, project attrition by class for each FS Generalist career track and FS Specialist skill group, and evaluate the impact of management initiatives on the flow of officers through the system.[84]

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.

FOREIGN SERVICE TRAINING

Initial FS Generalist training varies from approximately three months to over one year. Table 22 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.[85]

Table 22. Foreign Service Generalist and Specialist New Hire Training Overview

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.[86] This course helps new employees better understand the Department of State's structure and mission and 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), the majority of whom are hired through highly-structured federal internship and fellowship programs. 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. Earlier this year, HR introduced the Foreign Affairs Officer (FAO) Career Guide that provides specific guidance to employees to the FAO occupation. It plans to publish more MCO occupation-specific guides in the future. Under Title 5 regulations, OPM mandates supervisory training for all newly-hired, first-time supervisors. FSI's "Fundamentals of Supervision" course meets this mandate as does a newly-developed eLearning version that was piloted in 2016.[87]

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 Analysis and Visualization, Knowledge Management, Microsoft Office and SharePoint applications, State Messaging and Archive Retrieval Toolset (SMART), and Adobe Connect. All of these curses 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.

Cited by OPM as a "Best Practice" program, eligible Department IT professionals can apply for and receive an allowance under the IT Skills Incentive Program (SIP). SIP helps the Department retain experienced IT employees in both the FS and CS. Even more critical, the program encourages IT employees to acquire and maintain professional credentials in the latest technology and assists the Department in maintaining and improving its highly technical workforce.[88]

SECURITY

The Diplomatic Security Training Center (DSTC) 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, the DSTC became the first training organization to receive academy accreditation from the Federal Law Enforcement Training Accreditation (FLETA) Board.

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 Chief of Mission authority. USG employees assigned to FACT posts receive specialized counter-threat training in 11 disciplines, such as driving, medical, self-defense, and fire as a weapon. Additionally, DSTC fulfills requests from a variety of USG departments and agencies for certification of their FACT-equivalent training. This certification 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 DSTC training paradigm and required for FLETA accreditation. As needs for a systematic and reproducible method of planning arose, the DSTC 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. DSTC 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 DSTC courses. DSTC'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. DSTC has been directed to train nearly 192 new special agent candidates in FY

2018, triple the traditional yearly requirements in recent years. This mandate requires DSTC to host additional Basic Special Agent Courses and Advanced Tactics and Leadership training for FY 2018 and forward.

The DSTC 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, Foreign Service National drivers, U.S. Marines, and all U.S. foreign affairs personnel deployed to high threat/high risk posts, or who have auxiliary security responsibilities overseas (e.g., Post Security Officers). In FY 2017, the DSTC trained over 23,000 students in 83 courses, which included 592 individual sessions. These courses vary in length from one day to 27 weeks and include both distance-learning and instructor-led training.[89]

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 training 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 is specifically tailored to each post and normally comprises two components: the Crisis Management Overview, a two-hour survey of the essential elements of crisis management aimed at a broad audience; and the Crisis Management Exercise, a four-hour tabletop simulation designed to give post's Emergency Action Committee (EAC) and others practice in addressing crises. In FY 2015, FSI incorporated the Department's new Risk Management framework into all of its crisis management training and CMEs. This Risk Management analysis enables Emergency Action Committees to use a structured, documented approach to crisis decision-making. In addition to piloting this framework, FSI continues to raise posts' awareness regarding weapons of opportunity, safe havens, and sheltering in place. FSI also provides crisis management training and exercises in select domestic courses and through an on-line eLearning course.

In FY 2017, FSI provided Crisis Management Overview training to over 20,000 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, nearly 2,000 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.[90]

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;

> *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. Initiatives to date include worldwide position reclassification, including positions graded at the FP-02 level; 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.[91]

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 entry-level 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.[92]

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. [93]

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 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 as a whole. The analyses further explored the relation of follow-on work in the Department to the detail or training assignment itself. The survey results will be analyzed and used to determine the programs that best benefit employees and the Department. Future participants will be surveyed and programs will be evaluated annually.[94]

MENTORING AND COACHING

The Department recognizes that the diverse nature of its overseas missions and domestic operations means there are many approaches to professional development and leadership. One of the Department's Leadership and Management Principles, Value and Develop People, gets at the core of mentoring. Mentoring is about the future, about preparing the next generation of leaders, and helping employees develop to their fullest potential.

In February 2018, the Bureau of Human Resources (HR) introduced the iMentor Program which provides employees with a more comprehensive, state-of-the-art resource to participate in mentoring opportunities throughout their career. 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.

Over the past two years, various parts of HR have been engaged in a review of the Department's mentoring programs for FS, CS and Locally Employed Staff (LE Staff). Using surveys, focus groups, internal experts, and a comprehensive independent study generously funded by the Una Chapman Cox Foundation, HR has developed a menu of opportunities for all employees to use, including:

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

> *Situational Mentoring Database* 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 a Mentoring Book Club 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.

FOREIGN SERVICE MENTORING PROGRAM

The nature of the FS – with frequent transfers, reassignments, new duties, and bodies of knowledge to master every few years – highlights the necessity of early and ongoing professional education and mentoring. FS mentoring includes formal and situational mentoring programs, mentor dialogues, and programs at U.S. Missions.

CIVIL SERVICE MENTORING PROGRAM

The formal State and USAID CS Mentoring Program is a 10-month-long joint program that matches CS and FS mentors with CS mentees. 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.

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.[95]

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. As part of the Department's effort to enhance and reshape leadership development programs, FSI continues to prioritize existing resources to expand its capacity to meet the demands for coaching services.[96]

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 RECRUITMENT AND HIRING 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 cone or specialty, 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.[97]

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 2017, individuals with disabilities comprised 4.7 percent of the FS and 8.5 percent of the CS workforce, while individuals with targeted disabilities comprised 0.7 percent of the FS and 2.1 percent of the CS workforce.

The Department, specifically the Office of Accessibility & Accommodations (HR/OAA), plans to achieve this goal 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.[98]

Most CS recruits will be deployed immediately for a specifically advertised position vacancy and complete orientation training within a few months of hire.[99]

EXECUTE ASSIGNMENT INITIATIVES

The Bureau of Human Resources (HR) continued to conduct the annual consultative staffing exercise during the summer 2018 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.

For the 2018 Priority Staffing Posts (PSP) assignments cycle, the Department filled 98 percent of all positions in Iraq, 100 percent in Afghanistan, 99 percent in Pakistan, 89 percent in Libya, and 10 percent in Yemen with qualified volunteers (data as of March 2018). Staffing of posts in these five countries is HR's highest priority. The Department's presence in Libya and Yemen is temporarily suspended due to the security situation in these countries; however, personnel located at alternate sites at neighboring posts continue to perform country-specific functions. A total of 160 linked onward assignments were granted in the 2018 incentive program through negotiations with the American Foreign Service Association (AFSA).[100]

IMPLEMENT PROMOTION AND FLOW-THROUGH PROJECTIONS

Since the beginning of Diplomacy 3.0 in 2009, roughly 1,400 Generalist positions have been established, including 500 for increased training capacity. Many of the new FS Generalist positions created were classified at the mid-level but established initially at the entry level grades, since employees were hired at the FP04 and below grade levels. The positions were moved lockstep with the employee cohorts as they were promoted into the mid-level. In several instances, some of the positions were created at the mid-level, exacerbating on paper the Generalist mid-level deficit that already existed.

Previous mid-level deficits were the result of the downsizing era of the 1990s, which limited intake to roughly 50 percent of attrition in certain years. The officers hired during the past several years are now becoming available to staff mid-level positions. FS Generalists are typically hired at the FS06 through FS04 levels, with only a small number of mid-level re-appointments or CS conversions. On average, Generalists are promoted to FS03 approximately five to six years after entry. In the Department's experience, new officers require time to obtain the training and experience needed to meet tenure criteria and succeed at the higher levels. The large cohort of officers hired during the initial years of Diplomacy 3.0 began competing for promotion into the midlevel in FY 2013 to FY 2014 timeframe.

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 13.1 percent and 13.5 percent in FY 2017 and FY 2018, respectively, which is lower than the FY 2016 rate of 15.7 percent and the five-year average (FY 2012 – FY 2016) of 15.9 percent.[101]

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 800 classroom courses, including some 70 foreign languages, to the Department as well as other U.S. Government (USG) agencies and military service branches. Another 270 custom-developed and 2,000 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, language proficiency tests, and industry-standard Information Technology certification exams.

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 of the presented courses and exams – including five language tests – worthy of broad academic credit.[102]

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.[103]

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 2,000 Skillsoft General Library courses. In FY 2017, the Department provided training totaling 5,661 enrollments through the FSI's School of Applied Information Technology. With the IT Skills Incentive Program (SIP) allowance at the 10 and 15 percent levels, the total number of program participants has remained consistent, and a majority of employees continue to achieve higher level certifications and credentials. Effective November 18, 2016, the *OMB Memorandum (M-17-07) for Guidance on Awards for Non-SES/SL/ST Employees for Fiscal Year 2017* removed the previous FY 2010 monetary cap for recruitment, relocation, and retention (3Rs) incentives.

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. SAIT also administers the IT Certification Voucher Program. All prerequisite training for this program is online and available through FSI's Skillsoft General Library.[104]

SECURITY TRAINING

The Diplomatic Security Training Center has trained over 27,000 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, most recently, by the Benghazi Accountability Review Board, which indicated that consolidated, comprehensive, and enhanced security training for critical and high threat posts is a priority.[105]

IMPLEMENT DEVELOPMENT PLANS

FOREIGN SERVICE DEVELOPMENT

The targeted participation level for the Professional Development Program (PDP – formerly Career Development Program) is 100 percent for the FS. The PDP has helped pinpoint training gaps. For example, 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 (ELS) program – offered by FSI's Leadership and Management School (LMS). ELS 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 six-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 ELS, FSI provides FS Generalist serving as first-time section chiefs, a Mid-Level Leadership Program (MLLP). Like ELS, 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.[106]

For the professional development of Office Management Specialists (OMSs), career development officers advise OMSs to enroll in approved training courses at the appropriate time to improve their CDP and PDP certification success rate.

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.[107] 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.[108]

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. As of July 12, 2018, 14 Recent Graduates (RGs) were onboard with the Department. The program, which was on hold under the strategic hiring initiative, was reactivated in early July 2018 to allow for onboarding of cleared RGs who were pending final offers.

The Department administers one of the most sought-after Presidential Management Fellows (PMF) programs among Federal agencies. The Department is hiring pending PMFs from the 2016 and 2017 PMF cohorts and plans to hire at least 18 PMF Finalists from the 2018 cohort.[109]

In 2016, HR deployed a 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 FY2001. "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.[110]

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. In the first year of use, over 280 positions had been posted, and the site had been visited over 50,000 times.[111]

The CS Performance Plan and Appraisal process was revised, effective January 1, 2015, to include a mandatory second-level review of both performance plans and appraisals and make the due dates for both performance documents concurrent. These changes are intended to improve management accountability, strengthen employees' understanding of their contributions, and provide supervisors and employees opportunities to discuss past performance and future expectations. In November 2016, the Department announced enhancements to the Quality Step Increase (QSI) program, and the introduction of a new performance-based cash award, the Quality Performance Award (QPA). The QSI and QPA help to enhance the relevance of the performance appraisal and build a Department-wide performance-based culture.

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.

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.[112]

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

In February 2018, the Bureau of Human Resources (HR) introduced the iMentor Program which provides employees with a more comprehensive, state-of-the-art resource to participate in mentoring opportunities throughout their career.

Over the past two years, various parts of HR have been engaged in a review of the Department's mentoring programs for FS, CS, and Locally Employed Staff (LE Staff). Using surveys, focus groups, internal experts, and a comprehensive independent study generously funded by the Una Chapman Cox Foundation, HR has developed a menu of opportunities for all employees to use, including:

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

> *Situational Mentoring Database* 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 a Mentoring Book Club 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.

FOREIGN SERVICE MENTORING PROGRAM

FS mentoring will include formal and situational mentoring programs, mentor dialogues, and programs at U.S. Missions.

CIVIL SERVICE MENTORING PROGRAM

The formal State and USAID CS Mentoring Program is a 10-month-long joint program that matches CS and FS mentors with CS mentees. 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.

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.[113]

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 an 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 coaches at FSI, 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.[114]

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.[115]

The Career Development Resource Center (CDRC) provides career development services to CS, FS, and Eligible Family Members (EFMs). 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.[116]

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 and Leadership Succession 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 and succession 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 provides upcoming targets and specific strategies to achieve objective goals.[117]

EVALUATE RECRUITMENT AND HIRING PLANS

RECRUITMENT AND HIRING

The Department will monitor and adapt the Foreign Service (FS) Generalist selection process 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.[118]

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 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.[119]

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 national professional workforce demographics. The Department continues its effort to increase the ratio of underrepresented groups.[120]

> 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. Subject to Congressional Appropriations, these fellowships groom 60 outstanding and diverse undergraduate and graduate students each year for FS careers by providing financial assistance towards their graduate degrees and providing them paid internships with the Department of State and on Capitol Hill for professional development. 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 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, five fellows will enter the program in 2018.

> The Department in FY 2014 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 190 million forum views, 100,000 DOSCareers mobile app downloads, 2.2 million unique visitors to careers.state.gov, and 1.1 million 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 85,000 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.[121]

> 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.[122]

> 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%, the number of candidates in the Department's Talent Database, which contains Schedule A, 5 CFR 213.3102(u), eligible job-seekers 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.

> 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.

> HR/OAA maintains and is expanding a Talent Database that includes individuals with disabilities who are eligible to be appointed under a hiring authority that takes disability into account, such as Schedule A, 5 CFR 213.3102(u).[123]

> Recruiters from HR team 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.[124]

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 is essentially 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. The Department plans to revise attrition projections and supporting initiatives as needed.

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 an effort to design a new Talent Management System using the United States Digital Service, a start up at the White House that pairs the country's top technology talent

with U. S. Government agencies. The Talent Management System will replace FS Bid, the tool currently used to apply for FS assignments.

> 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.

> Shortened the regular bidding season for the 2017 Open Assignments Cycle to five weeks beginning after promotion lists are released in late August/early September, simplified bid lists by eliminating core bids and rank ordering of bids, and allowed bureaus to see who bids on their jobs throughout the bidding season.

> Linked 160 onward assignments for volunteers to Afghanistan, Iraq, Pakistan, Libya and Yemen for the 2016 Priority Staffing Posts (PSP) cycle (per July 2017 agreement between Management and the American Foreign Service Association – AFSA).

> Identified specific positions in Afghanistan, Iraq, Pakistan, Libya and Yemen for CS bidders who may be interested in one of these posts.

The Department will continue to place emphasis on staffing its priority posts and assist bureaus in targeted recruitment for these positions. Furthermore, availability of monetary incentives will be a function of the Department's budgetary process and subject to Congressional Appropriations.[125]

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 15.6 percent in FY 2017 and 16.8 percent in FY 2018, which was lower than the FY 2016 rate of 20.2 percent and the five-year average (FY 2012 – FY 2016) of 21.5 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 as Diplomacy 3.0 hires moved into competitive promotion grades. In 2018, higher employment levels were established, thus allowing for promotions that were generally above the FY 2017 levels.

> The overall promotion rate for eligible FS Generalists was 17.9 percent in FY 2017 and 19.7 percent in FY 2018, which was lower than the 24.3 percent rate in FY 2016.

> Generalist promotion rates into and within the Senior Foreign Service (SFS) averaged 11.0 percent in FY 2017 and 20.7 percent in FY 2018, lower than the FY 2016 average rate of 21.4 percent and lower than the five-year average of 21.8 percent.

> The mid-level deficit is declining; however, it still exists, particularly at the FS02 level in the Management and Public Diplomacy cones.

> The percentage of eligible FS Specialists promoted was 13.1 percent and 13.5 percent in FY 2017 and FY 2018, respectively, which is lower than the FY 2016 rate of 15.7 percent and the five-year average of 15.9 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 2017 and FY 2018 FS Generalist and FS Specialist promotion results by competition group, gender, race, and ethnicity on the public internet website, https://intranet.hr.state.sbu/offices/rma/Pages/DiversityStats.aspx.[126]

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.[127]

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.[128]

EXAMINE DEVELOPMENT PLANS

FOREIGN SERVICE DEVELOPMENT

The FS Career Development Program (CDP) and the new 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 the new 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 "pinnacle" of that career track.[129]

CIVIL SERVICE DEVELOPMENT

CS development programs, such as the Pathways Internships, Recent Graduates Program (RGP), 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 April 2018, 321 PMFs were hired.[130]

> 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. Additionally, the CS to FS Conversion Program provides opportunities for CS employees to transfer into the FS.

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.[131]

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 23 below offers a leadership definition summary by employee type.

Table 23. 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 24 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. Tables 31 - 33 detail projected leadership attrition by grade for the FS Generalist and CS and by grade and skill group for FS Specialists. 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 153, which is slightly higher than the projected average of 150 in last year's report. Nonetheless, this projection is a nine percent increase from the average annual total attrition level of 140 over the last five years.

> The projected average annual total attrition for FS Specialist leaders over the next five years is 69, which is higher than the projected annual average that was reported last year (59) 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 126, which is higher than the 121 estimated last year. This projection is six percent lower than the actual average attrition of the past five years.[132]

Projections are updated annually.

Table 24. Projected Foreign and Civil Service Leadership Attrition

	Average Annual Attrition Last 5 Yrs	Projected Leadership Attrition					Average Annual Total Next 5 Yrs
Employee Type		FY-18	FY-19	FY-20	FY-21	FY-22	
Foreign Service Generalist	140	175	155	136	149	146	153
Foreign Service Specialist	65	78	68	60	74	64	69
Civil Service	134	126	125	125	127	128	126
Total	**339**	**379**	**348**	**321**	**350**	**338**	**348**

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

ANALYZE LEADERSHIP TALENT POOL

Figure 27 shows the distribution of FS Generalist, FS Specialist, and CS leaders. FS Generalists and CS employees each constitute 43 percent of the Department's leadership population. FS Specialists are a significantly smaller percentage (14 percent) of Department leadership. The results are consistent with those reported last year.[133]

Figure 27. Distribution of Leadership Employees by Workforce Category
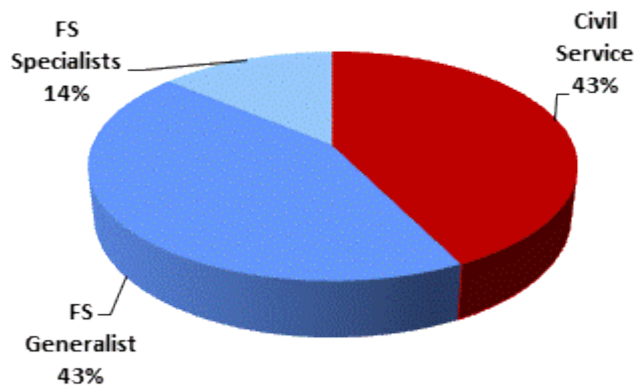
LEADERSHIP GRADE LEVEL

As illustrated below in Figure 28, the largest concentration of FS Generalist leaders is at the FS-01 level (58 percent), followed by OC (22 percent), MC (19 percent) and CM (one percent). Leadership positions constitute 26 percent of all Generalist positions, which mirror the percentage reported last year.[134]

Figure 28. Foreign Service Generalist Leaders by Grade Level
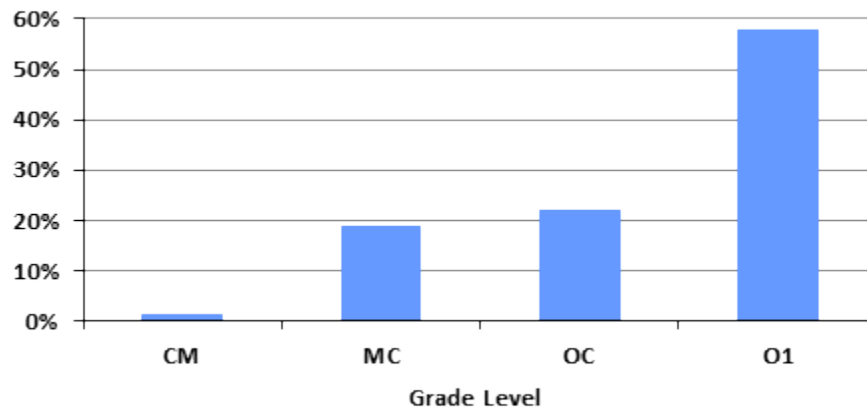
Figure 29 below shows that over two-thirds (70 percent) of the CS leaders are at the GS-15 and GS-14 levels. This distribution is consistent with those reported last year.[135]

Figure 29. Civil Service Leaders by Grade Level
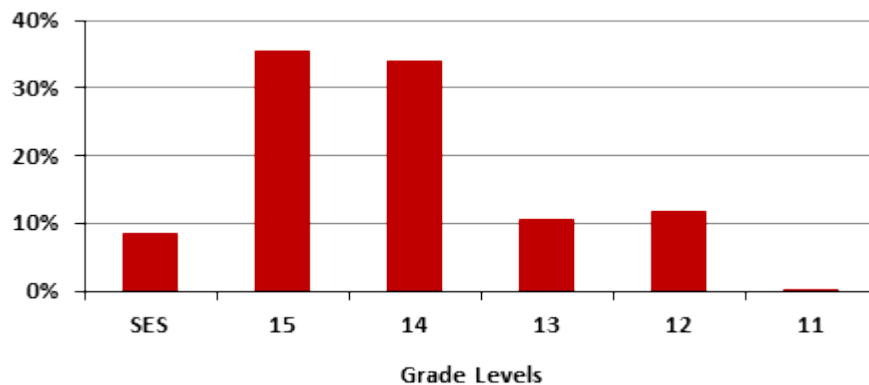
LEADERSHIP DIVERSITY

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. Prior to FY 2012, diversity was reported based on a single-digit field. No distinction was made between ethnicity and race, and individuals of two or more races were not reported. Beginning in FY 2012, diversity has been reported based on a six-digit field. This allows for separate reporting on ethnicity and race, as well as reporting on individuals of two or more races. This new reporting structure also complies with the Office of Personnel Management's (OPM) data collection and reporting standards. Tables 25 and 26 reflect the racial and ethnic diversity of the leadership population in the three American workforces and the total Department.[136] In FY 2017, 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. Charts depicting trends in racial and ethnic diversity in the leadership population will be included in future reports as data becomes available.[137]

Table 25. Distribution of Foreign and Civil Service Leadership by Race

Workforce	White	Black	American Indian	Asian	Native Hawaiian	Multi-racial	Unspecified	Total
Foreign Service	85.2%	4.8%	0.2%	4.4%	0.0%	2.5%	2.9%	100.0%
FS Generalist	86.7%	3.7%	0.2%	4.5%	0.0%	2.2%	2.7%	100.0%
FS Specialists	80.3%	7.9%	0.5%	4.0%	0.0%	3.6%	3.7%	100.0%
Civil Service	69.8%	19.1%	0.4%	4.0%	0.1%	3.7%	2.9%	100.0%
Total	**78.6%**	**10.9%**	**0.3%**	**4.2%**	**0.0%**	**3.0%**	**3.0%**	**100.0%**

Table 26. Leaders by Ethnic Group

Workforce	Hispanic	Non-Hispanic	Unspecified	Total
Foreign Service	5.8%	94.2%	0.0%	100.0%
FS Generalist	5.3%	94.7%	0.0%	100.0%
FS Specialists	7.4%	92.6%	0.0%	100.0%
Civil Service	5.7%	94.3%	0.0%	100.0%
Total	**5.8%**	**94.2%**	**0.0%**	**100.0%**

Table 27 below highlights that females compose about a third (37 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.[138]

Table 27. Distribution of Foreign and Civil Service Leadership by Gender

Workforce	Male	Female	Total
Foreign Service	62.2%	37.8%	100.0%
FS Generalist	63.1%	36.9%	100.0%
FS Specialists	59.5%	40.5%	100.0%
Civil Service	52.9%	47.1%	100.0%
Total	**58.2%**	**41.8%**	**100.0%**

Figure 30 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 37 percent in 2017 in the FS Generalist workforce and from 31 percent in 1990 to 47 percent in 2017 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.[139]

Figure 30. Leaders by Gender 1990 – 2017
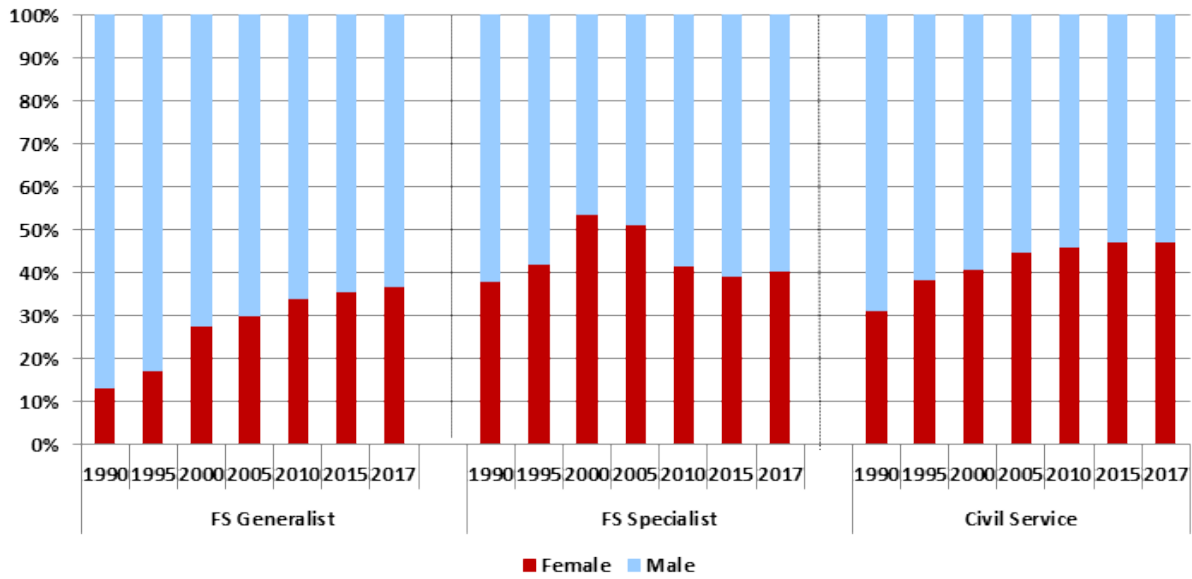
Figure 31 below illustrates the leader to population ratios for each American workforce. In the FS Generalist and CS workforces, the ratios for females and males, while decreasing due to the significant increase in hiring under DRI and Diplomacy 3.0, are moving towards equilibrium, indicating that the proportion of females in leadership positions is approaching the proportion of females in each workforce. For example, in the FY 2017 FS Generalist workforce, 28 percent of the males and 23 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 the expansion of the security skill groups (see above).[140]

Figure 31. Leaders to Population Ratio by Gender 1990 – 2017
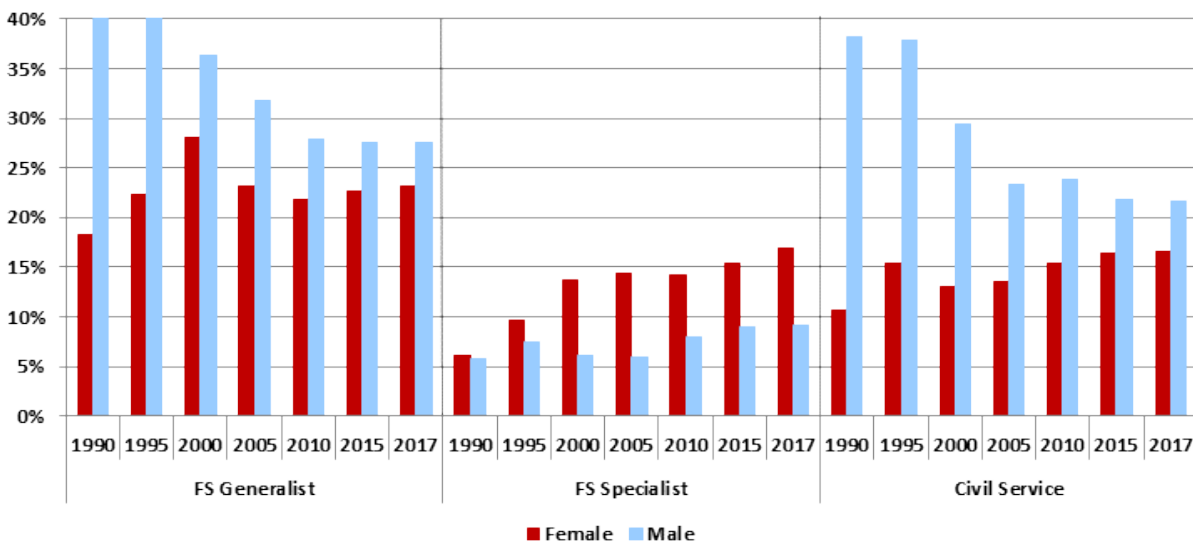
The Department recently updated its database (GEMS) to reflect updates and new disability codes provided by OPM and issued a Department Notice requesting employees to review and validate their disability information.[141] The expectation is that once employees have verified their data, the Department 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 the meantime, for the first time, disability data is provided below. Table 28 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.[142] In FY 2017, nearly 12 percent of the FS leadership and over seven percent of the CS leadership self-identified as having a disability.

Table 28. Distribution of Civil Service and Foreign Service Leaders by No Disability, Targeted Disability and Non-targeted Disability

| Workforce | No Disability | Disability | | | Total |
		Targeted	Non-Targeted	Total	
Civil Service	92.6%	1.3%	6.1%	7.4%	100.0%
Foreign Service	88.2%	0.8%	11.0%	11.8%	100.0%
FS Generalist	86.9%	0.7%	12.4%	13.1%	100.0%
FS Specialists	92.1%	1.1%	6.8%	7.9%	100.0%
Total	89.4%	1.0%	9.6%	10.6%	100.0%

LEADERSHIP AGE AND LENGTH OF SERVICE

Table 29 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. The differences between average years of government service and those in the Department are expected to decrease over time as the effects of the integration of USIA into the Department in 1999 are eliminated. (At integration, most USIA officers had zero years in the Department.)[143]

Leadership Worforce	Average Years of Government Service	Average Years of Department of State Service	Average Age
Foreign Service Generalist	23.7	21.9	52.1
Foreign Service Specialist	22.1	19.5	53.1
Civil Service	20.0	15.3	50.8
Average	**21.9**	**18.7**	**51.7**

Figure 32 below provides a 27-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 17 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.[144]

Figure 32. Average Years of Government Service for Leaders 1990 - 2017
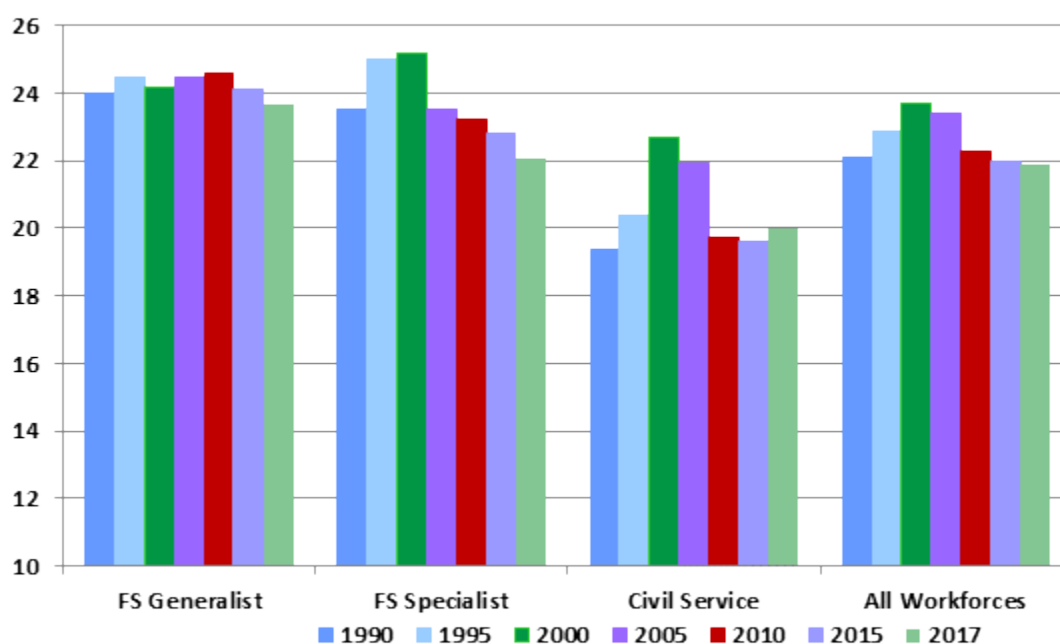
Figure 33 highlights the decrease in the average number of years in the Department of leaders in all American workforces since 1995. The averages have been consistent in the FS Specialist and Civil Service leadership cadres over the last 17 years. The drop in the Generalist leadership cadre beginning 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.[145]

Figure 33. Average Years in the Department for Leaders 1990 - 2017
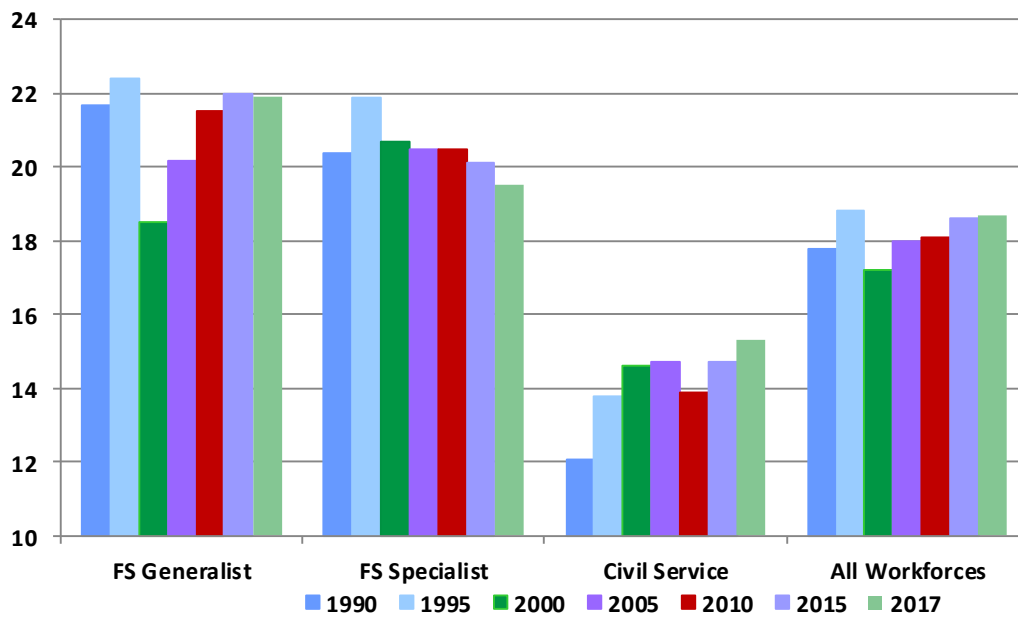
Figure 34 shows the average age of the leadership cadres over the last 27 years. The average age in the FS Generalist and FS Specialist leadership ranks increased steadily to about 53 years in 2010 when the average age began to decline for Generalists and stabilize for Specialists. The average age of CS leaders peaked in 2005, dropped in 2010, and began rising over the last seven years as the Department hires and promotes employees to succeed retiring baby boomers.[146]

Figure 34. Average Ages for Leaders 1990 – 2017

Figure 34. Average Ages for Leaders 1990 – 2017
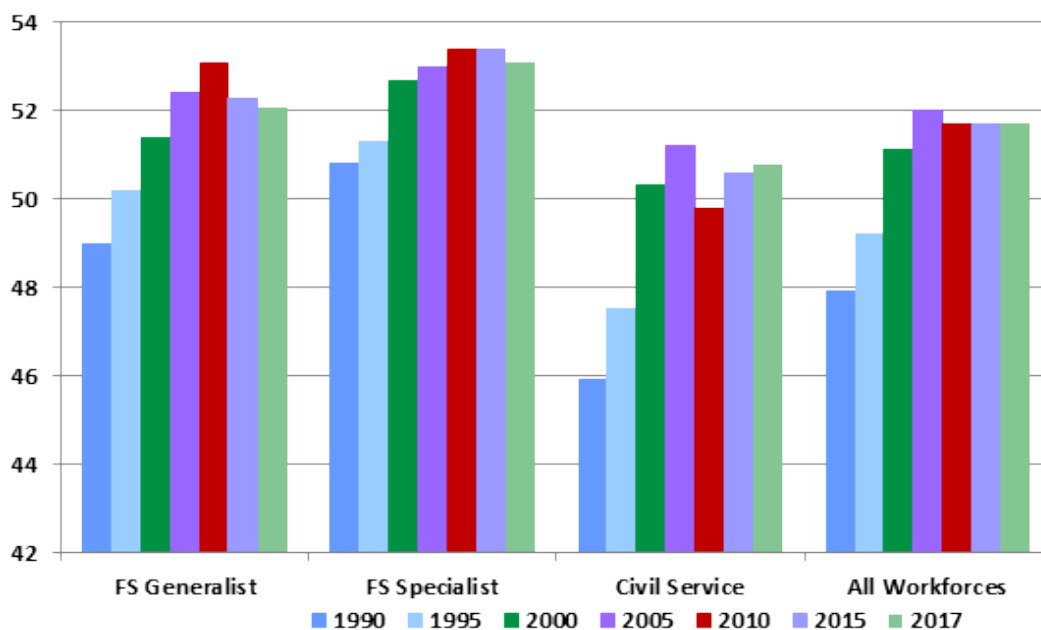
LEADERSHIP RETIREMENT ELIGIBILITY

Table 30 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 nearly half (48 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 is expected to increase to 64 percent in five years and to 81 percent in 10 years. 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.[147]

Table 30. Retirement Leadership Eligibility by Employee Type

Leadership Workforce	Currently Eligible	Eligible w/in 5yrs	Eligible w/in 10yrs
Foreign Service Generalist	52.2%	80.5%	97.0%
Foreign Service Specialist	48.0%	77.9%	95.8%
Civil Service	22.5%	41.6%	59.1%
Total	**39.0%**	**63.6%**	**80.7%**

Figure 35 below illustrates the trend in retirement eligibility of the FS and CS leaders over the past 27 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 - 2005.[148]

Figure 35. Percentages of Leaders Eligible to Retire 1990 - 2017
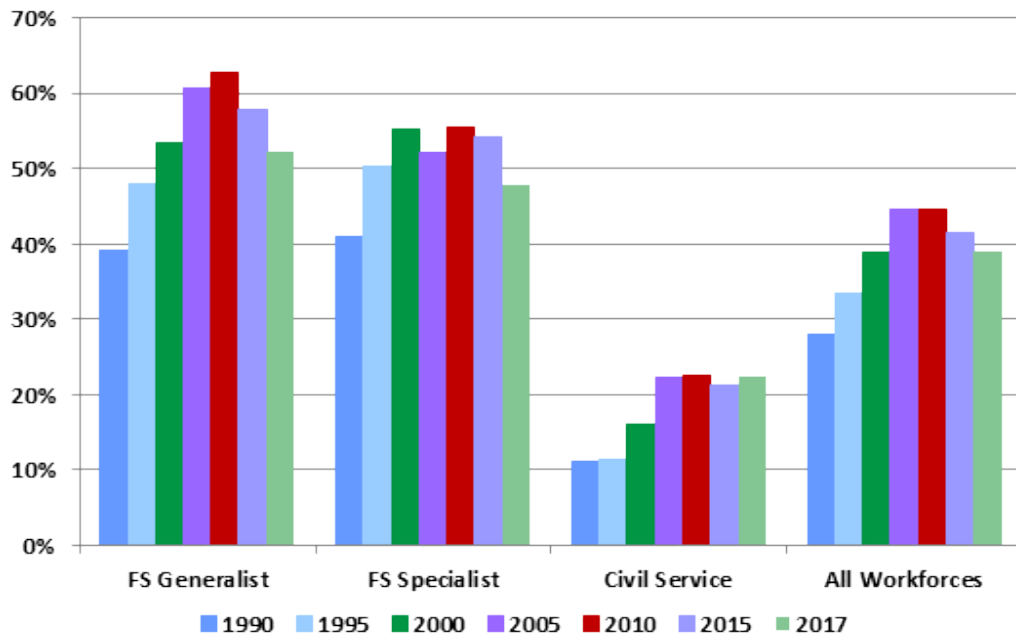
LEADERSHIP ATTRITION

Table 31 details actual and projected attrition in the FS Generalist leadership cadre. Over the past five years, attrition has averaged 140 each year. Overall leadership attrition is expected to peak at 175 in FY 2018 before dropping in subsequent years. The estimated five-year average is 153 or nine percent above the current five-year average. 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.[149]

Table 31. 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-18	FY-19	FY-20	FY-21	FY-22	
Generalist								
	FE-CM	7	5	3	8	6	5	5
	FE-MC	50	60	55	53	59	56	57
	FE-OC	29	42	39	31	33	28	35
	FS-01	54	68	58	44	51	57	56
Generalist Total		**140**	**175**	**155**	**136**	**149**	**146**	**153**

Note: Due to rounding, totals may vary slightly if individual line items are summed. Source: Table A2 in the Appendix.

Table 32 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 65, similar to the average (63) reported last year. The projected average attrition over the next five years is 69, which is slightly higher than the projected five-year average (59) reported last year. Two FS Specialist groups - Security Officers and Office Management Specialists – account for over half of the average annual attrition.[150]

Table 32. 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-18	FY-19	FY-20	FY-21	FY-22	
Specialist								
Finance Officer	FE-MC	0	0	0	0	0	0	0
	FE-OC	1	0	1	0	2	1	1
Security Officer	FE-MC	2	0	1	0	2	0	1
	FE-OC	7	7	8	9	13	10	9
	FS-01	8	14	12	13	14	12	13
Security Engineer	FE-MC	0	0	0	0	2	1	1
	FE-OC	1	1	1	0	1	1	1
	FS-01	2	4	2	1	1	1	2
Information Technology Manager	FE-MC	1	1	0	0	1	3	1
	FE-OC	2	4	4	4	3	4	4
Medical Officer	FE-CM	0	0	0	0	0	0	0
	FE-MC	3	3	1	1	2	3	2
Psychiatrist	FE-MC	1	0	2	0	0	0	0
Diplomatic Courier	FE-OC	0	0	1	0	0	0	0
	FS-01	1	2	0	0	1	1	1
Regional Public Engagement	FE-OC	0	0	0	0	0	0	0
	FS-01	2	3	1	0	0	1	1
Medical Provider	FE-OC	1	3	0	0	0	0	1
Construction Engineer	FE-MC	0	3	1	0	0	0	1
	FE-OC	1	0	2	0	3	0	1
Human Resources	FE-OC	0	0	0	0	0	0	0
	FS-01	4	2	1	3	3	2	2
General Services	FE-OC	0	0	1	0	0	0	0
	FS-01	2	1	4	2	4	1	2
English Language	FE-OC	0	0	0	1	0	0	0
	FS-01	1	0	0	0	0	1	0
Facilities Maintenance	FE-OC	0	0	0	0	0	0	0
	FS-01	3	3	5	5	4	3	4
Medical Laboratory Scientist	FS-02	0	0	0	0	0	0	0
Security Technician	FS-03	2	7	4	3	4	3	4
Office Management Specialist	FS-03	7	5	3	4	3	3	4
	FS-04	13	15	13	14	11	13	13
Specialist Total		**65**	**78**	**68**	**60**	**74**	**64**	**69**

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

Table 33 shows that average annual CS leadership attrition over the next five years is expected to be about six percent lower than the corresponding average of the past five years. The average annual projected attrition of 126 is higher than the 121 estimate provided in FY 2017.[151]

Table 33. Projected Civil Service Leadership Attrition

Civil Service Grade Level	Average Attrition Last 5 Yrs	Projected Leadership Attrition					Average Annual Total Next 5 Yrs
		FY-18	FY-19	FY-20	FY-21	FY-22	
SES	15	13	17	10	11	13	13
GS-15	47	44	44	40	48	51	45
GS-14	48	45	44	55	46	46	47
GS-13	16	16	13	13	15	12	14
GS-12	8	8	7	7	6	6	7
GS-11	0	0	0	0	1	0	0
Civil Service Total	134	126	125	125	127	128	126

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

IDENTIFY LEADERSHIP GAPS AND STRENGTHS

LEADERSHIP GAPS

Table 34 below shows a comparison of leadership gaps in the FS Generalist and FS Specialist skill groups for FY 2016 and FY 2017, providing details into segments of the leadership cadre where there are potential shortfalls that may need to be addressed. It is important to note, however, that because many of the leadership levels are comprised of small numbers of positions and employees, high gaps may be based on one or two positions. This variance is prevalent in some of the smaller FS Specialist skill groups (e.g., Psychiatrist, Construction Engineer, Human Resource Officer, and General Services Officer), especially at the senior leadership level. The leadership gap is computed by comparing the number of leadership positions to the number of employees at the grade of the leadership positions at the end of the fiscal year. Frequently the gaps are temporary and are eliminated after the results of the FS promotion process are implemented and employees are promoted to the next class. Promotions are finalized in the first or second quarter of the next fiscal year.

The overall FS Generalist leadership gaps increased from 3.2 percent in FY 2016 to 3.5 percent in FY 2017, increasing at the MC and OC levels and decreasing at the FS01 level. This gap grew due to reduced. The overall FS Specialist leadership gap decreased from 13.3 percent in FY 2016 to 12.5 percent in FY 2017.[152]

Table 34. Foreign Service Leadership Gaps

Foreign Service Skill Group	Grade Level	FY 2016	FY 2017	Leadership Gap Change	
All Generalists	FE-CM	0.0%	0.0%	0.0%	NC
	FE-MC	4.9%	13.8%	8.9%	⬆
	FE-OC	8.2%	9.7%	1.5%	⬆
	FS-01	0.4%	0.0%	-0.4%	⬇
Generalist Total		**3.2%**	**3.5%**	**0.3%**	⬆
Finance Officer	FE-MC	50.0%	50.0%	0.0%	NC
	FE-OC	14.3%	28.6%	14.3%	⬆
Security Officer	FE-MC	28.6%	50.0%	21.4%	⬆
	FE-OC	0.0%	7.3%	7.3%	⬆
	FS-01	10.1%	7.7%	-2.4%	⬇
Security Engineer	FE-MC	0.0%	0.0%	0.0%	NC
	FE-OC	37.5%	37.5%	0.0%	NC
	FS-01	11.5%	14.3%	2.7%	⬆
Info Tech Managers	FE-MC	42.9%	42.9%	0.0%	NC
	FE-OC	0.0%	0.0%	0.0%	NC
Medical Officer	FE-CM	100.0%	100.0%	NA	NA
	FE-MC	17.6%	26.3%	8.7%	⬆
Psychiatrist	FE-MC	100.0%	75.0%	-25.0%	⬇
Diplomatic Courier	FE-OC	0.0%	0.0%	0.0%	NC
	FS-01	20.0%	40.0%	20.0%	⬆
Regional Public Engagement	FE-OC	0.0%	0.0%	0.0%	NC
	FS-01	0.0%	0.0%	0.0%	NC
Medical Provider	FE-MC	0.0%	100.0%	100.0%	NA
	FE-OC	50.0%	40.0%	-10.0%	⬇
Construction Eng	FE-MC	57.1%	57.1%	0.0%	NC
	FE-OC	11.1%	12.5%	1.4%	⬆
Human Resources	FE-MC	100.0%	100.0%	0.0%	NC
	FE-OC	66.7%	66.7%	0.0%	NC
	FS-01	46.2%	43.6%	-2.6%	⬇
General Services	FE-OC	0.0%	0.0%	0.0%	NC
	FS-01	30.0%	11.1%	-18.9%	⬇
English Language	FE-OC	0.0%	0.0%	0.0%	NC
	FS-01	37.5%	50.0%	12.5%	⬆
Facilities Maint	FE-OC	0.0%	100.0%	100.0%	NC
	FS-01	30.3%	32.4%	2.0%	⬆
Medical Laboratory Scientist	FS-02	100.0%	0.0%	-100.0%	⬇
Security Tech	FS-03	18.1%	11.0%	-7.1%	⬇
Office Mgt Spec	FS-02	0.0%	100.0%	100.0%	NA
	FS-03	0.0%	0.0%	0.0%	NC
	FS-04	25.9%	23.4%	-2.5%	⬇
Specialist Total		**13.3%**	**12.5%**	**-0.8%**	⬇

Table 35 below shows that in FY 2017 CS leadership gaps increased at all grade levels from the corresponding rates in FY 2016. These variations reflect the normal fluctuations that can occur from year-to-year as well as the hiring freeze instituted in FY 2017. The total CS leadership gap increase from .9 percent in FY 2016 to 7.3 percent in FY 2017. The current Senior Executive

Service (SES) gap of 13.0 percent is higher than the gaps reported for FY 2015 (6.0 percent) and FY 2016 (6.7 percent). Leadership gaps may experience large fluctuations at the SES level because, given the small number of senior positions, one or two unfilled positions may increase the rate substantially.[153]

Table 35. Civil Service Leadership Gaps

Civil Service Grade Level	FY 2016	FY 2017	Leadership Gap Change	
SES	6.7%	13.0%	6.3%	⬆
GS-15	1.6%	9.8%	8.2%	⬆
GS-14	1.6%	4.4%	2.8%	⬆
GS-13	-2.3%	10.0%	12.3%	⬆
GS-12	-5.6%	0.0%	5.6%	⬆
GS-11	0.0%	0.0%	0.0%	NC
Civil Service Total	0.9%	7.3%	6.4%	⬆

Note: CS leadership gaps were adjusted to account for complement and positions traditionally filled by non-career appointments.

LEADERSHIP BENCH STRENGTH

Leadership bench strength ratios provide key measurements regarding the Department's ability to fill future vacant leadership positions based on expected attrition. In general, the aggregate bench ratios for the FS and CS are consistent with levels reported in previous years. While the leadership candidate intake for the FS and CS is different due to the rank-in-person in the FS and rank in position in the CS, both populations are required to complete mandatory leadership and management training to become part of the trained bench.

The FS bench candidate calculation is based on the number of employees at the next lower grade regardless of the positions they occupy. In addition, all bench candidates at the FE-MC and FE-CM levels are automatically considered to be part of the trained bench, having already demonstrated their leadership skills when they were selected for promotion into the Senior Foreign Service. At grades below FE-MC, only those FS Generalist candidates who have taken the appropriate leadership training at their current grade qualify for the trained bench. FS Specialist bench ratios are calculated in a similar fashion, with the exception that the leadership positions are tied to the grade structure for each Specialist occupation. FS Specialist bench ratios are not calculated for grade levels below the threshold for mandatory leadership training or for grade levels that are projected to have attrition of less than one employee per year. For the FS Specialist bench, the yearly fluctuations are mostly due to smaller occupations, where a single digit change in either employees or positions may have a large impact on the ratio. Following are the FS leadership bench strength ratios against the FY 2016 results.[154]

Table 36. Foreign Service Leadership Bench Strength Ratio

Foreign Service Skill Group	Grade Level	FY 2017 Bench Candidates	FY 2017 Trained Bench	FY 2018 Projected Attrition	FY 2016 Bench Ratio	FY 2017 Bench Ratio	Leadership Bench Ratio Change
Generalists	FE-CM	369	369	5	62:1	74:1	⬆
	FE-MC	429	429	60	6:1	7:1	⬆
	FE-OC	1128	559	42	14:1	13:1	⬇
	FS-01	1813	1290	68	19:1	19:1	NC
Generalist Total		**3739**	**2647**	**175**	**14:1**	**15:1**	⬆
Finance Officer	FE-MC	5	5	0	6:1	NA	NA
	FE-OC	33	23	0	NA	NA	NA
Security Officer	FE-MC	51	51	0	52:1	NA	NA
	FE-OC	132	70	7	9:1	10:1	⬆
	FS-01	384	268	14	22:1	19:1	⬇
Security Engineer	FE-MC	5	5	0	NA	NA	NA
	FE-OC	24	12	1	NA	12:1	⬆
	FS-01	98	66	4	17:1	17:1	NC
Info Tech Managers	FE-MC	18	18	1	19:1	18:1	⬇
	FE-OC	53	34	4	12:1	9:1	⬇
Medical Officer	FE-CM	14	14	0	NA	NA	NA
	FE-MC	14	14	3	5:1	5:1	NC
Psychiatrist	FE-MC	6	6	0	NA	NA	NA
Diplomatic Courier	FE-OC	3	1	0	NA	NA	NA
	FS-01	8	6	2	NA	3:1	⬆
Regional Pubic Engagement	FE-OC	9	6	0	NA	NA	NA
	FS-01	14	13	3	14:1	4:1	⬇
Medical Provider	FE-MC	3	3	0	NA	NA	NA
	FE-OC	14	6	3	NA	2:1	⬆
Construction Eng	FE-MC	7	7	3	NA	2:1	⬆
	FE-OC	23	14	0	16:1	NA	NA
Human Resources	FE-OC	22	11	0	NA	NA	NA
	FS-01	45	30	2	6:1	15:1	⬆
General Services	FE-OC	16	7	0	NA	NA	NA
	FS-01	62	41	1	10:1	41:1	⬆
English Language	FE-OC	4	3	0	NA	NA	NA
	FS-01	19	14	0	13:1	NA	NA
Facilities Maint	FE-OC	23	9	0	NA	NA	NA
	FS-01	37	22	3	5:1	7:1	⬆
Med Lab Scientist	FS-02	5	4	0	5:1	NA	NA
Security Tech	FS-03	61	NA	7	NA	NA	NA
Office Mgt Spec	FS-02	49	18	0	NA	NA	NA
	FS-03	147	NA	5	NA	NA	NA
	FS-04	271	NA	15	NA	NA	NA
Specialist Total		**1679**	**801**	**78**	**12:1**	**10:1**	⬇

Note: Bench ratio not calculated due to average attrition of less than 1 per year. Due to rounding, totals may vary slightly if individual line items are summed.

The CS bench candidates represent the potential pool of employees eligible to fill leadership positions once they become vacant. The initial pool of bench candidates for leadership positions includes all CS employees who are either in non-supervisory positions at the same

grade level as the leadership position or are in either supervisory or non-supervisory positions at the next lower grade. The initial pool was then reduced to exclude employees who have not received mandatory leadership training at their current grade, resulting in the "trained bench." Bench ratios were determined by comparing the trained bench with the current staffing gap plus positions that are expected to become vacant during the year. Bench ratios were not calculated for grade levels below the threshold for mandatory leadership training.

Table 37 shows that the aggregate bench strength ratio for CS leadership positions currently reflects a value of 28:1, which is lower than the ratio reported for FY 2016. Bench-strength ratios decreased at all levels. In addition to projected attrition, a key driver to address the bench strength ratio is the underlying completion percentage for mandatory leadership and management training. The completion percentage of the mandatory leadership and management training is under 80 percent at the GS-13 and GS-14 levels and just under 70 percent at the GS-15 level. This rate is lower than the FS percentage where completion of the leadership and management training is a requirement for FS promotion.[155]

Table 37. Civil Service Leadership Bench Strength Ratio

Civil Service Grade Level	Bench Candidates	Trained Bench*	Projected Attrition	FY 2016 Bench Ratio	FY 2017 Bench Ratio	Leadership Bench Ratio Change
SES	980	672	13	24:1	18:1	⭕
GS 15	2185	1661	45	30:1	14:1	⭕
GS 14	4216	3204	47	53:1	42:1	⭕
GS 13	4275	2104	14	305:1	59:1	⭕
GS 12	2672	NA	7	NA	NA	NA
GS 11	NA	NA	0	NA	NA	NA
Civil Service Total	14328	7641	126	48:1	28:1	⭕

*Trained Bench consists of employees who have received the mandatory leadership training at their current grade.

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

LEADERSHIP: DEVELOP MANAGEMENT PLANS

LEADERSHIP RECRUITMENT AND HIRING 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 15 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 20 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.[156]

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 as approved the updated policy. The first SES CDP under this five-year policy was launched in 2017. A cohort of 14 is currently going through the program.[157]

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);

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

> Executive Potential Program (GS 13-15)

> Congressional Fellowship Programs (GS 13-15);

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

> Vanguard SES Development Program (SES);

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

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

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

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

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

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

Additional programs are available through the National War Colleges.[158]

LEADERSHIP: IMPLEMENT PLANS

IMPLEMENT RECRUITMENT AND HIRING 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.[159]

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 2017, 71 percent of current on-board staff has met the mandatory requirement.[160] FSI's initiative to launch its Leadership Development Continuum, projected for completion in FY 2018, 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 (ELS), 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 2019 or early FY 2020.[161]

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.[162]

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 and Succession Plan.

Table A1. Foreign Service Attrition Projections by Skill Group for FY 2018 to FY 2022[163]

Foreign Service Skill Group	Average Annual Total Attrition Last 5 Yrs (FY 2013 - FY 2017)	Actual Retirement FY-17	Projected Retirements						Actual Non-Retirement Separations FY-17	Projected Non-Retirements						Projected Overall Attrition	
			FY-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Yrs (FY 2018- FY 2022)		FY-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Yrs (FY 2018- FY 2022)	Total Next 5 Yrs (FY 2018- FY 2022)	Avg Annual Total Next 5 yrs (FY 2018 - FY 2022)
Generalist																	
Consular	47	43	33	44	31	38	37	183	12	15	13	9	12	10	59	242	48
Economic	55	32	42	48	42	47	46	225	19	8	14	13	11	16	62	287	58
Management	40	31	50	31	40	38	46	205	14	6	13	10	8	11	48	253	51
Political	65	46	55	48	38	50	57	248	14	19	17	14	15	13	78	326	65
Public Diplomacy	46	30	53	31	42	33	34	193	13	21	9	17	15	10	72	265	53
Executive	2	4	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Generalist Total*	**255**	**186**	**233**	**202**	**193**	**206**	**220**	**1054**	**73**	**69**	**66**	**63**	**61**	**60**	**319**	**1373**	**275**
Specialist																	
Construction Engineer	5	4	6	4	1	3	1	15	0	0	0	0	0	0	0	15	3
Diplomatic Courier	5	4	5	5	4	3	7	24	2	0	0	0	0	0	0	24	5
English Lang Programs	2	2	0	1	3	2	1	7	1	0	0	0	0	0	0	7	1
Facilities Manager	13	13	13	15	15	10	9	62	1	1	1	1	1	1	5	67	14
Finance	10	11	8	7	8	8	8	39	0	0	0	0	0	0	0	39	8
General Services	11	12	11	13	13	12	8	57	2	0	0	0	0	0	0	57	11
Human Resources	10	10	4	4	8	5	4	25	3	0	0	0	0	0	0	25	5
Information Management	23	12	21	19	23	18	19	100	8	3	3	3	3	3	15	115	23
Information Technician	5	2	3	3	5	7	7	25	1	0	0	0	0	0	0	25	5
Info Tech Managers	27	29	32	36	35	29	30	162	2	0	0	0	0	0	0	162	33
Medical Officers	5	3	4	1	2	2	3	12	1	0	0	0	0	0	0	12	2
Medical Laboratory Scientist	1	0	0	0	0	1	1	2		0	0	0	0	0	0	2	0
Medical Provider	8	9	9	8	3	4	6	30	0	0	0	0	0	0	0	30	6
Office Management	45	31	36	31	27	29	32	155	7	5	6	6	4	4	25	180	36
Psychiatrist	2	0	1	3	0	0	2	6	0	0	0	0	0	0	0	6	1
Regional Public Engagement	2	3	4	1	1	2	1	9	0	0	0	0	0	0	0	9	2
Security Engineer	9	4	6	4	3	6	7	26	3	0	0	0	0	0	0	26	5
Security Officer	62	29	34	35	43	53	60	225	47	26	23	23	22	21	115	340	68
Security Technicians	7	3	10	7	4	7	6	34	1	0	0	0	0	0	0	34	7
Specialist Total*	**252**	**181**	**207**	**197**	**198**	**201**	**212**	**1015**	**79**	**35**	**33**	**33**	**30**	**29**	**160**	**1175**	**235**
Foreign Service Total	**507**	**367**	**440**	**399**	**391**	**407**	**432**	**2069**	**152**	**104**	**99**	**96**	**91**	**89**	**479**	**2548**	**510**

*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.

Table A2. Foreign Service Attrition Projections by Grade Level for FY 2018 to FY 2022[164]

Foreign Service Grade Level	Average Annual Total Attrition Last 5 Yrs (FY 2013 - FY 2017)	Actual Retirement FY-17	Projected Retirements						Actual Non-Retirement Separations FY-17	Projected Non-Retirements						Projected Overall Attrition	
			FY-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Yrs (FY 2018-FY 2022)		FY-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Yrs (FY 2018-FY 2022)	Total Next 5 Yrs (FY 2018-FY 2022)	Avg Annual Total Next 5 yrs (FY 2018 - FY 2022)
Generalist																	
FECA/CM	7	12	5	3	8	6	5	27	1	0	0	0	0	0	0	27	5
FEMC	50	51	60	55	53	59	56	283	2	0	0	0	0	0	0	283	57
FEOC	29	36	42	39	31	33	28	173	1	0	0	0	0	0	0	173	35
FS01	54	38	68	58	44	51	57	278	7	0	0	0	0	0	0	278	56
FS02	43	33	42	33	37	41	49	202	11	9	9	9	8	7	42	244	49
FS03	26	12	14	11	15	12	18	70	22	18	19	18	19	19	93	163	33
FS04	43	4	2	3	5	4	7	21	28	40	36	35	33	33	177	198	39
FS05	3	0	0	0	0	0	0	0	1	2	2	1	1	1	7	7	1
FS06	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
Generalist Total*	**255**	**186**	**233**	**202**	**193**	**206**	**220**	**1054**	**73**	**69**	**66**	**63**	**61**	**60**	**319**	**1373**	**275**
Specialist																	
FECM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEMC	8	8	8	5	1	7	7	28	1	0	0	0	0	0	0	28	6
FEOC	15	15	15	19	14	22	18	88	0	0	0	0	0	0	0	88	18
FS01	36	42	44	37	38	33	30	182	1	0	0	0	0	0	0	182	36
FS02	51	45	47	53	57	57	56	270	8	0	0	0	0	0	0	270	54
FS03	61	42	53	44	60	50	63	270	33	12	12	12	14	13	63	333	66
FS04	50	17	24	24	19	17	22	106	27	15	15	15	12	11	68	174	35
FS05	21	9	15	13	8	12	10	58	5	4	2	2	1	2	11	69	14
FS06	9	3	1	2	1	3	6	13	4	4	4	4	3	3	18	31	6
FS07	1	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0
Specialist Total*	**252**	**181**	**207**	**197**	**198**	**201**	**212**	**1015**	**79**	**35**	**33**	**33**	**30**	**29**	**160**	**1175**	**235**
Foreign Service Total	**507**	**367**	**440**	**399**	**391**	**407**	**432**	**2069**	**152**	**104**	**99**	**96**	**91**	**89**	**479**	**2548**	**510**

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.

Table A3. Civil Service Attrition Projections for FY 2018 to FY 2022[165]

Civil Service Skill Group	Average Gov't Service	Average Grade	Percent Retirement Eligible FY-18	FY-19	FY-20	FY-21	FY-22	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-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Years	Average Annual Total Next 5 Years	Projected Non-Retirements FY-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Years	Average Annual Total Next 5 Years	Projected Overall Total Next 5 Years	Average Annual Total Next 5 Years
00018 SAFETY MANAGEMENT	21.7	GS-14	42.9%	57.1%	57.1%	57.1%	57.1%	0	0	0	0	1	0	0	0	1	0	0	1	0	1	1	3	1	4	1
00028 ENVIRON PROTECTION SPEC	8.5	GS-13	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
00080 SECURITY ADMIN	15.5	GS-13	22.7%	26.2%	29.3%	34.4%	38.5%	6	10	16	5	4	5	5	6	25	5	10	10	10	9	11	50	10	75	15
00081 FIRE PROTECTION & PREVENTION	20.4	GS-14	14.3%	14.3%	28.6%	35.7%	35.7%	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	4	1	4	1
00086 SECURITY CLERICAL & ASSISTANCE	21.3	GS-07	14.3%	14.3%	14.3%	14.3%	42.9%	0	0	0	0	1	0	0	0	1	0	0	1	2	0	1	4	1	5	1
00089 EMERGENCY MANAGEMENT	10.0	GS-14	0.0%	0.0%	0.0%	8.0%	12.0%	1	2	3	0	0	0	0	0	0	0	3	1	0	1	0	5	1	5	1
00101 SOCIAL SCIENCE	10.5	GS-14	8.3%	8.3%	8.3%	8.3%	8.3%	0	1	1	0	0	0	0	0	0	0	0	1	0	0	1	2	0	2	0
00110 ECONOMIST	17.6	GS-15	33.3%	33.3%	33.3%	33.3%	33.3%	1	2	3	0	0	1	1	0	2	0	0	0	1	0	1	2	0	4	0
00130 FOREIGN AFFAIRS	12.3	GS-14	11.1%	12.6%	14.5%	15.8%	17.3%	23	78	101	13	14	13	13	14	67	13	105	108	100	103	100	516	103	583	116
00132 INTELLIGENCE	15.4	GS-14	20.2%	21.3%	23.6%	27.0%	32.6%	1	4	5	1	3	0	2	3	9	2	5	3	2	4	4	18	4	27	6
00150 GEOGRAPHY	11.3	GS-14	25.0%	25.0%	25.0%	25.0%	25.0%	0	1	1	0	0	0	1	0	1	0	0	1	0	0	1	2	0	3	0
00170 HISTORY	12.0	GS-14	8.9%	11.1%	13.3%	15.6%	17.8%	0	1	1	0	0	0	0	0	0	0	1	2	1	1	1	6	1	6	1
00180 PSYCHOLOGY	5.2	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
00185 SOCIAL WORK	14.8	GS-14	33.3%	44.4%	44.4%	44.4%	44.4%	1	1	2	0	0	1	0	0	1	0	0	0	1	0	0	1	0	2	0
00199 SOCIAL SCIENCE STUD TRN	0.6	GS-05	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
00201 PERSONNEL MANAGEMENT	17.5	GS-13	18.1%	20.8%	24.7%	25.8%	31.2%	10	26	36	9	9	9	11	9	47	9	23	24	23	24	25	119	24	166	33
00203 PERS CLERK ASSISTANT	24.7	GS-08	37.5%	50.0%	50.0%	50.0%	50.0%	0	1	1	0	1	1	0	0	2	0	0	0	0	2	1	3	1	5	1
00233 LABOR RELATIONS	32.6	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	20.7	GS-14	33.3%	33.3%	33.3%	33.3%	41.7%	0	1	1	0	1	0	0	0	1	0	1	0	2	0	1	4	1	5	1
00301 GEN CLERK ASSIST	16.2	GS-13	20.8%	24.3%	26.3%	30.0%	32.4%	31	38	69	17	18	18	18	17	88	18	40	33	39	34	38	184	37	272	55
00303 MISC CLERK ASSIST	19.2	GS-07	30.7%	36.4%	39.3%	42.9%	47.1%	9	13	22	8	5	7	5	5	30	6	9	12	12	11	12	56	11	86	17
00305 MAIL & FILE	29.3	GS-06	42.9%	57.1%	64.3%	64.3%	64.3%	1	0	1	1	0	2	0	0	3	1	1	0	1	1	1	4	1	7	2
00306 GOVERNMENT INFORMATION	18.9	GS-13	25.3%	27.7%	31.3%	33.7%	38.6%	1	2	3	4	1	5	2	2	14	3	4	6	6	4	6	26	5	40	8
00308 RECORDS MANAGEMENT	20.1	GS-13	22.7%	22.7%	22.7%	22.7%	22.7%	1	0	1	0	0	0	0	0	0	0	0	1	0	1	0	2	0	2	0
00318 SECRETARY	22.7	GS-09	42.4%	44.3%	49.4%	54.4%	58.9%	11	12	23	8	7	7	8	7	37	7	8	10	7	9	11	45	9	82	16
00326 OA CLER & ASST SERIES	16.1	GS-06	33.3%	33.3%	33.3%	33.3%	33.3%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
00332 COMPUTER OPERATION	28.7	GS-09	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
00340 PROGRAM MANAGEMENT	21.7	GS-15	32.3%	38.5%	39.6%	44.8%	46.9%	3	1	4	4	3	3	6	3	19	4	2	1	2	2	0	7	1	26	5
00341 ADMIN OFFICER	19.3	GS-14	28.4%	30.7%	37.5%	38.6%	43.2%	3	2	5	3	1	1	2	6	13	3	5	6	0	3	1	15	3	28	6
00342 SUPPORT SERVICES ADMIN	18.0	GS-12	23.0%	27.8%	31.0%	34.1%	37.3%	1	5	6	1	3	0	3	3	10	2	4	5	5	8	3	25	5	35	7
00343 MANAGEMENT ANALYSIS	14.5	GS-13	15.4%	17.5%	19.8%	21.9%	24.3%	21	40	61	13	13	15	14	13	68	14	51	50	54	49	53	257	51	325	65
00344 MANAGE CLERK ASSIST	5.1	GS-03	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
00346 LOGISTICS MANAGEMENT	19.8	GS-13	34.1%	36.4%	38.6%	40.9%	45.5%	2	1	3	1	2	2	2	1	8	2	1	1	3	2	4	11	2	19	4
00350 OFF MACHINE OPER	8.2	GS-07	50.0%	50.0%	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
00361 EQUAL OPP ASSIST	4.8	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	18.2	GS-14	27.3%	33.3%	39.4%	45.5%	45.5%	2	1	3	0	1	1	2	2	6	1	0	0	0	0	1	1	0	7	1
00399 ADMIN & OFFICE SUP-STU TRN	0.9	GS-05	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0
00401 GEN BIOLOGICAL SCI	4.3	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
00403 MICROBIOLOGY	5.4	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
00408 ECOLOGY	34.7	GS-15	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
00501 FINANCIAL ADM	19.2	GS-13	27.2%	32.1%	33.9%	36.2%	42.4%	11	5	16	10	9	10	8	11	48	10	7	4	5	9	4	29	6	77	16
00503 FINANCIAL CLERICAL & ASSISTANCE	35.8	GS-08	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0
00505 FINANCIAL MANAGEMENT	28.1	SES	50.0%	50.0%	83.3%	83.3%	83.3%	0	0	0	0	1	0	0	0	1	0	0	1	0	1	0	2	0	3	0
00510 ACCOUNTING	18.1	GS-13	27.6%	31.7%	37.4%	39.0%	40.7%	4	5	9	4	5	4	4	4	21	4	4	6	7	4	5	26	5	47	9
00511 AUDITING	17.2	GS-14	19.0%	22.4%	24.1%	29.3%	29.3%	1	4	5	1	1	1	2	0	5	1	6	6	4	2	4	22	4	27	5
00530 CASH PROCESSING	32.6	GS-07	75.0%	75.0%	75.0%	75.0%	75.0%	0	0	0	1	0	0	0	1	2	0	0	0	0	0	0	0	0	2	0
00544 PAYROLL	14.8	GS-08	12.5%	25.0%	25.0%	25.0%	25.0%	0	0	0	0	0	1	1	0	2	0	0	1	1	1	1	4	1	6	1
00560 BUDGET ADMIN	16.8	GS-13	16.1%	18.9%	23.7%	26.9%	30.5%	6	12	18	6	5	5	6	7	29	6	13	10	16	11	10	60	12	89	18
00601 GEN HEALTH SCIENCE	8.1	GS-14	10.0%	10.0%	10.0%	10.0%	10.0%	0	0	0	0	0	0	0	0	1	0	1	0	1	1	0	3	1	4	1
00602 MEDICAL OFFICER	12.2	SES	50.0%	50.0%	50.0%	62.5%	62.5%	0	1	1	0	0	0	0	0	0	0	1	1	0	0	0	2	0	2	0
00610 NURSE	14.1	GS-12	34.8%	47.8%	56.5%	56.5%	60.9%	1	1	2	1	1	1	2	1	6	1	1	2	1	1	2	7	1	13	2

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-18	FY-19	FY-20	FY-21	FY-22	Avg Ann Total Retirements Last 5 Years	Avg Ann Total Non-Retirements Last 5 Years	Avg Ann Total Attrition Last 5 Years	Proj Ret FY-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Years	Avg Ann Total Next 5 Years	Proj Non-Ret FY-18	FY-19	FY-20	FY-21	FY-22	Total Next 5 Years	Avg Ann Total Next 5 Years	Overall Total Next 5 Years	Overall Avg Ann Total Next 5 Years
00621 NURSING ASSISTANT	12.2	GS-06	0.0%	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	23.4	GS-10	75.0%	75.0%	75.0%	75.0%	100.0%	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0
00669 MEDICAL RECORDS ADMINISTRATOR	18.5	GS-13	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
00671 HEALTH SYSTEM SPECIALIST	16.5	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	27.4	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	1.7	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	1	1	2	0	2	0
00690 INDUSTRIAL HYGIENE	14.2	GS-14	29.4%	29.4%	47.1%	52.9%	52.9%	1	1	2	2	0	0	0	2	4	1	0	0	0	1	1	2	0	6	1
00801 GENERAL ENGINEERING	15.4	GS-15	30.7%	38.6%	42.0%	51.1%	55.7%	3	3	6	4	3	6	2	6	21	4	2	2	3	2	3	12	2	33	6
00802 ENGINEERING TECH	10.9	GS-13	33.3%	33.3%	33.3%	44.4%	44.4%	0	0	0	0	0	0	0	1	1	0	1	0	0	0	2	3	1	4	1
00804 FIRE PROTECTION ENGINEERING	8.0	GS-14	7.1%	14.3%	14.3%	14.3%	21.4%	0	0	0	0	0	1	0	0	1	0	0	2	2	0	0	4	1	5	1
00808 ARCHITECTURE	13.3	GS-14	38.3%	41.7%	43.3%	48.3%	50.0%	1	1	2	1	2	2	2	1	8	2	2	0	1	4	1	8	2	16	4
00810 CIVIL ENGINEERING	16.9	GS-15	66.7%	66.7%	66.7%	66.7%	66.7%	1	0	1	2	0	2	0	0	4	1	0	0	0	0	1	1	0	5	1
00819 ENVIRONMENTAL ENGINEERING	11.1	GS-14	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
00830 MECHANICAL ENGINEER	14.2	GS-14	32.0%	36.0%	36.0%	36.0%	40.0%	1	1	2	0	1	0	1	2	4	1	0	1	1	1	4	7	1	11	2
00840 NUCLEAR ENGINEERING	23.2	GS-15	50.0%	50.0%	50.0%	50.0%	50.0%	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0
00850 ELECTRICAL ENGINEER	20.9	GS-15	57.1%	57.1%	57.1%	57.1%	57.1%	1	0	1	1	0	1	1	0	3	1	0	0	1	0	0	1	0	4	1
00855 ELECTRONICS ENGINEER	22.4	GS-14	50.0%	50.0%	50.0%	50.0%	66.7%	0	0	0	1	0	0	0	0	1	0	1	0	0	0	0	1	0	2	0
00856 ELECTRONICS TECHNICAL	4.6	GS-13	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
00861 AEROSPACE ENGINEERING	3.8	GS-13	0.0%	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
00901 LEGAL AND KINDRED	16.7	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	13.3	GS-15	12.8%	15.0%	15.7%	17.5%	19.0%	3	8	11	3	3	1	3	2	12	2	12	10	10	12	12	56	11	68	13
00950 PARALEGAL SPECIALIST	16.9	GS-13	14.9%	17.0%	19.1%	23.4%	29.8%	1	2	3	1	1	1	2	0	5	1	2	4	5	3	3	17	3	22	4
00962 CONTACT REPRESENT	24.9	GS-07	50.0%	50.0%	50.0%	50.0%	66.7%	1	2	3	0	0	1	0	0	1	0	0	0	0	1	1	2	0	3	0
00963 LEGAL INSTRUMNT EXAM	28.7	GS-13	0.0%	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
00967 PASSPORT VISA EXAM	12.1	GS-11	11.1%	13.6%	15.7%	18.5%	20.4%	36	54	90	21	20	21	23	26	111	22	61	66	59	62	61	309	62	420	84
00998 CLAIMS CLERK	16.6	GS-06	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
00999 LEGAL OCCUP STUD TRN	1.1	GS-07	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
01001 GEN ARTS & INFO	17.5	GS-14	34.5%	34.5%	37.9%	41.4%	44.8%	1	2	3	2	1	0	0	1	4	1	1	1	3	0	0	5	1	9	2
01008 INTERIOR DESIGN	11.2	GS-14	16.7%	20.8%	33.3%	41.7%	41.7%	1	1	2	0	0	1	0	0	1	0	1	0	2	1	2	6	1	7	1
01015 MUSEUM CURATOR	11.9	GS-14	40.0%	40.0%	40.0%	40.0%	40.0%	1	0	1	1	0	0	0	0	1	0	0	0	0	1	0	1	0	2	0
01016 MUSEUM SPEC TECH	9.7	GS-13	0.0%	14.3%	14.3%	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	13.5	GS-13	12.9%	15.7%	16.4%	19.3%	22.1%	3	7	10	4	3	3	6	3	19	4	8	7	9	7	10	41	8	60	12
01040 INTERPRETER	16.6	GS-14	46.5%	55.8%	60.5%	62.8%	65.1%	2	1	3	2	1	1	1	5	10	2	3	1	1	2	2	9	2	19	4
01060 PHOTOGRAPHY	26.5	GS-12	33.3%	33.3%	33.3%	33.3%	33.3%	0	0	0	0	0	0	1	0	1	0	1	0	0	0	0	1	0	2	0
01071 AUDIO VISUAL	15.5	GS-13	17.1%	20.0%	28.6%	34.3%	37.1%	2	1	3	1	2	1	1	0	5	1	1	0	2	1	1	5	1	10	2
01082 WRITING & EDITING	18.4	GS-13	32.0%	36.0%	40.0%	40.0%	44.0%	2	1	3	1	2	1	1	1	6	1	1	1	2	1	0	5	1	11	2
01083 TECHNICAL WRITING & EDITING	5.9	GS-13	0.0%	0.0%	16.7%	16.7%	16.7%	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	2	0	2	0
01084 VISUAL INFORMATION	19.2	GS-12	54.5%	54.5%	54.5%	54.5%	54.5%	0	0	0	0	0	0	2	0	2	0	1	1	0	0	0	2	0	4	0
01101 GENERAL BUSINESS	21.3	GS-14	34.4%	36.1%	41.0%	42.6%	49.2%	1	3	4	0	2	2	1	2	7	1	2	3	3	4	4	16	3	23	4
01102 CONTRACT PROCUREMENT	16.0	GS-14	22.3%	25.9%	29.0%	33.0%	34.4%	4	9	13	5	6	4	4	4	23	5	9	9	9	7	9	43	9	66	14
01105 PURCHASING	25.7	GS-07	50.0%	50.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0
01106 PROCURE CLERK ASSIST	23.9	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	11.7	GS-14	13.2%	13.2%	13.2%	17.0%	18.9%	1	2	3	0	0	1	0	1	2	0	2	5	2	4	0	13	3	15	3
01170 REALTY	13.5	GS-15	32.1%	32.1%	32.1%	32.1%	32.1%	1	1	2	1	1	0	1	0	3	1	2	0	2	0	0	4	1	7	2
01171 APPRAISING/ASSESSING	6.6	GS-15	14.3%	14.3%	14.3%	14.3%	28.6%	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	2	0	2	0
01176 BUILDING MANAGEMENT	20.7	GS-13	43.2%	47.7%	50.0%	54.5%	59.1%	1	1	2	0	1	2	2	0	5	1	0	1	0	3	1	5	1	10	2
01301 GEN PHYSICAL SCIENCE	15.5	GS-15	30.8%	53.8%	53.8%	57.7%	57.7%	1	0	1	1	3	2	0	0	6	1	0	0	0	0	0	0	0	6	1
01370 CARTOGRAPHY	2.5	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
01397 DOCUMENT ANALYSIS	19.7	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	18.1	GS-13	35.7%	42.9%	42.9%	42.9%	50.0%	1	0	1	2	1	1	0	1	5	1	0	0	0	2	0	2	0	7	1
01411 LIBRARY TECH	41.9	GS-08	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	2	1	0	1	0	4	1	0	0	0	0	0	0	0	4	1

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					Average Annual Total Retirements Last 5 Years	Average Annual Total Non-Retirements Last 5 Years	Average Annual Total Attrition Last 5 Years	Projected Retirements					Total Next 5 Years	Average Annual Total Next 5 Years	Projected Non-Retirements					Total Next 5 Years	Average Annual Total Next 5 Years	Projected Overall	
			FY-18	FY-19	FY-20	FY-21	FY-22				FY-18	FY-19	FY-20	FY-21	FY-22			FY-18	FY-19	FY-20	FY-21	FY-22			Total Next 5 Years	Average Annual Total Next 5 Years
01412 TECH INFO SERVICE	12.4	GS-12	0.0%	20.0%	20.0%	20.0%	20.0%	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01420 ARCHIVIST	3.8	GS-12	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01530 STATISTICIAN	4.2	GS-13	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
01550 COMPUTER SCIENCE	13.2	GS-15	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0
01601 GENERAL FACILITIES AND EQUIPMENT	13.1	GS-13	0.0%	0.0%	0.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01640 FACILITY MANAGEMENT	15.8	GS-14	50.0%	50.0%	50.0%	62.5%	62.5%	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01654 PRINTING MANAGEMENT	24.9	GS-12	57.1%	57.1%	71.4%	71.4%	71.4%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01658 LAUNDRY AND DRY CLEANING PLANT	16.6	GS-07	100.0%	100.0%	100.0%	100.0%	100.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
01667 STEWARD	28.7	GS-09	0.0%	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
01670 EQUIPMENT SPECIALIST	12.3	GS-13	20.0%	40.0%	40.0%	60.0%	80.0%	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0
01701 GEN EDUCATION TRAIN	13.6	GS-14	28.9%	31.3%	36.1%	41.0%	49.4%	0	0	0	0	1	2	2	0	5	1	0	0	0	0	0	0	0	5	1
01702 EDUCAT TRAIN TECH	17.0	GS-09	28.6%	42.9%	42.9%	42.9%	42.9%	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
01712 TRAINING INSTRUCTION	10.9	GS-12	29.2%	31.7%	35.8%	39.5%	44.4%	3	0	3	2	0	1	1	1	5	1	0	0	0	0	0	0	0	5	1
01720 EDUCATION PROGRAM	8.6	GS-15	33.3%	50.0%	83.3%	83.3%	83.3%	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01750 INSTRUCTIONAL SYSTMS	14.0	GS-14	32.0%	36.0%	36.0%	40.0%	44.0%	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0
01801 GEN INSPECTION, INVESTIGATION	13.2	GS-13	14.3%	16.9%	16.9%	18.2%	19.5%	1	3	4	1	3	1	1	0	6	1	5	4	6	3	3	21	4	27	5
01802 CMPLINCE INSPN & SUP	12.6	GS-07	25.0%	33.3%	33.3%	33.3%	41.7%	0	4	4	0	0	0	0	1	1	0	2	2	3	1	2	10	2	11	2
01805 INVESTIGATIVE ANALYSIS	11.3	GS-12	6.4%	6.4%	8.5%	8.5%	8.5%	0	4	4	1	1	0	0	1	3	1	3	4	3	4	4	18	4	21	5
01810 GEN INVESTIGATING	34.5	SES	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
01811 CRIMINAL INVESTIGATE	17.6	GS-14	3.2%	6.3%	8.7%	9.5%	10.3%	4	4	8	2	3	2	3	2	12	2	4	5	4	5	2	20	4	32	6
01825 AVIATION SAFETY	20.6	GS-14	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
01910 QUALITY ASSURANCE	12.8	GS-10	0.0%	0.0%	0.0%	50.0%	50.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	2	0	2	0
02003 SUPPLY PROG MANAGE	16.3	GS-13	35.3%	35.3%	47.1%	52.9%	58.8%	0	1	1	0	0	1	0	0	1	0	0	0	1	1	1	3	1	4	1
02005 SUPPLY CLERK TECH	35.1	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	28.6%	28.6%	35.7%	35.7%	42.9%	1	0	1	1	0	0	1	1	3	1	0	0	0	1	0	1	0	4	1
02030 DISTRIBUTION STORAGE	16.5	GS-12	30.0%	30.0%	40.0%	40.0%	40.0%	1	0	1	0	0	0	0	0	0	0	1	1	1	1	1	5	1	5	1
02032 PACKAGING	30.1	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	18.0	GS-13	100.0%	100.0%	100.0%	100.0%	100.0%	1	0	1	0	1	0	0	0	1	0	0	0	0	0	1	1	0	2	0
02102 TRANSPORT CLERK & ASST	15.7	GS-07	0.0%	0.0%	0.0%	0.0%	50.0%	0	0	0	0	0	0	0	1	1	0	0	1	0	1	0	2	0	3	0
02130 TRAFFIC MANAGEMENT	16.5	GS-13	15.4%	15.4%	23.1%	26.9%	28.8%	2	1	3	1	2	1	0	1	5	1	2	2	0	4	1	9	2	14	3
02131 FREIGHT RATE	22.6	GS-09	33.3%	50.0%	66.7%	66.7%	66.7%	0	0	0	0	0	1	0	0	1	0	0	1	0	0	0	1	0	2	0
02150 TRANSPORT OPER	14.1	GS-12	0.0%	0.0%	0.0%	0.0%	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0
02151 DISPATCHING SERIES	20.0	GS-09	0.0%	0.0%	0.0%	0.0%	0.0%	0	1	1	0	0	0	0	0	0	0	0	1	0	0	1	2	0	2	0
02181 AIRCRAFT OPERATOR	6.5	GS-14	0.0%	0.0%	0.0%	0.0%	0.0%	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0
02210 INFO TECH MGMT	17.5	GS-14	23.4%	27.1%	30.3%	33.8%	37.0%	22	23	45	17	16	17	15	20	85	17	28	25	25	27	24	129	26	214	43
03502 LABORING	14.9	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	39.9	WG	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
05703 AUTOMOTIVE EQUIPMNT	15.8	WG	37.9%	44.8%	48.3%	51.7%	58.6%	1	3	4	0	1	0	1	0	2	0	2	3	2	3	2	12	2	14	2
ALL	15.6	GS-11	19.0%	21.9%	24.5%	27.3%	30.1%	264	422	686	195	192	195	200	205	987	192	473	475	474	472	472	2366	464	3353	656
ALL MCOs	15.2	GS-13	16.5%	19.1%	21.6%	24.1%	26.7%	165	296	461	123	123	124	126	133	629	125	359	358	352	346	343	1758	350	2387	475

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] Joint Strategic Plan FY 2018 – 2022, U.S. Department of State, U.S. Agency for International Development, February 2018, page 19

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

[3] Section II, Attrition

[4] Vacancy reports prepared by Jason Greer April 2018

[5] LDP fill rates as per Cynthia Nelson

[6] Section II, Language Gaps

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

[8] HR/RMA – Katie Bowen-Williams

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

[10] HR/CDA

[11] FSI Training

[12] BP

[13] HR/CDA

[14] Section III, Develop Management Plans and SCU

[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), Interim Report, January 2018, pages 1-2

[18] Bureau of Human Resources, Functional Bureau Strategy 2019 – 2022, pages 2-3

[19] HR/CSHRM, Heather Torres

[20] OSM, HR/RMA/RPA, Cyndi Guyer and Meg Nguyen

[21] HR/RMA/RPA, Dan McGlinchy

[22] From various sources within RMA: DSM FY 2012 for Contractors, KC 09/17 for Foreign Nationals (Dan), RMA 2017 Demographic Information for others

[23] WFP Demographic Data for Career FT FY 2017 and LE Staff data from Enterprise Architecture Resource Planning (EARP) (Dan's run as of 9/17)

[24] WFP Demographic Data for Career FT FY 2017

[25] WFP Demographic Data for Career FT FY 2017

[26] WFP Demographic Data for Career FT FY 2017

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

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

[29] WFP Demographic Data for Career FT FY 2017

[30] HR/CDA – Lisa Burney, as of May 2, 2018

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

[32] WFP Demographic Data for Career FT FY 2017

[33] WFP Demographic Data for Career FT FY 2017

[34] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[35] Department Notice, Direct-Hire Employees: Review and Validate your Disability Identification Information in GEMS, 2017-01-182, January 31, 2017.

[36] 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 hiring goal of 2 percent for individuals with targeted disabilities.

[37] WFP Demographic Data for Career FT FY 2017

[38] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[39] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[40] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

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

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

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

[44] WFP Demographic Data for Career FT FY 2017

[45] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[46] WFP Demographic Data for Career FT FY 2017

[47] EARP Attrition Reports as of 12/31/2017.

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

[49] EARP Attrition Reports as of 12/31/2017

[50] Summary from A3

[51] Civil Service Retirement System (CSRS) vs Federal Employees Retirement System (FERS) analysis completed January 2018 by HR/RMA/WPA – Cynthia Nelson

[52] CSRS vs FERS analysis updated January 2018 by HR/RMA/WPA

[53] CSRS vs FERS analysis updated January 2018 by HR/RMA/WPA

[54] CSRS vs FERS analysis updated January 2018 by HR/RMA/WPA

[55] CSRS vs FERS analysis updated January 2018 by HR/RMA/WPA

[56] CSRS vs FERS analysis updated January 2018 by HR/RMA/WPA

[57] CSRS vs FERS analysis updated January 2018 by HR/RMA/WPA

[58] MCO List Signed 02/20/2018

[59] From Tables A1 and A3

[60] Vacancy reports prepared by Jason Greer April 2018

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

[62] Cynthia Nelson

[63] Cynthia Nelson

[64] FSI

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

[66] HR/CDA

[67] FSI

[68] HR/REE

[69] HR/CSHRM

[70] HR/HRSS

[71] HR/CSHRM

[72] HR/CSHRM

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

[74] HR/OAA

[75] DGHR/FLO

[76] Jason Tolub

[77] HR/RMA/CCP

[78] HR/RMA

[79] U.S. Department of State, Human Capital Operating Plan (FY 2018 – FY 2019), Interim Report, January 2018, page 3

[80] Foreign Service 2025 Presentation as of April 2018

[81] HR/RMA/RPA – Jason Tolub

[82] 14 STATE 4530 and Department Notice 2014_01_164, dated January 2014

[83] HR/CDA

[84] HR/RMA/WPA

[85] FSI

[86] 13 FAM 341a

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

[88] FSI

[89] DS/T – Bevan Edwards

[90] FSI

[91] HR/CDA

[92] HR/HRSS

[93] HR/CDA

[94] HR/CDA

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

[96] FSI

[97] HR/REE

[98] HR/OAA

[99] HR/CSHRM

[100] HR/CDA percentages provided by HR/CDA as of March 2018

[101] HR/RMA/WPA

[102] FSI

[103] FSI

[104] FSI

[105] DS/T – Bevan Edwards

[106] FSI

[107] HR/PC

[108] FSI

[109] HR/SS – Michelle Arias

[110] Jim Rider

[111] Karen Krueger

[112] HR/CSHRM

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

[114] FSI

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[116] HR/CSHRM

[117] Framework from OPM's <u>A Guide to the Strategic Leadership Succession Management Model</u>

[118] HR/REE

[119] HR/CSHRM

[120] HR/REE

[121] HR/REE

[122] HR/CSHRM

[123] HR/OAA

[124] HR/REE

[125] HR/CDA

[126] HR/RMA/WPA – Cynthia Nelson

[127] 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).

[128] FSI

[129] HR/CDA

[130] HR/SS/SC Student program were moved from HR/CSHRM to HR/SS in March 2014.

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

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

[133] WF Demographic Date - Leadership Employees 0917

[134] WF Demographic Date - Leadership Employees 0917

[135] WF Demographic Date - Leadership Employees 0917

[136] WF Demographic Data for Career FT FY 2017

[137] WF Demographic Data - Leadership Employees 0917

[138] WF Demographic Data - Leadership Employees 0917

[139] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[140] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[141] Department Notice, Direct-Hire Employees: Review and Validate your Disability Identification Information in GEMS, 2017-01-182, January 31, 2017.

[142] See Endnote 35.

[143] WF Demographic Date - Leadership Employees 0917

[144] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[145] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[146] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[147] WF Demographic Date - Leadership Employees 0917

[148] Historical files, Career FTP employees, data as of September 1990, 1995, 2000, 2005, 2010, 2015, 2017

[149] Summary from A2

[150] Summary from A2

[151] CS Leadership Attrition and CSM Projections

[152] Calculations for FS Leadership Vacancy Ratios are in Sources WFLSP FY18_FY22_Charts_Tables_Final.xlsx – Table 36

[153] Calculations for CS Leadership Vacancy Ratios are in Sources WFLSP FY18_FY22_Charts_Tables_Final.xlsx – Table 37

[154] Calculations for FS Leadership Bench Strengths are in Sources WFLSP FY18_FY22_Charts_Tables_Final.xlsx – Table 38

[155] Calculations for FS Leadership Bench Strengths are in Sources WFLSP FY18_FY22_Charts_Tables_Final.xlsx – Table 39

[156] FSI

[157] HR/CSHRM

[158] HR/CSHRM

[159] HR/CSHRM

[160] Leadership Data from KC

[161] FSI

[162] HR/CSHRM

[163] From EARP, POC: HR/RMA/WPA

[164] From EARP

[164] HR/RMA/WPA

[164] HR/RMA/WPA

[165] WFP Revised A2 and CIVFORS Projections WFP18_22 program