

THE AMERICAN DIPLOMACY PROJECT II

Blueprints for a More Modern U.S. Diplomatic Service

Ambassador Marc Grossman

Ambassador Marcie Ries

For Action

ASU Leadership, Diplomacy
and National Security Lab
Arizona State University

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**American Diplomacy Project II:
Blueprints for a More Modern U.S. Diplomatic Service**

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Co-Chairs' Introduction

Ambassador Marc Grossman and Ambassador Marcie Ries

We trust you will find this document unique. It is not a report. It is a set of Blueprints designed to produce operationally significant changes in the lives and careers of our diplomats and in the ways the United States executes its diplomacy. We have combined specific recommendations to support the creation of a more modern U.S. diplomacy with the legislative and regulatory language required to turn these ideas into realities.

The forerunner for this document, the Harvard Kennedy School Belfer Center report, *A U.S. Diplomatic Service for the 21st Century*,¹ published in November 2020, presented an expansive vision to reimagine and reinvent the Foreign Service. After considering the positive response to the Belfer report and the enormous challenges that both events in the world and technological changes pose for diplomacy, we decided to undertake this second phase in which we focus on what we believe is most urgently needed and what it is possible to achieve in the near term. There are four areas for action from the first report: the need for a renewed and revised mission and mandate for America's diplomatic service; the requirement to increase the professional capacities of U.S. diplomats by expanding opportunities for professional education and training; making the personnel system more modern and flexible; and, to meet emergencies and prepare for the future, establishing a Diplomatic Reserve Corps. The foundational tenets of diversity and inclusion, changing the culture at the State Department, and getting better connected to the American people are embedded in all four Blueprints and are crucial to achieving success.

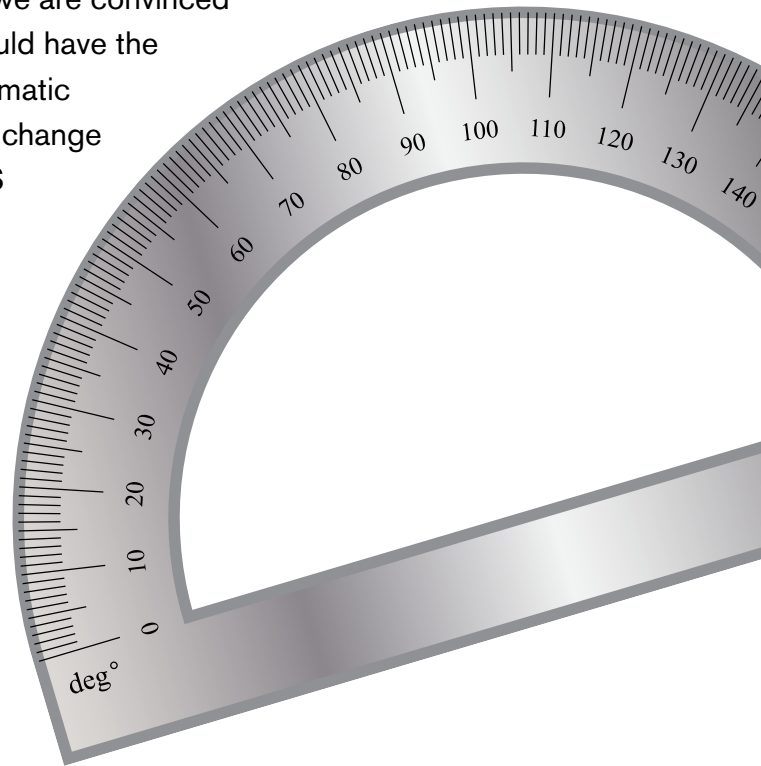
The Una Chapman Cox Foundation, which was a key participant in the first report, and Arizona State University, which serves as the institutional home for Phase II, made it possible for us to take this next step. The project's Executive Director, Ambassador Charles Ray,

¹ Belfer Center report: <https://Belfercenter.org/publication/us-diplomatic-service-21st-century>

has been our full partner. We are honored that five distinguished colleagues, Ambassadors Joyce Barr, Pat Kennedy, Mike Polt, Jo Ellen Powell, and Dan Smith, agreed to be the principal authors of the Blueprints. The Blueprints differ in presentation from one another, reflecting the different voices and experience of the authors. Their creativity and credibility make their arguments powerful and convincing. The invaluable contributions of Charles Armstrong, an experienced legislative drafter, are key to making the ideas in this document ready to be put into action.

We offer these Blueprints as a contribution to the longer-term effort required to transform the way the U.S. pursues and achieves its global diplomatic objectives. The primary audiences for this document are those in the Administration and Congress who have responsibilities for this transformation. We hope they will use these Blueprints as guides to what can be done now, and in the future, if there is the will to do it. Ideally, those outside of government will actively support them.

Although we have narrowed our focus for now, we are guided by the same four commitments that defined our initial effort: First, we are committed to transparency with the State Department, Congress, and the many communities interested in these issues. Second, we are committed to bipartisanship. Third, we are convinced that because the United States should have the world's most modern and able diplomatic service, the State Department must change to earn its place at the center of U.S. foreign policymaking and execution. Finally, and of key importance to us, we offer these Blueprints to those serving our country at home and abroad. We undertook this project in gratitude and respect for them, for those who served in the past and for those who will serve in the future.



Team Biographies

Ambassador Marc Grossman is a Vice Chair of the Cohen Group in Washington, DC. He had a distinguished 29-year career in the U.S. Foreign Service, including serving as the Under Secretary of State for Political Affairs (2001-2005), Director General of the Foreign Service and Director of Human Resources (2000-2001), Assistant Secretary of State for European Affairs (1997-2000), and U.S. Ambassador to Turkey (1994-1997). Ambassador Grossman returned to the State Department in 2011-2012 to serve as U.S. Special Representative for Afghanistan and Pakistan. He rejoined the Cohen Group in 2013. Ambassador Grossman is Chair of the Board of the Senior Living Foundation of the American Foreign Service, Vice Chair of the Board of Trustees of the German Marshall Fund of the United States and a Trustee of both the UC Santa Barbara Foundation and the C&O Canal Trust.

Ambassador Marcie Ries is a retired Ambassador with more than 35 years of diplomatic experience in Europe, the Caribbean and the Middle East. She is a three-time Chief of Mission, serving as Head of the U.S. Mission in Kosovo (2003-2004), United States Ambassador to Albania (2004-2007) and, most recently (2012-2015), as United States Ambassador to Bulgaria. She was the Senior State Department Representative on the negotiating team for the New Strategic Arms Reduction Treaty (START) between the United States and Russia, which was signed by Presidents Obama and Medvedev in Prague in April 2010. From 2008-2009, she was Principal Deputy Assistant Secretary for European and Eurasian Affairs (EUR). In that capacity, she had responsibility for offices dealing with the North Atlantic Alliance, the European Union (EU) and Western Europe, as well as strategic planning and personnel. She has also served as Principal Deputy Assistant Secretary in the Bureau of Arms Control and Verification (2014). From 2007-2008, during the period known as “the surge,” Ambassador Ries was Minister-Counselor for Political-Military Affairs in Baghdad, Iraq. She was Director of the State Department’s Office of United Nations Political Affairs for two years before and after 9/11. Ambassador Ries currently serves on the boards of the American Academy of Diplomacy and the American

College of Sofia, Bulgaria, and speaks frequently on leadership and management and American diplomacy. As a Senior Advisor in the Leadership and Management School of the Foreign Service Institute, she has served as a Senior Mentor to multiple classes of Ambassadors, Deputy Chiefs of Mission and senior officers (2017-2019). From 2020-2021 she was a Senior Fellow at the Harvard Kennedy School's Belfer Center for Science and International Affairs, where she was one of the co-authors of the report entitled *A U.S. Diplomatic Service for the 21st Century*. Ambassador Ries has a B.A. from Oberlin College and a master's degree in International Affairs from the Johns Hopkins School of Advanced International Studies.

Ambassador Charles Ray is a trustee and chair of the Africa Program of the Foreign Policy Research Institute. During his 30-year Foreign Service career, Ambassador Ray served in China, Thailand, Sierra Leone, Vietnam, Cambodia, and Zimbabwe. He served as Deputy Chief of Mission in Sierra Leone, was the first American Consul General in Ho Chi Minh City (formerly Saigon, Vietnam), and was Ambassador to the Kingdom of Cambodia and the Republic of Zimbabwe. From 2005 to 2006, he was Diplomat in Residence at the University of Houston, and from 2006 to 2009, he was Deputy Assistant Secretary of Defense for POW/Missing Personnel Affairs. Before joining the Foreign Service in 1982, Ambassador Ray served 20 years in the United States Army, including two tours in Vietnam during the war. He retired from the Army with the rank of major. Since retiring from government service in 2012, Ambassador Ray has done consulting for the Defense Department, lecturing, and writing, and is the author of more than 250 works of fiction and nonfiction. He is a member of the board of the American Academy of Diplomacy, a member of the board of the Cold War Museum, a member of the Board of Advisors of Divided We Fall, a bipartisan commentary site, and is Director of Communications for the Association of Black American Ambassadors. Ambassador Ray is also a member of the American College of National Security Leaders and the Washington Institute of Foreign Affairs. He is also a recipient of the Thomas Jefferson Award for service to American citizens abroad.

Ambassador Joyce Barr, former U.S. Ambassador to Namibia and career Foreign Service Officer, retired from the Department of State as an Assistant Secretary in 2017 after 37 years of service. She held the personal rank of Career Minister and has been a Professor of Practice at Virginia Tech since 2018. She became a Fellow for the National Academy of Public Administration in 2019 and was inducted into National Defense University's Hall of Fame in 2018. She serves on the boards of the American Academy of Diplomacy and the American Foreign Service Protective Association, and is a regent for Pacific Lutheran University. From 2011 until 2017 she served as Assistant Secretary of State for the Bureau of Administration. In 2010, she became the first civilian Interim Chancellor of the Industrial College of the Armed Forces (now the Eisenhower School) after serving as Deputy Commandant and International Affairs Advisor since 2009. From 2007 until 2009 she was the Executive Director of the East Asian and Pacific Affairs Bureau. She was sworn in as Ambassador to the Republic of Namibia in 2004 where she served until 2007. In addition to overseas tours in Sweden, Hungary, Kenya, Sudan, Turkmenistan, and Malaysia, her domestic assignments included work on human rights, UN Specialized Technical Agencies, crisis management, oversight of U.S. overseas facilities and a Congressional detail.

Ambassador Pat Kennedy was confirmed by the U.S. Senate as Under Secretary for Management on November 6, 2007, and served in that position until January 27, 2017. Prior to assuming that position, he was Director of the State Department's Office of Management Policy, Rightsizing, and Innovation from May 2007; Deputy Director of National Intelligence for Management from April 2005 to May 2007; and from February 2005 to April 2005 he headed the Transition Team that set up the Office of the Director of National Intelligence. From September 2001 to May 2005 he was U.S. Representative to the United Nations for Management and Reform with the rank of Ambassador. During that period he also served from May 2003 to the end of November 2003 as Chief of Staff of the Coalition Provisional Authority in Iraq, and from May 2004 to late August 2004 as Chief of Staff of the Transition Unit in Iraq. In 1993 he became Assistant Secretary of State for Administration and served in that post until 2001. Concurrently, from August 1996 to August

1997, he served as the Acting Under Secretary for Management; from February to August 1998, as Acting Assistant Secretary for Diplomatic Security; and from 1997 to 2001 as the Coordinator for the Reorganization of the Foreign Affairs Agencies. From 1973 to 1993, he served in a number of positions in Washington and overseas, including Management Counselor at the U.S. Embassy in Cairo and Executive Director and Deputy Executive Secretary in the Executive Secretariat. Ambassador Kennedy is a Fellow of the National Academy of Public Administration, a member of the American Academy of Diplomacy, a Sage at the Partnership for Public Service, and Treasurer of the Associates of the American Foreign Service Worldwide. Since retiring he has served on the boards of the American College of National Security Leaders and the American Academy of Diplomacy. He has also done consulting on management issues. From April to the end of December 2021, he returned to the State Department as the Senior Advisor for United Nations Management and Reform at the U.S. Mission to the UN in New York City, during a period when the nominee for U.S. Representative was awaiting confirmation.

Ambassador Michael C. Polt is **ASU Ambassador-in-Residence** and Co-Founder of the ASU Leadership, Diplomacy and National Security Lab. Prior to assuming that position he served as Senior Director at the university's McCain Institute for International Leadership after concluding his 35-year diplomatic career in 2012. He held assignments as U.S. Ambassador to the Republic of Estonia and to Serbia and Montenegro. Prior to his ambassadorial missions, Ambassador Polt was Principal Deputy and Acting Assistant Secretary of State for Legislative Affairs in the Powell and Clinton State Departments. During his three decades as a career diplomat, Ambassador Polt served as U.S. Minister and Deputy Chief of Mission of the U.S. Embassy in Berlin, Germany, and Deputy Chief of Mission and Chargé d'Affaires of the U.S. Embassy in Bern, Switzerland. He has also served as Senior Advisor to the Director General of the Foreign Service for Management Reform and was a key member of the Senior Management Steering Board directing the State Department's 2003-2005 multimillion-dollar reinvention of its Diplomatic Communications System. Ambassador Polt has held other senior positions in the Department of State as Deputy Director for European Security and Arms Control issues, and in Panama City as Political

Counselor of the U.S. Embassy during the time leading up to the U.S. military action against the Noriega regime in 1989. During his earlier career, Ambassador Polt was assigned to embassies in Bonn, Mexico City, and Copenhagen, as well as the U.S. Consulate in Bremen, Germany. The Ambassador has been the repeated recipient of the Presidential Meritorious Service Award and numerous Department of State Meritorious and Superior Honor Awards for Outstanding Policy Leadership, Management, Crisis Performance, and Political Analysis. He has been awarded the Thomas Jefferson Award for Service to U.S. Citizens Overseas by American Citizens Abroad. Ambassador Polt was born in Austria. He holds a bachelor's degree and an honorary doctorate from American International College in Springfield, MA, and a master's degree in public administration from the University of Tennessee.

Ambassador Jo Ellen Powell, in the course of her 40-year career with the Department of State, has served as Ambassador to the Islamic Republic of Mauritania, as Principal Deputy Assistant Secretary of State for Human Resources, and as Consul General in Frankfurt, Germany. Following her retirement in 2017, she continued to support the Foreign Service and the Department, mentoring ambassadorial and Deputy Chief of Mission/Principal Officer seminars as well as the Senior Executive Training seminar. She has served in multiple capacities as a senior adviser to the Director General of the Foreign Service. In addition to her service in Mauritania and Germany, Ms. Powell's Foreign Service assignments included Amman, Jordan; the Department of State's Operations Center; Beirut, Lebanon; Rome, Italy; Paris, France; Canberra, Australia; the Executive Secretariat, and Executive Director of the Western Hemisphere Affairs bureau. In 2005, she was a recipient of the Department's Luther Replogle Award for Management Improvement.

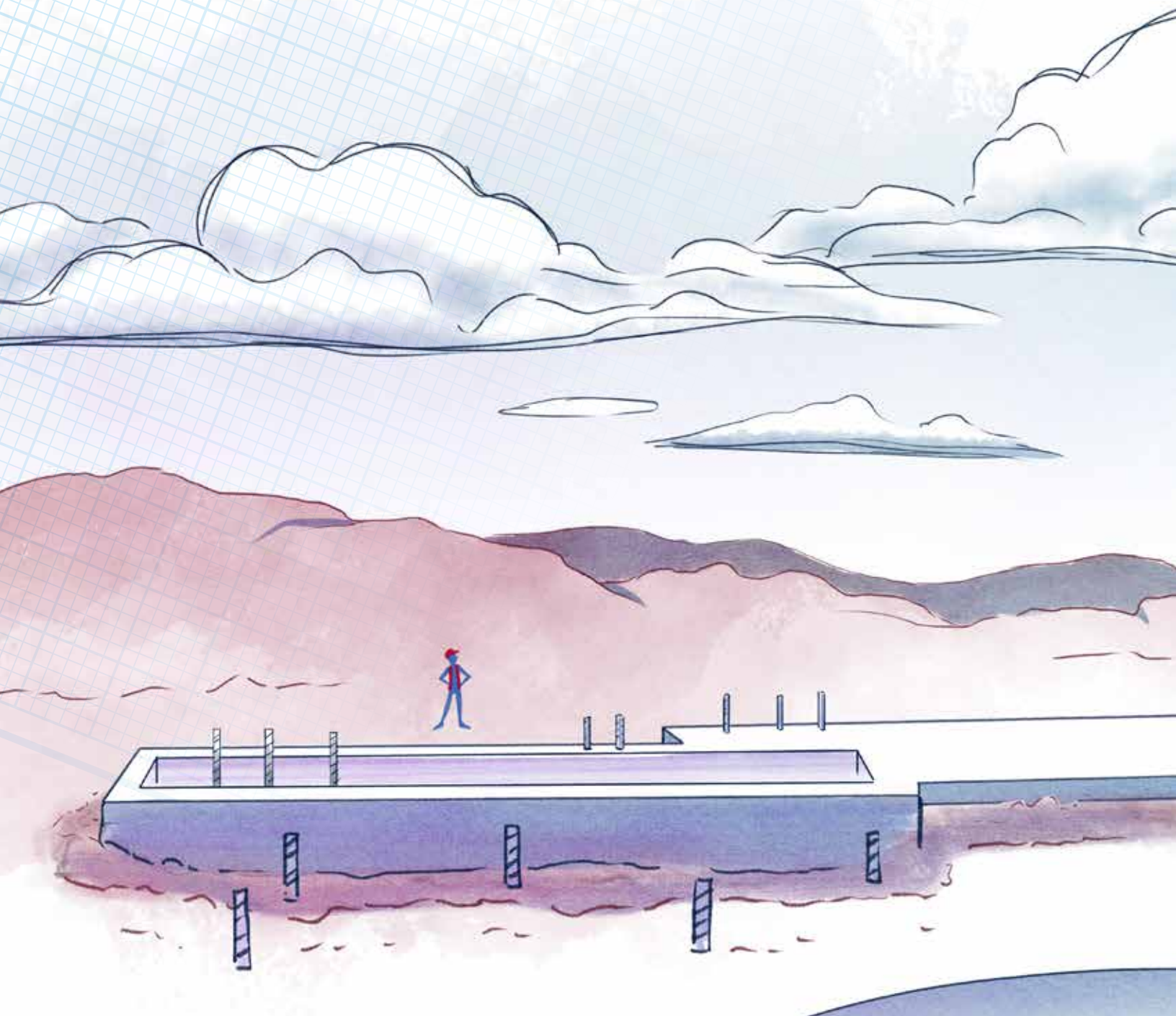
Ambassador Daniel B. Smith retired from the Foreign Service with the highest rank of Career Ambassador. He served as the State Department's Transition Director after the most recent presidential election and subsequently as Acting Secretary and Acting Deputy Secretary of State in the early months of the Biden Administration. He also served as Chargé d'Affaires of the U.S. Mission in India prior to his retirement. Ambassador Smith was

appointed Director of the Foreign Service Institute in October 2018. In that capacity, he served as the Chief Learning Officer for the Department of State and the federal foreign affairs community. He served previously as Assistant Secretary of State for Intelligence and Research from 2013 to 2018 and as Ambassador to Greece from 2010 to 2013. He has also served as Executive Secretary of the State Department, and Principal Deputy Assistant Secretary for Consular Affairs. In addition to Greece and India, his overseas service included tours in Bern, Istanbul, Ottawa, and Stockholm. He also taught Political Science at the U.S. Air Force Academy. Ambassador Smith is a recipient of the Arnold L. Raphel Memorial Award, the Secretary's Distinguished Service Award, a Presidential Distinguished Service Award, and the National Intelligence Distinguished Service Medal. Ambassador Smith received his Ph.D. and M.A. from Stanford University, and his B.A. from the University of Colorado at Boulder.

Charles Armstrong retired from the Office of the Legislative Counsel of the United States Senate in 2021 after 31 years of service as a drafter of legislation for committees and members of the Senate. In his last 10 years of service, he held the position of Senior Counsel and acted as the head of the Foreign Affairs team in the office, leading and supervising attorneys responsible for drafting across the full range of foreign affairs law, including law relating to foreign relations, defense, intelligence, trade, immigration, and related matters. From 2005, he acted as principal drafter for the office on all aspects of military and defense law, with a focus on military and civilian personnel policy and the organization and management of the Department of Defense. He also has significant experience in appropriations, intelligence, veterans, government organization, and communications law. In addition to his work on 32 annual National Defense Authorization Acts, all veterans benefits acts from 1990 through 2006, and all annual Intelligence Authorization Acts from 1991 through 2004, he was principal drafter for the Senate on laws establishing the National Nuclear Security Administration, the Office of the Director of National Intelligence, and the Space Force, as well such comprehensive reforms as the Wounded Warrior Act, the Post-9/11 Veterans Educational Assistance Act of 2008, and the Military Justice Act of 2016.

Blueprint 1

Mission and Mandate





BLUEPRINT #1

Mission and Mandate: Clarity, Strength, and Professionalism

Team Lead and Principal Author: Ambassador Michael C. Polt

Legislative and Regulatory Language: Charles Armstrong

America's diplomats represent the interests of the American people overseas and provide foreign policy expertise in Washington, jobs which will be increasingly important in the decades ahead.

Americans should want their Foreign Service to be the strongest, most knowledgeable, and highest performing diplomatic corps in the world. America's diplomats must not only be preeminent experts on the world outside our borders, ready to represent our nation by understanding the politics, economics, security, culture, and languages of each country on every continent, but also strategic thinkers and leaders making essential contributions to the policy making process at home.

We believe that by implementing the Blueprints in this report, America's diplomats can continue to successfully meet, and then routinely exceed, this high standard.

Legislative language reflecting all the proposals contained in this Blueprint is provided at the end of this chapter. There are citations at the end of each section specifying proposed legislation and executive actions.

Enhancement of Foreign Service Professionalism and Diplomatic Leadership

Despite the professional competence of today's Foreign Service, the development and conduct of U.S. foreign policy are often in the hands of officials who may have some substantive expertise but who, in some cases, lack overseas experience and/or are not professionals in foreign affairs. This routinely extends to leadership in the field, including ambassadorial appointments.

The practice of appointing non-professionals reflects realities of our political culture and interagency structure and a failure to see diplomacy as a profession whose skills must be learned and practiced. But we also know that the Foreign Service can focus too heavily on “traditional” diplomatic activities and on managing details and less on developing and then pursuing strategic leadership, evidence for those who argue that “outside” leadership is necessary.

Individuals inside and outside the foreign affairs community have much to contribute to our national security mission, and they should be encouraged to do so. But we remain convinced that to produce the best results for the American people, U.S. diplomatic efforts must be led by a professional, well trained, and well-resourced service that can be partnered in some circumstances with non-career professionals.

For the country’s political leaders and the American people to trust that the Foreign Service is the best organization to do the job, the Service needs to reform its culture and deepen its capabilities. A stronger, better-resourced diplomatic service will be better equipped to secure a more decisive leadership role in the foreign policy process, while also drawing creatively on public and private sector resources. Non-career appointees from the public and private sectors must be held to a similar standard of competence in foreign affairs expertise and leadership as career officers.

The practical keys that unlock these changes are in-depth, career-long professional education and training with emphasis on leadership development aimed at cultivating advanced substantive expertise, strategic perspective, and experience in a highly complex and multi-faceted foreign affairs environment at progressively higher levels.

PROPOSED ACTION:

- Amend the 1980 Foreign Service Act¹ to set the standard that our diplomats – including career and occasional non-career diplomatic leadership – are the U.S. Government’s preeminent substantive experts on the world outside our borders. Our professional diplomats must be our foreign affairs community’s most highly trained foreign policy leaders charged with directing the actions of all civilian U.S. Government agencies abroad as well as

¹ <https://www.usaid.gov/sites/default/files/documents/1868/fsa.pdf>

coordinating these actions with relevant U.S. military commands. They also must play a central role in developing and proposing policy at home that instructs our diplomatic activities in the field. This amendment sharpens the existing language mandating that the President provide the Senate Committee on Foreign Relations with a persuasive competence report, based on this standard, on each Chief of Mission nominee.

For legislative language see:

Sec. 102. Acknowledgement of the Foreign Service and leadership of United States missions abroad as the deepest substantive experts in the United States Government on Foreign Affairs.

(b) Assessment of nominees for appointment as chief of mission

Enhanced Chief of Mission Authority, Responsibility, and Accountability

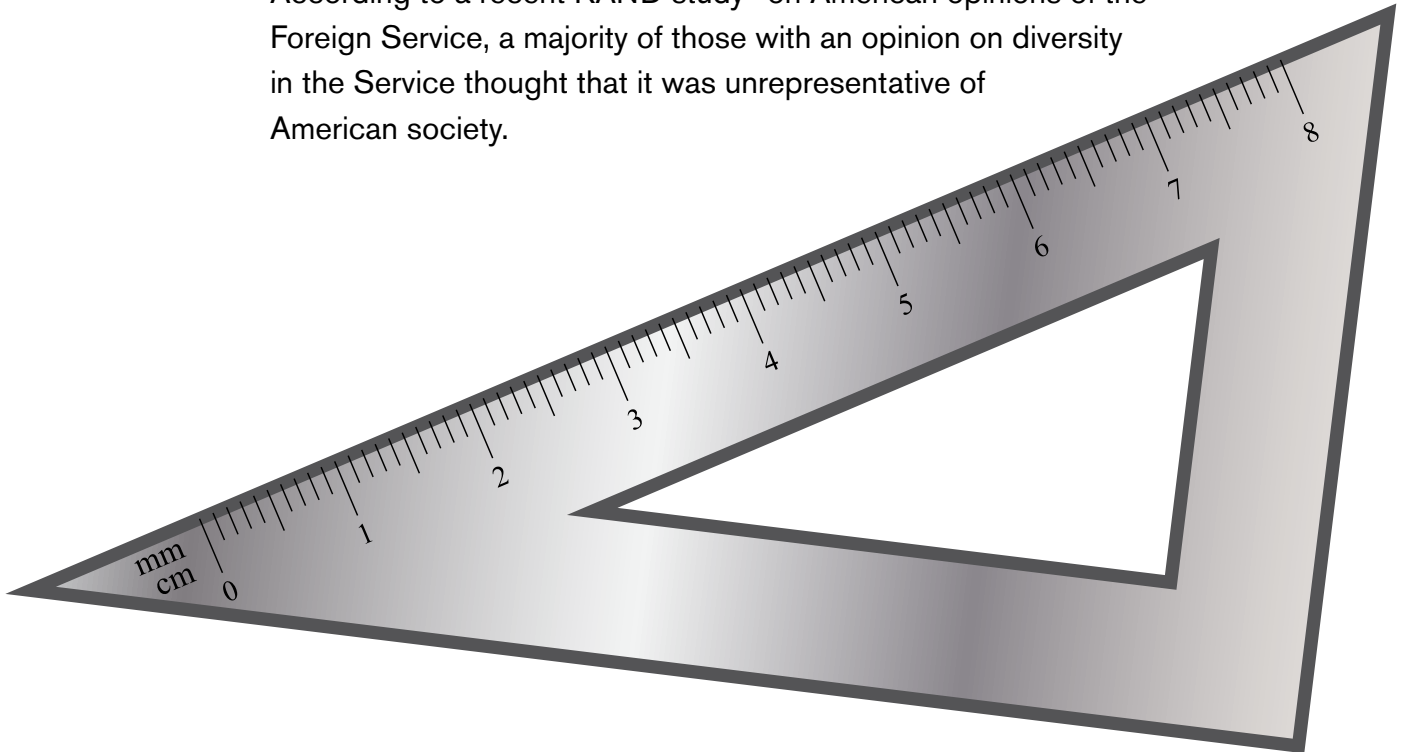
The authority of U.S. Ambassadors abroad is central to effectively developing and to successfully implementing our nation's foreign policy. Ambassadors receive a letter from the President detailing their authorities over U.S. Government policies and personnel. This Presidential Letter to Chiefs of Mission (COM) should match the authority, responsibility, and accountability of U.S. Ambassadors with the high demands and complexity of their challenges. While many government agencies have representatives stationed overseas in U.S. embassies and consulates, the President's letter must ensure that the Ambassador's role is clear, paramount, safeguarded, and unassailable. Embassy country teams – the representatives of various federal agencies led by the Ambassador – work remarkably well if the Ambassador's authority is acknowledged and respected.

Our proposed Presidential letter would reaffirm and reinforce ambassadorial authority, responsibility, and accountability including directing the actions and supervising the use of resources of all U.S. Government agencies and the full range of U.S. Government assets in executing our foreign policy through the country/mission teams. The draft Presidential Letter accords COMs authority to oversee and direct the use of foreign policy resources, and to actively advance

diversity, equity, access, and inclusion among their staffs. We propose corresponding amendments to the 1980 Foreign Service Act reinforcing these principles.

The key elements of our proposed enhancements of delegated Presidential authority, responsibility, and accountability appropriately exercised by COMs include:

- Meaningful COM input into staffing their missions.
- COM authority to call on the physical and human resources of all assigned executive agencies to coordinate and direct the full range of U.S. Government activities to achieve the nation's foreign policy objectives.
- Unless otherwise directed by the Secretary of State, COMs, in consultation with the country team, including the Regional Security Officer, must have the ultimate responsibility for risk management decisions in their country of responsibility.
- COMs must be accountable for assembling and maintaining diverse, equitable, inclusive, and accessible mission teams. According to a recent RAND study² on American opinions of the Foreign Service, a majority of those with an opinion on diversity in the Service thought that it was unrepresentative of American society.



² https://www.rand.org/pubs/research_reports/RRA1845-1.html

PROPOSED ACTIONS:

- **New Presidential Letter of Authority, Responsibility, and Accountability to Chiefs of Mission**

Dear Mr./Madam Ambassador:

I am delighted that you have accepted the challenge of serving our nation and the American people as my representative to [country/international organization]. I have chosen you to represent our country because I believe you have the leadership capacities, knowledge, and commitment to promote and protect America's interests effectively. You have my full confidence and authority in conducting all matters concerning United States' interests in [country/international organization].

The office of Ambassador and its authorities are among the few mandated by the Constitution of the United States. I call your attention to subsections (a) and (b) of section 207 of the Foreign Service Act of 1980, which I attach for your reference. I expect you and your Executive Branch colleagues to respect the law and my direction regarding your role as Chief of Mission.

Around the world, there are threats to our values, security, prosperity, and way of life, but there are also great possibilities for America that forward-thinking, sustained, well-executed American diplomacy can help achieve. You should advance U.S. interests in the near term and identify ways to create long-term American advantage. I will welcome your ideas on how best to pursue such a high-performing American diplomacy.

America is strongest when we pursue our national interests with allies, friends, and partners. We must seek to work with others to prevent, resolve, and mitigate conflict, combat transnational threats, strengthen law enforcement cooperation, promote democratic values and human rights, and establish an expectation that cooperation will be valued.

You should make every effort to promote American businesses, with an emphasis on expanding U.S. exports, which creates jobs for our fellow citizens. You should also help to ensure that America's trading relationship with [country] is fair, balanced, and promotes high

standards for workers and for the environment.

You should advance your Mission's goals and objectives by highlighting America's rich culture and artistic achievements. Engaging nongovernmental organizations, the private sector, civil society, and international organizations to promote America's interests will be essential to your success.

As Chief of Mission, you have full responsibility for the assignment, direction, coordination, supervision, and oversight of all U.S. Executive Branch resources and employees in [country], regardless of their employment categories or location, except those under command of a U.S. area military commander or on the staff of an international organization. With these exceptions, you oversee and are responsible for all Executive Branch activities and operations in your Mission.

You will report to me through the Secretary of State, in coordination with the Assistant Secretary of State for [country/international organization]. Under my direction, the Secretary of State is, to the fullest extent provided by the law, responsible for the overall coordination of all United States government activities and operations abroad. The only authorized channel for instruction to you is through the Assistant Secretary, the Secretary or me, unless the Secretary or I personally instruct you to use a different channel. I expect you to keep us fully informed of events in [country/international organization] and of your activities in support of U.S. policies.

All Executive Branch agencies under your authority, and every element of your Mission, must keep you fully informed at all times of their current and planned activities. You have the right to see all communications to or from Mission elements, however transmitted, except those specifically exempted by law or executive order.

I expect you to take direct and full responsibility for the security of your Mission and all the personnel for whom you are responsible. You have my full authority to provide the highest possible level of security to all U.S. personnel, and their accompanying dependents, under your care. Unless an interagency agreement provides otherwise, the Secretary of State and you as Chief of Mission must provide for the security of all United States government personnel, and their accompanying dependents, on official duty in your country of assignment other than those under the protection of a U.S. area military commander or on

the staff of an international organization. You and the U.S. area military commander should consult and coordinate responses to common threats, to include planning and, if required, providing for the secure and safe departure of official and private American citizens from your country of assignment in an emergency.

The responsibility of representing America can never be fully without risk. I expect you to promote a risk-management culture that does not restrict you or your Mission team from executing essential responsibilities. Effective diplomacy requires full engagement with foreign leaders and people, understanding and influencing conditions on the ground, and reaching out as needed to American citizens trapped in insecure and hostile conditions. I charge you to use your assessment of conditions on the ground, your risk analysis, and your security resources to increase the scope and reach of our diplomatic and consular activities. I also expect you to focus on your responsibility to protect the safety and interests of U.S. citizens and American business in your area of responsibility.

You have full responsibility for the direction, coordination, and supervision of all Department of Defense personnel on official duty in [country] except those under the command of a U.S. area military commander. You and the area military commander must keep each other currently and fully informed and cooperate on all matters of mutual interest, especially on questions of force protection. You are responsible for reporting to the Secretary of State any differences that you and the regional military commander are unable to resolve.

You should review programs, personnel, and funding levels regularly, and ensure that all agencies attached to your Mission also do so. As a steward of the taxpayers' money, ensuring that the United States government presence abroad is appropriately staffed, trained, and equipped for the mission I have authorized you to pursue is a continuing requirement. In your reviews, should you find staffing to be either excessive or inadequate to the performance of priority mission goals and objectives, I urge you to initiate staffing changes in accordance with established procedures.

Every Executive Branch agency under your authority must obtain your approval before changing the size, composition, or mandate of its staff. If a department or agency head disagrees with you on staffing matters,

that individual may appeal your decision to the Secretary of State. In the event the Secretary is unable to resolve the dispute, the Secretary and the respective department head will present their differing views to me for a decision.

All United States government personnel other than those under the command of a U.S. area military commander or on the staff of an international organization must obtain country clearance before entering [country] on official business. You may refuse country clearance or place conditions or restrictions on visiting personnel as you determine necessary.

I expect you to pay close attention to the quality of life of U.S. Mission staff who work for you, as well as their families. I admire those who chose to devote their lives to the service of America, and I count on you to lead them in a creative, courageous, and nonpartisan manner. Your Mission should be welcoming and supportive of diversity, including diversity of thought, equity, inclusion, and accessibility.

I expect you to discharge your responsibilities with professional excellence and in full conformance with the law and the highest standards of integrity and ethical conduct.

I wish you every success.

Sincerely,

Attachment:

SEC. 207. CHIEF OF MISSION.—(a) Under the direction of the President, the chief of mission to a foreign country—

(1) shall have full responsibility for the direction, coordination, supervision, and oversight of all Government executive branch employees in that country (except for employees under the command of a United States area military commander); and

(2) shall keep fully and currently informed with respect to all activities and operations of the Government within that country, and shall ensure that all Government executive branch employees in that country

(except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.

(b) Any executive branch agency having employees in a foreign country shall keep the chief of mission to that country fully and currently informed with respect to all activities and operations of its employees in that country, and shall ensure that all of its employees in that country (except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.

[Subsections (c), (d), (e) omitted]

- **Amend the 1980 Foreign Service Act (Whole of Government Coordination)**

This section strengthens COM authority to oversee and direct the use of all U.S. Government foreign policy resources in his/her mission.

- **Amend the 1980 Foreign Service Act (Diversity and Inclusion)**

This section assigns to the COM responsibility to actively advance diversity, equity, access, and inclusion among their staffs.

For legislative language see:

Sec. 103. Role of the Foreign Service in coordination and leadership of whole-of-government international engagement in United States foreign affairs.

Sec. 105. Diversity and inclusion in the Foreign Service and in the staffs of missions and other United States Government agencies abroad.

Mission Driven Diplomatic Environment Risk Management

(Taken in part from the executive summary of the January 2021 American Academy of Diplomacy *Diplomatic Risk Paradigm Report*³)

The primary purpose of America's diplomatic and consular platforms and the most important mission of our diplomatic personnel must be the achievement of U.S. foreign policy objectives and the protection of American interests abroad.

The protection of U.S. personnel and property is a crucial objective for all those responsible for America's presence abroad. But the presence of risk to U.S. personnel and property must not make it impossible or severely curtail our diplomats' ability to achieve their primary missions: to influence host governments; to explain, defend, and advance U.S. policies and objectives; and to correctly analyze political, social, and economic developments – as well as the effectiveness of U.S. Government programs. Each of these functions demands first-hand contacts and observations.

The formulation and execution of national security policy is hindered by limits on regular access to foreign contacts, especially at higher-threat missions where U.S. diplomatic personnel find it difficult to meet sources, colleagues, or counterparts in less than fully secured areas, much less to travel in the field or to make unscheduled moves. Our U.S. military partners, and members of the intelligence community are not encumbered by similar restrictions.

PROPOSED ACTIONS:

- Enhance the risk management authorities of our Chiefs of Mission with a revised Presidential letter of authority to our ambassadors to properly set the priorities for the functioning of our embassies and constituent posts.
- Endorse the January 2021 report and recommendations by the American Academy of Diplomacy, *Changing the Risk Paradigm for U.S. Diplomats*, including a change in the purpose and structure of the current Accountability Review Boards.

³ <https://www.academyofdiplomacy.org/wp-content/uploads/2021/01/AADRiskProject.pdf>

- Endorse S. 816,⁴ the Diplomatic Support and Security Act of 2022, introduced by Senator James Risch, R-ID, and supported by Senator Chris Murphy, D-CT, and others, to amend the Diplomatic Security Act of 1986 to provide for improved serious security incident investigations, and for other purposes. This legislation supports the Foreign Service taking reasonable risks to advance U.S. foreign policy.
- Endorse the Diplomatic Support and Security Act (HR 6034)⁵, introduced by Reps. Sara Jacobs, D-CA, and Adam Kinzinger, R-IL, calling for greater efforts to keep our diplomatic missions open, encouraging the Administration, the Foreign Service, and Congress to better weigh the risks of “not being there” against the ability of Foreign Service Officers to keep our diplomatic and consular missions open and fully operating, especially in complex and volatile environments.
- Sense of Congress Resolution on Diplomatic Risk Management
Expressing the sense of Congress that a robust diplomatic presence abroad plays an important role in the effective discharge of foreign policy, particularly in volatile environments.

For legislative language see:

Sec. 104. Enhancement of role of risk management in effective discharge of United States diplomacy by personnel and posts abroad.

(a) Sense of Congress.—

Stronger State Department Role in Interagency Foreign Policy Coordination

As we argued in the first American Diplomacy Project report⁶, a State Department that produces diplomats who are both exceptional leaders of people and who excel in their policy and regional knowledge should, with rare exceptions, chair the Assistant Secretary level interagency policy coordinating committees, the foundational mechanisms that develop U.S. foreign policy. This was the practice in

⁴ <https://www.congress.gov/bill/117th-congress/senate-bill/816>

⁵ <https://www.congress.gov/bill/117th-congress/house-bill/6034?s=1&r=11>

⁶ Belfer Center report: <https://Belfercenter.org/publication/us-diplomatic-service-21st-century>

the administrations of Presidents Ronald Reagan and Richard Nixon. This is not a question of advancing bureaucratic power or privilege but rather of making the best use of the State Department's expertise. If the State Department can earn its place back into the chair of these interagency committees, it will produce better results for U.S. foreign policy. The Biden Administration's National Security Memorandum-2 (NSM-2)⁷, which outlines the national security decision-making system, assigns chairmanship of all national security interagency policy coordination structures to members of the staff of the National Security Council. We would like to see this changed to restore a State Department lead.

PROPOSED ACTIONS:

- Amend National Security Memorandum-2 of Feb. 4, 2021, and accompany it with legislative language to designate the Department of State as the chair of foreign policy Interagency Policy Committees (IPCs).
- The amendment to NSM-2 would be accomplished by changing the last sentence of paragraph 1 of Section D of the memorandum to read: "The IPCs shall be established at the direction of the National Security Advisor and chaired by designees of the Secretary of State."

For legislative language see:

Sec. 101. Responsibility of Secretary of State for designation of chairs of Interagency Policy Committees within the National Security Council system.

Connecting to Americans as Stakeholders of U.S. Foreign Policy

A key recurring theme in these Blueprints is the urgent need for America's diplomats to have a stronger, more meaningful connection to the American public. Recently published research by the RAND Corporation⁸ found generally favorable public attitudes toward

⁷ <https://www.whitehouse.gov/briefing-room/statements-releases/2021/02/04/memorandum-renewing-the-national-security-council-system/>

⁸ https://www.rand.org/pubs/research_reports/RRA1845-1.html

American diplomats but also limited understanding of what diplomats do. Effective engagement by U.S. diplomats with American citizens is clearly important to increase that understanding. It must be frequent, well-publicized, geographically comprehensive, and of a sufficient scale to have a measurable impact.

We want Americans to know about what their diplomats do and to be proud of them. In every Blueprint we have suggested practical ways to strengthen this connection between U.S. diplomats and their ultimate employer. This Blueprint proposes a bold program to open up a new way for U.S. diplomats and the American people to interact. The Department may also wish to consider a similar program for Civil Service employees.

As do many of the ideas in these Blueprints, this proposal builds on past efforts. One example is the State Department's Hometown Diplomats Program, which was created by Secretary Colin Powell in 2002. Information, especially on recent activities of the program, is sparse. The program is intended, according to the State Department, to "explain to America what we do and why it matters. We do this by tapping into our best resource: our people. Employees volunteer their time on scheduled trips back to their hometown to talk to local organizations, their elementary and high schools, their college alma maters, [to] meet with state and local elected officials, and to participate in media interviews."

Although now renamed "Engage America," many institutions still refer to the program as "Hometown Diplomats." A Department of State archive⁹ offers only minimal data for the program, noting that 13 states were visited: California, Florida, Illinois, Maine, Missouri, New Jersey, New York, Pennsylvania, Rhode Island, South Carolina, Texas, Virginia, and Wisconsin.

PROPOSED ACTIONS:

- Amend the Foreign Service Act of 1980 to incorporate a robust domestic speaking element into the Foreign Service assignment system linked to diplomats' home leave so they have consistent engagements with the American people they represent abroad, with the goal being to communicate with a diverse group of

⁹ <https://register.state.gov/hometown/>

Americans nationwide. About 3,000 employees and families receive home leave/transfer orders each year. The Department has about 13,700 Foreign Service Officers and Foreign Service Specialists, and about 9,000 overseas positions. Home leave, while authorized every two years, normally occurs on a three-year cycle.

- Our proposed amendment includes a five-year ramp-up period for a new Engage America program, leading to the assignment of 500 Foreign Service members by year five and each year thereafter to provide annual engagement in all 50 states. Orders to participate in the program would be tied to the employee's home leave orders and indicate organization, locations, timing, and subject to be covered. Travel to the Engage America location for the employee's family would be authorized and encouraged. We include family members in the Engage America Program, not only because the Foreign Service is a family affair, but because family members have valuable insights they can share with American audiences on their own contributions to serving our country.
- To manage the program, the amendment would establish a new Engage America Office in the Department of State's Bureau of Global Public Affairs with five staff members at the GS-12-14 level. The new office would identify outreach locations based on U.S. foreign policy priorities and the expressed interests of the American people in their country's foreign policy.
- To calculate the approximate cost of the program, we divided the U.S. into four regions and estimated average costs for travel and per diem for two-day program travel for a Foreign Service member, including an average family of four. The program cost estimate is \$3 million per annum.

For legislative language see:

Sec. 106. Domestic Engagement of Foreign Service members with the American people through speaking assignments during regular home leave from service abroad.

Legislative and Regulatory Language

Title I—Mission and Mandate of the Department of State

SEC. 101. RESPONSIBILITY OF SECRETARY OF STATE FOR DESIGNATION OF CHAIRS OF INTERAGENCY POLICY COMMITTEES WITHIN THE NATIONAL SECURITY COUNCIL SYSTEM.

The Secretary of State shall have the responsibility for the designation of the chairs of the following:

(1) Interagency Policy Committees (IPCs) within the National Security Council system under section D of National Security Memorandum/NSM–2, dated February 4, 2021, or any successor National Security Memorandum or similar memorandum for the organization of the system.

(2) Any other committees or similar bodies within the National Security Council system for management of the development and implementation of national security policies by multiple agencies of the United States Government that are provided for by a National Security Memorandum or similar memorandum for the organization of the system, regardless of how named or designated.

SEC. 102. ACKNOWLEDGEMENT OF THE FOREIGN SERVICE AND LEADERSHIP OF UNITED STATES MISSIONS ABROAD AS THE DEEPEST SUBSTANTIVE EXPERTS IN THE UNITED STATES GOVERNMENT ON FOREIGN AFFAIRS.

(a) ACKNOWLEDGEMENT.—Section 101(a) of the Foreign Service Act of 1980 (22 U.S.C. 3901(a)) is amended—

(1) by redesignating paragraphs (4) and (5) as paragraphs (5) and (6), respectively; and

(2) by inserting after paragraph (3) the following new paragraph (4):

“(4) in light of the complex challenges described in paragraph (3), the conduct of the foreign affairs of the United States is best served by a Foreign Service, and by leadership of United States diplomatic and consular missions abroad, who—

“(A) are the deepest substantive experts in the United States Government on the world outside the Nation’s borders;

“(B) are the Nation’s most highly trained and experienced professional foreign policy leaders;

“(C) are responsible for directing and coordinating the actions and activities of all United States Government agencies engaged in foreign activities; and

“(D) should be authorized to draw on capabilities in the private sector to complement United States Government agencies in the conduct of foreign affairs;”.

(b) ASSESSMENT OF NOMINEES FOR APPOINTMENT AS CHIEF OF MISSION.—Section 304(a)(4) of that Act (22 U.S.C. 3944(a)(4)) is amended by striking “a report on the demonstrated competence” and all that follows and inserting “a report on the following:

“(A) The demonstrated competence of the nominee to perform the duties of the position to which nominated.

“(B) The manner in which the qualifications, experience, and expertise of the nominee—

“(i) accord with the expectations specified in subparagraphs (A) and (B) of section 101(a)(4) that the leadership of United States missions abroad are—

“(I) the deepest substantive experts in the United States Government on the world outside the Nation’s borders; and

“(II) the Nation’s most highly trained and experienced professional foreign policy leaders, and

“(ii) qualify the nominee—

“(I) to assume the responsibility specified in subparagraph (C) of section 101(a)(4); and

“(II) to exercise the authority specified in subparagraph (D) of that section.”.

SEC. 103. ROLE OF THE FOREIGN SERVICE IN COORDINATION AND LEADERSHIP OF WHOLE-OF-GOVERNMENT INTERNATIONAL ENGAGEMENT IN UNITED STATES FOREIGN AFFAIRS.

(a) FINDINGS AND OBJECTIVES.—Section 101 of the Foreign Service Act of 1980 (22 U.S.C. 3901) is amended—

(1) in subsection (a), by striking paragraph (2) and inserting the following new paragraph (2):

“(2) the scope and complexity of the foreign affairs of the Nation require that a professional foreign service coordinate and lead a whole-of-government international engagement of Government agencies on behalf of the President and the Secretary of State as the chief diplomat of the President;”; and

(2) in subsection (b)—

(A) by redesignating paragraphs (9) and (10) as paragraphs (10) and (11), respectively; and

(B) by inserting after paragraph (8) the following new paragraph (9):

“(9) improving flexibility and effectiveness in the management of missions abroad by providing a regulatory work environment that maximizes the professional discretion of chiefs of mission, and, by extension, members of the Foreign Service, in the performance of their duties on behalf of United States national security interests;”.

(b) ENHANCEMENT OF ROLE AND AUTHORITIES OF CHIEFS OF MISSION.—Section 207 of that Act (22 U.S.C. 3927) is amended—

(1) in subsection (a)(1)—

(A) by striking “and supervision” and inserting “supervision, and oversight”; and

(B) by striking “in that country” and all that follows through the end of the paragraph and inserting “(except for employees under the command of a United States area military commander) in that country; and”; and

(2) by striking “Voice of America correspondents on official assignment

and” each place it appears in subsections (a)(2) and (b).

SEC. 104. ENHANCEMENT OF ROLE OF RISK MANAGEMENT IN EFFECTIVE DISCHARGE OF UNITED STATES DIPLOMACY BY PERSONNEL AND POSTS ABROAD.

(a) SENSE OF CONGRESS.—It is the sense of Congress that—

(1) a robust diplomatic presence abroad plays an important role in the effective discharge of foreign policy, particularly in volatile environments in which a flexible and timely diplomatic response can be decisive in addressing and even preventing conflict;

(2) United States diplomats, in order to fully discharge their mission, routinely put themselves and their families at great personal risk in serving the United States abroad where they face threats related to international terrorism, violent conflict, and public health, among many others;

(3) United States diplomatic missions abroad rely on robust staffing and ambitious external engagement in order to advance United States interests and priorities through activities such as—

(A) negotiating with foreign officials, civil society, other elements of the private sector, and the media to advance United States interests and priorities;

(B) meeting outside facilities secured by the United States with foreign leaders to lead programs and to explain, defend, and advance United States interests and priorities;

(C) meeting and interacting with community officials outside facilities secured by the United States to understand and report on foreign political, social, and economic conditions;

(D) providing services to United States citizens abroad, including services that may mean the difference between life and death; and

(E) collaborating, and at times competing with, diplomatic missions of other countries;

(4) restrictive efforts to protect United States diplomatic personnel abroad have often inhibited United States diplomatic activity and limited engagement between such personnel and foreign governments and

populations, thereby—

(A) limiting the ability of United States diplomatic missions abroad to discharge the activities described in paragraph (3); and

(B) contributing to the further militarization of United States foreign policy by ceding the discharge of such activities to military and intelligence agencies that often operate with fewer security restrictions and greater tolerance for risk;

(5) it is not possible for the Department of State to avoid all risks to its personnel as it pursues its vital mission abroad, nor is it desirable to do so; and

(6) it is in the national interest for Congress to empower, support, and hold the Department accountable in implementing an aggressive strategy to ensure that the United States diplomatic presence abroad is based on an adequate consideration of the myriad direct and indirect consequences of a lack of such a presence abroad in order to achieve such a presence abroad that is both robust and appropriately addresses and mitigates potential risks to United States diplomatic personnel abroad to the maximum extent possible.

(b) INCORPORATION OF ACKNOWLEDGEMENT OF RISK WITHIN OVERALL OBJECTIVES FOR FOREIGN SERVICE.—Section 101(a) of the Foreign Service Act of 1980 (22 U.S.C. 3901(a)), as amended by section 102(a) of this Act, is further amended—

(1) by redesignating paragraphs (5) and (6) as paragraphs (7) and (8), respectively; and

(2) by inserting after paragraph (4) the following new paragraphs:

“(5) the Foreign Service operates abroad in an inherently hazardous international environment in which risks to person and property must be accepted as necessary to advance the national security interests of the United States;

“(6) while the mitigation of risks of serious injury, loss of life, or destruction of property to Foreign Service and other United States personnel abroad remains critical, such actions must not impede the execution and achievement of United States national security objectives;”.

**SEC. 105. DIVERSITY AND INCLUSION IN THE FOREIGN SERVICE
AND IN THE STAFFS OF MISSIONS AND OTHER UNITED
STATES GOVERNMENT AGENCIES ABROAD.**

(a) DIVERSITY AND INCLUSION IN THE FOREIGN SERVICE.—Section 101 of the Foreign Service Act of 1980 (22 U.S.C. 3901) is amended—

(1) in paragraph (7) of subsection (a), as redesignated by section 104(b)(1) of this Act, by striking “should be representative” and inserting “shall be representative”; and

(2) in subsection (b)(1), by inserting after “in accordance with merit principles” the following: “and in recognition of the importance of providing full access to the Foreign Service to all members of American society and of reflecting the rich diversity of the American people in the Service as the representatives of the American people abroad”.

(b) DIVERSITY AND INCLUSION IN STAFFS OF MISSIONS AND OTHER GOVERNMENT AGENCIES ABROAD.—Section 207 of the Foreign Service Act of 1980 (22 U.S.C. 3927), as amended by section 103(b) of this Act, is further amended by adding at the end the following new subsection:

“(e) DIVERSITY AND INCLUSION IN STAFFS.—In carrying out subsection (a) with respect to the Government executive branch employees to which that subsection applies in connection with a chief of mission’s authority to review and recommend personnel assignments to the mission concerned, the chief of mission to a foreign country shall be responsible for ensuring, to the maximum extent practicable, that the staff of the mission, and the staffs of all other applicable Government agencies acting and operating in that country, are diverse, equitable, inclusive, and accessible.”.

**SEC. 106. DOMESTIC ENGAGEMENT OF FOREIGN SERVICE MEMBERS
WITH THE AMERICAN PEOPLE THROUGH SPEAKING
ASSIGNMENTS DURING REGULAR HOME LEAVE FROM
SERVICE ABROAD.**

(a) ENGAGEMENT SPEAKING ASSIGNMENTS THROUGH ENGAGE AMERICA PROGRAM.—Chapter 5 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3981 et seq.) is amended by adding at the end the following new section:

**“SEC. 506. SPEAKING ASSIGNMENTS FOR ENGAGEMENT WITH THE
AMERICAN PEOPLE DURING REGULAR HOME LEAVE
FROM SERVICE ABROAD.**

“(a) PROGRAM OF SPEAKING ASSIGNMENTS.—

“(1) IN GENERAL.—The Secretary of State shall carry out a program of domestic speaking assignments of members of the Foreign Service during regular home leave from service abroad for the purpose of providing for consistent and comprehensive engagement between the American people and members of the Service in order to—

“(A) better inform the American people about United States foreign policy and the role of the Service; and

“(B) facilitate a better understanding among Service personnel of the views of the American people on United States foreign policy.

“(2) DESIGNATION.—The program carried out under this section shall be known as the ‘Engage America Program’ (in this section referred to as the ‘program’).

“(b) RESPONSIBILITY FOR PROGRAM.—

“(1) IN GENERAL.—The program shall be carried out by the Assistant Secretary of State for Global Public Affairs.

“(2) ENGAGE AMERICA OFFICE.—The Assistant Secretary shall carry out the program through an office established by the Assistant Secretary for that purpose in the Bureau of Global Public Affairs. The office shall be known as the ‘Engage America Office’ (in this section referred to as the ‘Office’). The Office shall have a staff of not more than five individuals in the Civil Service in the Department of State, with a grade level not to exceed GS-14, who are assigned to the Office by the Assistant Secretary.

“(3) COORDINATION.—The Office shall coordinate closely with the Bureau of Global Talent Management in carrying out the program.

“(c) SPEAKING ASSIGNMENTS.—

“(1) IN GENERAL.—Under the program, such members of the Foreign Service as are designated for participation in the program under paragraph (2) shall, while on regular home leave from service abroad, undertake a speaking assignment described in paragraph (4) at a location in the United States selected in accordance with paragraph (5). Each such member shall undertake such an assignment during each period of such member’s regular home leave from service abroad.

“(2) DESIGNATED MEMBERS.—The Secretary shall designate the members of the Service who undertake speaking assignments under the program. Such designation may apply to particular members, one or more classes or categories of members, or such other criteria or combination of criteria of designation as the Secretary considers appropriate for the program.

“(3) INCREMENTAL EXPANSION OF PARTICIPATING MEMBERS.—The number of members who undertake speaking assignments under the program in any fiscal year shall be expanded incrementally during the five-fiscal-year period beginning in the fiscal year in which the program commences, with the objective, to the extent practicable, of having not fewer than 500 speaking assignments under the program in the final fiscal year of such fiscal-year period and each fiscal year thereafter.

“(4) ASSIGNMENT ELEMENTS.—

“(A) TOPICS.—Each speaking assignment undertaken under the program shall address one or more topics related to the foreign policy of the United States that are selected by the Office for purposes of such assignment. Such selection shall take into account—

“(i) the experience and expertise of the member of the Service undertaking the assignment;

“(ii) the intended audience of the assignment; and

“(iii) the overall objective for assignments under the program to address the full range of current issues in the foreign policy of the United States.

“(B) FORMAT.—Each speaking assignment shall consist of the elements as follows:

“(i) An informational presentation by the member of the Service undertaking the assignment.

“(ii) A period for questions and answers.

“(C) BRIEFINGS.—The Office shall brief each member of the Service undertaking a speaking assignment under the program both before and after the assignment. A briefing before the assignment shall be designed to prepare the member for the assignment. A briefing after the assignment shall be designed to assess the assignment for the purpose set forth in subsection (a)(1) and for such other purposes

as the Secretary considers appropriate for the program.

“(D) PROHIBITION ON PAYMENT FOR ASSIGNMENTS.—A member of the Service may not seek or accept payment, including any token honoraria, in connection with the undertaking of a speaking assignment under the program, except as otherwise provided in subsections (e) and (f).

“(5) ASSIGNMENT LOCATIONS.—Locations for speaking assignments under the program shall be selected by the Office. In selecting such locations, the Office shall ensure that assignments under the program occur throughout the United States on a regular basis, with the objective, to the extent practicable, of having at least one speaking assignment under the program in each State and the District of Columbia each year.

“(6) RESPONSIBILITY FOR ASSIGNMENT LOGISTICS.—The Office shall have responsibility for management of the logistics of speaking assignments under the program, including securing necessary facilities and equipment and arranging travel, if any, of members of the Service and accompanying family members in connection with such assignments under subsection (d).

“(d) MEMBER ACCOMPANIMENT.—A member of the Foreign Service undertaking a speaking assignment under the program may be accompanied by such family members, and under such circumstances, as the Secretary shall specify for purposes of the program.

“(e) TRAVEL.—

“(1) IN GENERAL.—The costs of travel and related expenses of a member of the Foreign Service in undertaking a speaking assignment under the program, and of any family members accompanying the member under subsection (d), directly to and from the member’s home leave point and the location of the assignment shall be borne by the Department of State.

“(2) FUNDING.—Funds for the payment of costs and expenses under paragraph (1) shall be derived from funds available to the Department for the payment of travel and related expenses for authorized or required home leave of members of the Service under section 901(2).

“(f) PER DIEM.—A member of the Foreign Service undertaking a speaking assignment under the program is, and any family members accompanying the member under subsection (d) are, entitled to per diem at rates applicable to the

member while the assignment is undertaken, including any travel directly to and from the member's home leave point and the location of the assignment.

“(g) ASSIGNMENT TIME NOT COUNTABLE AS LEAVE.—Any time consumed by a member of the Foreign Service in undertaking a speaking assignment under the program, including any time of travel directly to and from the member's home leave point and the location of the assignment, shall not be counted as leave (including as a workday of home leave provided for by section 3434.2 of volume 3 of the Foreign Affairs Manual).”.

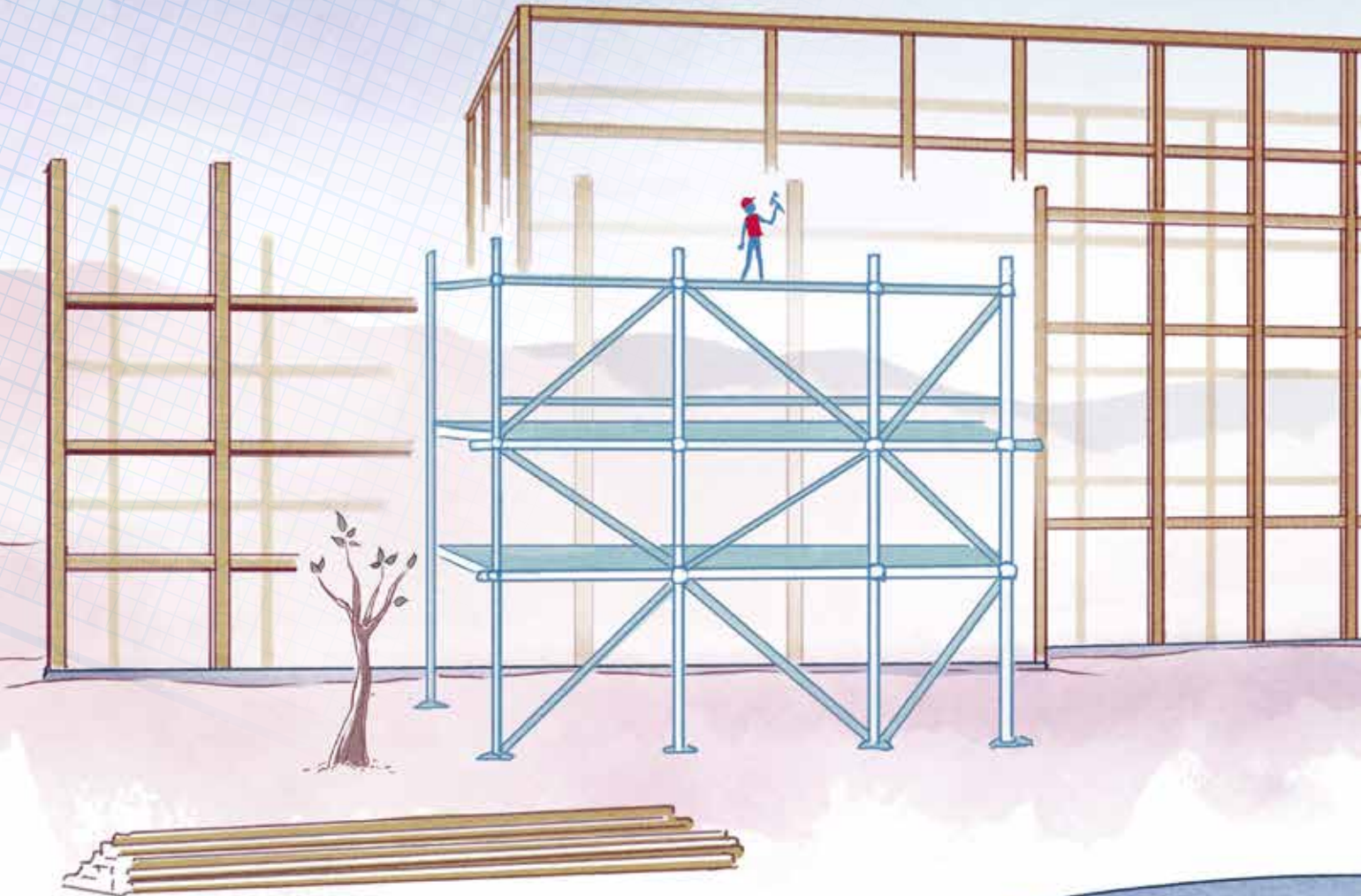
(b) CLERICAL AMENDMENT.—The table of contents in section 2 of the Foreign Service Act of 1980 (22 U.S.C. 3901 note) is amended by inserting after the item relating to section 505 the following new item:

“SEC. 506. SPEAKING ASSIGNMENTS FOR ENGAGEMENT WITH THE AMERICAN PEOPLE DURING REGULAR HOME LEAVE FROM SERVICE ABROAD.”.

(c) TERMINATION OF SUPERSEDED PROGRAM.—The Hometown Diplomats Program of the Department of State is hereby terminated.

Blueprint 2

Professional Education and Training





BLUEPRINT 2

State Department Professional Education and Training

**Team Leaders and Principal Authors:
Ambassadors Joyce Barr and Daniel Smith**

Legislative and Regulatory Language: Charles Armstrong

With Support from the American Academy of Diplomacy

State Department leadership of American diplomacy in an increasingly complex and dangerous world depends on several factors, crucially including having personnel with the right skills, knowledge, and experience in the right places at the right time to advance American national security interests. This Blueprint makes specific proposals to enable the Department to make strategic and operationally relevant long-term investments in its people. This is essential if the Department expects to secure its role as the foreign policy lead for the U.S. Government.

The State Department historically has not had difficulty attracting talented and often highly educated career professionals eager to serve their country in Washington and around the world. It has also made some progress in recruiting a more diverse and inclusive workforce, but significant challenges remain. Too often, however, it has not done enough to provide these dedicated public servants with the knowledge, skills, and professional development opportunities required over the course of their careers. Given the international challenges facing the United States today, the State Department must be even more thoughtful and deliberate to ensure that its future career leaders acquire the knowledge and experience they need.

Observers frequently emphasize the importance of professional education and training for America's diplomats. Three recent studies on reform of the Department of State include the Belfer report (Phase One), *A U.S. Diplomatic Service for the 21st Century*,¹ the

¹ Belfer Center report: <https://www.belfercenter.org/publication/us-diplomatic-service-21st-century>

Council on Foreign Relations' *Revitalizing the State Department and American Diplomacy*,² and the Quincy Institute for Responsible Statecraft's *Responsible Statecraft Requires Remaking America's Foreign Relations Tool Kit*.³ All three, as well as the most recent report from the American Academy of Diplomacy, *Bringing America's Multilateral Diplomacy into the 21st Century*,⁴ highlight issues related to professional education and training. There is a great deal of overlap in their recommendations.⁵

One thing remains crucial to any conceivable success in this area: the need to change the culture of the State Department so that leaders and employees place greater value on professional education and training. For example, there is an urgent need both to remove impediments to Department employees taking advantage of existing training and educational opportunities, while simultaneously expanding those opportunities to ensure that American diplomats can meet 21st century challenges. As emphasized in the Belfer Phase One report, the Department should foster an approach to professional education that results in a "required, rigorous program of career-long learning."⁶ Increased investments in professional education and training must be accompanied by changes in the assignment and promotion processes for the Foreign Service along with new opportunities for the Civil Service. "Skills and competencies cannot be achieved in classroom study alone,"⁷ according to the American Academy of Diplomacy report.

The Belfer report cited the absence of what it termed a "training float" built into the State Department's personnel system as a major obstacle to fostering a new culture of career-long professional education and training. It calls for "congressional authorization and funding for a 15 percent increase in Foreign Service personnel levels to create

2 <https://www.cfr.org/report/revitalizing-state-department-and-american-diplomacy>

3 <https://quincyinst.org/report/responsible-statecraft-requires-remaking-americas-foreign-relations-tool-kit/>

4 <https://www.academyofdiplomacy.org/publication/bringing-americas-multilateral-diplomacy-into-the-21st-century>

5 Several other important studies that have focused on training and professional development at the State Department include the American Academy of Diplomacy's 2019 report *Strengthening the Department of State* <https://www.academyofdiplomacy.org/publication/strengthening-the-department-of-state/>; the American Academy of Diplomacy's 2015 report *American Diplomacy at Risk* <https://www.academyofdiplomacy.org/publication/american-diplomacy-at-risk/>; and the American Academy of Diplomacy's 2011 report *Forging a 21st-Century Diplomatic Service for the United States through Professional Education and Training* https://afsa.org/sites/default/files/Portals/0/forging_21st_century_diplomatic_service_full.pdf

6 Belfer Center report, p. 32.

7 American Academy of Diplomacy. (2022). *Bringing America's Multilateral Diplomacy into the 21st Century*, p. 46. <https://www.academyofdiplomacy.org/wp-content/uploads/2022/03/Bringing-Americas-Multilateral-Diplomacy-into-the-21st-Century-FINAL.pdf>

a training float like that maintained by the U.S. military.” The report recommends “an increase of 2,000 positions over three years to meet this goal.”⁸

We disagree with those who maintain that there is no need for a new training float given the growth of the Foreign Service over the past 20 years.⁹ This view is not based on any detailed analysis of the Department’s personnel system or training needs. It also ignores the fact that in the face of past competing priorities the Department has placed a lower priority on training and professional development. Part of the problem comes from the term “float,” which is borrowed from the U.S. military. In this Blueprint we use the term “training complement” to underscore both its significance as well as the importance of not using positions assigned to long-term training as a reservoir to be drawn down when the next crisis erupts or new initiative comes along. Professional education and training must be seen as an essential element to both a successful career and the way for the State Department to secure its place as the world’s highest performing diplomatic service.

Legislative language reflecting the proposals contained in this Blueprint is provided at the end of this chapter. There is a citation at the end of each section specifying which portion of the proposed legislation applies.

Training Complement

Among the most difficult challenges is defining, implementing, and then sustaining a training complement for both the Foreign Service and the Civil Service. The State Department already has a modest training complement, primarily in the form of roughly a thousand positions assigned to long-term language training as well as initial training for new employees, representing around 7.7 percent of the Foreign Service. There is essentially no training complement for the Civil Service, but the Department is rightly embarking on an effort to create one.

⁸ Belfer Center report, p. 6.

⁹ Quincy Institute for Responsible Statecraft. (2021). *Responsible Statecraft Requires Remaking America’s Foreign Relations Toolkit*, p. 21.

If one factors in the total number of current full- and part-time employees both Foreign Service and Civil Service (roughly 10,500 Civil Service and 13,000 Foreign Service), the current training complement amounts to approximately 4 percent of the permanent career U.S.-Direct Hire workforce. That figure is inadequate, even for the Foreign Service alone. In fact, the training complement for the Foreign Service is presently underfunded by about 300 positions, representing largely overseas positions that are left vacant until personnel finish their training. It is also important to note that the current make-up of the Foreign Service and Civil Service may not fully reflect the needs of the Department, which is still feeling the impact of the hiring freeze imposed at the beginning of the Trump Administration. (We discuss determining the right size for the Foreign Service – putting the right people in the right places at the right times – in Blueprint #3.)

We recognize that determining exactly how many additional positions are required to meet education and training needs is not easy nor is it something that can be done immediately. For example, the Foreign Service hires at the entry level. It will take years before adding new positions has an impact on the number of training complement positions available at the mid and senior levels. Whatever target is chosen for a training complement must be realistic, flexible, and sustainable.

These are not excuses for inaction. We believe two things are true even in the face of the difficulties. First, a much more robust training complement is clearly required if the Department is going to provide the career-long training and professional development its employees need. Second, the time to start meeting this challenge is now.

Like the term “float,” the goal of having a 15 percent training complement is a figure drawn largely from the military. Reflecting on what we have learned since the Belfer report was published in 2020, we conclude that this is not the right short- or medium-term target for the State Department, whose mission and needs when it comes to training are far different from the military. If one were to adopt the 15 percent training complement target, it would amount to nearly 3,500 Foreign Service and Civil Service positions or an increase of 2,500 positions above the current level. Even if that goal were fiscally practical, a large, one-time increase is not desirable, particularly

in the case of the Foreign Service. Adding a significant number of new Foreign Service positions for one year only to have that number slashed in succeeding years does not build a sustainable training complement and creates all sorts of negative downstream problems in terms of assignments and promotion opportunities.

For these reasons, we support an 8 percent training complement.

Building an 8 percent training complement will not be easy nor will it happen without the active support of the Secretary of State, others in the Executive Branch, and, crucially, members of Congress. Indeed, creating an 8 percent training complement represents a target comparable to Secretary of State Colin Powell's 2001-2004 "Diplomatic Readiness Initiative," which added over 1,000 positions above attrition.

That increase, designed for education and training, was absorbed by demands in Iraq, Afghanistan, and elsewhere.

PROPOSED ACTIONS:

- We support the Department's FY 2022 budget request for an additional 80 training positions (40 Foreign Service and 40 Civil Service). We also support the Department's FY 2023 request for an additional 250 training positions (150 Foreign Service and 100 Civil Service). We strongly recommend that the Department continue to add a total of 250 training positions per year for the next four years. That would allow the Department to double its 4 percent training complement and eliminate the current underfunding, while building the foundation for the enhanced training at the mid and senior levels that we recommend. Once it has reached a target of an 8 percent training complement, the Department can evaluate whether additional positions are needed. It is imperative that funding include not only the additional positions themselves, but also the additional costs associated with training, especially for the Foreign Service Institute (FSI). The "floor" cost for doubling the current training complement would

be approximately \$53 million per year for four years to create the additional 250 complement positions each year. So, the cost of establishing an adequate training complement would be a minimum of \$212 million over four fiscal years.

- The proposed legislative language has specific language to protect this training complement.
- We support the Department's efforts to build a Civil Service training complement for the first time to increase training and professional development opportunities. This should be accompanied by efforts to build a true Civil Service mobility program to enhance career development opportunities for the Department's vital Civil Service workforce.
- We encourage the Department to review its regulations and work closely with the Office of Personnel Management and Congress to ensure additional flexibility that permits its Civil Service employees to take full advantage of training and professional development opportunities and enjoy greater career mobility.¹⁰

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 201. Expansion of Training Complement of the Department of State for Foreign Service and Civil Service Personnel

¹⁰ The American Academy of Diplomacy's 2019 report, *Strengthening the Department of State*, included three core recommendations that would strengthen the Civil Service at the Department and provide greater flexibility and opportunities for the Department's critical Civil Service employees. Among other things, the report recommends "robust rotation programs for career members of the Senior Executive Service," a proposal that would fit perfectly with the recommendations of this report and go far to resolving the problem of releasing Civil Service personnel for training and other duties.

Career-Long Training and Development

ENTRY LEVEL

Earlier reports make specific recommendations regarding the existing training program for both Foreign Service and Civil Service employees, especially that provided to employees at various stages in their careers. The Phase One Belfer report advocated for “six months of residential training at each of four career milestones:” entry level, mid level, pre-senior level, and senior level. With respect to the entry-level course, it especially highlights the need for a “substantial segment on United States diplomatic history and practice.”¹¹

That last recommendation reflects a perception that many new State Department employees lack an understanding of and appreciation for U.S. diplomatic history as well as the history of the Department of State as the oldest Cabinet department. This may well reflect the fact that many undergraduate programs no longer offer courses in diplomatic history, which has fallen out of favor in some academic circles.¹² FSI has attempted to address this in its entry-level curriculum, and the incorporation of the State Department Office of the Historian into FSI has already enhanced opportunities for professional historians focused on diplomatic history to teach in FSI’s classrooms. In addition, entry-level Foreign Service professionals are provided with a “virtual binder” of information that includes case studies, resources, and suggested articles and books from many sources, including the Office of the Historian and the American Foreign Service Association. The Office of the Historian in 2021 also created a new Education Policy Director position to strengthen coordination with instructional components of FSI and determine how the office can most effectively support the curriculum at FSI.

Many past recommendations for enhanced entry-level training draw comparisons to the training provided to members of the military. The challenge with those comparisons is that they do not acknowledge some fundamental differences between the entry-level State Department workforce and the workforce of other institutions. This

11 Belfer Center report, p. 32-33.

12 Patricia Cohen. “Great Caesar’s Ghost! Are Traditional History Courses Vanishing?” *New York Times*, June 10, 2009; Hal Brands and Francis J. Gavin. “The Historical Profession is Committing Slow-Motion Suicide.” *War on the Rocks*, December 10, 2018. <https://warontherocks.com/2018/12/the-historical-profession-is-committing-slow-motion-suicide/>

is particularly true with respect to the Foreign Service. The current average age of a Foreign Service Generalist upon entry into the State Department is 34 years of age, with roughly 70 percent having already earned a master's degree. In many cases, they have years of experience in government or the private sector. The same holds for Foreign Service Specialists whose current average age on entry is 37. Making comparisons with new U.S. military officers or to other institutions that recruit primarily younger individuals, many of whom may have only recently received their undergraduate degrees, is not as useful as other ideas.¹³

Many proposals for change focus on the fact that the basic course for Foreign Service Generalists, known as "A-100," lasts only six weeks, but these analyses exclude the specialized professional and language training as well as area studies that often precede a first overseas assignment. In some cases, that training can last as long as 10 months. New Foreign Service Officers have five years to be granted tenure, so any significant increase in the length of training challenges their ability to demonstrate on-the-job skills and abilities within that time frame.

FSI has made substantial changes in recent years in the way it produces and provides professional education and training. Those changes are designed to break down divides that are too often reinforced from entry between the Foreign Service and Civil Service as well as between Foreign Service Generalists and Specialists. Reforms include the recently introduced "One Team Course" open to all new employees — Foreign Service, Civil Service, contractors, locally employed staff, and political appointees — designed to provide them with a common understanding of and appreciation for the mission and culture of the Department of State. The course is four days long and is an effort to narrow the divides among various employment categories, especially the longstanding reality that the on-boarding process for non-Foreign Service Officers has been woefully inadequate. In addition, FSI now combines orientation training for Foreign Service Generalists and Specialists into a single six-week program. We applaud FSI reforms that reduce barriers among different categories of entry-level personnel. We encourage the Department to build on this foundation and examine how to provide more entry-level training for the Civil Service.

13 Alexander Karagiannis. (2021). "FSI Training Component." Karagiannis notes that "Overall, using the U.S. military or foreign diplomatic services as comparators does not address specific needs for the Department."

PROPOSED ACTIONS:

- While there may be a need to augment entry-level training, including with additional leadership training that FSI has identified, we believe the most constructive use of a training complement in this area would be to also provide greater opportunities for rotational assignments early in a career, whether Foreign Service or Civil Service.
- Domestically, this should include short-term assignments for Foreign Service personnel in various Department bureaus, especially functional bureaus, prior to their first overseas assignments. In addition, new Civil Service personnel need opportunities to spend time in other parts of the Department outside of their hiring bureau.
- Overseas, there should also be more rotational job opportunities to enable all entry-level Foreign Service Generalists to spend extended periods of time in different sections of a mission. Determining how this would work at each post should be part of the “right people in the right places” program covered in Blueprint #3. The Presidential Management Fellows program is an excellent model that builds a training continuum and a rotational opportunity or development assignment into a two-year program.

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 202. Enhancement of Training and Professional Development at All Career Stages for Foreign Service and Civil Service Personnel of the Department of State

(a) In General.—

(b) Entry-Level Personnel

MID-LEVEL OPPORTUNITIES

We are delighted that Phase One recommendations for more comprehensive training at the mid and senior levels are issues that the leadership of FSI and Global Talent Management (GTM) are already considering. Mid level is a critical stage wherein officers make the

transition from entry level into positions that require more supervisory and leadership skills. At present, FSI provides short mid-level leadership training (three separate one-week courses at the FS-03/GS-13, FS-02/GS-14, and FS-01/GS-15 levels). Specialized mid-level professional training is also available. A mid-level course for a limited number of first-time section heads overseas was suspended during the pandemic; FSI plans to resume it.

Thanks to a generous outside donor, the Department has begun a promising new partnership with the Harvard Business School. The program, known as the Secretary's Leadership Seminar, provides executive-level training to roughly 50 officers (25 Foreign Service and 25 Civil Service) at the FS-02/GS-14 level per year. The selection process is competitive, and participants attend two one-week in-person sessions as well as virtual sessions over the course of the eight- to nine-month program.

That said, more training at the mid level is clearly needed, and continuation of the Secretary's Leadership Seminar is dependent on outside funding.

The question is what such mid-level training at the FS-03/GS-13 level would look like and whether it would consist primarily of classroom training or a combination of classroom and practical experience. FSI recently conducted a needs assessment to determine whether existing training was adequate to meet the needs of Foreign Service and Civil Service professionals at that level. It found several gaps in critical and strategic analysis, effective communication with different audiences, effective adaptation of tradecraft approaches to a variety of operating environments, and a need for additional mentoring/leadership skills.

FSI is designing a one-week course that will be combined with “a menu of interrelated reinforcing modules” to address these gaps. The modules will include existing mid-level courses focused on such topics as negotiations, interagency work, and persuasion, and are either self-study or virtually instructor led. The training will include a self-assessment tool to help employees assess their own diplomatic tradecraft performance and identify related learning and training needs. Finally, with a generous grant from the Una Chapman Cox Foundation, FSI will include a capstone exercise to reinforce learning objectives.¹⁴

¹⁴ The Foreign Service Institute. (2021). *Mid-Level Tradecraft Training*.

This is a good beginning, but we encourage the Department to aim for a robust mid-level course that will be mandatory.

A smooth transition to mid-career is critical for employees who want to serve effectively in higher positions. Along with classroom insights and knowledge, they require the chance to practice needed skills and demonstrate the leadership qualities expected at more senior levels. It will take time to implement the expansion of the Department's training complement that this report advocates, but mid-level training should ideally be combined with a detail either within the Department, at another agency, or in the private sector. The detail would broaden employee experience and expertise and would build stronger partnerships with agencies that do not traditionally host State Department personnel. Some parts of the Department already enjoy such opportunities, including the Bureau of Intelligence and Research (INR) whose membership in the Intelligence Community (IC) provides openings for INR employees to take assignments in the broader IC. Another example is the Lawrence S. Eagleburger Fellowship of the Executive Council on Diplomacy that already offers some mid-career Foreign Service Officers the opportunity to gain practical experience with the private sector.¹⁵

PROPOSED ACTIONS:

- FSI's proposal for a one-week mid-level course with reinforcing modules is an excellent innovation, though it is shorter than the six-month program the Belfer report recommended. As it pilots this course, FSI should be thinking about how to expand it, perhaps to two or three weeks.
- As the Department increases substantially its investment in education and training, it is vital also to ensure that the State Department culture more explicitly values such investments both on an individual and institutional basis. In particular, the assignment and promotion process must give more emphasis to training reports from both mandatory courses and voluntary educational assignments, including those that confer an advanced degree in an area relevant to the individual's area of specialization or career path. (This topic is also addressed in Blueprint #3)

¹⁵ <https://diplomacycouncil.org/what-we-do/eagleburger-fellowship/>

- In its approach to mid-career training, FSI should incorporate training that addresses some of the other gaps identified in outside studies. A recent report recommends that mid-career training include “strategic planning, program development and management, and budgeting” to ensure that the State Department has “skilled managers and planners who can justify programs and budget requests.”¹⁶ The American Academy of Diplomacy’s recent multilateral diplomacy study highlights the need to incorporate in mid-level training a focus on the critical importance and unique skills required to manage global issues to facilitate successful outcomes in a variety of multilateral settings.
- We strongly support FSI’s initiative to re-establish a mid-level training program but believe it must eventually be made mandatory for both Foreign Service and Civil Service. This includes not only the “core” mid-level course itself, which FSI may find should be longer than one week, but also the reinforcing modules, both in-person and virtual. Experience has shown that failure to make all such training mandatory means many will never benefit from it. The goal should be to ensure personnel at this level acquire the knowledge and skills needed to make the transition to positions of greater responsibility including supervisory responsibilities as well as program and budget management.
- We recommend a pilot program that would combine mid-level training with a development assignment. That assignment could be in another part of the Department, another agency, or with a private sector partner. Ideally, agreements with specific partners would be negotiated in advance and designed to last for extended periods since negotiating individual or one-off details can be extremely time consuming. To the maximum extent possible, the goal should be to establish a system of details that could be filled for a year at a time, with one officer in training initially followed by a six-month detail, while another was on the same detail for the first six-months followed by training. That would make the details more attractive to other agencies since they would have someone in the position for an entire year. Many such programs already exist.
- Since State Department career leadership includes Civil Service, Foreign Service Generalists, and Foreign Service Specialists,

¹⁶ Quincy Institute report, p. 22.

the Department must ensure that everyone has the skills and knowledge needed to assume greater leadership roles. This will be a significant challenge, given that approximately 800 employees reach mid-level each year, and it will require adequate funding as well as the increase in the training complement discussed earlier. Nevertheless, the ultimate goal should be to provide the opportunity for all employees at the FS-03/GS-13 level to enjoy a combined mid-level training and a developmental assignment. This would be an invaluable use of the training complement. It would also be extremely helpful to increase the number of overseas excursion tours available to Civil Service employees, especially at the mid level.

One final point: Not all supplementary mid-level training courses need to be offered in-house at FSI. The United States Diplomatic Studies Foundation, a Delaware 501(c)(3) organization, partnered in 2020 with the Council on Foreign Relations to develop a unique program on congressional relations that brought together mid and senior level State Department employees and Hill staffers for seminars to explore Department and Congressional relationships and roles in shaping U.S. foreign policy. The program's aim was to help bridge the Executive Branch/Congressional divide and provide State Department employees with a better understanding of how to deal with Congress more effectively.¹⁷ Unfortunately, there was only one iteration of the program before COVID restrictions put a hold on it, but it could be an excellent addition to mid-level and even senior-level training going forward. Similarly, if funding is available, there may be other course offerings from public or private universities in the Washington, D.C., region or across the country that might be broadened to include Department employees to help address subjects or skills that FSI offerings do not cover.

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 202. Enhancement of Training and Professional Development at all career stages for Foreign Service and Civil Service Personnel of the Department of State.

(c) Mid-Level Personnel.

¹⁷ U.S. Diplomatic Studies Foundation and the Council on Foreign Relations. "Accepting Applications: State Department and Congressional Seminar Series."

PRE-SENIOR LEVEL

Phase One highlighted the distinction between the level at which Foreign Service employees “can choose to compete for the senior service or retire” and the point at which one becomes “a senior officer, or the military equivalent of a flag officer.”¹⁸ This reflects the “up or out” Foreign Service personnel system that is not as relevant to the Civil Service system, where there is no requirement to choose whether to compete for the senior service and where employees are not forced to retire earlier if they do not make it over the senior threshold. (If Civil Service employees do seek to enter the Senior Executive Service, however, the process is highly competitive.) The distinction cited in Phase One between the pre-senior level (FS-01/GS-15) and the senior level (Senior Foreign Service and Senior Executive Service) is important and reveals differences in the skill sets and knowledge needed to function successfully at each level.

Historically, the premier training opportunity the Department has offered its employees at the pre-senior level has been to attend one of the schools in the National Defense University (NDU) system (either the National War College, the Eisenhower School, the College of International Security Affairs, or the Joint Forces Staff College) or one of the war colleges linked to the services (the Army War College, the Naval War College, the Marine Corps War College, or the Air War College.) This is not a training program per se but truly an educational opportunity with the ability to earn a master’s degree upon completion of the nearly year-long program of study. Every year, the Department sends nearly 50 employees at the FS-01/GS-15 level to military colleges; the majority attend schools at the NDU. This program provides enormous benefits for State Department personnel. They not only gain knowledge and strategic thinking skills, but the program also helps to break down interagency barriers and promote a sense of “jointness” between Defense, State, and other civilian agencies who send personnel to the war colleges.¹⁹

¹⁸ Belfer Center report, p. 32.

¹⁹ Wanda Nesbitt. “The challenge for the State Department is not necessarily to reduce the role of the Department of Defense in foreign affairs, but to strengthen our own voice.” *Foreign Service Journal*, June 2017. <https://afsa.org/working-us-military-lets-take-full-advantage-opportunities>

PROPOSED ACTIONS:

- Rather than ask the Foreign Service Institute to try to duplicate what the war colleges offer, it makes more sense to use an expanded training complement to increase the number of State Department employees who attend one of the war colleges each year. The 2021 promotion statistics suggest roughly 200 slots would be needed to accommodate all those in the Foreign Service promoted to FS-01 each year. The number for the Civil Service will likely be much smaller. Due to its location in Washington, D.C., it has generally been easier to encourage employees to attend the National Defense University, but if additional slots are not available at NDU, they might be available at one of the other service war colleges. If so, the Department should consider creative ways to make it easier for employees whose home base is the Washington, D.C., area to attend one of the war colleges elsewhere, perhaps by providing a housing stipend or long-term temporary duty travel.
- As Phase One argued, State Department pre-seniors (FS-01/ GS-15) could also be assigned to a geographically diverse set of universities or colleges that have historically not had much engagement with the State Department or the Foreign Service for a one-year master's degree or certificate program. In coordination with the appropriate regional Diplomat in Residence and recruiters for the Diplomatic Reserve Corps (Blueprint #4), the Department employee would be available to meet with students to talk about career opportunities in the State Department and other foreign affairs agencies and conduct other outreach activities. A program like this would contribute to professional development of the State Department employee as well as to the Department's domestic outreach, presence, and recruitment efforts.
- The American Foreign Service Association has called for making a professional development tour mandatory for entry into the Senior Foreign Service.²⁰ We endorse this idea and recommend that it be extended to the Senior Executive Service as well. The career development program we have outlined for the pre-senior level would accomplish this goal.

²⁰ <https://afsa.org/afsa-foreign-service-reform-priorities>

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 202. Enhancement of Training and Professional Development at all career stages for Foreign Service and Civil Service Personnel of the Department of State.

(d) Pre-Senior-Level Personnel.

SENIOR LEVEL

Depending on an employee's career path, current training and professional development opportunities in the Department may be fairly limited once that employee is promoted to the senior level. There is a mandatory Leading at the Executive Level (LEL) two-week course for all Senior Foreign Service and Senior Executive Service employees within a year of being promoted. Otherwise, only those selected for Deputy Chief of Mission, Principal Officer, or Chief of Mission positions are required to take additional training. Civil Service employees, who rarely have opportunities to serve in such positions, and many Foreign Service personnel who serve in other types of senior positions seldom receive further training.

Phase One observed that those who cross the senior threshold need continued focus on expertise gained earlier in their careers but at a strategic level. This includes leadership and management, current and emerging policy issues and strategic foresight, and diplomatic skills and tradecraft. It also underscored the importance of incorporating two elements that had been at the center of what was known as the "Senior Seminar," a course that was discontinued during Secretary Powell's tenure: inclusion of participants from the military and other foreign affairs agencies, and travel within the United States.²¹

The domestic travel component of the earlier Senior Seminar served dual purposes: to provide an opportunity for Foreign Service Officers (and others) "who have been abroad for consecutive tours the opportunity to reconnect with American culture and society," and to provide Americans living outside of Washington, D.C., an opportunity to

²¹ Harry Gilmore. "The Senior Seminar." *State Magazine*, May 1997; Michael Mozur. "The Senior Seminar: Getting in Touch with America." *State Magazine*, June 1998.

engage with the people who represent them overseas.²² The importance of the State Department doing more to promote greater American public understanding of its role and mission and the work of American diplomats abroad has been repeatedly highlighted, most recently in the RAND Corporation study on the Foreign Service and American public opinion.²³ In accord with almost all his predecessors, Secretary Antony Blinken has also underscored the need for senior officials to make domestic travel and engagement a “greater priority.”²⁴ (Blueprint #1 outlines a new domestic engagement program that would be connected to home leave travel. Travel as part of senior training would offer an additional opportunity for senior diplomats to engage with the public.)

With support from the U.S. Diplomatic Studies Foundation, Ambassador Nancy Powell conducted a “needs assessment” of senior-level training currently offered at FSI. Ambassador Powell’s study in 2020 found “universal agreement” among senior leaders, both former and current as well as FSI leadership, that additional training beyond the LEL course is needed. Ambassador Powell recommended that those who had not already taken the courses for Deputy Chief of Mission/Principal Officer or the Ambassadorial Seminar be given priority for such training. She also suggested that, given the diversity of the population, a menu of options would more suit their needs. Finally, she highlighted the importance of focusing special attention on those who were assuming a Deputy Assistant Secretary-level position for the first time.²⁵

PROPOSED ACTION:

- FSI is creating a special course for first-time Deputy Assistant Secretaries and is also looking at what additional training could be provided to those serving as acting Deputy Chief of Mission (DCM) or Principal Officer (PO), but who may not have gone through the DCM/PO course. We support these efforts, but also strongly recommend that the Foreign Service Institute pilot a longer mandatory “capstone” course for all new seniors designed to teach leadership at a senior level and build on existing skills. It should focus primarily on enhancing diplomatic and communication skills;

22 Belfer Center report, p. 33.

23 RAND Corporation. (2022). *The Foreign Service and American Public Opinion: Dynamics and Prospects*.

24 U.S. Department of State. “Secretary Antony J. Blinken on the Modernization of American Diplomacy,” Remarks at the Foreign Service Institute, October 27, 2021. <https://www.state.gov/secretary-antony-j-blinken-on-the-modernization-of-american-diplomacy/>

25 Nancy Powell. (2020). “Senior Training Needs Assessment.”

increasing knowledge of strategic planning, and program and budget management; promoting diversity and inclusion; and providing a deeper understanding of the global challenges facing the United States and our national priorities. The course should draw heavily on case studies and lessons learned. It should also include a domestic component, designed not only to deepen senior leaders' understanding of the domestic political, social, and economic environment, but also to allow participants to engage with audiences that may not be familiar with the role of the State Department or the work of American diplomats.

At least initially, the authors recommend a mandatory, maximum six-week course.²⁶ That would mirror the military's capstone course for new flag officers. This can be adjusted depending on assessments, but the authors note that many of the participants will already be assigned to demanding senior jobs and pulling them away for long periods will prove difficult. Priority should be given to those who have not taken either the DCM/PO course or the Chief of Mission seminar. Another model worth considering, however, would be to break the training up over a longer period. FSI's National Security Executive Leadership Seminar (NSELS), for instance, brings a limited number of personnel at the FS-01/GS-15 level together with counterparts from other agencies and the military for a five-month program that meets two days per month. A combination of a few weeks at the beginning of the senior capstone course together with periodic sessions over the course of several months thereafter following the NSELS model might prove easier for busy senior officials.

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 202. Enhancement of Training and Professional Development at all career stages for Foreign Service and Civil Service Personnel of the Department of State.

(e) Senior-Level Personnel.—

²⁶ In her needs assessment, Ambassador Powell highlighted that “the key constraint to training for this cohort is one of time,” given the fact that most are already serving in demanding senior positions. She therefore recommended a different model built on FSI's existing National Security Executive Leadership Seminar, an interagency course for FS-01/GS-15 level employees who meet periodically over the course of a year. See Powell, “Senior Training Needs Assessment.”

Changing the Culture

Establishing a sustainable training complement for both the Foreign Service and Civil Service, combined with measures this report recommends to strengthen training and development at the mid, pre-senior and senior levels, will address many but not all the shortcomings that most outside reports have identified. Success also will depend greatly on the extent to which the Department can change its overall culture when it comes to valuing and prioritizing training and professional development. Making more of the training mandatory is one way to address the challenge of guaranteeing that employees receive the training they need. Ensuring that the promotion precepts for the Foreign Service give equal weight to training and professional development as compared to any other work is also a step in the right direction. Ultimately, however, both supervisors and employees need to appreciate the critical importance of investing in career development. This means resisting the instinct to cut short such training based on the catch-all “needs of the service” to meet whatever staffing gap or crisis exists and finding other ways to deal with such challenges.

PROPOSED ACTION:

- Protecting the training complement requires discipline at all levels of the Department to view training and professional development as essential rather than a luxury and not as a reserve pool of employees to be drawn from whenever a need arises. It is also important that those involved in long-term training and professional development (at a minimum anything over six months) be assigned to positions at FSI and that those positions not be seen as fungible to provide a “surge capacity” for whatever other needs arise. The assignment process itself would continue to be under the authority of the Director General and administered by the Bureau of Global Talent Management, but the long-term training positions themselves would belong to FSI. There will always be instances where those involved in long-term training need to be pulled away on an urgent basis because they have unique skills or experience, but that should be on an exceptional basis only and the position itself should remain dedicated to long-term training.

The proposed creation of a Reserve Corps represents an ideal way to meet urgent short-term needs without undercutting training and professional development.

- We hope the Department will consider these training and education proposals as foundational steps leading to a comprehensive, mandatory and integrated program of career-long training.

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 203. Facilitation and Encouragement of Training and Professional Development for Foreign Service and Civil Service Personnel of the Department of State.

Language Training

While foreign language training has been a focus for outside experts, none of the reports suggest major changes in how FSI provides language training. Its School of Language Studies is widely recognized as one of the premier language training institutions in the country. The FSI model is specifically tailored to meet the needs of diplomats overseas and relies on native-speaker instructors who lead very small (maximum 4-5 students) classes. It features an interactive classroom environment in which students learn speaking, reading, and listening comprehension skills. With lessons learned from the COVID pandemic, FSI is also incorporating more virtual components into language training. The language instruction is combined with FSI's newly rebuilt regional and country-specific area studies program. Historically, FSI instruction in as many as 70 foreign languages attracted large numbers of students from throughout the U.S. Government; however, due to rising costs, the number of students from other agencies has declined in recent years. This is a missed opportunity to build cross-agency partnerships and promote a sense of teamwork among personnel before they arrive at post.

Although FSI's methodology for teaching foreign languages is widely admired and often imitated, previous studies do point out that the

Department could use its substantial investment in foreign language training more efficiently. That investment includes not only the resources devoted to language instruction itself (including teacher salaries, instructional materials, IT, and other classroom overhead), but also the salaries and in many cases the expenses of those students assigned full-time to FSI.²⁷ In the case of the most difficult (“super-hard”) languages (Arabic, Chinese, Korean, and Japanese), this entails not only a year of language instruction at FSI but an additional year at a Department-owned or contracted facility abroad. However, due to the vagaries of the Foreign Service assignment process, there is no guarantee that those who receive any language training will serve more than one tour in a country where that language is spoken.

This investment in foreign language instruction represents most of the Department’s already existing, if limited, training complement with a little over 1,000 students in long-term (six months or more) language training or initial entry-level training per year (roughly 7.7 percent of the Foreign Service workforce). Experts have called for a more effective use of this resource. The Council on Foreign Relations report urges the Department to “take a harder look at how training resources are allocated and recruit more incoming officers with foreign language skills.”²⁸ Phase One recommends that training in hard languages be linked to “at least two assignments.”²⁹

PROPOSED ACTIONS:

- The Department commits significant resources to developing foreign language competency as it contributes to diplomatic success and enhances diplomats’ ability to understand and analyze developments that can greatly impact U.S. foreign policy. More could be done, however, to ensure a greater return on this investment. Among other things, the Department needs to strongly encourage or require multiple tours using the foreign language skills personnel have either brought into the Service or learned at the Department’s expense. This would use the language training complement more productively and promote greater fluency in

27 In FY 2012, the State Department Office of Inspector General reported that the Department spent roughly \$195 million per year to provide language training to its employees. United States Department of State and the Broadcasting Board of Governors, Office of the Inspector General. (2013). *Review of the Process for Establishing Language Designated Positions*, p. 1. <https://www.stateoig.gov/system/files/209368.pdf>

28 Council on Foreign Relations, Special Report No. 89. (2020). *Revitalizing the State Department and American Diplomacy*, p. 26.

29 Belfer Center report, p. 33.

foreign languages. While this may not be practical in all instances, especially with languages that are not widely spoken outside of one or two countries, the Department needs to strengthen incentives to ensure multiple tours using already acquired language skills, for instance by offering additional time in class for those who serve two or more tours using hard or super-hard languages (See Blueprint #3).

- The Department must ensure that the triennial language review conducted of language-designated positions abroad is sufficiently rigorous such that posts and bureaus critically examine whether knowledge of a foreign language is required for success in a given position or is merely “nice to have.”
- The Department must also ensure that whatever savings are achieved by more efficient use of the language training complement remain allocated to FSI’s budget to facilitate the new training initiatives this report recommends. This calculation includes not only FSI’s overhead, but the salaries and expenses of students in long-term language training and other associated costs. (This does not mean that all language training must necessarily take place at FSI. The Department should be flexible in allowing in-country non-FSI language training in those instances where it permits tandem couples to avoid having to be separated.) Efforts to achieve savings in this area must begin with a careful, full calculation of all the expenses associated with language training.
- The Department should find a reasonable cost-sharing solution that would encourage other agencies to send their language students assigned overseas to FSI.

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 204. Language Training for Foreign Service Personnel.

Professional Education, Training, and FSI Reform

Some outside observers proposed initiatives with the stated goal of strengthening professional education and training at the State Department and enhancing the role of FSI, including ideas incorporated into draft legislation i.e., S. 3492 introduced by Senators Ben Cardin, D-MD, and Bill Hagerty, R-TN. We welcome the strong interest shown by Members in better meeting the professional education and training needs of State Department employees. The draft legislation has many positive elements designed to enhance professional development and training. That said, we are concerned that elements in the draft legislation and in other outside proposals do not take into consideration recent reforms that FSI has undertaken (especially when it comes to entry-level training). They also aim to have FSI become more of a traditional academic institution than a training academy.³⁰ For example, we find no need to establish the position of Provost at FSI and recommend that any Board of Visitors that may be established must include active or former members of the Foreign Service and Civil Service.

FSI's unique mission does not require creating the administrative structures needed to become a degree-granting institution. If the goal is to ensure that State Department employees can earn college credit toward a degree for some of the courses they take at FSI, it is far easier and more cost-effective to accomplish this by partnering with outside academic institutions. We believe that many academic institutions would welcome the chance to partner with FSI for this purpose. There is no reason, for instance, why students in long-term language training could not obtain college credit for both their language and area studies. Some of FSI's existing courses already make it possible to qualify for college credit under the American Council on Education.

³⁰ S. 3492. 117th CONGRESS, 2D Session, Calendar No. 319.
<https://www.congress.gov/bill/117th-congress/senate-bill/3492/text>

PROPOSED ACTIONS:

- While FSI should remain the premier training institution for the foreign affairs agencies, the Department should strengthen partnerships with geographically diverse outside institutions, both public and private, in ways that enhance overall professional development opportunities for Department personnel. As noted earlier, for State Department employees at the FS-01/GS-15 level, attending the National Defense University or one of the service-connected war colleges already provides an opportunity to earn an additional master's degree while also enhancing cooperation and mutual understanding between the State Department, the U.S. military, and other agencies who send personnel to these institutions.
- The Department should also expand the opportunities for employees at that level to pursue a master's degree or certificate program in a relevant subject at geographically diverse academic institutions around the country, particularly those that may not have much familiarity with the mission of the Department and Foreign Service. That would serve both professional development and broader recruitment/outreach goals.
- Members of Congress are right to encourage the State Department to take better advantage of existing professional development opportunities. Professional development programs like the Pearson Fellows Program for the Foreign Service and the Brookings Program for the Civil Service provide unique opportunities for State Department employees to work on Capitol Hill.
- The Department should consider linking professional development opportunities, including those in Congress, to onward assignments.

For legislative language see:

Title II—Education and Training for Foreign Service and Civil Service Personnel of the Department of State

Sec. 205. Sense of Congress on Partnerships between Department of State and Academic and Other Non-Department Institutions and Legislative Organizations for Training and Professional Development of Foreign Service and Civil Service Personnel of the Department.

Review List of Specific Recommendations

ESTABLISH A SUSTAINABLE TRAINING COMPLEMENT

- An adequate and sustainable training complement is the foundation for ensuring that State Department personnel have the necessary training, education, and professional development opportunities they need to successfully lead U.S. foreign policy. Determining the right size for this complement is not easy, but it is substantially greater than the roughly 4 percent of U.S.-Direct Hire employees the Department currently enjoys and that is already inadequate. The Department must seek authority and funding to double this figure over the next four years by adding a total of 250 Foreign Service and Civil Service training positions per year, along with associated additional training costs. A robust Civil Service mobility program needs to be part of this effort. Once the target of an 8 percent training complement has been reached, the Department should evaluate whether that is sufficient or if a higher figure is more appropriate.

ENHANCE TRAINING/PROFESSIONAL DEVELOPMENT AT ALL CAREER STAGES

- At the entry level, FSI has undertaken important initiatives to break down barriers and build a stronger sense of “One Team” among all employment categories. Those efforts must continue. Although more may be needed for the Civil Service, lengthening training for Foreign Service entry-level employees should not be the priority; instead, the Department should increase opportunities for such employees to work domestically for short periods before heading overseas and should expand the number of true rotational entry-level positions abroad that would allow new employees to work in different parts of a mission.
- At the mid-level, FSI must continue efforts to rebuild a mandatory mid-level training program, appropriately partnering with outside academic and other organizations to help employees develop the skills and insights needed to take on greater leadership roles and serve successfully in senior positions. This should be combined to the maximum extent possible, and to the extent the growth of the

training complement permits, with six-month intra-Departmental and interagency or private sector details designed to broaden awareness of national security issues and challenges and build productive networks.

- At the pre-senior level, once the requisite increase in the training complement reaches this level, the Department must make mandatory a professional development tour as a prerequisite for entry into the Senior Foreign Service, something the American Foreign Service Association has also proposed. This recommendation applies to the Senior Executive Service as well. To accomplish this, the Department should aim to increase the number of slots available to the Department at the National Defense University or one of the service-connected war colleges and open up new opportunities for personnel to pursue a master's degree or certificate program at other academic institutions across the country, including those that have not traditionally had a connection to the Department.
- At the senior level, FSI must provide additional training beyond the two-week Senior Executive Leadership course. It should develop a four-to six-week interagency capstone course that would enhance diplomatic and communication skills; increase knowledge of strategic planning, program and budget management; promote diversity and inclusion; and provide a deeper understanding of the global challenges facing the United States. The course should also include a domestic component, designed not only to deepen senior leaders' understanding of the domestic political, social, and economic environment, but also to allow participants to engage with audiences that may not have familiarity with the role of the State Department or the work of American diplomats. Priority should be given to those who have not taken the DCM/PO or COM courses.

REWARD AND PROTECT TRAINING AND PROFESSIONAL DEVELOPMENT

- The Department must protect a training complement and ensure that the importance of professional development and training is fully respected throughout the institution. This includes not only ensuring that training and development are weighted equally with

any other service in terms of promotion opportunities, but also that supervisors are evaluated in part on how they address the training and development needs of their subordinates. The Department must also end the practice of viewing those involved in training and professional development as a reserve from which to draw to fill various needs. Those employees in long-term training (six months or more) should be assigned to positions held at FSI and those positions must be protected from easy realignment to meet whatever new priorities arise.

- Training at entry level, mid level, pre-senior level and senior level should be made mandatory as phasing in of the training complement makes this possible. Promotion and assignment panels should be instructed to take into account training reports in evaluating an individual's expertise for an assignment or his or her qualification for promotion, especially over the senior threshold.

TAKE BETTER ADVANTAGE OF LANGUAGE TRAINING

- Fluency in foreign languages is a vital tool that contributes to the success of our diplomacy and enhances diplomats' ability to understand and analyze developments that can greatly impact U.S. foreign policy. The Department makes a substantial investment in language training and the School of Language Studies at FSI is by far the largest component. The Department has over 1,000 students in long-term language or other training per year, representing roughly 7.7 percent of the Foreign Service workforce. But the Department must do more to ensure it receives the maximum return on this investment. This means to the maximum extent possible requiring multiple tours using the foreign language skills FSOs have either brought into the Service or learned at the Department's expense, as well as developing an even greater level of professional foreign language proficiency. It means having adequate resources to retest language skills on a periodic basis to ensure that proficiency remains current, with appropriate incentives for those who maintain or improve proficiency in priority languages. It also requires a rigorous triennial language review process to determine whether foreign language knowledge is truly needed for success in a given position. Finally, any savings realized because of more efficient use of language training resources should be

credited to FSI and used for additional training, including for in-country non-FSI language training where appropriate.

FOCUS FSI ON ITS CORE TRAINING MISSION

- FSI is the U.S. Government's premier foreign affairs training center. That mission should remain FSI's focus, and it must look for ways to attract more employees from other agencies to its courses, especially language training for those headed to assignments at U.S. missions abroad. The proposal to turn FSI into a degree-granting institution on a par with the National Defense University would be a costly distraction from FSI's core mission. Moreover, it does not represent an urgent need given the number of Department employees who already have advanced degrees or who are able to earn those degrees through various partnerships. In this regard, there is no need to establish a Provost position, and if a Board of Visitors is established, it should include current and former Foreign Service and Civil Service members with experience.

STRENGTHEN OUTSIDE PARTNERSHIPS

- FSI and the Department must enhance already existing partnerships including with degree-granting institutions. In addition to NDU and the service-connected war colleges, the Department has several longstanding and promising new outside partners. These include the U.S. Diplomatic Studies Foundation, which among other things provided help to FSI to rebuild its area studies program, as well as the Harvard Business School, which has joined with the Department to create the Secretary's Leadership Seminar that provides an opportunity to a select number of FS-02/GS-14 officers to participate in a unique professional/leadership development program. Other outside academic institutions would likely be eager to partner with FSI to allow Department employees the opportunity to apply credits from existing FSI courses to obtain a master's or other degree.

Legislative and Regulatory Language

Title II – Education and Training for Foreign Service and Civil Service Personnel of the Department of State

SEC. 201. EXPANSION OF TRAINING COMPLEMENT OF THE DEPARTMENT OF STATE FOR FOREIGN SERVICE AND CIVIL SERVICE PERSONNEL.

(a) EXPANSION OF TRAINING COMPLEMENT REQUIRED.—

(1) IN GENERAL.—The Secretary of State shall expand the size of the training complement of the Department of State for Foreign Service and Civil Service personnel in order to ensure that the complement is of sufficient size to accord with the purpose of the training complement as a mechanism to ensure that such personnel receive the training and professional development necessary to make them fully capable of conducting and leading the foreign affairs of the United States.

(2) NATURE OF COMPLEMENT.—For purposes of this section, the training complement of the Department of State for Foreign Service and Civil Service personnel (in this section referred to as the “training complement”) is the aggregate number of such personnel who are engaged in training or professional development at any one time.

(b) MINIMUM SIZE OF EXPANDED COMPLEMENT.—The size of the training complement as expanded pursuant to this section shall be a number that is not fewer than the number equal to 8 percent of the current number of funded full-time career Foreign Service and Civil Service United States citizen employees of the Department, excluding Consular Agents and United States citizens hired abroad, allocated by appropriation.

(c) EXPANSION OF COMPLEMENT.—

(1) DURATION.—The Secretary of State shall expand the training complement pursuant to this section in fiscal-year increments over the four-fiscal year period beginning with fiscal year 2023.

(2) AUTHORITY FOR APPOINTMENT AND EMPLOYMENT.—In each fiscal year during the period specified in paragraph (1), the Secretary

shall have the authority to appoint, employ, or both in the Department an aggregate of not more than 250 individuals in the Foreign Service, the Civil Service, or both, with such appointments and employments allocated between the Foreign Service and the Civil Service in such manner as the Secretary considers appropriate for the purpose of the training complement.

(3) CONSTRUCTION OF AUTHORITY.—The authority for appointment and employment under paragraph (2) for a fiscal year is in addition to any other authority for appointment and employment of personnel for the Department for such fiscal year, and is not intended to alter or supersede the use of any other authority for the appointment or employment of personnel for the Department for such fiscal year in order to meet recurring personnel requirements of the Department during such fiscal year.

(d) TRAINING AND PROFESSIONAL DEVELOPMENT

OPPORTUNITIES.—In expanding the training complement pursuant to this section, the Secretary of State shall ensure that Foreign Service and, in particular, Civil Service personnel of the Department of State have adequate opportunities to pursue the training and professional development afforded by the existence of the training complement in a manner consistent with their regular professional advancement through the ranks of the Foreign Service or the Civil Service, as applicable.

(e) CERTIFICATION TO CONGRESS UPON COMPLETION OF EXPANSION OF COMPLEMENT.—Upon completion of the expansion of the training complement pursuant to this section, the Secretary of State shall submit to Congress, and publish in the Federal Register, a certification on the completion of the expansion of the training complement. The certification may include such information on the training complement, and on the expansion of the training complement, as the Secretary considers appropriate.

(f) ASSESSMENTS OF ADEQUACY OF COMPLEMENT.—

(1) IN GENERAL.—Upon completion of the expansion of the training complement pursuant to this section, and from time to time thereafter, the Secretary of State shall undertake an assessment of the adequacy of the size of the training complement to meet the purpose of the training complement as specified in subsection (a)(1).

(2) REPORT TO CONGRESS.—The Secretary shall submit to Congress a report on each assessment undertaken pursuant to paragraph (1). Each report on an assessment shall include the following:

(A) A comprehensive description of the assessment, including the assumptions and methodologies used in the assessment.

(B) The results of the assessment.

(C) Such recommendations, if any, for adjustment of the size of the training complement as the Secretary considers appropriate in light of the assessment.

(D) Such other recommendations, including recommendations for legislative or administrative action, in connection with the training complement as the Secretary considers appropriate in light of the assessment.

SEC. 202. ENHANCEMENT OF TRAINING AND PROFESSIONAL DEVELOPMENT AT ALL CAREER STAGES FOR FOREIGN SERVICE AND CIVIL SERVICE PERSONNEL OF THE DEPARTMENT OF STATE.

(a) IN GENERAL.—The Secretary of State shall take appropriate actions to ensure the provision of appropriate training and professional development to Foreign Service and Civil Service personnel of the Department of State at all stages of their careers in the Department, including the actions specified in this section for various career stages in the Department.

(b) ENTRY-LEVEL PERSONNEL.—The training and professional development provided to entry-level Foreign Service and Civil Service personnel of the Department of State pursuant to this section shall include the following:

(1) Activities designed to break down barriers, and promote cohesiveness, among such personnel in all employment categories.

(2) For Foreign Service personnel, the following:

(A) Opportunities to work for a limited duration in one or more bureau, office, or operating unit of the Department in the United States before posting or assignment abroad, which opportunities the Secretary of State shall expand for purposes of this subsection.

(B) Opportunities for assignment while abroad to positions (commonly referred to as “rotational positions”) in which personnel perform a portion of the period of duty in the assignment in one section and the balance of the period of duty in the assignment in one or more other sections, which opportunities the Secretary shall expand

for purposes of this subsection.

(c) **MID-LEVEL PERSONNEL.**—The training and professional development provided to mid-level Foreign Service and Civil Service personnel of the Department of State pursuant to this section shall include the following:

(1) Training designed to assist such personnel in developing skills and expertise required—

(A) to assume greater leadership in Department and diplomatic activities and over Department and other diplomatic personnel; and

(B) to serve effectively in more senior positions in the Department.

(2) Details, when the size of the training complement of the Department of State permits and otherwise possible, whether in the Department, another agency of the United States Government, or an appropriate private sector organization or entity, of extended duration, designed to assist such personnel in—

(A) broadening familiarity with, and sensitivity to, a range of United States national security concerns; and

(B) building, maintaining, and enhancing their professional networks.

(d) **PRE-SENIOR-LEVEL PERSONNEL.**—The training and professional development provided to pre-senior-level Foreign Service and Civil Service personnel of the Department of State pursuant to this section shall include, when the size of the training complement of the Department of State permits and otherwise possible, required participation in a professional development tour of duty at one or more of the following as a condition to entry into the Senior Foreign Service or the Senior Executive Service:

(1) An appropriate component institution of another department or agency of the United States Government, including a combination of such institutions.

(2) An academic institution offering a course leading to a Master's Degree or other certificate of satisfaction of course requirements in a subject appropriate for the professional development of the participant concerned.

(e) SENIOR-LEVEL PERSONNEL.—

(1) IN GENERAL.—The training and professional development provided to senior-level Foreign Service and Civil Service personnel of the Department of State pursuant to this section shall include attendance at a multi-disciplinary course of education and training (commonly referred to as a “capstone course”), of duration between four and six weeks, at the Foreign Service Institute in which attendees—

(A) enhance and improve their diplomatic and communications skills;

(B) enhance and improve their knowledge relating to strategic planning, program and budget management, and promotion of diversity and inclusion;

(C) deepen their understanding of the global challenges facing the United States; and

(D) participate in a domestic element designed to assist them in—

(i) deepening their understanding of political, social, and economic circumstances in the United States; and

(ii) engaging with domestic audiences that may be unfamiliar with the role of the Department (including the Foreign Service and the Civil Service) in the conduct of the foreign affairs of the United States.

(2) ATTENDANCE AT DOD CAPSTONE COURSE FOR SENIOR MEMBERS OF THE ARMED FORCES.—In addition to attendance at the course described in paragraph (1), the requirement for training and professional development in that paragraph may also, at the election of the Secretary of State, be satisfied through attendance by personnel described in that paragraph at the capstone course for senior members of the Armed Forces at a component institution of the Department of Defense.

(3) SENSE OF CONGRESS.—It is the sense of Congress that the course described in paragraph (1) should, to the extent practicable, incorporate and include the elements of the Senior Executive Leadership course of the Department, as offered by the Department as of the date of the enactment of this Act.

(4) **PRIORITY FOR CERTAIN ATTENDEES.**—While attendance at a course pursuant to this subsection by all personnel described in paragraph (1) should be the goal of the Department in carrying out this subsection, the Secretary shall afford a particular priority for attendance at such a course to personnel described in that paragraph who have not attended either the chief of mission (COM) course or the deputy chief of mission/principal officer (DCM/PO) course.

(f) **DEFINITIONS.**—In this section:

(1) The term “Foreign Service Institute” means the institution for training established pursuant to section 701 of the Foreign Service Act of 1980 (22 U.S.C. 4021).

(2) The term “training complement of the Department of State” means the training complement of the Department of State for Foreign Service and Civil Service personnel described in section 201(a)(2).

SEC. 203. FACILITATION OF TRAINING AND PROFESSIONAL DEVELOPMENT FOR FOREIGN SERVICE AND CIVIL SERVICE PERSONNEL OF THE DEPARTMENT OF STATE.

(a) **EQUAL WEIGHT FOR TRAINING AND DEVELOPMENT IN PROMOTION PRECEPTS AND EVALUATION CRITERIA.**—

(1) **FOREIGN SERVICE.**—The Secretary of State shall take appropriate actions to ensure that the precepts under section 603 of the Foreign Service Act of 1980 (22 U.S.C. 4003) upon which selection boards under section 602 of that Act (22 U.S.C. 4002) make recommendations for promotion of members of the Foreign Service under section 601 of that Act (22 U.S.C. 4001) afford equal weight to the undertaking of training and professional development among any other capabilities, qualities, expertise, and other factors considered by selection boards in making such recommendations.

(2) **CIVIL SERVICE.**—The Secretary shall take appropriate actions to ensure that the performance standards established and maintained under chapter 43 of title 5, United States Code, for any job performance appraisal system for Civil Service personnel of the Department of State afford equal weight to the undertaking of training and professional development among any other objective criteria in the evaluation of the job performance of such personnel.

(b) RESPONSE TO SUBORDINATE TRAINING AND DEVELOPMENT NEEDS IN EVALUATION OF SUPERVISOR PERFORMANCE.—

(1) FOREIGN SERVICE.—The Secretary of State shall take appropriate actions to ensure that the precepts for recommendations for promotion described in subsection (a)(1) for members of the Foreign Service in supervisory positions afford such weight to the acknowledgement and response of such members to the training and professional development needs of the personnel under their supervision as the Secretary considers appropriate to achieve the recognition of the value and importance of training and professional development for Department of State personnel for such personnel to contribute fully and effectively to the conduct of the foreign affairs of the United States.

(2) CIVIL SERVICE.—The Secretary shall take appropriate actions to ensure that the performance standards described in subsection (a)(2) for Civil Service personnel of the Department in supervisory positions afford such weight to the acknowledgement and response of such personnel to the training and professional development needs of the personnel under their supervision as the Secretary considers appropriate to achieve the recognition of the value and importance of training and professional development for Department personnel for such personnel to contribute fully and effectively to the conduct of the foreign affairs of the United States.

(c) ASSIGNMENT OF PERSONNEL IN LONG-TERM TRAINING AND DEVELOPMENT TO POSITIONS CORRESPONDING TO TRAINING OR DEVELOPMENT.—The Secretary of State shall, to the extent practicable, assign any member of the Foreign Service or the Civil Service of the Department of State who is undertaking training or professional development for a period in excess of 180 days to a position corresponding to such training or professional development.

(d) PRESERVATION OF TRAINING COMPLEMENT FOR TRAINING AND DEVELOPMENT PURPOSES.—

(1) IN GENERAL.— Chapter 7 of the Foreign Service Act of 1980 (22 U.S.C. 3901 et. Seq.) is amended by adding by following new section:

“SEC. 709. PRESERVATION OF TRAINING COMPLEMENT FOR TRAINING AND DEVELOPMENT PURPOSES.

"(a) The aggregate number of full-time career Foreign Service and Civil Service United States citizen personnel of the Department, excluding Consular

Agents and United States citizens hired abroad, engaged in full-time training or full-time professional development at any one time may not be fewer than the number equal to 8 percent of the current number of funded full-time career Foreign Service and Civil Service United States citizen employees of the Department, excluding Consular Agents and United States citizens hired abroad, allocated by appropriation, unless the Secretary of State in order to meet urgent personnel requirements of the Department notifies the Committee on Appropriations and the Committee on Foreign Relations of the Senate and the Committee on Appropriations and the Committee on Foreign Affairs of the House not less than 15 days in advance and subject to prior consultation with and pursuant to the regular notification procedures.”

“(b) Each notification on the use of the authority in subsection (a) shall include the following:

“(1) A comprehensive description of the urgent personnel requirements of the Department necessitating the use of the authority, including an estimate of the duration of such requirements.

“(2) The number of personnel forgoing training or professional development as a result of the use of the authority.

“(3) A detailed description of the manner in which the personnel described in subparagraph (2) will receive the training or professional development forgone as described in that subparagraph when the urgent personnel requirements described in subparagraph (1) terminates.”.

(2) CLERICAL AMENDMENT.— The table of contents of the Foreign Service Act of 1980 (22 U.S.C. 3901) is amended by inserting after the item relating to section 708 the following new item:

“SEC. 709. PRESERVATION OF TRAINING COMPLEMENT FOR TRAINING AND DEVELOPMENT PURPOSES”.

SEC. 204. LANGUAGE TRAINING FOR FOREIGN SERVICE PERSONNEL.

(a) MULTIPLE TOURS OF DUTY FOR FOREIGN-LANGUAGE PROFICIENT FSOS FOR PROFICIENCY CONSOLIDATION AND DEVELOPMENT.—In assigning Foreign Service officers with foreign language proficiency to posts abroad, the Secretary of State shall, to the extent practicable, seek to assign officers to—

(1) such number of tours of duty in one or more countries in which the language or dialect of such proficiency is common as is needed by such

officers to consolidate such proficiency;

(2) one or more tours of duty in one or more countries in which the language or dialect of such proficiency is not common, but in which such proficiency will facilitate the development by such officers of language proficiency in language or dialect common in such countries; or

(3) tours of duty described in both paragraphs (1) and (2).

(b) **TRIENNIAL REVIEW OF FOREIGN LANGUAGE PROFICIENCY REQUIREMENTS FOR POSITIONS ABROAD.**—The Secretary of State shall, acting through the Director General of the Foreign Service, undertake a review, not less frequently than once every three years, of each Foreign Service position abroad that is language-designated in order to determine whether or not a continuing requirement for foreign language proficiency for such position is warranted.

(c) **SENSE OF CONGRESS OF USE OF SAVINGS REALIZED THROUGH MORE EFFICIENT USE OF LANGUAGE TRAINING RESOURCES.**—It is the sense of Congress that any saving realized by the Department of State as a result of the more efficient use of language training resources should be credited to the Foreign Service Institute and available to the Institute for training.

(d) **DEFINITIONS.**—In this section:

(1) The term “Foreign Service Institute” means the institution for training established pursuant to section 701 of the Foreign Service Act of 1980 (22 U.S.C. 4021).

(2) The term “language-designated,” with respect to a position, means that the position is determined to require foreign language proficiency for the proper discharge of its duties.

SEC. 205. SENSE OF CONGRESS ON PARTNERSHIPS BETWEEN DEPARTMENT OF STATE AND ACADEMIC AND OTHER NON-DEPARTMENT INSTITUTIONS AND ORGANIZATIONS FOR TRAINING AND PROFESSIONAL DEVELOPMENT OF FOREIGN SERVICE AND CIVIL SERVICE PERSONNEL OF THE DEPARTMENT.

(a) **FINDING.**—Congress finds that partnerships between the Department of State, on the one hand, and other United States Government agencies, academic institutions, and other private sector organizations and entities, on the other hand, have proven valuable in providing and expanding the availability of opportunities

for training and professional development for Foreign Service and Civil Service personnel of the Department.

(b) SENSE OF CONGRESS.—In light of the finding in subsection (a), it is the sense of Congress to encourage the Secretary of State to expand and enhance existing partnerships described in that subsection, and to enter into new such partnerships, in order to provide or expand opportunities for training and professional development for Foreign Service and Civil Service personnel of the Department, including through—

(1) agreements with academic institutions with which the Department of State has a current such partnership to increase the number of such personnel authorized to attend such institutions for training or professional development purposes, to expand the courses of education or training pursuable by such personnel at such institutions for such purposes, or both;

(2) agreements with academic institutions with which the Department does not have a current such partnership (including, in particular, institutions with which the Department has no or a limited history of partnership) to authorize such personnel to attend such institutions for training or professional development purposes;

(3) agreements with component institutions of the Department of Defense (including the National Defense University (NDU) and the other Senior Service Colleges (SSCs)) to—

(A) increase the number of such personnel authorized to attend such institutions (commonly referred to as “slots”) for or as part of a professional development tour of duty required for promotion from the pre-senior level or for other training or professional development purposes; or

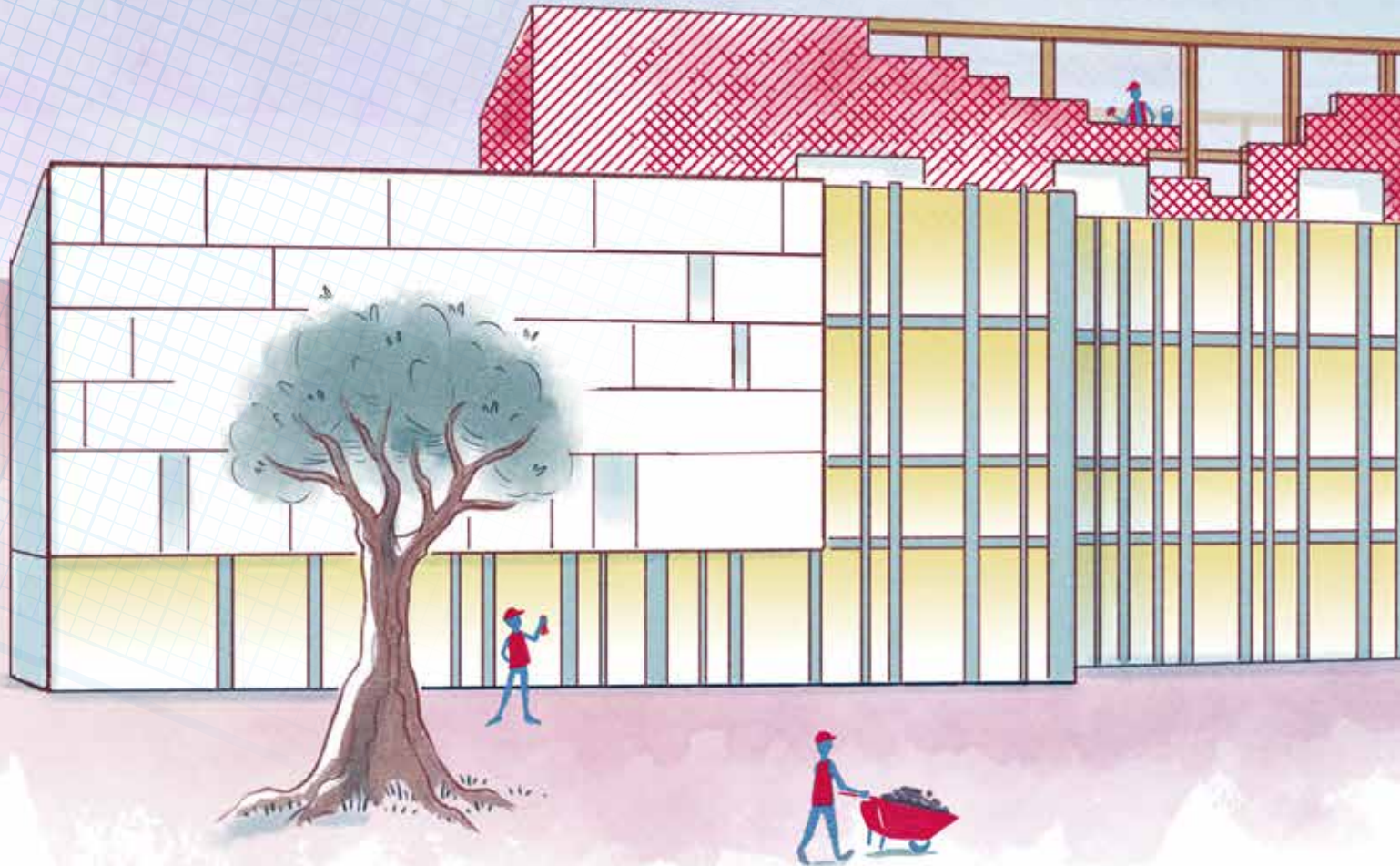
(B) newly authorize the attendance of such personnel at such institutions for or as part of such a professional development tour of duty or for such other purposes;

(4) agreements with other agencies of the United States Government for detail of such personnel to such agencies for training or professional development purposes; and

(5) agreements with appropriate private sector organizations and entities for detail of such personnel to such organizations or entities for training or professional development purposes.

Blueprint 3

Personnel





BLUEPRINT 3

A More Modern, Flexible, Transparent, Diverse, and Strategically Focused Personnel System

Team Leader and Principal Author: Ambassador Jo Ellen Powell

Legislative and Regulatory Language: Charles Armstrong

In the Belfer Phase One report¹ we described a vision for a U.S. Foreign Service that could become an even higher functioning and forward-looking organization. As part of any effort to meet that larger goal, we highlighted that new thinking is needed to ensure that the Department identifies, recruits, and retains the best and most diverse group of professionals who can make the U.S. diplomatic service the world's best.

In Phase One we asked these questions: What qualifications do U.S. diplomats need? How do they acquire them? How relevant are the current skills we expect members of the Foreign Service to have? What should be done to improve or change recruitment and training, especially as needs change, careers develop, and job markets evolve? Beyond the crucial aspect of patriotism and service, what motivates U.S. diplomats? What performance incentives and disincentives exist? Do they work? Are they clear, fair, and transparent? What needs to change in the Foreign Service's internal culture?

We repeat here that we respect the work that has been done over the past 20 years to rethink and reform the Department's human resources systems, including new approaches to selecting members

¹ Belfer Center report: <https://Belfercenter.org/publication/us-diplomatic-service-21st-century>

of the Foreign Service.² But there are additional ways to transform the personnel system to make it more modern, flexible, transparent, diverse, and strategically focused.

The objective of this Blueprint is to propose ways to increase the Department's capacities in areas such as recruitment, intake, assignments, and promotions, and defining and then sticking to transparent qualifications for senior leadership positions. This Blueprint is designed to create new pathways to produce senior leaders who possess multi-faceted, relevant skills, and experience, including advanced regional and language skills, advanced professional education, high morale because of opportunities afforded to them, their partners and their families, and leadership and management experience at progressively higher levels. The Blueprint focuses on the need for greater diversity (including diversity of thinking), equity, inclusion, and accessibility in the diplomatic service. As we discussed in detail in Phase One, to be successful, these changes in process must be accompanied by changes in Foreign Service culture, led and then consistently modeled by Department leadership.

We believe these recommendations will contribute to meeting the core objective of HR transformation, including guiding and cultivating people throughout their careers, for devising even faster, more flexible, and more effective ways to serve the needs of a globally deployed workforce in a world of dramatic change, and for developing a strategic vision for how a changed workforce can meet the future needs of American diplomacy.

Legislative language reflecting all of the proposals contained in this Blueprint is provided at the end of this chapter. There is a citation at the end of each section specifying which portion of the proposed legislation applies.

² For example, Secretary of State Mike Pompeo's ending of the hiring freeze imposed by his predecessor; the publication in February 2021 of National Security Memorandum 3, *Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships* <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/02/04/memorandum-revitalizing-americas-foreign-policy-and-national-security-workforce-institutions-and-partnerships/>; and Secretary of State Antony Blinken's October 2021 speech announcing efforts to modernize American Diplomacy. <https://www.state.gov/secretary-antony-j-blinken-on-the-modernization-of-american-diplomacy/>

Get the Right Number of People in the Right Places

We remain convinced that a foundational requirement for the creation of the best possible Foreign Service personnel system is a serious and enforceable assessment of where American diplomats now serve and where they should be assigned in the future, starting with two assumptions:

- That most Foreign Service employees should serve abroad, not in Washington.
- That the massive embassies created during the land wars of the 2000s, along with other enormous outposts of U.S. government presence, should be reduced in size and their diplomats and some other government representatives redeployed to meet new challenges. We believe it is important to maintain representation in all countries where we have diplomatic relations. Because it will require a “whole of government” effort to get this right, this reappraisal must be led by the State Department and will require active and sustained leadership from the Secretary of State and Congress.

PROPOSED ACTIONS:

- In anticipation of an 8 percent increase in the Foreign Service (FS) by creating the training complement proposed in Blueprint #2 and to identify current or anticipated staffing shortfalls among FS officers and specialists, the Department should undertake a global analysis of Foreign Service positions, both domestic and overseas. Such a review should consider:
 - The number of training complement positions needed for long-term training offered by the Department, either directly by the Foreign Service Institute (FSI) or in collaboration with other institutions, including but not limited to the National Defense University and war colleges. This number should factor in any additional training requirements to be developed for entry-level, mid-level, and senior-level officers.
 - How many additional positions domestically and overseas

should be created to provide practicums, rotational positions, and long-term details to outside organizations to foster professional development at the entry and middle levels. (See recommendations in Blueprint #2.)

- What positions/functions may be withdrawn from priority staffing posts for redeployment elsewhere.
- The grade levels of positions, to ensure that positions are distributed in a manner that absorbs entry-level intake as well as provides sufficient positions at mid level to ensure regular and acceptable promotion intervals as the hiring surge cohort moves through the ranks.
- Once the initial review is completed, an analysis as to whether, considering changes in the global environment and other factors, adjustments are warranted. This should be conducted on a regular schedule.

Recruitment and Hiring

To attract the high performing, multi-skilled, diverse diplomatic service the nation needs to promote and protect America's interests abroad, the Department should have a more structured and vigorous approach to recruitment. This should include launching a nationwide public service campaign to attract a large and diverse pool of applicants. Placing more emphasis in recruiting material for those skills not traditionally associated with the Foreign Service, including management and business administration, public health, cyber security, data science, machine learning, and environmental policy, could prove effective in attracting a more diverse population, as well as acquiring new skill sets to address new challenges.

Once the foundational effort has been made to determine the right number of people in the right places and an 8 percent increase to cover professional education (the training complement, Blueprint #2) is put in place, the Department can better assess its needs and then persuasively argue for further staffing increases. For example, it surely will be necessary for the Department to seek more positions to eliminate current debilitating staffing gaps. It will require additional

analysis to determine how many and what types of extra positions (such as Specialist vs. Generalist) are necessary. The creation of a Diplomatic Reserve Corps (Blueprint #4) will help manage this problem but will not solve it.

While not all staffing shortfalls and training needs are at the entry level, managing a hiring surge beyond replacement will take special focus from leadership and require the Department to conduct a careful analysis of how it will train and deploy an increase in entry-level officers. The Department will need to identify (or create) an appropriate number of entry-level positions to accommodate the surge and will later have to undertake further rightsizing analysis to transition those positions from entry level to mid level as the intake surge moves up through the ranks. The Department should avoid a repeat of the “pig in the python” experience of the early years of the century, when a large cohort of entry-level officers reached the mid level, only to find there were not enough positions to promote them into.

PROPOSED ACTIONS:

- An effective recruitment campaign would feature publicity in sites heavily used by young people, including social media sites, and would target populations beyond those in the traditional schools of international relations, government, and public policy. Geographic diversity will be key to success. The Department should request a budget increase of \$2.5 million, specifically reserved for advertising and recruitment, to hire a professional firm to develop a public service recruiting campaign for the Foreign Service.
- The Department should also acquire, perhaps most efficiently through contracts, the services of one or more experienced recruiters to develop targeted strategies for the Department and to supervise recruitment activities. These would include leading recruitment efforts undertaken by Diplomats in Residence, and training and managing recruitment activities undertaken by a staff of at least three Foreign Service Officers (FSOs) detailed to a one-year tour as recruiters. Professional recruiters should have expertise in targeting specific audiences, including IT specialists at all levels, security specialists, medical professionals, office managers, and entry-level professionals. These recruiters should be full time and imbedded in the Office of Talent Acquisition

in the Bureau of Global Talent Management and work in close coordination with those responsible for recruiting the Diplomatic Reserve Corps. Assuming three recruiters are brought on via contract, an estimated annual cost would be in the range of \$450,000-\$500,000.

- The Department urgently needs to speed the pace of background investigations to enable timely hiring following success on the Foreign Service Officer Test (FSOT). This will require additional Department of State resources. Using contractor support to conduct background investigations, we estimate three new positions will be needed in the Bureau of Diplomatic Security to review and adjudicate clearances. Estimated annual cost for additional contractor support would be \$5,500 per background investigation and \$180,528 per new position, at current salary rates.

For legislative language see:

Title III, Subtitle B, Personnel Management Requirements and Authorities

Sec. 314, Public Service Advertisement Campaign for Recruitment for the Foreign Service

ACHIEVEMENT OF MULTIFUNCTIONAL COMPETENCY

An important consideration as part of modernizing Foreign Service recruitment and hiring is whether the practice of assigning Foreign Service Officers to functional categories, the “cone” system, should be continued or modified.

The development and execution of foreign policy, advocacy in behalf of U.S. business, and the protection of U.S. citizens abroad are widely seen by the public as the core functions of U.S. diplomacy. Just as the current recruitment system tends to attract candidates with backgrounds in public policy, international relations, economics, and public diplomacy, the existing FSO test emphasizes these traditional interests.

The current intake system for FSOs brings officers into the Service in a “cone” the candidate selects: consular, economic, management, political, or public diplomacy. Assignments prior to tenure are

decided by the Office of Career Development and Assignments, and virtually always include an assignment in a consular section. Upon receiving tenure, officers take a more active role in identifying onward assignments, within constraints of positions available at grade, timing, language requirements, and cone, among other considerations. There is great emphasis on acquiring in-cone experience, and most competition for promotion is within cone.

The intense competition for promotion results in strong disincentives to seek out-of-cone assignments and renders that extremely difficult, even when the officer perceives the desirability of such an assignment. Consequently, officers may reach the senior threshold without having acquired the full spectrum of competencies required for successful performance in the Senior Foreign Service (SFS).

In this Blueprint, we do not propose abolishing cones. Instead, we propose different approaches to hiring, professional education, and promotion, accepting that officers will specialize in certain areas in the entry and middle levels, but with the aim of providing all officers regardless of cone with multifunctional skills they will need to be successful as Deputy Chiefs of Mission (DCMs) and Ambassadors abroad and in top leadership positions at home, positions we believe require multifunctional competency.

Competition for promotion from entry level through the senior threshold would remain within cones. However, to underscore this broader approach to excellence in leaders, we would shift to class wide competition for promotion in the senior ranks, i.e., for promotion from Counselor (OC) to Minister Counselor (MC) as opposed to limiting it to the very small class of Career Minister (CM), as is currently the case.

Promotion

Promotion criteria, if focused on high performance and holding people accountable, can provide an important incentive structure to support the overall changes we propose. Although not sufficient on their own, they are a necessary part of encouraging the cultural changes that are essential to success. Our Blueprint is not meant to be a full set of promotion criteria that, in any case, must be negotiated with

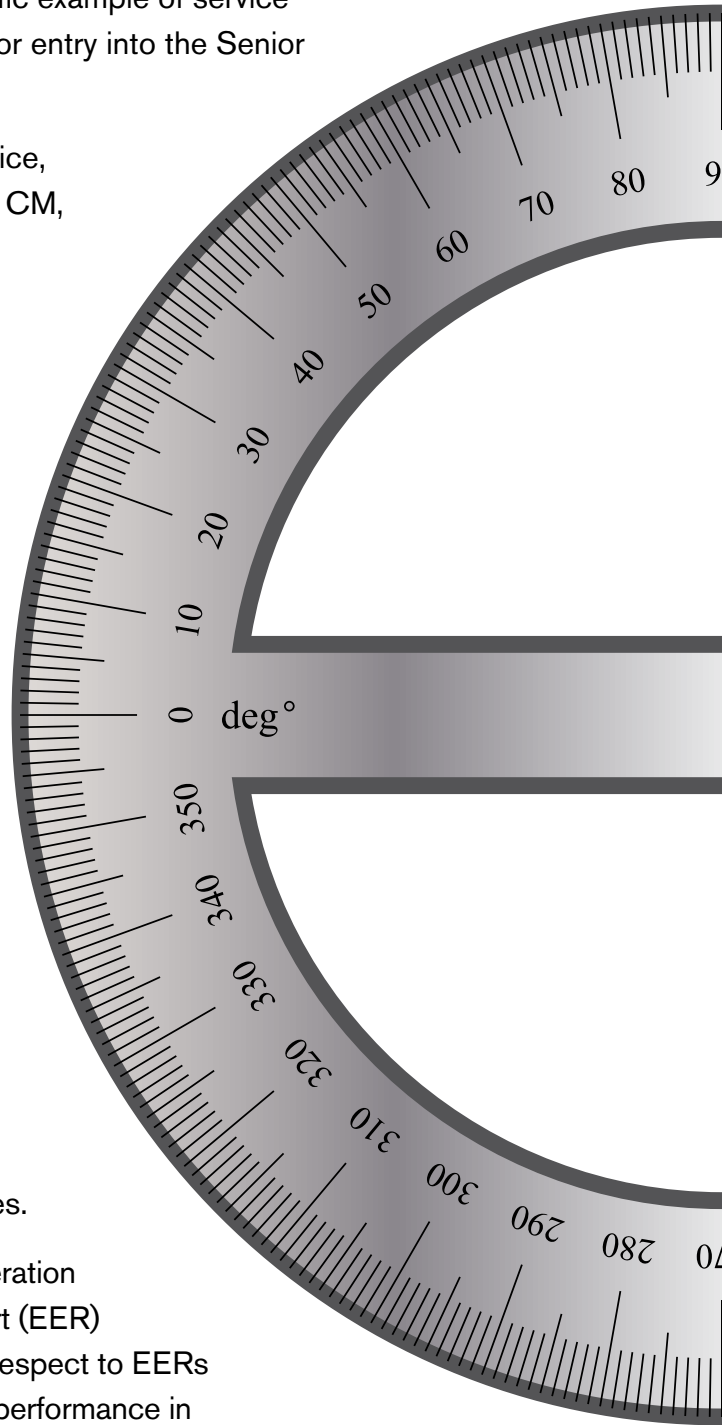
the American Foreign Service Association (AFSA). However, we do propose several important elements that should be included as part of a program to reform and modernize the Foreign Service.

PROPOSED ACTIONS:

- Selection boards should give significant weight to training evaluation reports issued during and at completion of long-term training, recognizing the importance of training as a key component of professional development. This includes both training sponsored by the Department of State, either at the Foreign Service Institute or at an outside institution of higher learning, as well as the independent pursuit and acquisition of advanced degrees or certifications relevant to the Service.
- Employees on long-term details outside the Department, in which there is no suitable rating or reviewing officer from the Foreign Service, shall have employee evaluation reports prepared for them by a senior official within the Department who is knowledgeable of the functions of the detail. A senior officer in this case would typically be an office director, if the requirement were for a rating official, and a Deputy Assistant Secretary (DAS) if the requirement were for a reviewing official. In case of a question as to the most appropriate bureau to undertake this responsibility, the Director General would, in consultation with the appropriate bureau(s), make a recommendation. Designated rating and/or reviewing officials would be agreed at the time of the assignment.
- Completion of mid-level training as well as pre-senior-level training should be a requirement for promotion into the Senior Foreign Service. (Blueprint #2)
- Senior promotion boards should also give positive weight to “service to the institution.” Promotion precepts for “community service and institution building” include specific examples of senior-level engagement, such as service as a recruiter, membership on the Board of Examiners, service on selection or commissioning and tenure boards, or participation in a Department of State mentoring program. Other examples of service to the institution could include serving on post

International Cooperative Administrative Support Services (ICASS) councils or interagency housing boards, service as an AFSA officer or representative, being an Equal Employment Opportunity counselor, or serving as a career development or assignments officer. At least one specific example of service to the institution should be a criterion for entry into the Senior Foreign Service.

- Promotions within the Senior Foreign Service, including from OC to MC and from MC to CM, should be classwide.
 - With respect to classwide promotions from Counselor to Minister Counselor, the Department should monitor results of selection boards' recommendations annually to ensure that promotion recommendations among cones are roughly proportionate among the members of each cone being competed.
 - With respect to classwide promotions from Minister Counselor to Career Minister, the number of promotions available each year is quite small, usually fewer than a dozen. While that is too few a number to justify cone-based promotion numbers, selection boards should be instructed to ensure that the CM ranks include officers from all cones.
- In view of the Department's current consideration of reforms to the employee evaluation report (EER) process, defer any recommendations with respect to EERs beyond the previous points that exemplary performance in mandatory and other education and training, including language, as well as demonstrated commitment to the principles of diversity and inclusion should be recognized positively by promotion boards.



For legislative language see:

Title III, Subtitle B, Personnel Management Requirements and Authorities,

Section 311 (c), One Officer from Each Cone in Class-wide Promotions from Minister-Counselor to Career Minister

Assignments

The Department's professional development plan (PDP) for FSOs, developed in consultation and negotiated with the American Foreign Service Association, requires that for promotion to the Senior Foreign Service FSOs must:

- a) serve in at least one regional and one functional bureau;
- b) serve a minimum required time in an extreme hardship and/or unaccompanied post;
- c) acquire and maintain language skills;
- d) serve after tenure at least one assignment out of cone or one year of professional development and
- e) hold a position of "significant and substantial leadership responsibility" for one tour after tenure.

The professional development assignment could be a long-term training opportunity such as a war college, academic study, Pearson Fellowship, or similar.

On paper, the PDP criteria are very similar to the goals of the American Diplomacy Project Phase One. What we propose to add is giving Foreign Service Officers the opportunity to become, if not fully multifunctional, familiar with the basic skills of one or more "cones" outside of their own. Changes we propose in the assignment process are designed to provide greater opportunity for Foreign Service Officers to acquire cross-cutting skills at the mid-level ranks and more experience as supervisors and participants in policy formulation. To prepare them to serve successfully at senior levels, we

suggest a more transparent process for selection of Deputy Assistant Secretaries, the key first step to participation in the policy process. We also propose giving officers from all sections a more equal chance to take charge in the absence of the Ambassador, and, as the Phase One report proposed, substantially increasing the percentage of career professionals who serve in ambassadorial positions, appointing a career professional as the Under Secretary for Political Affairs and the Under Secretary for Management, as well as one of the other five Under Secretary of State positions, and have 75 percent of Assistant Secretary-level positions filled by career officials. These ideas, along with giving our first tour officers a more varied experience with more exposure to the overall work of the embassy, are also aimed at supporting our goals of increasing retention and building a more diverse and inclusive Foreign Service.

PROPOSED ACTIONS:

- The practice of filling mid-level positions with entry-level officers should cease. In the rare circumstance that the sole officer in a section is an entry-level officer, the Department or appropriate regional or functional bureau shall identify a mid-level officer at a nearby post who will be officially responsible to provide mentoring and guidance to the entry-level officer, and whose performance will be evaluated accordingly.
- In considering rightsizing of overseas posts, the Department should restore a standard two-year tour of duty to those posts currently on a one-year assignment cycle.
- The Department should undertake to establish a percentage (to be determined by the Bureau of Global Talent Management (GTM)) of positions at overseas posts in each regional bureau that will be rotational positions, with the officer assigned to two discrete sections and functions within the mission. Such rotational positions will be established at grade levels FS-4 and below, i.e., entry-level positions.
- The President and Congress should:
 - Establish the goal of expanding the percentage of ambassadorial positions held by career professionals and reduce the percentage of political appointee Ambassadors.

- Fill the position of Under Secretary for Management with a career Foreign Service officer particularly considering the strong probability that the Deputy Secretary for Management and Resources (D/MR) would be filled by a non-career appointee. In the Belfer report, we recommended that at least two of the five Under Secretary positions at the Department of State be filled by career professionals, with one of the two being the Under Secretary for Political Affairs.
- Commit to having 75 percent of Assistant Secretary-level positions filled by career officials by 2025.
- Incorporate these new targets and timetable into amendments to the 1980 Foreign Service Act. The act should also endorse and repeat the clear qualifications for ambassadorial appointments that are listed in the 1980 act. Congress should then ensure that the law is followed.
- The Foreign Service Act of 1980 should be amended to specify that the position of Director General of the Foreign Service, the individual who has responsibility for managing the career service, should be held by a career member of the Senior Foreign Service in active service who has demonstrated exceptional leadership and managerial skills and who shall have served in at least two senior positions, one of which shall have been as an Ambassador.
- Criteria for bidders on leadership positions (Ambassador, DCM, and PO) should include clearly defined requirements for progressively substantial supervisory experience and resource management. At the senior level, supervisory experience should include direct supervision of an office or section of 10 or more, including both U.S. and locally employed staff, or both Foreign Service and Civil Service personnel. Examples of resource management include human resources, financial management, grants or contracts oversight, and program management. Examples of program management include international narcotics and law enforcement programs, refugee assistance programs, public diplomacy programs such as the International Visitor Leadership Program, or military assistance programs. Applicants for these positions should be required to address in specific terms their competencies in resource management and supervising others.

- The Secretary should ensure that the members of the Deputy's Committee ("D Committee"), which makes recommendations with respect to career nominees for ambassadorial positions, and the DCM/PO committee, which determines short lists for DCM positions and selects Principal Officers, consider fully diversity, equity, inclusion, and accessibility in their deliberations and selections, policy, and operational skills, and regional or multilateral expertise, including relevant educational achievement.
- We support the Director General's decision to include Deputy Assistant Secretary positions in the open assignments process for reasons of transparency, diversity, and inclusion. We support her decision to extend this procedure to DAS equivalent counterparts in bureaus not headed by an Assistant Secretary (A/S). We also strongly agree that final decisions on DAS positions will be made by the relevant A/S or equivalent. Bureau Executive Director positions should be formally titled "Deputy Assistant Secretary and Executive Director."
- The relevant Assistant Secretaries should encourage Ambassadors to consider all eligible candidates when appointing an Acting DCM regardless of cone or specialty.

For legislative language, see:

Title III, Subtitle A, Department of State Organization and Management,

Sec. 301, Qualifications for Appointment to Positions of Under Secretary of State for Political Affairs and Under Secretary of State for Management;

Sec. 302, Qualifications for Appointment as Director General of the Foreign Service;

Sec. 303, Procedures for Appointment to Deputy Assistant Secretary of State Positions and Counterpart Positions in Department of State Bureaus Not Headed by an Assistant Secretary;

Sec. 304, Equal Weighting of Certain Abilities, Effectiveness, and Expertise in Recommendations for Nomination and Selection for Certain Positions Selection for Principal Officer Positions.

Sec. 305. Resignation of Deputy Chief of Mission/Principal Officer Committee as Deputy Assistant Secretary, Deputy Chief of Mission, and Principal Officer Committee.

3 FAH (Foreign Affairs Handbook)-1 H2425.8-2, Chief of Mission Appointments, SOP C-1

3 FAH-1 H2425.8-2(D), Deputy Assistant Secretaries of State (DASes)

3 FAH-1 2425.8-3, Deputy Chief of Mission (DCM), Principal Officer (PO), and Deputy Assistant Secretary of State (DAS) Assignments, SOP C-2

Deepen Regional, Multilateral and Language Competency

This part of the Blueprint is designed to encourage Foreign Service Officers to learn languages purposefully in line with a career that includes specialization in a region, or in multilateral diplomacy. If adopted, these Blueprint changes would also make more efficient use of education provided by the Foreign Service Institute, especially in language learning. (Blueprint #2)

PROPOSED ACTIONS:

- The Department should encourage the development of language expertise beyond the current competency level (Speaking level 3/Reading level 3), especially in speaking hard and super-hard languages. Incentives to acquire and maintain language skills beyond the S3/R3 level could include:
 - In addition to language incentive payments as described in 3 FAM (Foreign Affairs Manual) 3910³, a meritorious step increase should be awarded to program participants who at the conclusion of the formal study exceed the language course objectives by more than 1 point. (For example, an Arabic language student completes 88 weeks of study with a score of S-4/R-3 or S-4/R-4, the course objective being S-3/R3.)

³ <https://fam.state.gov/fam/03fam/03fam3910.html>

- Successful completion of long-term language training should be considered as a positive factor in consideration for promotion, just as service in posts of extraordinary hardship is considered.

Officers who successfully complete a course of study in a hard or super-hard language AND who have completed at least one year of an assignment at post using the language and maintaining language proficiency as certified by FSI testing should be granted one additional year of time-in-class (the maximum time in which an officer may serve in a particular grade before separation from the Service). Completion of a second assignment using the language and maintaining proficiency as certified by FSI testing will be recognized with one additional year of time-in-class.

- Language waivers should be eliminated except for regional security officers when there is urgent need for them at post and for officers assigned to Chief of Mission, Deputy Chief of Mission, or Principal Officer positions.
- The requirement for proficiency for promotion to senior level should be retained along with the provision that testing must have occurred within the last seven years.
- The practice of establishing language requirements for world languages at less than proficiency level for some positions should be discouraged. FSO positions (not specialist positions) that are language-designated in a world language should be designated at proficiency level for that language. With respect to hard and super-hard languages, however, there may be sound reasons to establish less than full proficiency (R-3) in reading with minimal impact on the ability of the officers to carry out their duties.
- A concentration on developing multilateral expertise should be established parallel to development of regional expertise. Most world class foreign services have a de facto multilateral career track, with officers serving multiple tours either in their countries' missions to international organizations, or within international organization bodies. Having a cadre of officers with multilateral expertise would further strengthen the Department as a whole. Additionally, many multilateral organizations have at least two

official languages, therefore, requiring language proficiency for assignment to a multilateral mission is entirely appropriate. (Note: This is not a recommendation for establishing a new “cone.”) A multilateral assignment should be considered as an alternative to assignment to a regional bureau to meet the senior threshold requirements.

For legislative language see:

Title III, Subtitle B, Personnel Management Requirements and Authorities, Sec. 313, Incentives for the Development by Members of the Foreign Service of Foreign Language Expertise Beyond the Proficiency Level.

3 FAM (Foreign Affairs Manual) 3913.2, Meritorious Step Increases

3 FAM 3913.3, Additional Time in Class for Hard or Superhard Languages.

More Opportunities for Partners and Family Members

The Department of State has made great progress in the past decade to acknowledge and accommodate the needs of its globally deployed workforce and their families. The increase in the number of unaccompanied posts, family members with professional careers of their own, the rapid pace of technology that enables remote telework and enhances educational curricula, and most recently the global pandemic have driven the need to change how the Department of State supports Foreign Service families.

Family member employment dominates issues of concern to families. Whether family members seeking to work within the mission, family members striving to continue a professional career while accompanying the FS spouse or partner overseas, or family members seeking employment in the local economy, the desire is for the Department to do more to accommodate working spouses as well as those seeking to work.

PROPOSED ACTIONS:

- Amend Section 3951 of the FSA as amended to authorize the Secretary of State to appoint U.S. citizens who are family members of government employees assigned abroad or are hired for service at their post of residence, or are assigned to domestic assignments in the United States, to employment in positions customarily filled by Foreign Service Officers, Foreign Service personnel, and foreign national employees.
- Amend 3 FAM 2216-2.4(B)(b) to include eligible family members, including current members of the Foreign Service Family Reserve Corps, members of the Expanded Professional Associates Program, members of the Consular Adjudicator Program, and other family members with current or previous appointments under the family member employment program at grade FS-9 or above, among candidates eligible to compete for appointment into the Foreign Service Officer Corps. All other qualifications criteria would remain the same.
- Expand the authority for noncompetitive eligibility to mirror that extended to family members of active-duty military personnel, as described in CFR 315.612.⁴

For legislative language see:

Title III, Subtitle C, Programs and Authorities for Foreign Service Families,

Sec. 321, Noncompetitive Appointment of Family Members of Certain Members of the Foreign Service to Civil Service Positions;

Sec. 322, Appointment to Positions in the United States Customarily Filled by Members of the Foreign Service of Family Members of Foreign Service Members Assigned Abroad.

Sec. 323, Expansion and Enhancement of the Mustang Program of the Department of State for the Foreign Service.

3 FAM 2216.2 Entry Level Foreign Service Officer Career Candidate Appointments, section 2216.2-4(B)(b)(1)(b), eligibility through the Mustang Program.

⁴ <https://www.ecfr.gov/current/title-5/chapter-1/subchapter-B/part-315/subpart-F/section-315.612>

BACKGROUND

Key Information on HR Reform

SYSTEM OF CLASSIFYING FOREIGN SERVICE OFFICERS BY CONE

The cone-based structure of the Foreign Service Officer system is modeled on the organizational structure and key functions of the Department of State and of U.S. embassies and missions overseas. In foreign services around the world, the functions traditionally considered core diplomatic functions – political analysis and reporting, economic and commercial advocacy and reporting, and public diplomacy – frequently comprise the diplomatic service. The consular corps is often on a separate track, and management is generally considered a support function carried out by administrative and technical staff rather than diplomatic staff. Rarely, if ever, do officers from the consular corps or administrative and technical staff achieve appointment to an ambassadorial or Deputy Chief of Mission position. Under the Vienna Conventions on Diplomatic and Consular Relations, consular and administrative and technical staffs have lesser privileges and immunities than their diplomatic counterparts. One of the strengths of the U.S. Foreign Service is that it includes consular and management among its core diplomatic functions.

That inclusiveness, however, does not make all functions – or cones – equally valued and the different skills and competencies required of each equally recognized and rewarded. From recruitment through intake, assignments, promotions, and ultimately selection for leadership positions in the organization, the Foreign Service places a clear priority on policy expertise over operations. The cultural bias, reinforced over decades, that policy officers are the best of a highly competitive group makes the operational functions of consular and management work less attractive to many. Fewer management and consular officers are represented among the senior ranks of the Foreign Service and in leadership positions because of a belief that they lack the policy knowledge and experience required. The policy officers who dominate those ranks may not have had as much

opportunity to acquire and practice the operational skills, especially resource management, necessary to lead a large and complex organization.

PROMOTION

FSOs compete for promotion within their respective cones, and promotion numbers are determined based on projected attrition and staffing needs by grade and cone. Competition within cone cohorts ensures that adequate numbers of persons in each functional cone and at each grade have roughly proportionate promotion rates. Promotion from Minister Counselor to Career Minister, the highest rank for which FSOs compete and are recommended for promotion by a selection board, is classwide.

Recommendations for promotions are made by selection boards convened annually to review employee evaluation reports (EERs) of eligible employees, grouped by grade and cone. FSO selection boards are composed of both FSOs (generally chaired by a senior officer from the same cone as the competition group), a representative from another international affairs agency, and a public member. Boards meet for periods of several weeks to review performance files and identify those recommended for promotion and those recommended to be low-ranked. Separate selection boards review performance files of eligible employees for performance pay (Senior Foreign Service) or Meritorious Step Increases (mid-level officers). Separate boards are convened to review entry-level officers' files for commissioning and tenure.

The sole basis for determining who is recommended for promotion are the EERs, training evaluation reports, and awards contained in the official performance folder. The EER is a narrative evaluation, with elements by the rated officer, the rating officer, and the reviewing officer. Because the Foreign Service is an “up or out” system, promotions become THE benchmark of success. And because the EERs rely exclusively on narrative, promotion decisions may reflect more the eloquence of the drafters than the actual achievements of the officer. Recognizing that narrative EERs are highly subjective and subject to endless wordsmithing (and grievances), GTM has undertaken a major study to examine best practices in other public and private organizations, with a view to moving to a more transparent,

inclusive, and objective evaluation system.

The Foreign Service Act prescribes limitations on both time in class and time in service (TIC/TIS) for Foreign Service Officers. Time in class is the maximum time in which an officer may serve in a particular class (grade) before separation from the Service. Time in service is the maximum total allowable time from entry into the Foreign Service to promotion to the Senior Foreign Service (“crossing the threshold”).

Grade	Time in Class	Time in Service
FS-4	10 years	27 years
FS-3	13 years	22 years
FS-2	13 years	20 years
FS-1	15 years	15 years
FE-OC	7 years	n/a
FE-MC	14 years combined OC/MC	
FE-CM	7 years	n/a

Eligibility for promotion to SFS requires demonstrated experience and competency in both operational and analytical fields. In addition, all candidates for promotion to SFS will have demonstrated an active commitment to community service (mentoring, service on promotion boards), championing diversity, modeling the highest standards of professional and personal ethical behavior, and maintaining foreign language competence. In the only classwide promotion competition, from MC to CM, the majority of those promoted are from the political cone.

ASSIGNMENTS

FSOs enter the Service on five-year limited appointments, during which time they are considered for tenure by a commissioning and tenure board at up to three intervals: after 36 months, after 48 months, and after 54 months, if the officer has not yet been tenured. The tenure rate has been steady at about 96 percent for many years. FSOs enter the Foreign Service with a cone assignment, although tenure

consideration is not cone-based. An entry-level officer's first two assignments, following completion of entry training (A-100), consular training, and language training (if any), are directed by the Department Office of Career Development and Assignments (GTM/CDA). The directed assignments are intended to ensure that the officer has the opportunity, if possible, to serve in his/her assigned cone, acquire language competency, and serve in a consular section.

Following tenure, officers take charge of managing their own future assignments, taking into consideration grade, cone, language requirements, timing, family needs, and professional development. The regional bureaus have an influential role in this process and officers lobby extensively for desired assignments. Policy officers may seek to become associated with a single regional bureau to develop regional and language expertise. Consular officers' assignments post-tenure are heavily influenced by the leadership of the Bureau of Consular Affairs. Management officers do not have a strong link to a particular bureau (as consular officers do) and their career development places less emphasis on regional expertise and more on functional expertise. Management skills, and to a somewhat lesser extent consular skills, are more readily transferable from one region to another.

LANGUAGE TRAINING

The Foreign Service Act of 1980, as amended, Section 4022, Foreign Language Requirements, states:

- (a) The Secretary shall establish foreign language proficiency requirements for members of the Service who are to be assigned abroad in order that Foreign Service posts will be staffed by individuals having a useful knowledge of the language or dialect common to the country in which the post is located.
- (b) The Secretary of State shall arrange for appropriate language training of members of the Service by the institution or otherwise to assist in meeting the requirements established under subsection (a).
- (c) Not later than January 31 of each year, the Director General of the Foreign Service shall submit a report to the Committee on Foreign Relations of the Senate and Committee on International

Relations⁵ of the House of Representatives summarizing the number of positions at each overseas mission requiring foreign language competence that –

- i. Became vacant during the previous fiscal year, and
- ii. Were filled by individuals having the required foreign language competence.

Section 4025, Training Grants:

(b) Compensation for individuals unable to participate in language training furnished by the government: If a member of the Service who is assigned abroad, or a member of his or her family, is unable to participate in language training furnished by the Government through the institution or otherwise, the Secretary may compensate that individual for all or part of the costs of language training related to the assignment abroad, which is undertaken at a public or private institution.

3 FAM 3910⁶ describes the pay incentives offered for competency in selected hard and super-hard languages. What the Department does not do is require multiple assignments using languages acquired prior to or in service. Language competency is required for promotion into the Senior Foreign Service; an older benchmark of proficiency based on FSI language test scores at any time after tenure is being replaced by the requirement for proficiency based on FSI language test scores within the previous seven years.

FSOs are not required to have foreign language competency at entry into the FS but are required to demonstrate the same as a condition for tenure. Because initial appointments into the FS are limited to five years, there are very practical limits on how much time an untenured officer on language probation can spend in language training. Language training at entry level is generally limited to 24-30 weeks. This may be adequate to achieve proficiency in a world language such as Spanish or French but is emphatically not adequate to achieve proficiency in a hard or super-hard language such as Arabic or Chinese.

⁵ Now the House Committee on Foreign Affairs

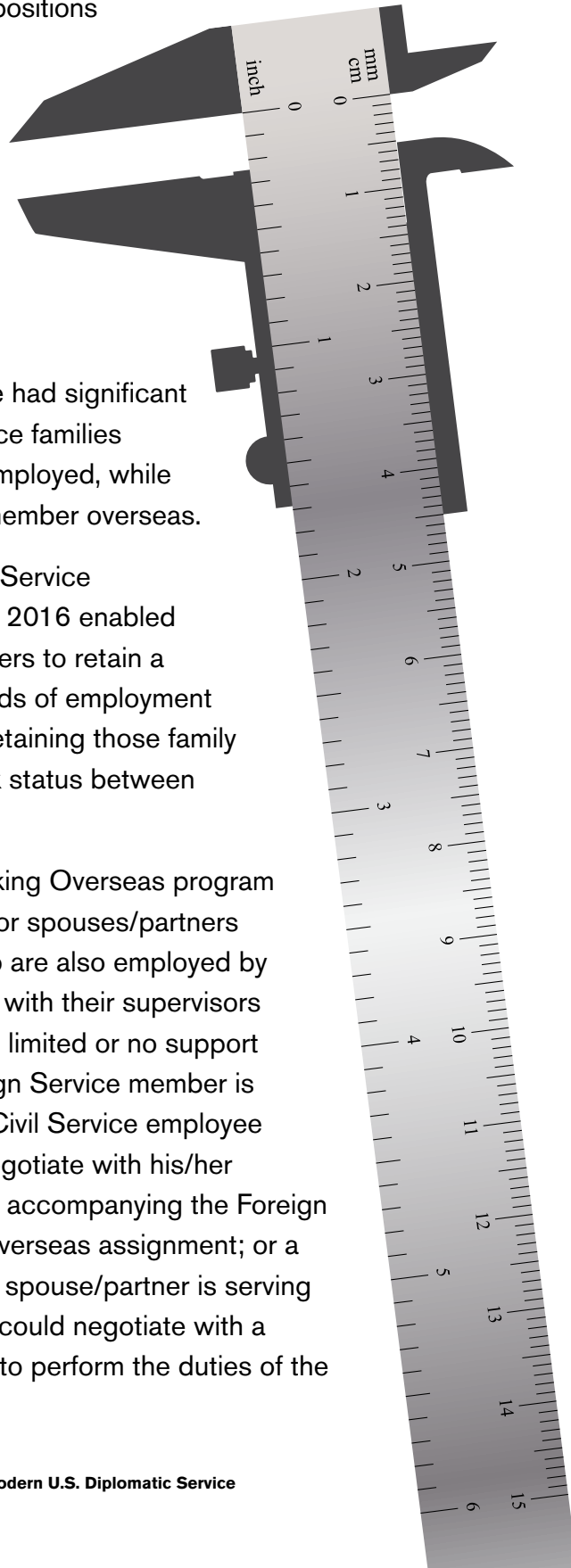
⁶ <https://fam.state.gov/fam/03fam/03fam3910.html>

FAMILY MEMBER EMPLOYMENT

Section 3951 of the FSA as amended authorizes the Secretary of State to appoint U.S. citizens who are family members of government employees assigned abroad or are hired for service at their post of residence, for employment in positions customarily filled by Foreign Service Officers, Foreign Service personnel, and foreign national employees. Expanding this authority to permit the Secretary to appoint such family members to positions in the U.S. would enhance family member appointment flexibility.

Two recent program innovations have had significant and positive impact on Foreign Service families seeking to be employed, or remain employed, while accompanying the Foreign Service member overseas.

- The establishment of the Foreign Service Family Member Reserve Corps in 2016 enabled employment-eligible family members to retain a security clearance between periods of employment at post or in the Department by retaining those family members in an inactive, non-work status between assignments.
- The Domestic Employee Teleworking Overseas program (DETO) created the mechanism for spouses/partners of Foreign Service personnel who are also employed by the U.S. government to negotiate with their supervisors and offices to work remotely, with limited or no support from the mission where the Foreign Service member is assigned. For example, a career Civil Service employee of the State Department could negotiate with his/her supervisor to work remotely while accompanying the Foreign Service spouse or partner in an overseas assignment; or a Foreign Service employee whose spouse/partner is serving on active duty in the U.S. military could negotiate with a supervisor and office to continue to perform the duties of the



position remotely, accompanying the military service member on an overseas assignment.

A third flexibility available to employment-eligible family members who have been employed at an overseas post under the family member employment program for 52 weeks or 2,087 hours is non-competitive eligibility (NCE) for positions in the career Civil Service for which the family member is otherwise qualified. NCE, which means the family member can be appointed to federal positions without competing with the general public, remains in effect for three years following the date of return to the U.S. from overseas. NCE may only be used once after return from an overseas assignment, except in cases of limited (less than 12 months) or term (12-48 months) appointments. (See EO 12721⁷.) The State Department's FAQ page on the eligibility states that, "Department of State policy permits a one-time use of NCE for all career and career-conditional appointments. This means that once NCE has been invoked for a DOS career or career-conditional appointment or the three-year time eligibility has passed, the eligible family member must re-earn NCE by working in a Family Member Appointment overseas."

The Department of Defense offers unlimited NCE to spouses of active-duty military or disabled military personnel, as well as to the unmarried widows or widowers of active-duty military personnel. There are no limitations on frequency of use applied to this authority. (See CFR 315.612.⁸) State should seek legislative change to mirror the DOD authority.

The Department currently offers the Mustang Program to Foreign Service Specialists who meet certain minimum qualifications to compete for entry into the Foreign Service Officer corps. The Mustang Program waives the requirement to pass the written FSO test, requiring candidates to pass the Qualifications Assessment Program (QEP) and oral examination. The requirements for the Mustang Program are described in 3FAM 2216.2-4 (B)(b). Expanding eligibility for the Mustang Program to members of the Foreign Service Family Reserve Corps, Expanded Professional Associates Program, and Consular Adjudicator Program would greatly enhance the pool of candidates for the Foreign Service.

7 <https://2009-2017.state.gov/m/dghr/flo/c21651.htm>

8 <https://www.ecfr.gov/current/title-5/chapter-1/subchapter-B/part-315/subpart-F/section-315.612>

Legislative and Regulatory Language

Title III – Department of State Personnel and Personnel Management

SUBTITLE A – DEPARTMENT OF STATE ORGANIZATION AND MANAGEMENT

SEC. 301. QUALIFICATIONS FOR APPOINTMENT TO POSITIONS OF UNDER SECRETARY OF STATE FOR POLITICAL AFFAIRS AND UNDER SECRETARY OF STATE FOR MANAGEMENT.

Section 1(b) of the State Department Basic Authorities Act of 1956 (22 U.S.C. 2651a(b)) is amended—

(1) by redesignating paragraph (4) as paragraph (5); and

(2) by inserting after paragraph (3) the following new paragraph (4):

“(4) QUALIFICATIONS FOR APPOINTMENT OF CERTAIN OTHER UNDER SECRETARIES.—Among the Under Secretaries authorized by paragraph (1), the following qualifications for appointment shall apply:

“(A) The Under Secretary designated as the Under Secretary for Political Affairs shall be appointed from among career members of the Senior Foreign Service who—

“(i) hold the rank of Minister-Counselor (MC) or higher; and

“(ii) have—

“(I) expertise in more than one regional area; or

“(II) expertise in one regional area and multilateral expertise.

“(B) The Under Secretary designated as the Under Secretary for Management shall be appointed from among career members of the Senior Foreign Service who—

“(i) hold the rank of Minister-Counselor (MC) or higher; and

“(ii) have significant operational expertise in—

“(I) management; or

“(II) consular operations.”.

SEC. 302. QUALIFICATIONS FOR APPOINTMENT AS DIRECTOR GENERAL OF THE FOREIGN SERVICE.

Section 208 of the Foreign Service Act of 1980 (22 U.S.C. 3928) is amended—

(1) by inserting “(a) IN GENERAL.—” before “The President”;

(2) in subsection (a), as designated by paragraph (1), by striking “, who shall be a current or former career member of the Foreign Service”;

(3) by striking “The Director General” and inserting the following:

“(c) Duties and Functions.—The Director General”; and

(4) by inserting after subsection (a), as designated by paragraph (1) and amended by paragraph (2), the following new subsection:

“(b) QUALIFICATIONS FOR APPOINTMENT.—The Director General shall be appointed from among career members of the Senior Foreign Service who—

“(1) are on active service in the Foreign Service;

“(2) have served in not fewer than two senior positions in the Foreign Service, of which at least one must be the position of ambassador; and

“(3) have demonstrated exceptional leadership and managerial skills.”.

SEC. 303. PROCEDURES FOR APPOINTMENT TO DEPUTY ASSISTANT SECRETARY OF STATE POSITIONS AND COUNTERPART POSITIONS IN DEPARTMENT OF STATE BUREAUS NOT HEADED BY AN ASSISTANT SECRETARY OF STATE.

(a) COVERED POSITIONS.—This section applies to the positions in the Department of State as follows:

(1) The position of Deputy Assistant Secretary of State.

(2) Any position equivalent to the position of Deputy Assistant Secretary of State in a bureau or office of the Department not headed by an Assistant Secretary of State.

(b) NATURE OF VACANCY AND REQUIRED APPOINTMENT PROCEDURES.—A vacancy in a position specified in subsection (a) shall be

treated as an open assignment, and shall be filled in the same manner as vacancies in deputy chief of mission (DCM) positions are filled by the Department.

SEC. 304. EQUAL WEIGHTING OF CERTAIN ABILITIES, EFFECTIVENESS, AND EXPERTISE IN RECOMMENDATIONS FOR NOMINATION AND SELECTION FOR CERTAIN POSITIONS AND IN SELECTION FOR PRINCIPAL OFFICER POSITIONS.

(a) D COMMITTEE RECOMMENDATIONS FOR NOMINEES FOR CHIEF OF MISSION POSITIONS.—

(1) IN GENERAL.—In making recommendations for nominations for appointment under section 302(a) of the Foreign Service Act of 1980 (22 U.S.C. 3942(a)) in accordance with section 2425.8–2(A) of the Personnel Operations Handbook of the Foreign Affairs Handbook 3FAH-1 H-2425.8-2(A) to the position of chief of mission, the Deputy’s committee shall give equal weight to the matters specified in subsection (c) with respect to the individuals considered for recommendation for nomination.

(2) DEPUTY’S COMMITTEE DEFINED.—In this subsection, the term “Deputy’s committee” means the committee chaired by the Deputy Secretary of State under section 2425.8–2(a) of the Personnel Operations Handbook of the Foreign Affairs Handbook (3 FAH–1H–2425.8–2(a)) for purposes of reviewing candidates for recommendation for nomination to the position of chief of mission, among other duties (commonly referred to as the “D Committee”).

(b) DAS/DCM/PO COMMITTEE RECOMMENDATIONS FOR SELECTION FOR DEPUTY CHIEF OF MISSION POSITIONS AND IN SELECTION FOR PRINCIPAL OFFICER POSITIONS OVERSEAS.—

(1) IN GENERAL.—In carrying out the actions described in paragraph (2), the Deputy Assistant Secretary/Deputy Chief of Mission/Principal Officer committee shall give equal weight to the matters specified in subsection (c) with respect to the members of the Foreign Service considered for recommendation for selection.

(2) COVERED ACTIONS.—The actions described in this paragraph are the following:

(A) The review and proposal of recommended candidates for selection to fill deputy chief of mission positions.

(B) The review and proposal of recommended candidates for selection to fill principal officer positions overseas, and the selection of individuals to fill such positions from among candidates so recommended.

(3) DEPUTY ASSISTANT SECRETARY/DEPUTY CHIEF OF MISSION/PRINCIPAL OFFICER COMMITTEE DEFINED.—In this subsection, the term “Deputy Assistant Secretary/Deputy Chief of Mission/Principal Officer committee” means the committee established by the Director General of the Foreign Service under section 2425.8–3(a) of the Personnel Operations Handbook of the Foreign Affairs Handbook (3 FAH–1H–2425.8–3(a)) to make recommendations for deputy chief of mission positions and fill principal officer positions overseas, and redesignated as the Deputy Assistant Secretary/Deputy Chief of Mission/Principal Officer committee by section 305.

(c) SPECIFIED MATTERS.—The matters to be given equal weight with respect to an individual or member in the discharge of activities described in subsections (a) and (b) are the following:

- (1) The demonstration by the individual or member of outstanding leadership abilities.
- (2) The policy effectiveness of the individual or member.
- (3) The operational effectiveness of the individual or member.
- (4) The regional or multilateral expertise, if any, of the individual or member.

(d) REGULATIONS.—The Secretary of State shall prescribe in regulations the manner in which the matters specified in subsection (c) are to be given equal weight in the discharge of activities described in subsections (a) and (b) with respect to individuals and members of the Foreign Service.

**SEC. 305. REDESIGNATION OF DEPUTY CHIEF OF MISSION/
PRINCIPAL OFFICER COMMITTEE AS DEPUTY ASSISTANT
SECRETARY/DEPUTY CHIEF OF MISSION/PRINCIPAL
OFFICER COMMITTEE.**

(a) REDESIGNATION.—The committee established by the Director General of the Foreign Service under section 2425.8–3(a) of the Personnel Operations Handbook of the Foreign Affairs Handbook (3 FAH–1H–2425.8–3(a)) to make

recommendations for deputy chief of mission positions and fill principal officer positions overseas (commonly referred to as the “DCM/PO committee”) is hereby redesignated as the Deputy Assistant Secretary/Deputy Chief of Mission/Principal Officer committee and may be known as the “DAS/DCM/PO committee”.

(b) REFERENCE.—Any reference to the Deputy Chief of Mission/Principal Officer committee in the Department of State in any law, regulation, record, or other paper of the United States shall be deemed to refer to the Deputy Assistant Secretary/Deputy Chief of Mission/Principal Officer committee as redesignated by subsection (a).

SUBTITLE B – PERSONNEL MANAGEMENT REQUIREMENTS AND AUTHORITIES

SEC. 311. IMPROVEMENT OF PROCESSES FOR THE PROMOTION OF MEMBERS OF THE FOREIGN SERVICE.

(a) GREATER WEIGHT IN SELECTION BOARD CONSIDERATION FOR PROMOTION OF TRAINING EVALUATION REPORTS FOR LONG-TERM TRAINING.—

(1) IN GENERAL.—The precepts under section 603 of the Foreign Service Act of 1980 (22 U.S.C. 4003) upon which selection boards under section 602 of that Act (22 U.S.C. 4002) make recommendations for promotion of members of the Foreign Service under section 601 of that Act (22 U.S.C. 4001) shall afford such greater weight to training evaluation reports issued for a member of the Service during and at the completion of long-term training as the Secretary of State shall prescribe.

(2) CONSIDERATION IN SPECIFICATION OF GREATER WEIGHT.—In prescribing the greater weight to be afforded to training evaluation reports issued in connection with long-term training under paragraph (1), the Secretary shall take into account the importance and significance of long-term training as a key component in the professional development of members of the Service.

(b) EMPLOYEE EVALUATION REPORTS FOR FOREIGN SERVICE MEMBERS ON LONG-TERM DETAIL OUTSIDE THE DEPARTMENT OF STATE.—

(1) COVERED MEMBERS.—This subsection applies to a member of the Foreign Service who is on detail outside the Department of State for such

duration (as prescribed by the Secretary) that the preparation of an employee evaluation report on the member for such detail by a Foreign Service officer for purposes of promotion under chapter 6 of title I of the Foreign Service Act of 1980 (22 U.S.C. 4001 et seq.) is unfeasible.

(2) **RATING.**—The officer responsible for preparing the employee evaluation report for a covered member on the detail of the covered member for purposes of promotion shall be—

(A) a director of an office or bureau within the Department who is knowledgeable about the detail; or

(B) if there is no director described in subparagraph (A), such other officer in the Department as the Secretary shall prescribe.

(3) **REVIEW.**—The officer responsible for reviewing the employee evaluation report of a covered member on the detail of the covered member for purposes of promotion shall be an appropriate Deputy Assistant Secretary of State (as prescribed by the Secretary).

(4) **RESOLUTION OF UNCERTAINTY.**—In the event of uncertainty as to which officer shall undertake responsibility under paragraph (2) or (3) with respect to a particular covered member, the Director General of the Foreign Service shall determine the responsible officer, in consultation with the officers authorized to undertake such responsibility.

(5) **DESIGNATION BEFORE COMMENCEMENT OF DETAIL.**—The rating officer under paragraph (2) and the reviewing officer under paragraph (3) for a covered member shall be designated in accordance with this subsection before the member's commencement of the detail concerned.

(c) **ONE OFFICER FROM EACH CONE IN CLASS-WIDE PROMOTIONS FROM MINISTER-COUNSELOR TO CAREER MINISTER.**—In considering a class-wide promotion of Foreign Service officers from the rank of Minister-Counselor (MC) to the rank of Career Minister (CM) under section 601 of the Foreign Service Act of 1980, a selection board under section 602 of that Act shall, to the extent practicable, seek to recommend the promotion of at least one officer from each functional area (commonly referred to as a “cone”).

SEC. 312. REQUIREMENT FOR MINIMUM NUMBER OF ROTATIONAL POSITIONS FOR ENTRY-LEVEL AND MID-LEVEL FOREIGN SERVICE OFFICERS AT MISSIONS ABROAD.

(a) REQUIREMENT.—The number of rotational positions at each mission abroad for Foreign Service officers in levels 4 and below shall be not fewer than the number equal to such minimum percentage of the number of positions at such mission filled by such officers as the Secretary of State shall establish in accordance with subsection (b).

(b) MINIMUM PERCENTAGE.—The minimum percentage of rotational positions at missions abroad for Foreign Service officers described in subsection (a) shall be such percentage as the Secretary, acting through the Director General of the Foreign Service, considers appropriate in order to ensure that such officers acquire familiarity with multiple functions, and thereby receive better preparation for leadership, through assignment to such positions. The minimum percentage shall apply uniformly among all missions abroad.

(c) ROTATIONAL POSITIONS DEFINED.—In this section, the term “rotational positions,” in the case of Foreign Service officers described in subsection (a), means positions in which an assigned officer performs a portion of the period of duty in an assignment in one section and the balance of the period of duty in the assignment in one or more other sections.

SEC. 313. INCENTIVES FOR THE DEVELOPMENT BY MEMBERS OF THE FOREIGN SERVICE OF FOREIGN LANGUAGE EXPERTISE BEYOND THE PROFICIENCY LEVEL.

(a) Incentives Required.—

(1) IN GENERAL.—The Secretary of State shall provide incentives described in this section for the purpose of encouraging the development by members of the Foreign Service of foreign language expertise beyond the proficiency level, especially in hard languages and superhard languages.

(2) CONSTRUCTION WITH CURRENT INCENTIVES FOR LANGUAGE PROFICIENCY.—The incentives provided pursuant to this section are in addition to language incentive pay (LIP) authorized by sections 3910 and following of volume 3 of the Foreign Affairs Manual (3 FAM 3910 et seq.) and any other incentives authorized by law for the development by members of the Service of foreign language proficiency.

(b) SUCCESSFUL COMPLETION OF LONG-TERM LANGUAGE TRAINING AN AFFIRMATIVE FACTOR IN PROMOTION.—

(1) **IN GENERAL.**—The precepts under section 603 of the Foreign Service Act of 1980 (22 U.S.C. 4003) upon which selection boards under section 602 of that Act (22 U.S.C. 4002) make recommendations for promotion of members of the Foreign Service under section 601 of that Act (22 U.S.C. 4001) shall include an affirmative factor for the successful completion by members of a course of long-term training in a foreign language.

(2) **WEIGHT OF FACTOR.**—The weight to be given the affirmative factor described in paragraph (1) by a selection board in the case of a particular member of the Service shall be governed by such criteria as the Secretary of State shall specify for purposes of this subsection. The criteria shall give such additional weight to completion of a course of long-term training in hard languages and superhard languages as the Secretary considers appropriate to provide an additional incentive for the development of language proficiency in such languages. The weight given in connection with superhard languages may exceed the weight given in connection with hard languages.

(c) STEP INCREASE FOR MERITORIOUS PROFICIENCY IN HARD OR SUPERHARD LANGUAGES.—

(1) **IN GENERAL.**—A member of the Foreign Service who achieves proficiency in either reading or speaking a hard language or superhard language that exceeds the objective for such proficiency in such language specified in section 3911.2 of volume 3 of the Foreign Affairs Manual (3 FAM 3911.2) is entitled to be advanced to the next higher step in the member's salary class at the beginning of the first applicable pay period following the achievement of such proficiency.

(2) **SINGLE STEP INCREASE FOR PROFICIENCY IN BOTH READING AND SPEAKING.**—A member who achieves proficiency described in paragraph (1) in both reading and speaking a language is entitled to only one step increase under that paragraph in connection with such proficiency.

(d) ADDITIONAL TIME IN CLASS FOR OFFICERS COMPLETING ASSIGNMENTS AT POSTS ABROAD FOLLOWING COMPLETION OF STUDY IN HARD OR SUPERHARD LANGUAGES.—

(1) COVERED OFFICERS.—This subsection applies to any Foreign Service officer (in this subsection referred to as “a covered officer”) who successfully completes a course of study in a hard language or superhard language (in this subsection referred to as “the covered officer’s covered language”).

(2) COVERED OFFICERS COMPLETING ONE-YEAR ASSIGNMENT.—A covered officer who completes a year of assignment at a post abroad using the covered officer’s covered language and maintains proficiency in such language at the end of such year is entitled to a one-year extension of the officer’s maximum time in class otherwise provided for by section 607 (22 U.S.C 4007).

(3) COVERED OFFICERS COMPLETING SUBSEQUENT ASSIGNMENT.—A covered officer who, following completion of the officer’s assignment as described in paragraph (2), completes a year of a subsequent assignment at a post abroad using the covered officer’s covered language and maintains proficiency in such language at the end of such year is entitled to a one-year extension of the officer’s maximum time in class otherwise provided for by section 607 in addition to the one-year extension provided the officer pursuant to paragraph (2).

(4) DETERMINATION OF PROFICIENCY.—Determinations of the foreign language proficiency of Foreign Service officers for purposes of paragraphs (2) and (3) shall be made by the institution for training maintained under section 701 of the Foreign Service Act of 1980 (22 U.S.C. 4021).

(e) DEFINITIONS.—In this section, the terms “hard language” and “superhard language” have the meaning given such terms in section 3911.2 of volume 3 of the Foreign Affairs Manual.

SEC. 314. PUBLIC SERVICE ADVERTISEMENT CAMPAIGN FOR RECRUITMENT FOR THE FOREIGN SERVICE.

(a) IN GENERAL.—The Secretary of State shall conduct on an ongoing basis a nationwide public service advertisement campaign for recruitment for the Foreign Service that is designed to attract a large and diverse pool of applicants for membership in the Service.

(b) PARTICULAR PURPOSES.—The purposes of the advertisement campaign required by this section shall include the following:

(1) To attract a pool of applicants for membership in the Foreign

Service that is fully representative of the diversity of the American people.

(2) To attract applicants for membership in the Service from among students and graduates of institutions of higher education that are not typically considered as sources of members of the Service (such as schools of international relations, government, and public policy).

(c) **ADVERTISEMENTS DIRECTED TOWARD YOUNG ADULTS.**—The advertisement campaign required by this section shall include the placement of advertisements targeting young adults in media frequented by young adults, including, in particular, social media.

(d) **CONTRACT AUTHORITY.**—The Secretary may enter into one or more contracts or other agreements with one or more professional firms specializing in advertisement, recruitment, or both for the development and conduct of the advertisement campaign required by this section.

(e) **BUDGETING.**—The budget component for the Department of State in any budget of the President for any fiscal year after fiscal year 2023, as submitted to Congress under section 1105 of title 31, United States Code, shall include a separate line item for amounts requested for such fiscal year for the advertisement campaign required by this section, together with such justification and other supporting materials regarding the advertisement campaign as the President considers appropriate.

(f) **AUTHORIZATION OF APPROPRIATIONS.**—

(1) **IN GENERAL.**—There is hereby authorized to be appropriated for each fiscal year after fiscal year 2023 for the Department of State for the Administration of Foreign Affairs for Diplomatic Programs, \$2,500,000, to be available for Human Resources for the conduct of the advertisement campaign required by this section.

(2) **SUPPLEMENT NOT SUPPLANT.**—Amounts authorized to be appropriated by paragraph (1) for a fiscal year are in addition to any other amounts authorized to be appropriated for such fiscal year for the Department of State for the Administration of Foreign Affairs for Diplomatic Programs and available for Human Resources.

SUBTITLE C – PROGRAMS AND AUTHORITIES FOR FOREIGN SERVICE FAMILIES

SEC. 321. NONCOMPETITIVE APPOINTMENT OF FAMILY MEMBERS OF CERTAIN MEMBERS OF THE FOREIGN SERVICE TO CIVIL SERVICE POSITIONS.

(a) **IN GENERAL.**—The head of an executive agency may noncompetitively appoint an appointment eligible family member of a covered member of the Foreign Service to a position in the agency in accordance with this section. A family member who is so appointable shall be referred to in this section as an “appointable family member”.

(b) **APPOINTMENT ELIGIBLE FAMILY MEMBERS; COVERED MEMBER OF THE FOREIGN SERVICE.**—For purposes of this section:

(1) An appointment eligible family member is any individual who meets the requirements for an appointment eligible family member (AEFM) specified in section 1721 of Volume 3 of the Foreign Affairs Manual (3 FAM 7121).

(2) A covered member of the Foreign Service is any member of the Foreign Service specified in paragraphs (1) through (5) of section 103 of the Foreign Service Act of 1980 (22 U.S.C. 3903).

(c) **NO LIMITATION ON NUMBER OF APPOINTMENTS OF PARTICULAR FAMILY MEMBERS TO PERMANENT POSITIONS.**—The number of noncompetitive appointments of any particular appointable family member under this section to a permanent position shall be unlimited.

(d) **NO RESTRICTION ON GEOGRAPHIC LOCATION OF APPOINTMENTS.**—Noncompetitive appointments of appointable family members under this section are not restricted to any geographical location.

(e) **TENURE; ACQUISITION OF COMPETITIVE STATUS.**—

(1) **TENURE.**—The appointment of an appointable family member under this section is career-conditional unless the family member has already satisfied the conditions for career tenure, or is otherwise exempt from service requirements by law, at the time of appointment.

(2) **ACQUISITION OF COMPETITIVE STATUS.**—An appointable family member appointed under this section shall acquire competitive status upon completion of probation.

(g) EXECUTIVE AGENCY DEFINED.—In this section, the term “executive agency” has the meaning given that term in section 105 of title 5, United States Code.

**SEC. 322. APPOINTMENT TO POSITIONS IN THE UNITED STATES
CUSTOMARILY FILLED BY MEMBERS OF THE FOREIGN
SERVICE OF FAMILY MEMBERS OF FOREIGN SERVICE
MEMBERS ASSIGNED ABROAD.**

(a) IN GENERAL.—Chapter 3 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3941 et seq.) is amended by inserting after section 311 the following new section:

**“SEC. 311A. FAMILY IN THE UNITED STATES OF FOREIGN SERVICE
MEMBERS ASSIGNED ABROAD.**

“(a) The Secretary, under section 303, may appoint United States citizens who are family members of members of the Foreign Service assigned abroad (other than members described in paragraphs (6) and (7) of section 103) to positions in the United States that are customarily filled by Foreign Service officers or Foreign Service personnel.

“(b) The fact that an applicant for employment in a position referred to in subsection (a) is a family member of a member of the Foreign Service described in that subsection shall be considered an affirmative factor in employing the applicant.

“(c) Family members employed under this section shall be paid in accordance with the Foreign Service Schedule.”.

(b) CLERICAL AMENDMENT.—The table of contents in section 2 of that Act (22 U.S.C. 3901 note) is amended by inserting after the item relating to section 311 the following new item:

“Sec. 311A. Family in the United States of Foreign Service members assigned abroad.”

**SEC. 323. EXPANSION AND ENHANCEMENT OF THE MUSTANG
PROGRAM OF THE DEPARTMENT OF STATE FOR THE
FOREIGN SERVICE.**

(a) EXPANDED ELIGIBILITY TO COMPETE.—

(1) IN GENERAL.—The following individuals are eligible to compete for appointment under the Mustang Program:

(A) Members of the Foreign Service Family Reserve Corps.

(B) Members of the Expanded Professional Associates Program.

(C) Members of the Consular Adjudicator Program.

(D) Family members of members of the Foreign Service with a current or former appointment under the family member employment program under section 311 of the Foreign Service Act of 1980 (22 U.S.C. 3951).

(2) CONSTRUCTION WITH OTHER ELIGIBILITY.—Eligibility to compete for appointment under the Mustang Program under paragraph (1) is in addition to any other eligibility to compete for appointment under the Program by law or regulation.

(b) CONTINUING APPLICABILITY OF OTHER QUALIFICATIONS AND REQUIREMENTS FOR ELIGIBILITY AND APPOINTMENT.—Nothing in this section shall be construed to alter or terminate any qualification or other requirement for eligibility for participation in the Mustang Program, or for appointment to a particular position under the Program, as specified or otherwise provided for in section 2216-2.4(B)(b) of volume 3 of the Foreign Affairs Manual (3 FAM 2216-2.4(B)(b)).

(c) MUSTANG PROGRAM DEFINED.—In this section, the term “Mustang Program” means the Mustang Program of the Department of State for the Foreign Service provided for by section 2216-2.4(B)(b) of volume 3 of the Foreign Affairs Manual.

SEC. 324. EXPANSION OF THE MUSTANG PROGRAM OF THE DEPARTMENT OF STATE FOR THE FOREIGN SERVICE.

(a) EXPANDED ELIGIBILITY TO COMPETE.—The following individuals are eligible to compete for appointment under the Mustang Program:

(1) Members of the Foreign Service Family Reserve Corps.

(2) Members of the Expanded Professional Associates Program.

(3) Members of the Consular Adjudicator Program.

(4) Family members of members of the Foreign Service with a current or former appointment under the family member employment program under section 311 of the Foreign Service Act of 1980 (22 U.S.C. 3951).

(b) CONSTRUCTION WITH OTHER ELIGIBILITY.—Eligibility to complete for appointment under the Mustang Program under subsection (a) is in addition to any other eligibility to compete for appointment under the Program by law or regulation.

(c) CONTINUING APPLICABILITY OF OTHER QUALIFICATIONS AND REQUIREMENTS FOR ELIGIBILITY AND APPOINTMENT.—Nothing in this section shall be construed to alter or terminate any qualification or other requirement for eligibility for participation in the Mustang Program, or for appointment to a particular position under the Program, as specified or otherwise provided for in section 2216-2.4(B)(b) of volume 3 of the Foreign Affairs Manual (3 FAM 2216-2.4(B)(b)).

(d) MUSTANG PROGRAM DEFINED.—In this section, the term “Mustang Program” means the Mustang Program of the Department of State for the Foreign Service provided for by section 2216-2.4(B)(b) of volume 3 of the Foreign Affairs Manual.

PROPOSED REVISIONS TO FOREIGN AFFAIRS MANUAL (FAM) AND FOREIGN AFFAIRS HANDBOOK (FAH)

Deputy Assistant Secretary (DAS)/Deputy Chief of Mission (DCM)/Principal Officer (PO)

3 FAH-1 H-2425.8-2 Chief of Mission Appointments (SOP C-1)

(CT:POH-131; 05-01-2008) (State only) (Applies to Foreign Service employees)

a. The Deputy Secretary chairs a committee, known as the D committee, that reviews candidates to serve as chiefs of mission (COM), designated COMs, and Ambassadors.

b. The Deputy Secretary selects members of senior Department management to serve on the committee.

3 FAH-1 H-2425.8-2(D) DASs

To be deleted if 3 FAH-1 H-2425.8-3 (below) is implemented

3 FAH-1 H-2425.8-3 DCMs, POs and DASs Assignments (SOP C-2)

(CT:POH-237; 08-11-2020)

(State only) (Applies to Foreign Service employees)

a. The Director General (DG) chairs a committee, known as the DAS/DCM/

PO committee, that reviews and proposes candidates to serve as DASs, DCMs and POs at positions overseas.

b. The DG selects members of Department management to serve on the committee. The committee reviews, in consultation with Global Talent Management (GTM) and the relevant bureaus, the eligible bidders on DAS, DCM and PO positions. The committee then decides on a list of candidates to fill the positions.

c. The committee sends the list of DAS candidates to the Assistant Secretary of State (A/S) or equivalent of the relevant bureau. The A/S or equivalent may select from among the candidates and makes the final determination to fill the DAS positions.

d. The committee sends the list of DCM candidates to the Chief of Mission (COM); the COM may select from among the candidates to fill the position. If there is no COM at post, or in some cases if the COM is to depart post before the DCM arrives, the committee sends the list of candidates to the Assistant Secretary of the relevant bureau. The Assistant Secretary, in these cases, selects the DCM.

e. The DCM committee itself selects candidates to serve as POs.

Language Incentives

3 FAM 3913 Payment for Initial Tour, Extension of Tour, and Repeat Tour and End-of-tour Bonus

(CT:PER-1059; 08-20-2021)

(State Only) (Applies to Foreign Service employees)

a. Language Incentive Pay

(1) Effective November 1, 2014, the Department implemented new benefits for those who attain the required level of proficiency at post and for those who attain S-4/R-4 proficiency at post. For detailed descriptions, please see 3 FAM 3913.2 to 3 FAM 3913.3.

b. Legacy Clause

(1) On January 14, 2013, the Department approved the elimination of the extension of tour, repeat tour and end-of-tour bonuses from the Language Incentive Pay (LIP) program.

(2) Extension-of-tour, repeat-tour and end-of-tour language incentive pay benefits are no longer available to both LIP and Asymmetric Language Incentive Pay (ASLIP) recipients as of November 1, 2014.

3 FAM 3913.1 Language Proficiency Payment

(CT:PER-1059; 08-20-2021)

(State Only) (Applies to Foreign Service employees)

A member of the Foreign Service who qualifies for language incentive pay under 3 FAM 3914 shall receive the “language proficiency payment” described in 3 FAM 3916.

3 FAM 3913.2 Meritorious Step Increases

A member of the Foreign Service who participates in the Department’s formal language study program and exceeds the language course objectives by more than 1 point shall be awarded a meritorious step increase.

(1) For example, the Arabic language student completes 88 weeks of study with a score of S-4/R-3 or S-4/R-4, the course objective being S-3/R3.

3 FAM 3913.3 Additional Time-In-Class for Hard or Super-hard Languages

A member who successfully completes a course of study in a hard or super-hard language and who completes at least one year of an assignment at post using the language and maintaining language proficiency as certified by an FSI exam will be granted one additional year of time-in-class.

Completion of a second assignment using the language and maintaining proficiency as certified by an FSI exam will be recognized with one more additional year of time-in-class.

3 FAM 3913.4 Payment for Those who Attain the Required Proficiency at Post

(CT:PER-1059; 08-20-2021)

(State Only) (Applies to Foreign Service employees)

A member who arrives at post without the required level of language proficiency and subsequently attains the required level of proficiency will be paid a bonus equivalent to the amount of money the employee would have received if s/he had received LIP from arrival at post up until the time the employee attained the required proficiency level. To be eligible the member must be serving in a qualifying position and attain the target proficiency level in both speaking and reading by an FSI exam within the first half of the employee’s original tour length.

3 FAM 3913.5 Payment for Those who Attain a S-4/R-4 at Post

(CT:PER-1059; 08-20-2021)

(State Only) (Applies to Foreign Service employees)

A member who qualifies for LIP and subsequently attains the 4/4 level in that language while at post, will be paid the increased level of LIP for the 4/4 level for the entire time the member has been at post. To be eligible the member must be serving in a qualifying position and attain the target proficiency in both speaking and reading by an FSI exam during the first half of the original tour length. This benefit applies to all tours, regardless of length.

3 FAM 3913.6 Periods During Which Language Incentive Payments Are Effective

(CT:PER-1059; 08-20-2021)

(State Only) (Applies to Foreign Service employees)

The provisions of 3 FAM 3910, Language Incentive Pay, became effective on the first day of the first pay period following October 1, 1999. The provisions of 3 FAM 3914 paragraph b, regarding asymmetric LIP, became effective on the first day of the first pay period following November 12, 2009 (or following July 3, 2013 for Korean). There is a toolkit to assist in determining an employee's eligibility for language incentive pay, LIP toolkit.

Eligibility for Mustang Program

3 FAM 2216.2 Entry Level Foreign Service Officer Career Candidate Appointments

3 FAM 2216.2-4(B) Eligibility

(CT:PER-988; 05-13-2020)

(State Only) (Applies to Foreign Service employees and applicants)

a. Through the Foreign Service Officer Test and Qualifications Evaluation Panel (QEP) review:

- (1) Candidates who pass the Foreign Service Officer Test and whose score on the Qualifications Evaluation Panel review is at or above the passing level set by the Staff Director of the Board of Examiners (or his or her designee) will be invited to take the oral assessment;
- (2) Candidates who are selected to take the oral assessment will be notified of the window of time after the Qualifications Evaluation Panel review, as determined by the Board of Examiners, within which the candidate should take the oral assessment. Candidates may schedule outside the designated window but must schedule within 12 months of receiving their invitation unless they have received an extension of time. Candidates may request an extension of up to an additional 12 months to take their oral assessment. Active duty

military have unrestricted time to take an Oral Assessment if they notify the Board of Examiners of their active duty status;

- (3) Failure to take the oral assessment within 12 months of the invitation to an oral assessment will result in the cancellation of the candidacy, unless the candidate has requested and obtained an extension of eligibility, as noted above;
- (4) The candidacy of anyone for whom the scheduling period is extended by the Board because of being abroad will be terminated automatically if the candidate fails to appear for the oral assessment within 3 months after first returning to the United States; and
- (5) If a candidate fails to appear for the oral assessment on an agreed date within the period of eligibility, the candidacy will automatically be terminated. Requests to reschedule will be considered on a case-by-case basis to be decided by the GTM/TAC Director or his/her designee.

b. Through the Mustang Program:

- (1) The Mustang program allows the following candidates to be selected by the Board of Examiners for admission to the oral assessment for entry-level officers:
 - (a) Career employees of the Department of State in classes FS-6 and above or grades GS-5 and above who are at least 21 years of age and who have at least three years of service with the Department.
 - (b) Appointment eligible family members, including current members of the Foreign Service Family Reserve Corps, members of the Expanded Professional Associates Program, members of the Consular Adjudicator Program, and other family members with current or previous appointments under the family member employment program at grade FS-9 or above.

Candidates for the Mustang Program must:

- (a) Have a bachelor's or advanced degree relevant to the functions of the Foreign Service or take the Foreign Service Officer Test (FSOT) and obtain a passing score;
- (b) Complete an approved Foreign Service Institute, university or correspondence course comparable in difficulty and duration to one college semester and related to the general functional cone that the candidate wishes to enter. The degree required in paragraph (1) can also fulfill this requirement if applicable to the selected career track;

- (c) Submit the required Personal Narratives Questions of up to 250 words each, addressing the candidate's substantive knowledge and intellectual, interpersonal, communication, management and leadership skills;
- (d) Sign an agreement on provisions to attain tenure; and
- (e) Be recommended by a Qualifications Evaluation Panel of the Board of Examiners for the oral assessment.
- (f) As with all applicants who pass the oral assessment, Mustang applicants are subject to suitability review (provisions of 3 FAM 2215 apply) and must successfully update or obtain security and medical clearances.

c. Through a Mid-Level Conversion Program:

Employees of the Department of State in class GS-13 and above are eligible to apply to enter the Foreign Service through a mid-level conversion program (see 3 FAM 2216.3).

d. Through Other Programs:

- (1) Under programs established pursuant to Section 105 (d)(1) of the Foreign Service Act of 1980, which address diversity within the Foreign Service; and
- (2) Under any other special entry programs created by the Department to meet specific needs of the Foreign Service.

3 FAM 2216.2-8 Certification for Appointment

(CT:PER-772; 06-15-2015)

(State Only) (Applies to Foreign Service employees and applicants)

a. Eligibility:

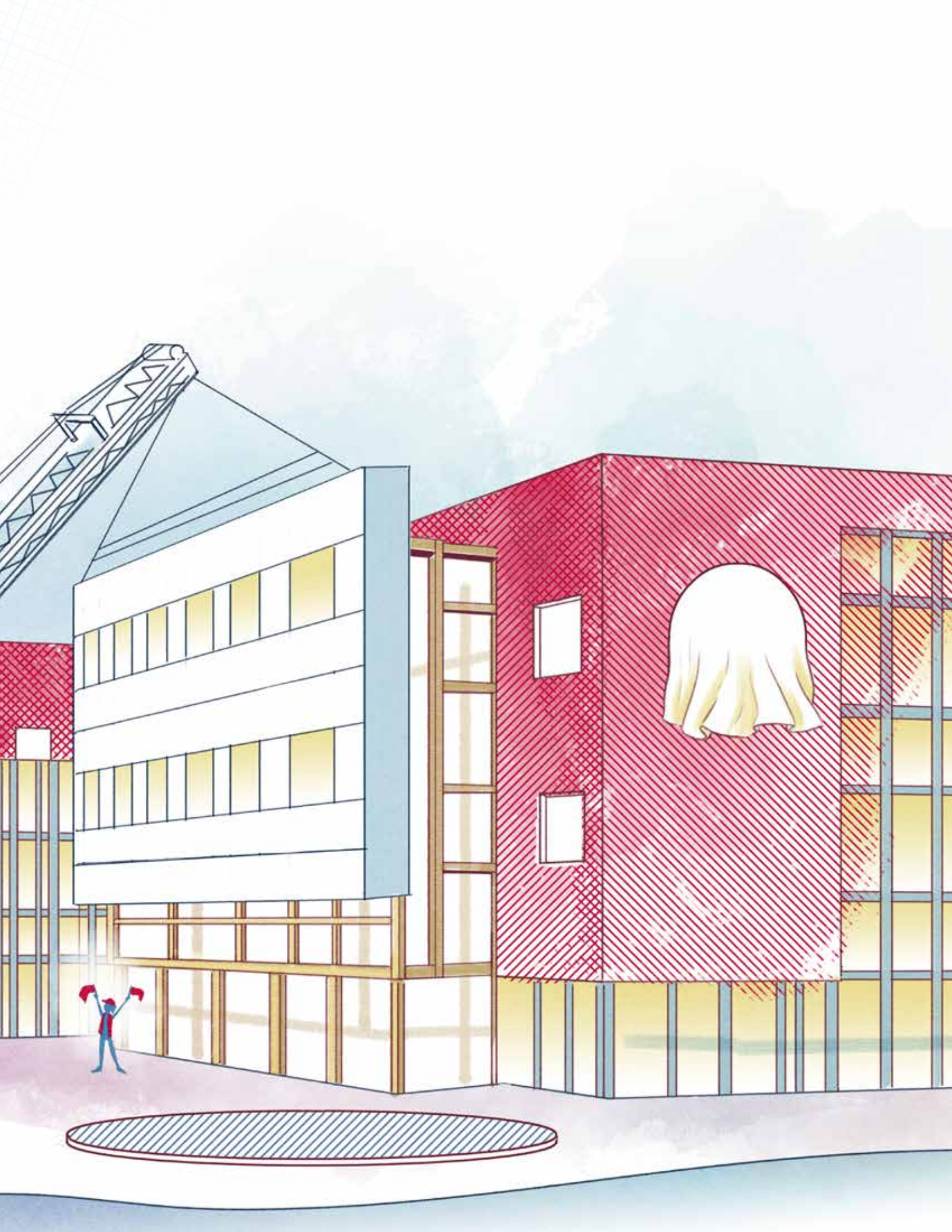
- (1) A candidate will not be certified as eligible for appointment as a Foreign Service Officer career candidate unless that candidate is at least 21 years of age and a citizen of the United States;
- (2) Except for preference eligible individuals, career candidate appointments must be made before the candidate's 60th birthday. (Preference eligible individuals must be appointed before their 65th birthday.) The maximum age for appointment under this program is based on the requirement that all career candidates must be able to:
 - (a) Complete at least two full tours of duty, exclusive of orientation and training;

- (b) Complete the requisite eligibility period for tenure consideration; and
 - (c) Complete the requisite eligibility period to receive retirement benefits, before reaching the mandatory retirement age of 65 as prescribed by the Act.
- (3) A candidate may be certified as eligible for direct appointment to classes FS-6, FS-5, or FS-4 based on established criteria; and
- (4) Employees who receive a career-conditional appointment, i.e., who are untenured, have five years to obtain tenure. These appointments, including the appointment of an individual who is the employee of any agency, may not exceed five years in duration, and may not be renewed or extended beyond five years. A candidate denied tenure under 3 FAM 2250 may not be reappointed as a career candidate to become a generalist.
- b. Functional rank-order registers: The Board of Examiners maintains separate rank-order registers for career candidates in consular, economic, management, public diplomacy and political functions within the Department of State. Appointments from each functional register will be made in rank order according to hiring needs.
- c. Special programs: Mustang career candidates who are career employees of the Department of State or appointment eligible family members will be certified by the Board of Examiners for direct appointment on an individual basis after satisfactorily completing all aspects of the assessment process.
- d. Foreign language requirement: Candidates may be certified for appointment to classes FS-6, FS-5, or FS-4 without first having passed an examination in a foreign language, but the appointment will be subject to the condition that the newly-appointed career candidate may not be converted to career Foreign Service Officer status unless, within a specified period of time, adequate proficiency in a foreign language is achieved.

Blueprint 4

Diplomatic Reserve Corps





BLUEPRINT 4

Creating a Diplomatic Reserve Corps

Team Lead and Principal Author: Ambassador Patrick Kennedy

Legislative and Regulatory Language: Charles Armstrong

America's national security depends on a strong domestic foundation, including a growing economy, unparalleled military strength to protect U.S. vital interests, and a high functioning diplomatic service. This is truer today than ever: Multiple forces and unanticipated events, whether natural or manufactured, pose continuing – but often very different – challenges to American interests.

America's armed forces have always made a priority of maintaining institutions ready to meet present and future challenges. This focused preparation is actively supported by the nation's civilian and military leadership, especially the U.S. Congress. Thanks to far-sighted and operationally significant legislation, our armed forces can, when needed, call upon the services of a ready reserve force. These fellow citizens, whether they enlisted directly in the reserves or joined after regular service, provide the essential surge capacity that enables our armed forces to cope with challenges that cannot be dealt with by the regular force alone.

The Department of State, which in so many ways is America's first line of defense, also faces vital and extraordinary challenges, but it has no ready, trained, and dedicated pool of reserves. For years, extraordinary results have been achieved in the face of extraordinary challenges by cobbling together professionals drawn from other jobs (which then go undone), short-term hires, an informal pool of retired professionals, and contractors. We honor those who have volunteered and sacrificed to staff these ad hoc answers to pressing needs, but these solutions are costly, difficult to administer, and generally unsatisfactory in an increasingly complex and demanding environment. The Diplomatic Reserve Corps would enable surge staffing during political crisis

situations, such as the August 2021 evacuation of Afghanistan, or to manage natural or other disasters.

This is not a new idea. We salute all of those, including former Secretary of State Lawrence S. Eagleburger, who have advocated over the years for such a ready reserve. We also recognize the important contributions to meeting this requirement by the Office of the Coordinator for Reconstruction and Stabilization (S/CRS), which is now the Bureau of Conflict and Stabilization Operations.

There is another important reason to support this idea: A State Department Reserve Corps will strengthen the bond between American citizens and their diplomats in the same visible and positive way this works for the U.S. armed forces. Reservists, in addition to their work supporting U.S. diplomacy, will be “hometown diplomats.”

Establishing a Diplomatic Reserve Corps

This Blueprint is a plan to establish a 1,000-member State Department ready reserve – a dedicated group of trained, on-call professionals, with many skills, available to respond quickly. In addition to a narrative explanation of all aspects of how the Reserve Corps would function, this Blueprint includes proposed legislation amending the Foreign Service Act of 1980 and other laws to establish a Diplomatic Reserve Corps (DRC). These texts can be found at the end of this chapter. Some individual sections of this document have citations specifying which portion of the proposed legislation applies.

This new, formal, fully funded addition to U.S. diplomacy would be available to supplement, when the need arises, the Civil Service, Foreign Service, Personal Service Contractors, and Locally Engaged Staff who now carry out U.S. diplomatic efforts both day-to-day and in times of crisis.

The Corps would consist of four components:

- A “Senior Diplomatic Retiree Reserve” composed of retired senior State Department professionals, just as the U.S. military reserves include retired professionals from all the armed services.

- A “Diplomatic Retiree Reserve” composed of retired State Department professionals at lower grade levels.
- A “Senior Diplomatic Reserve” composed of members of the public drawn, for example, from academia; think tanks; experts in areas such as artificial intelligence, machine learning, data science, cyber, and biotechnology; retirees from other federal, state, or local agencies; and the private sector with the experience to provide senior-level expertise in Washington and in the field.
- A “Diplomatic Reserve” composed of members of the public, also drawn, for example, from academia; think tanks; experts in areas such as artificial intelligence, machine learning, data science, cyber, and biotechnology; other federal, state, or local agencies; and the private sector who have relevant experience to assist in executing required tasks.

For legislative language see:

Title IV–The Diplomatic Reserve Corps

Sec. 402 Elements

Working together, these four components would be supported in Washington by personnel across the State Department – representing training, human resources, recruiting, finance, security, legal, and medical – who would ensure that the Diplomatic Reserve Corps is trained and equipped to deploy to meet this nation’s needs. This support could include personnel drawn from the DRC itself.

The senior operational level of the State Department (Assistant Secretaries and equivalents) would be called on to propose the specific number of positions, including indicating the area(s) of expertise needed to be available within the DRC. They would define their requirements by focusing on regional expertise, language competencies, grade levels, and the professional skill codes used by the Foreign Service.

These proposals would be reviewed by a senior group composed of the Under Secretaries of State, the Counselor of the Department, and the Executive Secretary to determine the specific allocation of positions to be recruited based on their best analysis of future needs. However, every member of the Diplomatic Reserve Corps, no matter what skill(s) they were recruited for, would be subject to deployment

at any time and to any location in support of the Department. Every third year, this exercise would be repeated to determine if any of the positions that become vacant in the future should be reallocated to other skill sets.

To ensure that recruiting is successful nationwide, a cadre of retired State Department personnel living across the United States would be engaged on a part-time, but continuing, basis to carry the call for Corps volunteers.

Applicants would be screened and those selected would undergo a security background investigation and a medical clearance review before being sworn into the Diplomatic Reserve Corps for a three-year probationary term. Additional three-year terms would be offered to those who continue to perform successfully.

Members of the Diplomatic Reserve Corps who are not retired from the State Department would participate in one weekend per month and one two-week session per year of training. The training program would be developed, continually updated, and delivered by the staff of the State Department's National Foreign Affairs Training Center.

Members of the Corps who are retired from the State Department would participate in new subject matter and refresher training as necessary.

All members of the DRC would be evaluated annually. Members with the requisite skills could be promoted in their area of expertise should a position open in that area at a higher level. These annual evaluations would also be the basis for denying reenlistment opportunities at the three-year mark in the case of unsatisfactory performance.

The Corps would be fully formed over a five-year period. In "Year Zero," the fiscal year of enactment of the enabling legislation (assumed to be fiscal year 2023), the Department would create the infrastructure needed to recruit, support, and manage the Corps and develop the training modules. Induction into the Corps would then commence in fiscal year 2024 and be completed in fiscal year 2028.

For legislative language see:

Title IV—The Diplomatic Reserve Corps

Sec. 1406. Recruitment

Sec. 1411 Authorized Strength

PROPOSED ACTIONS:

- Recruitment would be directed at the skills the State Department has identified as most likely to be needed in surge situations. It would be conducted by retired State Department employees who will work from their retirement locations throughout the United States. The services of the State Department's Bureau of Global Public Affairs would be enlisted to ensure that information on the new Corps is brought to the attention of the American public.
- In each of the following five years (Years One through Five) recruitment, examination and screening, onboarding, and training would take place until the Corps reached its planned strength of 1,000. The recruitment process would continue, albeit at a slower pace, since appointments to the Corps would be for three years and it must be assumed that some individuals would withdraw from the Corps at the end of each three-year enlistment period.
- The cost of establishing and maintaining the DRC would range from \$8 million in Year Zero to an inflation adjusted cost in Year Five of \$42 million, when the Corps would be at full strength. These sums would be sought as part of the regular Diplomatic Programs appropriation for the Department of State. A Crisis Contingency Account would be sought to cover the cost of whatever deployments would arise during a fiscal year. This would ideally be a "No Year" account that would be utilized following a Special Congressional Notification to the State Department's committees of jurisdiction.

Allocation of Positions in Creating the Diplomatic Reserve Corps:

- Each Under Secretary of State shall designate one individual to represent all the bureaus and offices within his/her area of responsibility, and the Executive Secretary shall designate one individual to represent all the offices and entities reporting to the Secretary or Deputy Secretaries.
- Those so designated will constitute a committee charged with allocating positions within the DRC. The Office of Management Strategy and Solutions (M/MSS) will provide staffing for this effort and the Director of M/MSS will serve as the coordinator.

- M/MSS will, in coordination with the Bureau of Global Talent Management (GTM), prepare a standard format by which each bureau/office/other entity will put forward its requests for the first 250 positions. The submission will be limited to one page and include four sections:
 - The number of positions requested for a particular function
 - A synopsis of the duties to be performed
 - The grade level(s) for these duties
 - The education and/or experience required to perform these duties

The submission must be provided to M/MSS by a specified date. All submissions must be approved by the respective Under Secretary or the Executive Secretary following consultations with GTM to ensure logical consistency between duties/grade level(s)/education and experience. The only clearance required is from the Policy Planning Staff to ensure that the submissions are forward looking.

- The Under Secretaries and the Executive Secretary will then meet to prepare a package of the 250 positions they determine to be the most necessary, which will be submitted to the Deputy Secretaries and then to the Secretary. Also to be prepared is a rank order list of an additional 25 positions should the Deputy Secretaries find that the proposals on the original list of 250 are not of the highest priority.
- Upon approval by the Secretary, the bureau/offices/other entities that have proposed the selectees will work with GTM to turn the information into approved position descriptions.
- This process will subsequently be repeated for each additional tranche of 250 positions until the ceiling for the Reserve Corps is reached. The process will begin in October so that hiring can begin at the start of the following fiscal year.

Validation of Existing Positions

- Once the full complement of the Reserve Corps is reached, all positions that have been in existence for three fiscal years will be reviewed to determine if any positions are no longer needed and should be reallocated to other duties.
- Any Assistant Secretary/Office Director/other entity chief may propose to his/her respective Under Secretary or the Executive Secretary that a particular position(s) should be reviewed. Such a proposal(s) should not exceed one page and, if concurred in by the respective Under Secretary or the Executive Secretary, shall be forward to M/MSS for discussion by all the Under Secretaries and the Executive Secretary. If they concur, the material will be submitted to the Deputy Secretaries and the Secretary
- Depending on these decisions, the positions will either be retained or cancelled. If cancelled, the Allocation of Positions process will be repeated.

Increase in the Total Number of Positions

- Should funding be provided for additional positions, the Allocation of Positions process will be followed.

Decrease in the Total Number of Positions

- Should Congress mandate a permanent reduction in the total number of positions, the reverse of the Allocation of Positions process will be followed with bureaus/offices/entities proposing a reduction of such percentage as is necessary to meet the permanent reduction.
- Should a temporary shortfall in funding arise, M/MSS will coordinate with the bureaus/offices/entities and propose to the Deputy Secretaries a specific hiring freeze to bridge the shortfall.

Management of the DRC within the GTM

- A new office must be established within GTM (GTM/DRC) to be the overall coordination point for the Diplomatic Reserve Corps, treated as a central asset of the Department and not part of any one bureau.

- A separate unit must be established within GTM/Office of Talent Acquisition (TAC) to handle the recruitment of Reserve Corps candidates. An estimated 100 retired State Department personnel, living in all 50 states and several other jurisdictions, would be engaged on a part-time basis as recruiters. Fifty percent of the cost would be borne by the Diplomatic Reserve Corps and 50 percent by the regular recruiting budget.
- A separate unit must be established within GTM/TAC to handle the examination of Reserve Corp candidates.
- A separate unit must be established within GTM/Office of Talent Services (TS) to handle the on-boarding, leave, benefits, and other processing requirements.
- A separate unit must be established within GTM/Office of Performance Evaluation (PE) to handle performance files and periodic performance reviews.
- The information technology staff of GTM/Executive Office (EX) must be augmented to provide government-owned technology equipment and internet access.
- The financial management staff of GTM/EX must be augmented to provide travel orders and handle overall financial resources for the DRC.

Public Information Campaign

- Once the Reserve Corps has been legislatively established, GTM should work with the Bureau of Global Public Affairs to develop and implement a public information program to acquaint U.S. citizens with the existence of the program and of opportunities to serve the United States in this new capacity.
- Obvious targets are retiring State Department personnel, retiring personnel from other foreign affairs and national security agencies, retired military, think tanks, nongovernmental organizations, and educational institutions. Crucially, equal and energetic attention must be paid to the public at large, as the American people as a whole must be considered the key recruiting pool given the wide range of skills available and the requirement that the DRC be diverse, inclusive, and representative.

Recruiting

The entity established within GTM/ Office of Employment, Examination, and Recruitment (REE) with responsibility for the Reserve Corps should:

- Regularly and widely advertise for the skill sets necessary for DRC positions and ensure that the recruitment effort as a whole adheres to the principles of diversity and inclusion
- Establish a standardized application format with the basic information needed, which can be accompanied by a resume or CV of the applicant's choice
- Create a standardized coding system, based on the Foreign Service skill code system, to link applicants to DRC positions
- Create a computerized filing system that is searchable not only by the standardized codes but also by any word or term
- Establish a staff that can answer questions individually, as well as develop over time a website with frequently asked Q&As

Additionally, assuming the legislation includes the requested provision for personal service contract (PSC) authority, a major outreach effort will be undertaken to enroll as PSCs retired Foreign Service and Civil Service personnel from across the United States. These individuals would work out of their homes as needed but would spend most of their time visiting local colleges and universities, job fairs, or any other source of possible recruits – not only for the Diplomatic Reserve Corps, but to reach those who might be interested in joining the Foreign Service or Civil Service.

To the extent that office space is needed, there are numerous locations around the U.S. occupied by the Bureau of Administration, the Bureau of Consular Affairs, the Bureau of Diplomatic Security, the Bureau of International Organization Affairs, the Bureau of Information Resource Management, and the Office of Foreign Missions where space might be available.

Selection

- Establish a diverse and inclusive review panel that will determine which applicants should be reviewed by an oral examination staff after also conducting oral reference checks.
- Establish a diverse and inclusive oral exam panel that would consist of a Bureau of Examiners representative, a subject matter expert from the bureau/office/entity that proposed the position, and eventually a current member of the DRC. In the interim, a retired member of the Foreign Service with extensive experience would be utilized.

The excellent new process being implemented for Foreign Service Officer recruitment offers insight into how to accomplish this.

Supporting Resources for the Diplomatic Reserve Corps

(Other than the Bureau of Global Talent Management and the National Foreign Affairs Training Center)

Bureau of the Comptroller and Global Financial System (CGFS)

- A separate unit must be set up within the Payroll Division of CGFS' Charleston operations to handle payroll.
- Staff would also be augmented to process travel vouchers for the Corps.

Bureau of Diplomatic Security (DS)

- Additional investigative and adjudicative resources must be added to DS's staffing to handle the initial security clearance, continuous monitoring, and periodic review requirements.

Bureau of Medical Services (MED)

- Medical clearance personnel would be augmented to review the medical clearance material submitted by applicants, determine medical suitability, and maintain/update data over time.

Office of the Legal Advisor (L)

- Staff would be augmented to conduct conflict of interest reviews as required by statute.

Position Proposing Bureau/Office/Entity

- Given the relatively low number of DRC positions overall within the Department, and assuming that no one bureau would have a significant number of these positions, there would appear to be no need for additional dispersed administrative resources. Additionally, resources likely exist in bureaus and offices that manage re-employed State Department and contractor personnel that could be redirected. Alternately, if any one bureau were to have a significant number of Reserve Corps members by year four, its Executive Office would likely need a position to coordinate with GTM and the National Foreign Affairs Training Center.

Training Using the National Foreign Affairs Training Center (NFATC)

Note: The assumption is that initial training will be accomplished in the monthly weekend sessions and the annual two-week period during the initial year. Candidates will likely not have larger blocks of time available.

- Initial training for a Reserve Corps member during the first year:
 - During the first six months, the “one weekend per month” periods would be devoted to interactive or distance learning from NFATC consisting of appropriate orientation material based on existing courses for Foreign Service Specialists and Generalists. (This provides 12 days of available time.)
 - During the second six months, NFATC and the bureaus/offices/entities would use course material directed at the specific skill sets the Reserve Corps member has. This would most often be interactive, grouped by specific skills.
 - The annual two-week period would be split between:
 - One week at Diplomatic Security's training facility in Blackstone, VA, and,
 - One week of orientation in the Department.

- During the second year:
 - The one weekend a month or four four-hour time blocks per month would be worked out between the Reserve Corps member and the bureau/office/entity most likely to utilize the specific skill sets to enhance the member's awareness of issues and departmental policies.
 - This could be accomplished by viewing assigned video training material from NFATC selected by the bureau/office/entity or by using other material that the bureau/office/entity deems relevant.
 - This would be done individually or in groups sharing a similar focus or, if GTM, NFATC and the relevant bureau/office/entity believe it would be more productive, the 16 hours per month could be devoted to virtual language training.
 - The annual two-week period would be split between:
 - One week at the Diplomatic Security training facility in Blackstone, VA
 - One week in the bureau/office/entity most likely to utilize the specific skill sets of the individual.

- During the third year:
 - The one weekend a month or four four-hour time blocks per month would be worked out between the Reserve Corps member and the bureau/office/entity most likely to utilize the specific skills sets to enhance awareness of issues and departmental policies.
 - The annual two-week period would be split between:
 - Any one- or two-week NFATC course(s) and/or
 - Time in the bureau/office/entity most likely to utilize the specific skill sets of the individual.

- Subsequent years:
 - Could repeat the third year
 - Temporary duty to an embassy, mission, or consulate where the subject matter expertise of the individual member was relevant.

Also in subsequent years, Reserve Corps members who are in the Washington area either because it is their residence or because they are in the Washington area for business or personal reasons could fulfill their monthly obligation either by:

- Two shifts as an observer on the Operations Center Watch; or
- Two shifts on an Operations Center Working Group or Task Force.
- Also to be considered for subsequent years are:
 - Refresher or expanded training at the State Department's Blackstone, VA, facility
 - Additional relevant courses offered by NFATC
 - Relevant courses offered by other agencies in the DC area or elsewhere
 - Details to such agencies with relevant linkages to the Reserve Corps member's position
 - Temporary duty at an embassy, mission, or consulate where the DRC member's qualifications would be of assistance

This effort would be directed by an NFATC Diplomatic Reserve Corps Training Manager, assisted by sufficient staff.

Given the geographic diversity of the Diplomatic Reserve Corps, much of the two-week training would be virtual and/or distance learning.

The programmatic material would be drawn to the extent possible from existing material. But targeted material would also need to be designed. This would be undertaken by five program design specialists, one each for the major operational areas: political affairs, economic/scientific/environmental affairs, public diplomacy outreach, consular affairs, and management (including emergency operations). These design specialists would work with personnel in the existing

divisions at NFATC.

The program design specialists would be assisted by technical professionals: web developer (2), videographer, graphic designer, and quality assurance (2).

This work would take place in Year Zero, assumed to be 2023, while recruitment and examination for the first cohort is underway. In subsequent fiscal years the program design specialists would continue to oversee delivery of the materials and undertake necessary updating as world events dictate. The contract technical professionals would be reduced to on call status with their volume of work dependent on the number of new courses/updates required.

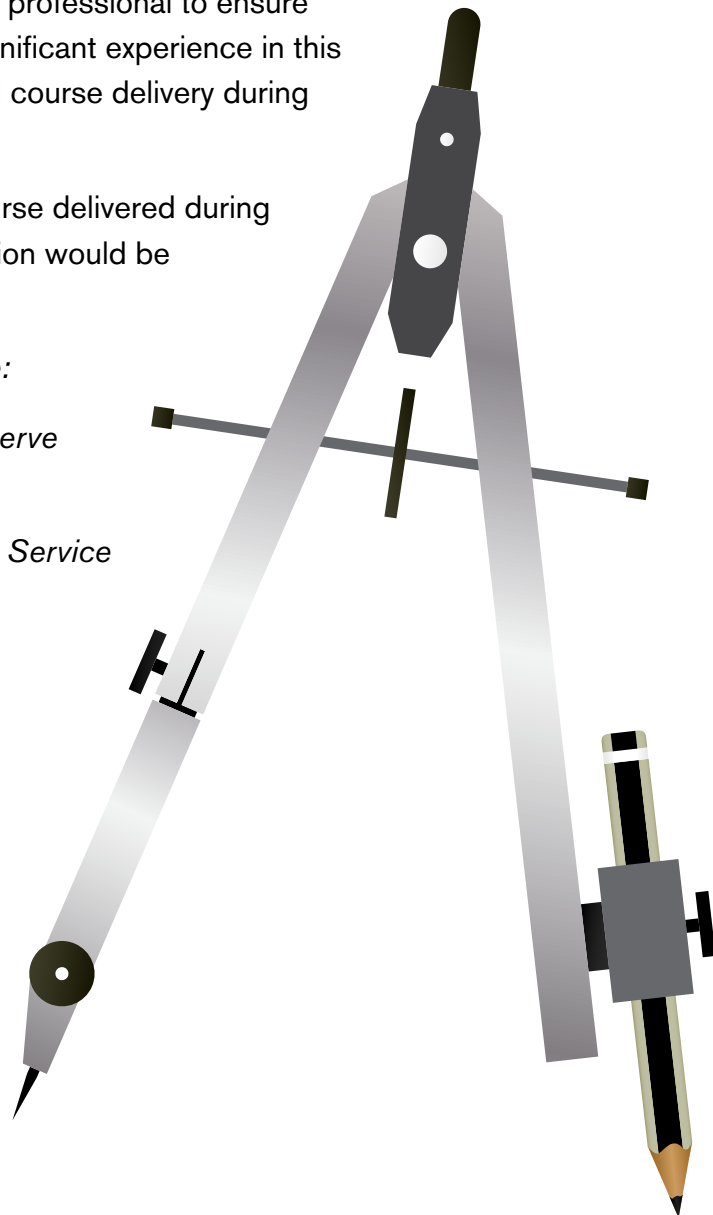
On any of the 12 weekends where a virtual, interactive course is delivered, a subject matter expert would be required to run the course(s) in each field plus a technology professional to ensure connectivity. NFATC has significant experience in this work due to its use of virtual course delivery during the COVID period.

It is anticipated that any course delivered during the two-week per year session would be delivered in person.

For legislative language see:

Title IV—The Diplomatic Reserve Corps

Sec. 1451. General Annual Service Obligations.



Legislative and Regulatory Language

Title IV – The Diplomatic Reserve Corps

SEC. 401. SHORT TITLE.

This title may be cited as the “Diplomatic Reserve Corps Act of 2022”.

SEC. 402. DIPLOMATIC RESERVE CORPS.

Title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.) is amended by adding at the end the following new chapter:

“CHAPTER 14–DIPLOMATIC RESERVE CORPS

“SUBCHAPTER I–DIPLOMATIC RESERVE CORPS

“SEC. 1401. DIPLOMATIC RESERVE CORPS.

“(a) IN GENERAL.—There is in the Department of State a Diplomatic Reserve Corps.

“(b) PURPOSE.—The purpose of the Diplomatic Reserve Corps is to assist the Secretary of State, the Department of State, and the Foreign Service in the discharge of their responsibilities and functions as authorized by law through the maintenance of a reserve of trained personnel available for active service when the needs of the Secretary, the Department, or the Service so require.

“(c) NATURE OF CORPS.—

“(1) IN GENERAL.—The Diplomatic Reserve Corps is an independent personnel system within the Department of State.

“(2) NOT AN ELEMENT OF THE FOREIGN SERVICE.—The Diplomatic Reserve Corps is not a component or other element of the Foreign Service. Members of the Diplomatic Reserve Corps, whether or not on active service, are not members of the Foreign Service.

“SEC. 1402. ELEMENTS.

“The Diplomatic Reserve Corps has four elements as follows:

“(1) The Senior Diplomatic Reserve.

“(2) The Senior Diplomatic Retiree Reserve.

“(3) The Diplomatic Reserve.

“(4) The Diplomatic Retiree Reserve.

“SEC. 1403. ADMINISTRATION.

“(a) ADMINISTRATION BY SECRETARY OF STATE.—Under the direction of the President, the Secretary of State shall administer and direct the Diplomatic Reserve Corps and shall coordinate its activities with the needs of the Department of State and the Foreign Service.

“(b) ASSISTANCE BY DIRECTOR GENERAL OF THE FOREIGN SERVICE.—

“(1) IN GENERAL.—The Director General of the Foreign Service should assist the Secretary in the management of the Diplomatic Reserve Corps.

“(2) DELEGATION.—Subject to the approval of the Secretary, the Director General may, in assisting the Secretary pursuant to paragraph (1), delegate to an appropriate senior officer in the Department overall responsibility for management of the Diplomatic Reserve Corps.

“(c) COMPATIBILITY BETWEEN DIPLOMATIC RESERVE CORPS AND FOREIGN SERVICE AND OTHER GOVERNMENT PERSONNEL SYSTEMS.—The Diplomatic Reserve Corps shall be administered to the extent practicable in conformity with policy and regulations applicable to the Foreign Service, in particular, and the policies and regulations of the Government, generally.

“(d) RELATION AND RESPONSIBILITY OF BUREAUS, OFFICES, ETC. OF DEPARTMENT OF STATE TO DIPLOMATIC RESERVE CORPS.—The bureaus, offices, and operating elements of the Department of State have the same relation and responsibility to the Diplomatic Reserve Corps as they do to the Foreign Service and the civil service of the Department.

“(e) REGULATIONS; DELEGATION OF FUNCTIONS.—

“(1) REGULATIONS.—The regulations prescribed under section 206(a) may include regulations relating to the Diplomatic Reserve Corps and the discharge of its functions.

“(2) DELEGATION OF FUNCTIONS.—Section 206(b), relating to delegation of functions by the Secretary of State, applies to functions with respect to the Diplomatic Reserve Corps.

“SEC. 1404. AUTHORITY OF THE INSPECTOR GENERAL.

“The Diplomatic Reserve Corps is an operating unit of the Department of State for purposes of section 209, relating to the authorities and responsibilities of the Inspector General of the Department of State.

“SEC. 1405. HEADQUARTERS STAFF.

“(a) IN GENERAL.—Members of the Diplomatic Reserve Corps may be assigned to the headquarters of the Department of State to participate in the administration of this chapter and in the preparation of policies and regulations relating to the Corps.

“(b) TREATMENT WITHIN LIMITATIONS ON STAFF SIZE.—Any members of the Diplomatic Reserve Corps assigned to headquarters of the Department pursuant to subsection (a) are in addition to any other numbers of staff at the headquarters as otherwise authorized or limited by law.

“(c) CONSTRUCTION OF AUTHORIZATION.—The authority in subsection (a) may not be interpreted to prohibit or limit the assignment of members of the Diplomatic Reserve Corps to other posts, positions, or other locations of assignment, whether permanent or temporary, in the United States.

“SEC. 1406. RECRUITMENT.

“(a) IN GENERAL.—The Secretary of State shall take appropriate actions to ensure that recruitment for the Diplomatic Reserve Corps ranges widely throughout the United States and is designed to obtain and maintain a Corps that is representative of the American people.

“(b) PERSONAL SERVICES CONTRACTS.—

“(1) CONTRACTS AUTHORIZED.—The Secretary may enter into one or more contracts with private individuals for personal services in connection with recruitment for the Diplomatic Reserve Corps, including to assist in the discharge of the requirement in subsection (a).

“(2) NOT GOVERNMENT EMPLOYEES.—Individuals under contract under this subsection shall not be considered employees of the United States for any purposes. However, the Secretary may specify in any such contract the applicability of a law administered by the Secretary to the activities of the individual covered by such contract.”

SEC. 403. APPOINTMENTS AND RELATED MATTERS.

(a) IN GENERAL.—Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as added by section 402 of this Act, is amended by adding at the end the following new subchapter:

“SUBCHAPTER II—APPOINTMENTS AND RELATED MATTERS

“SEC. 1411. AUTHORIZED STRENGTH.

“(a) AUTHORIZED STRENGTH.—The authorized strength of the Diplomatic Reserve Corps as of September 30 of each fiscal year as follows is the number specified for such fiscal year:

“(1) For fiscal year 2024, 250.

“(2) For fiscal year 2025, 500.

“(3) For fiscal year 2026, 750.

“(4) For any fiscal year after fiscal year 2026, 1,000.

“(b) STRENGTH WHEN NOT OTHERWISE PRESCRIBED BY LAW.—Whenever the authorized strength of the Diplomatic Reserve Corps is not prescribed by law, it shall be prescribed by the President.

“(c) STRENGTH OF SENIOR DIPLOMATIC RESERVE.—Except as otherwise prescribed by law, the authorized strength of the Senior Diplomatic Reserve as of September 30 of each fiscal year may not exceed a number equal to 10 percent of the authorized strength of the Diplomatic Reserve Corps as of such date.

“SEC. 1412. ELIGIBILITY FOR APPOINTMENT.

“(a) IN GENERAL.—An individual is eligible for appointment to the Diplomatic Reserve Corps if the individual—

“(1) is a citizen of the United States;

“(2) is at least 21 years of age; and

“(3) meets such physical, mental, and professional qualifications as the Secretary of State shall prescribe.

“(b) HIGHER AGE LIMIT FOR APPOINTMENTS FOR CERTAIN SERVICE.—Notwithstanding subsection (a)(2), if the Secretary determines that the demands of particular service in the Diplomatic Reserve Corps can be met only by

individuals of an age higher than that specified in that subsection, the Secretary may prescribe a higher age than that specified in that subsection as a qualification for appointment in the Corps for such service.

“(c) PHYSICAL CAPACITY FOR SERVICE.—

“(1) IN GENERAL.—Notwithstanding subsection (a)(3), if the Secretary determines that an individual who does not otherwise meet the physical qualifications prescribed pursuant to that subsection is capable of the physical discharge of the service in the Diplomatic Reserve Corps for which the individual would be appointed, the individual may be appointed to the Corps for such service.

“(2) CASE-BY-CASE DETERMINATION.—Any determinations under paragraph (1) shall be made on case-by-case basis. The authority to make such determinations may not be delegated.

“(d) EXAMINATIONS FOR APPOINTMENT.—The Secretary shall prescribe, as appropriate, written, oral, physical, foreign language, and other examinations for appointment to the Diplomatic Reserve Corps.

“(e) APPOINTMENT OF VETERANS.—

“(1) IN GENERAL.—The fact that an applicant for appointment to the Diplomatic Reserve Corps is a veteran or disabled veteran shall be considered an affirmative factor in making appointments to the Corps.

“(2) VETERAN OR DISABLED VETERAN DEFINED.—In this subsection, the term ‘veteran or disabled veteran’ has the meaning given that term in section 301(c).

“(f) PROHIBITION ON SIMULTANEOUS SERVICE AS MEMBER OF THE UNIFORMED SERVICES.—

“(1) PROHIBITION.—An individual may not serve simultaneously as a member of the Diplomatic Reserve Corps and a member of a uniformed service (whether as a regular or a reserve).

“(2) UNIFORMED SERVICE DEFINED.—In this subsection, the term ‘uniformed service’ means any of the uniformed services specified in section 2101(3) of title 5, United States Code.

“SEC. 1413. APPOINTMENTS GENERALLY.

“(a) SENIOR DIPLOMATIC RESERVE.—The President may, by and with the advice and consent of the Senate, appoint an individual as a member of the Diplomatic Reserve Corps in the Senior Diplomatic Reserve.

“(b) SENIOR DIPLOMATIC RETIREE RESERVE.—

“(1) APPOINTMENT BY PRESIDENT.—The President may, by and with the advice and consent of the Senate, appoint a retired career member of the Department of State (including a retired career member of the Foreign Service and a retired civilian officer or employee of the Department) as a member of the Diplomatic Reserve Corps in the Senior Diplomatic Retiree Reserve.

“(2) APPOINTMENT BY SECRETARY.—The Secretary of State may appoint a retired career member of the Senior Foreign Service as a member of the Diplomatic Reserve Corps in the Senior Diplomatic Retiree Reserve if there is no break in service between the individual's retirement from the Department and commencement of membership in the Senior Diplomatic Retiree Reserve.

“(c) DIPLOMATIC RESERVE.—

“(1) IN GENERAL.—The Secretary may appoint members of the Diplomatic Reserve Corps in the Diplomatic Reserve in accordance with this chapter and such regulations as the Secretary may prescribe.

“(2) REGULATIONS.—Any regulations under paragraph (1) shall conform, to the extent practicable, to the regulations prescribed pursuant to section 303.

“(d) DIPLOMATIC RETIREE RESERVE.—

“(1) IN GENERAL.— The Secretary may appoint retired career employees of the Department (including retired career members of the Foreign Service and retired civilian officers or employees of the Department) as members of the Diplomatic Reserve Corps in the Diplomatic Retiree Reserve in accordance with this chapter and such regulations as the Secretary may prescribe.

“(2) REGULATIONS.—Any regulations under paragraph (1) shall conform, to the extent practicable, to the regulations prescribed pursuant to subsection (c)(2).

“(e) TERM OF APPOINTMENT.—

“(1) TERM OF APPOINTMENT IN SENIOR DIPLOMATIC RESERVE.—The term of any appointment in the Senior Diplomatic Reserve under subsection (a) shall be such period as the President determines at the time of such appointment to be appropriate for the needs of the Diplomatic Reserve Corps.

“(2) TERM OF APPOINTMENT IN SENIOR DIPLOMATIC RETIREE RESERVE.—The term of appointment under subsection (b) in the Senior Diplomatic Retiree Reserve shall be as follows:

“(A) In the case of an individual appointed under subsection (b)(1), such period as the President determines at the time of such appointment to be appropriate for the needs of the Diplomatic Reserve Corps.

“(B) In the case of an individual appointed under subsection (b)(2), such period as the Secretary determines at the time of such appointment to be appropriate for the needs of the Diplomatic Reserve Corps.

“(3) TERM OF APPOINTMENT IN DIPLOMATIC RESERVE OR DIPLOMATIC RETIREE RESERVE.—The term of any appointment under subsection (c) in the Diplomatic Reserve, or under subsection (d) in the Diplomatic Retiree Reserve, shall be such period, not to exceed three years, as the Secretary determines as the time of such appointment to be appropriate for the needs of the Diplomatic Reserve Corps.

“(4) RENEWAL OF APPOINTMENTS.—The appointment of any member of the Diplomatic Reserve Corps may, upon the successful completion of a term of appointment in the Corps, be renewed for a term of length provided for in paragraph (1), (2), or (3), as applicable, in accordance with such regulations as the Secretary may prescribe.

“(f) PROBATIONARY FIRST TERM OF APPOINTMENT.—The first term of appointment of any member to the Diplomatic Reserve Corps is a probationary period, and such appointment of such member to the Corps may be terminated by the President or the Secretary at any time during such period.

“SEC. 1414. APPOINTMENTS TO SALARY CLASSES.

“(a) SENIOR DIPLOMATIC RESERVE.—Appointment to the Senior

Diplomatic Reserve under section 1413(a) shall be to a salary class established under section 1421 that is consistent with the qualifications and experience of the individual appointed.

“(b) SENIOR DIPLOMATIC RETIREE RESERVE.—Appointment to the Senior Diplomatic Retiree Reserve shall be to a salary class as follows:

“(1) In the case of appointment under section 1413(b)(1), to a salary class established under section 1421 that is consistent with the qualifications and experience of the individual appointed.

“(2) In the case of appointment under section 1413(b)(2), to a salary class established under section 1421 that is no higher than such held by the individual at the time of retirement from the Department.

“(c) DIPLOMATIC RESERVE.—Appointment to the Diplomatic Reserve under section 1413(c) shall be to a salary class and step established under section 1422 that is consistent with the qualifications and experience of the individual appointed.

“(d) DIPLOMATIC RETIREE RESERVE.—Appointment to the Diplomatic Retiree Reserve under section 1413(d) shall be to a salary class and step established under section 1422 that is no higher than such held by the member at the time of retirement from the Department.

“SEC. 1415. SKILL IDENTIFIERS FOR DIPLOMATIC RESERVE CORPS MEMBERS.

“(a) SCHEDULE OF IDENTIFIERS.—

“(1) SCHEDULE REQUIRED.—The Secretary of State shall prescribe a schedule for identifying the member skills of each member of the Diplomatic Reserve Corps.

“(2) PURPOSE.—The purpose of the schedule required by paragraph (1) shall be to facilitate the ready identification of members of the Diplomatic Reserve Corps with particular skills during mobilizations of members of the Corps under this chapter to assist the Secretary, the Department of State, and the Foreign Service in the discharge of their responsibilities and functions.

“(3) NATURE OF SKILLS IDENTIFIERS.—In order to best achieve the purpose described in paragraph (2), the identifiers of member skills prescribed pursuant to paragraph (1) shall conform, to the extent practicable,

to the skill designators (commonly referred to as 'skill codes') assigned to members of the Foreign Service.

“(b) ASSIGNMENT OF IDENTIFIERS.—

“(1) ASSIGNMENT UPON APPOINTMENT.—Upon the appointment of an individual as a member of the Diplomatic Reserve Corps, the Secretary shall assign the member a primary skill identifier, and any appropriate secondary and tertiary skill identifiers, in accordance with the schedule required by subsection (a).

“(2) SUPERSEDING ASSIGNMENT.—Upon any material change in the skills of a member for purposes of the schedule, the Secretary shall assign the member one or more new identifiers under the schedule appropriate to reflect such material change.”.

(b) ELIGIBILITY FOR DIPLOMATIC AND CONSULAR COMMISSIONS.—Section 312 of the Foreign Service Act of 1980 (22 U.S.C. 3952) is amended—

(1) in subsection (a)—

(A) by inserting “or the Diplomatic Reserve Corps” after “the Service” the first place it appears; and

(B) by inserting “or the Corps” after “the Service” the second and third places it appears; and

(2) in subsection (b), by inserting “or the Diplomatic Service Corps” after “the Service”.

SEC. 404. COMPENSATION AND OTHER BENEFITS.

(a) IN GENERAL.—Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as amended by section 403(a) of this Act, is further amended by adding at the end the following new subchapter:

“SUBCHAPTER III—COMPENSATION AND OTHER BENEFITS

“SEC. 1421. SALARIES OF SENIOR DIPLOMATIC RESERVE AND SENIOR DIPLOMATIC RETIREE RESERVE.

“(a) SALARY CLASSES—There shall be two salary classes for the Senior Diplomatic Reserve and Senior Diplomatic Retiree Reserve, with an appropriate title for each class prescribed by the President.

“(b) BASIC SALARY RANGES AND RATES.—

“(1) SALARY RANGES.—The President shall prescribe the ranges of basic salary for each salary class of the Senior Diplomatic Reserve and Senior Diplomatic Retiree Reserve.

“(2) BASIC SALARY RATES.—

“(A) MAXIMUM AND MINIMUM RATES AND RELATED MATTERS.—The second sentence of paragraph (1) of section 402(a), and paragraph (3) of that section, shall apply to the establishment and maintenance of basic salary rates under this subsection.

“(B) RATE PAYABLE TO PARTICULAR MEMBERS.—The Secretary of State shall determine which basic salary rate within the ranges prescribed by the President under paragraph (1) shall be paid to each member of the Senior Diplomatic Reserve and the Senior Diplomatic Retiree Reserve in accordance with the provisions, and subject to the limitations, of section 402(a)(2).

“(c) CONFORMITY TO SENIOR FOREIGN SERVICE.—The actions taken pursuant to this section shall conform, to the extent practicable, with actions taken pursuant to section 402(a) with respect to salaries of the Senior Foreign Service.

“SEC. 1422. DIPLOMATIC RESERVE SCHEDULE FOR DIPLOMATIC RESERVE AND DIPLOMATIC RETIREE RESERVE.

“(a) IN GENERAL—The President shall establish a Diplomatic Reserve Schedule which shall apply to members of the Diplomatic Reserve and the Diplomatic Retiree Reserve.

“(b) CLASSES AND STEPS.—The Diplomatic Reserve Schedule shall have 9 salary classes. Each salary class of the Schedule shall have 14 steps.

“(c) BASIC SALARY RANGES AND RATES.—

“(1) SALARY RANGES IN CLASSES.—The basic salary range for each salary class in the Diplomatic Reserve Schedule shall be equivalent to the salary range for the analogous salary class in the Foreign Service Schedule under section 403.

“(2) BASIC SALARY RATES OF STEPS.—The basic salary rate for each step within a salary class in the Diplomatic Reserve Schedule shall be equivalent to the salary rate for the analogous step in the analogous salary in

the Foreign Service Schedule.

“(3) ADJUSTMENTS.—Salary rates established under this subsection shall be adjusted in accordance with section 5303 of title 5, United States Code, whenever adjustments are made pursuant to the Foreign Service Schedule pursuant to the last sentence of section 403.

“SEC. 1423. CHANGES IN SALARY CLASSES.

“Except as authorized by subchapter I of chapter 35 of title 5, United States Code, changes in the salary class of a member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve, or of a member assigned to a salary class in the Diplomatic Service Schedule. shall be made only in accordance with subchapter IV.

“SEC. 1424. COMPUTATION OF PAY.

“(a) BASIC PAY.—Basic pay provided for by section 1421 or 1422 is payable to a member of the Diplomatic Reserve Corps on an hourly basis (as computed in accordance with section 5504(b) of title 5, United States Code) for each hour, or portion thereof, of active service in the Corps (whether active service under subchapter VI or active service for training under subchapter V).

“(b) INELIGIBILITY OF DIPLOMATIC RESERVE CORPS MEMBERS FOR OVERTIME PAY.—Section 5541(2) of title 5, United States Code, is amended in the flush matter following subparagraph (C)—

“(1) by redesignating clauses (xvi) and (xvii) as clauses (xvii) and (xviii), respectively; and

“(2) by inserting after clause (xv) the following new clause (xvi):

“(xvi) A member of the Diplomatic Reserve Corps (including a member of the Senior Diplomatic Reserve, the Senior Diplomatic Retiree Reserve, the Diplomatic Reserve, and the Diplomatic Retiree Reserve);”.

“SEC. 1425. PERFORMANCE PAY FOR MEMBERS OF THE SENIOR DIPLOMATIC RESERVE AND SENIOR DIPLOMATIC RETIREE RESERVE.

“(a) ELIGIBILITY.—

“(1) IN GENERAL.—Members of the Senior Diplomatic Reserve and the Senior Diplomatic Retiree Reserve are eligible to compete for performance pay in accordance with this section.

“(2) CONSTRUCTION OF ELIGIBILITY.—The fact that a member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve competing for performance pay would, as a result of the payment of such pay, receive compensation exceeding the compensation of any other member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve shall not preclude the award or its payment.

“(b) PAYMENT.—

“(1) LUMP SUM PAYMENT.—Performance pay under this section shall be paid in a lump sum.

“(2) CONSTRUCTION WITH BASIC SALARY AND OTHER AWARDS.—Performance pay shall be in addition to the basic salary prescribed under section 1421 and any other award grantable or payable to members of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve.

“(c) AWARD AND PAYMENT.—

“(1) IN GENERAL.—Awards of performance pay under this section shall be subject to the provisions of the first sentence of section 405(b).

“(2) LIMITATIONS.—In addition to the requirements provided for by paragraph (1), awards and payment of performance pay shall be subject to the following requirements and limitations:

“(A) Not more than 25 percent of the aggregate number of the members of the Senior Diplomatic Reserve and the Senior Diplomatic Retiree Reserve may receive performance pay in any fiscal year.

“(B) Performance pay shall be awardable to a member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve as an annualized amount, but the amount payable shall be prorated from such annualized amount by the number of days in the rating period that the member was on active service (including active service under subchapter VI and active service for training under subchapter V).

“(C) Except as provided in subparagraphs (D) and (E), the annualized amount of performance pay awarded a member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve may not exceed 20 percent of the annual rate of basic salary for that member under section 1421.

“(D) Not more than 6 percent of the aggregate number of members of the Senior Diplomatic Reserve and the Senior Diplomatic Retiree Reserve may be awarded performance pay in any fiscal year in an annualized amount which exceeds the percentage limitation specified in subparagraph (C). The annualized amount of performance pay awarded under this subparagraph to a member may not exceed, in any fiscal year, the percentage of basic pay established under section 4507(e)(1) of title 5, United States Code, for Meritorious Executives.

“(E) Not more than 1 percent of the aggregate number of members of the Senior Diplomatic Reserve and the Senior Diplomatic Retiree Reserve may be awarded performance pay in any fiscal year in an annualized amount which exceeds the percentage limitation specified in subparagraph (C). The annualized amount of performance pay awarded under this subparagraph to a member may not exceed, in any fiscal year, the percentage of basic pay established under section 4507(e)(2) of title 5, United States Code, for Distinguished Executives. Notwithstanding subparagraph (B), pay awarded under this subparagraph may be paid without pro ration for the number of days in the rating period that the member was on active service if the pay is awarded for a specific action. A member may not be awarded performance pay under subparagraph (D) and this subparagraph in any fiscal year.

“(F) Any award of performance pay under this section shall be subject to the limitation on certain payments under section 5307 of title 5, United States Code, or the limitation under section 402(a)(3) of this Act, whichever is higher.

“(G) Regulations prescribed pursuant to section 405(b)(5) shall apply to payments under this section which are made in the case of any individual whose death precludes payment under subparagraph (F).

“(d) AMOUNT AND DISTRIBUTION OF AWARDS.—

“(1) AMOUNT.—The Secretary shall determine the amount of performance pay available under this section each year for distribution among members of the Senior Diplomatic Reserve and the Senior Diplomatic Retiree Reserve.

“(2) DISTRIBUTION.—The Secretary shall distribute performance pay

to particular members under this section on the basis of recommendations by selection boards used under section 1442.

“(e) GRANT OF CERTAIN AWARDS.—The President may grant awards of performance pay under this section provided for by subparagraphs (D) and (E) of subsection (c)(2) in the same manner as awards of performance pay are grantable under section 405(d).

“(f) OTHER RECOGNITION OF MERITORIOUS OR DISTINGUISHED SERVICE.—Notwithstanding any other provision of law, the Secretary may provide for recognition of the meritorious or distinguished service of any member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve by means other than an award of performance pay under this section in lieu of making such an award under this section.

“SEC. 1426. WITHIN-CLASS SALARY INCREASES FOR MEMBERS OF THE DIPLOMATIC RESERVE AND DIPLOMATIC RETIREE RESERVE.

“(a) IN GENERAL.—Except as provided in subsection (b) and subject to subsection (c), any member of the Diplomatic Reserve or the Diplomatic Retiree Reserve receiving a salary under the Diplomatic Reserve Schedule shall be advanced to the next higher salary step in the member’s salary class at the beginning of the first applicable pay period following completion by the member of a period of 156 continuous weeks of membership in the Diplomatic Reserve Corps.

“(b) EARLIER ADVANCEMENT FOR MERITORIOUS SERVICE.—The Secretary may advance a member to a higher salary step under subsection (a) without regard to the completion by the member of the period of continuous membership otherwise required by that subsection if the Secretary determines that the meritorious service of the member warrants such advancement.

“(c) NO ADVANCEMENT FOR SUBSTANDARD SERVICE.—A member may not be advanced to a higher salary step under subsection (a) at the end of the period of active service of the member described in that subsection if the active service member during such period is found, in a review by a selection board used under section 1442, to fall below the standards applicable to member’s salary class.

“SEC. 1427. SPECIAL DIFFERENTIALS FOR MEMBERS OF THE DIPLOMATIC RESERVE AND DIPLOMATIC RETIREE RESERVE.

“(a) SPECIAL DIFFERENTIALS.—

“(1) IN GENERAL.—The Secretary of State may pay special differentials, in addition to compensation otherwise authorized, to members of the Diplomatic Reserve and the Diplomatic Retiree Reserve who are required by nature of their assignments on active service under subchapter VI to perform additional work on a regular basis in substantial excess of normal requirements.

“(2) AMOUNTS.—The amounts of special differentials paid under paragraph (1) for work shall be similar to special differentials paid for additional work paid to Foreign Service officers under section 412(a) for similar work.

“(b) COMPENSATORY TIME OFF.—Nothing in this chapter or subchapter V of chapter 55 of title 5, United States Code, shall preclude the granting of compensatory time off for members of the Diplomatic Reserve Corps on active service under subchapter VI.

“SEC. 1428. DIPLOMATIC RESERVE SERVICE AWARDS.

“(a) SYSTEM OF AWARDS REQUIRED.—The President shall establish and maintain a system of awards to confer appropriate recognition of outstanding contributions to the Nation by members of the Diplomatic Reserve Corps.

“(b) MEDALS AND OTHER COMMENDATIONS.—The system of awards under this section shall provide for the presentation by the President and by the Secretary of medals or other suitable commendations for performance in the course of or beyond the call of duty which involves distinguished meritorious service to the Nation, including extraordinary valor in the face of danger to life or health.

“(c) PROMOTION OF RECOGNIZED HUMAN RIGHTS AS BASIS FOR AWARDS.—Distinguished meritorious service in the promotion of internationally recognized human rights, including the right to freedom of religion, shall serve as a basis for granting awards under the system of awards under this section.

“SEC. 1429. TREATMENT OF DIPLOMATIC RESERVE CORPS MEMBERS RECEIVING ANNUITIES UNDER OTHER FEDERAL GOVERNMENT PERSONNEL SYSTEMS.

“(a) NO TERMINATION OR REDUCTION OF RETIREMENT ANNUITY OR PAY.—Notwithstanding any provision of section 824 or any other provision of law, the appointment to the Diplomatic Reserve Corps pursuant to subchapter II of a covered annuitant shall not operate to—

“(1) terminate the payment of any retirement annuity, retired pay, or retainer pay otherwise payable to such covered annuitant under the personnel system referred to in subsection (b) in which such covered annuitant is participating; or

“(2) reduce the amount of the retirement annuity, retired pay, or retainer pay otherwise payable to such former participant under such personnel system.

“(b) COVERED ANNUITANT.—For purposes of this section, a covered annuitant is any individual as follows:

“(1) An annuitant receiving a retirement annuity under subchapter I of chapter 8 (the Foreign Service Retirement and Disability System) or subchapter II of that chapter (the Foreign Serve Pension System).

“(2) An individual receiving retired or retainer pay under chapter 71 or 1223 of title 10, United States Code.

“(3) An annuitant receiving a retirement annuity under subchapter III of chapter 83 of title 5, United States Code (the Civil Service Retirement System), or chapter 84 of that title (the Federal Employees’ Retirement System).

“(4) An annuitant receiving a retirement annuity, retired pay, or retainer pay under any other Federal Government personnel system.

“(c) ACTIVE SERVICE NOT CREDITABLE TOWARD RETIREMENT ANNUITY OR PAY.—

“(1) SERVICE NOT CREDITABLE TOWARD RETIREMENT ANNUITY OR PAY UNDER OTHER PERSONNEL SYSTEMS.—Active service in the Diplomatic Reserve Corps under this chapter of a covered annuitant shall not be treated as creditable service toward the computation or recomputation of the retirement annuity, retired pay, or retainer pay, as applicable, of the covered annuitant under the Federal Government personnel system in which the covered annuitant is participating.

“(2) SERVICE NOT CREDITABLE TOWARD RETIREMENT ANNUITY UNDER FSPS FOR DRC MEMBERSHIP.—As provided by section 1481(b), active service in the Corps under this chapter of a covered annuitant is not creditable service toward entitlement to or computation of a retirement annuity in connection with membership in the Corps otherwise provided for by subchapter VIII.

“SEC. 1430. HEALTH CARE.

“(a) PARTICIPATION IN FEHBP.—A member of the Diplomatic Reserve Corps who is not otherwise eligible for participation in the program of health insurance under chapter 89 of title 5, United States Code, shall be deemed an employee for purposes of participation in that program and be treated as if the member were a member of the uniformed services, subject to any conditions and limitations applicable to similarly situated members of the uniformed services participating in that program.

“(b) PARTICIPATION IN FOREIGN SERVICE HEALTH PROGRAM.—

“(1) IN GENERAL—Except as provided in paragraph (2), members of the Diplomatic Reserve Corps and their families are eligible for health care under the health care program under section 904.

“(2) LIMITATION ON ELIGIBILITY OF FAMILY MEMBERS.—Members of the family of a member of the Corps are not covered by the authority in subsection (b)(2) or (d) of section 904 unless such members of the family are accompanying such member of the Corps on an assignment abroad.

“(3) ADMINISTRATION.—

“(A) REVIEW.—In carrying out the continuing review of the health care program under section 904 required by subsection (f) of that section, the Secretary of State shall take into account the provision of health care to members of the Corps and their families under this subsection.

“(B) REIMBURSEMENTS.—Any reimbursements paid to the Department of State for health care provided pursuant to this section shall be credited and available in accordance with the provisions of section 904(g).

“SEC. 1431. DEATH GRATUITY.

“(a) PAYMENT AUTHORIZED.—

“(1) IN GENERAL.—Subject to paragraph (2), the Secretary of State may provide for payment of a gratuity to the surviving dependents of any member of the Diplomatic Reserve Corps who dies as a result of injuries sustained in the performance of active service under subchapter VI abroad, in an amount equal to one year’s salary at level II of the Executive Schedule

under section 5313 of title 5, United States Code, at the time of death.

“(2) LIMITATION ON ELIGIBLE SURVIVORS.—A survivor is eligible for payment of a gratuity under this section only if the survivor is described by section 414(d).

“(b) GUIDANCE.—The payment of a death gratuity under this section shall be made in accordance with the guidance issued under section 413(c).

“(c) CONSTRUCTION OF PAYMENT.—Any death gratuity payment made under this section shall be held to have been a gift and shall be in addition to any other benefit payable from any source.

“SEC. 1432. GROUP LIFE INSURANCE SUPPLEMENT APPLICABLE TO DIPLOMATIC RESERVE CORPS MEMBERS KILLED IN TERRORIST ATTACKS.

“(a) ELIGIBILITY.—

“(1) IN GENERAL.—Notwithstanding the amounts specified in chapter 87 of title 5, United States Code, a member of the Diplomatic Reserve Corps who dies as a result of injuries sustained while on active service under subchapter VI abroad because of an act of terrorism shall be eligible for a special payment in an amount equal to the special payment authorized by section 415(a)(1) at the time of death, which shall be in addition to any employer provided life insurance coverage.

“(2) ACT OF TERRORISM DEFINED.—In this subsection, the term ‘act of terrorism’ has the meaning given that term in section 140(d) of the Foreign Relations Authorization Act, Fiscal Years 1998 and 1999 (22 U.S.C. 2656f(d)).

“(b) DESIGNATION OF BENEFICIARY.—A payment made under this section shall be made in accordance with the guidance issued under section 413(c).

“(c) CONSTRUCTION OF PAYMENT.—A payment made under this section should not be used to reduce any other payment to which a recipient is otherwise eligible under Federal law.

“SEC. 1433. SURVIVORS’ AND DEPENDENTS’ EDUCATIONAL ASSISTANCE.

“(a) EDUCATIONAL ASSISTANCE.—The Secretary of State shall, in accordance with the guidance issued under section 413(c), provide educational

assistance to a beneficiary of any member of the Diplomatic Reserve Corps who dies while on active service under subchapter VI abroad because of an act of terrorism to meet, in whole or in part, the expenses incurred by the beneficiary in pursuing a program of education at an educational institution, including subsistence, tuition, fees, supplies, books, equipment, and other educational costs.

“(b) AMOUNT OF ASSISTANCE.—The amount and aggregate period of educational assistance provided to a beneficiary under this section shall be governed by the provisions of section 416(b).

“(c) DEFINITIONS.—In this section:

“(1) The term ‘act of terrorism’ has the meaning given that term in section 1432(a)(2).

“(2) The terms ‘program of education’ and ‘educational institution’ have the meanings given such terms in section 3501 of title 38, United States Code.

“SEC. 1434. TRAVEL AND RELATED EXPENSES.

“(a) IN GENERAL.—The Secretary of State may carry out a program for payment of travel and related expenses of members of the Diplomatic Reserve Corps on active service and their families.

“(b) COSTS AND EXPENSES.—

“(1) IN GENERAL—The expenses payable under the program authorized by subsection (a) may include such costs and expenses specified in paragraphs (1) through (15) of section 901 as the Secretary considers appropriate for members of the Diplomatic Reserve Corps and their families

“(2) CONFORMITY TO EXPENSES FOR MEMBERS OF FOREIGN SERVICE.—In carrying out the program, the Secretary shall ensure, to the extent practicable, that the expenses payable for members of the Corps and their families under the program are similar to expenses payable for similarly situated members of the Foreign Service and families under section 901.

“(c) LOAN OF HOUSEHOLD EFFECTS.—The Secretary may provide members of the Diplomatic Reserve Corps with household furnishing and equipment for the same purpose, and on the same basis, as the Secretary provides such furnishing and equipment to similarly situated members of the Foreign Service under section 902.

“SEC. 1435. REPRESENTATION EXPENSES.

“In providing for official receptions and payment of entertainment and representational expenses under section 905, the Secretary of State may provide for such receptions, and payment of such expenses, for members of the Diplomatic Reserve Corps and their families for the same purpose, and subject to the same requirements, as are specified in that section.”.

SEC. 405. PROMOTION.

Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as amended by section 404(a) of this Act, is further amended by adding at the end the following new subchapter:

“SUBCHAPTER IV—PROMOTION

“SEC. 1441. PROMOTION.

“(a) IN GENERAL.—

“(1) MEMBERS OF SENIOR DIPLOMATIC RESERVE.—Members of the Senior Diplomatic Reserve are promoted by appointment under section 1413(a) in the Senior Diplomatic Reserve to the higher salary class in the Senior Diplomatic Reserve and Senior Diplomatic Retiree Reserve.

“(2) MEMBERS OF SENIOR DIPLOMATIC RETIREE RESERVE.—Members of the Senior Diplomatic Retiree Reserve are promoted by appointment under section 1413(b)(1) in the Senior Diplomatic Retiree Reserve to the higher salary class in the Senior Diplomatic and Senior Diplomatic Retiree Reserve.

“(3) MEMBERS OF DIPLOMATIC RESERVE AND DIPLOMATIC RETIREE RESERVE.—Members of the Diplomatic Reserve and members of the Diplomatic Retiree Reserve are promoted—

“(1) in the case of members of the Diplomatic Reserve, into the Senior Diplomatic Reserve, by appointment under section 1413(a), subject to the provisions of subsection (c);

“(2) in the case of members of the Diplomatic Retiree Reserve, into the Senior Diplomatic Retiree Reserve by appointment under section 1413(b)(1), subject to the provisions of subsection (c); or

“(3) in the case of other members, by appointment to a higher salary class in the Diplomatic Reserve Schedule under section 1413(c) or 1413(d),

as applicable to the member concerned.

“(b) BASIS FOR PROMOTIONS.—

“(1) RECOMMENDATIONS AND RANKINGS OF SELECTION BOARDS.—Promotions of members of the Diplomatic Reserve Corps shall be based upon the rankings and recommendations of selection boards provided for in section 1442.

“(2) SATISFACTORY PERFORMANCE.—Notwithstanding paragraph (1), the Secretary of State may by regulation specify categories of members of the Corps and other members of the Corps who may receive promotions on the basis of satisfactory performance.

“(c) PROMOTION OF MEMBERS OF DIPLOMATIC RESERVE INTO SENIOR DIPLOMATIC RESERVE AND MEMBERS OF DIPLOMATIC RETIREE RESERVE INTO SENIOR DIPLOMATIC RETIREE RESERVE.—

“(1) IN GENERAL.—Promotions of members of the Diplomatic Reserve into the Senior Diplomatic Reserve, and of members of the Diplomatic Retiree Reserve into the Senior Diplomatic Retiree Reserve, shall be made in accordance with the provisions of section 601(c), except that the requirements of paragraph (6) of that section shall not apply.

“(2) ADMINISTRATION.—In the administration of section 601(c) for purposes of this subsection—

“(A) any reference to the Foreign Service shall be deemed to be a reference to the Diplomatic Reserve Corps;

“(B) any reference to the Senior Foreign Service shall be deemed to be a reference to the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve, as applicable; and

“(C) any reference to a career member of the Foreign Service assigned to class 1 in the Foreign Service Schedule shall be deemed to be a reference to a member of the Diplomatic Reserve or a member of the Diplomatic Retiree Reserve, as applicable, assigned to class 1 in the Diplomatic Reserve Schedule.

“1442. SELECTION BOARDS.

“(a) IN GENERAL.—The Secretary of State shall use selection boards for purposes with respect to members of the Diplomatic Reserve Corps set forth in

subsection (c).

“(b) ESTABLISHMENT OF BOARDS OR USE OF EXISTING BOARDS.—

“(1) IN GENERAL.—Selection boards used by the Secretary under this section may, at the election of the Secretary, be—

“(A) boards established by the Secretary pursuant to this section; or

“(B) boards established by the Secretary pursuant to section 602 for the purposes set forth in subsection (a) of that section with respect to members of the Foreign Service.

“(2) REQUIREMENTS FOR ESTABLISHMENT OF BOARDS.—In establishing selection boards using the authority in paragraph (1)(A), the Secretary shall comply with the requirements and limitations set forth in subsections (b) and (c) of section 602.

“(c) PURPOSES.—

“(1) IN GENERAL.—The purposes of selection boards under this section shall be to evaluate the performance of members of the Diplomatic Reserve Corps, to rank the members of each salary class of the Corps on relative performance, and to make recommendations in connection with each of the following:

“(A) Promotions in accordance with section 1441.

“(B) Awards of performance pay under section 1425.

“(C) Denials of within-class step increases under section 1426(c).

“(D) Grants of limited extensions of appointment to members whose maximum time in class expires under section 1447(a)(3).

“(E) Such other actions as the Secretary may prescribe by regulation, which actions shall, to the extent practicable, be consistent with the actions, if any, prescribed by the Secretary under section 602(a).

“(2) PRECEPTS.—Selection boards shall act pursuant to this subsection with respect to members of the Corps in accordance with precepts prescribed by the Secretary. Such precepts shall, to the extent

practicable, conform to precepts for selection boards acting with respect to members of the Foreign Service prescribed by the Secretary pursuant to chapter 6.

“SEC. 1443. BASIS FOR SELECTION BOARD REVIEW AND RECORDS.

“(a) IN GENERAL.—The basis for selection board review for purposes set forth in section 1442(c), and the precepts used by selection boards in such review, with respect to members of the Diplomatic Reserve Corps shall be governed by the provisions of section 603.

“(b) ACCOUNTING FOR GRATUITOUS SERVICE.—In undertaking a review for purposes set forth in section 1442(c), a selection board may afford such credit for gratuitous service (including the nature and length of such service) by a member of the Diplomatic Reserve Corps under section 1454 during the review period as the Secretary of State shall prescribe in regulations.

“(c) ADMINISTRATION.—In the administration of subsection (a) with respect to members of the Diplomatic Reserve Corps—

“(1) any reference in section 603 to the Foreign Service shall be deemed to be a reference to the Diplomatic Reserve Corps; and

“(2) any reference in such section to the Senior Foreign Service shall be deemed a reference to the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve, as applicable.

“(d) RECORDS.—

“(1) IN GENERAL.—The provisions of section 604(a) apply to records in connection with selection board reviews with respect to members of the Diplomatic Reserve Corps under this section in the same manner, and subject to the same conditions and limitations, as such provisions apply to records in connection with selection board reviews of members of the Foreign Service under chapter 6.

“(2) RECORDS OF DISCIPLINARY ACTIONS.—In accordance with section 604(b), any record of disciplinary action that includes a suspension of more than five days taken against a member of the Corps shall remain a part of the personnel records of the member until the member is next promoted.

**“SEC. 1444. IMPLEMENTATION OF SELECTION BOARD
RECOMMENDATIONS ON PROMOTION.**

“(a) SUBMITTAL TO SECRETARY OF STATE.—Recommendations for promotion made by selection boards under this chapter shall be submitted to the Secretary of State in rank order by specialization within a salary class.

“(b) USE OF RANKINGS.—Except as provided in subsection (c), the Secretary shall make appointments and, with respect to appointments into or within the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve shall make recommendations to the President for promotions, in accordance with the ranking of selection boards submitted pursuant to subsection (a).

“(c) EXCEPTIONS AUTHORIZED.—

“(1) IN GENERAL.—In special circumstances set forth in regulations, the Secretary may remove the name of an individual from a rank order list submitted by a selection board under subsection (a) or delay the promotion of an individual named in such a list.

“(2) CONFORMITY TO REGULATIONS APPLICABLE TO FOREIGN SERVICE.—The regulations referred to in paragraph (1) shall, to the extent practicable, conform to the regulations applicable to the Foreign Service under section 605(b).

“SEC. 1445. OTHER BASES FOR INCREASING PAY.

“The Secretary of State may pursuant to the recommendation of an equal employment opportunity appeals examiner or the Special Counsel of the Merit Systems Protection Board, and shall pursuant to a decision or order of the Merit Systems Protection Board—

“(1) recommend to the President a promotion of a member of the Diplomatic Reserve Corps under subsection (a) or (b)(1) of section 1413;

“(2) promote a member of the Corps under subsection (b)(2), (c), or (d) of section 1413;

“(3) grant performance pay to a member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve under section 1425; or

“(4) grant a within-class salary increase under section 1426 to a member of the Corps who is assigned to a salary class in the Diplomatic Reserve Schedule.

“SEC. 1446. AUTHORITY TO MAKE CERTAIN ACTIONS RETROACTIVE.

“(a) AUTHORITY.—In cases in which the Secretary of State has exercised the authority in section 1444(c), and in implementing section 1445, the Secretary may, in special circumstances set forth in regulations, recommend retroactive promotions by the President, make retroactive promotions, grant performance pay, and make retroactive within-class salary step increases.

“(b) CONFORMITY TO REGULATIONS APPLICABLE TO FOREIGN SERVICE.—The regulations referred to in subsection (a) shall, to the extent practicable, conform to the regulations applicable to the Foreign Service under section 606(b).”.

SEC. 406. SERVICE OBLIGATIONS, SERVICE FOR TRAINING, AND OTHER SERVICE AUTHORITIES.

(a) IN GENERAL.—Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as amended by section 405 of this Act, is further amended by adding at the end the following new subchapter:

“SUBCHAPTER V—SERVICE OBLIGATIONS, SERVICE FOR TRAINING, AND OTHER SERVICE

“SEC. 1451. GENERAL ANNUAL SERVICE OBLIGATIONS.

“(a) IN GENERAL.—Except as specifically provided in regulations prescribed by the Secretary of State and subject to subsections (b), (c), and (d), each member of the Diplomatic Reserve Corps shall be required each year to—

“(1) perform active service for training under this subchapter consisting of—

“(A) not fewer than 24 days of scheduled training, with such training performed—

“(i) during 12 appropriate 2-days periods, one such period each calendar month; and

“(ii) if required by the Secretary, at such other times, and for such durations, as the Secretary considers appropriate; and

“(B) not fewer than 14 days of scheduled training and orientation, with such training and orientation performed—

“(i) during a single, continuous 14-day period; and

“(ii) if required by the Secretary, at such other times, and for such durations, as the Secretary considers appropriate; and

“(2) perform active service under subchapter VI for not more than 30 days at such times, and for such durations, as the Secretary considers appropriate.

“(b) EXCEPTION FOR MEMBERS PERFORMING LONG-DURATION ACTIVE SERVICE.—A member of the Diplomatic Reserve Corps who performs a continuous period of active service (not including any active service for training under subsection (a)(1) of more than 365 days may not be required to perform active service or active service for training under subsection (a) during the 365-day period beginning on the day after the last day of such period of active service.

“(c) INAPPLICABILITY OF TRAINING REQUIREMENT TO SENIOR DIPLOMATIC RETIREE RESERVE AND DIPLOMATIC RETIREE RESERVE.—

“(1) IN GENERAL.—Except as provided in paragraph (2), a member of the Senior Diplomatic Retiree Reserve or the Diplomatic Retiree Reserve may not be required to perform active service for training under subsection (a) (1).

“(2) CERTAIN TRAINING REQUIRABLE.—The Secretary may require a member referred to in paragraph (1) to perform active service for training under subsection (a)(1) if the Secretary considers the training to be provided during such service to be necessary to sustain, enhance or improve, or supplement the member’s skills or experience for optimal performance in the Diplomatic Reserve Corps.

“(d) EXCLUSION OF TRAVEL TIME IN SATISFACTION OF PERIOD OF TRAINING.—In determining the satisfaction by a member of the Diplomatic Reserve Corps of a required duration of training under subsection (a)(1), any period of travel of the member to and from such training shall not be taken into account.

“SEC. 1452. INACTIVE STATUS.

“(a) INACTIVE STATUS.—When an authority designated by the Secretary of State considers it in the best interest of the Department of State, a member of the Diplomatic Reserve Corps who cannot perform active service under subchapter VI or active service for training under this subchapter, may, if otherwise qualified, be transferred to inactive status in the Corps.

“(b) REGULATIONS.—

“(1) IN GENERAL.—This section shall be administered under regulations prescribed by the Secretary.

“(2) CONDITIONS FOR RETURN TO ACTIVE STATUS.—The regulations under paragraph (1) shall specify the conditions, if any, under which a member of the Diplomatic Reserve Corps in inactive status is entitled to be returned to active status in the Corps.

“(c) NATURE OF INACTIVE STATUS.—While in inactive status under this section, a member of the Diplomatic Reserve Corps is not eligible for compensation and other benefits under subchapter III or promotion under subchapter IV and does not accrue credit toward retirement under section 1483(b) for purposes of subchapter VIII.

“(d) TREATMENT FOR AUTHORIZED STRENGTH PURPOSES.—While in inactive status under this section, a member of the Diplomatic Reserve Corps does not count against any authorized strength of the Corps, including any limitation on the strength of the Senior Diplomatic Reserve.

“SEC. 1453. TRAINING AND ORIENTATION.

“(a) SPECIFICATION OF TRAINING AND ORIENTATION.—The Director of the National Foreign Affairs Training Center shall, under the direction and subject to the approval of the Secretary of State, develop the nature and scope of the following in connection with active service for training to be provided members of the Diplomatic Reserve Corps under this subchapter:

“(1) The training to be provided to members for purposes of section 1451(a)(1)(A).

“(2) The training and orientation to be provided to members for purposes of section 1451(a)(1)(B).

“(b) SPECIFIC ELEMENTS.—The training and the training and orientation developed pursuant to subsection (a) for members of the Diplomatic Reserve Corps shall include the following:

“(1) Training for foreign language proficiency.

“(2) Training for career development, consistent with the program required by section 703.

“(3) Training on human rights, religious freedom, and human trafficking,

refugees, child soldiers, and economic and commercial diplomacy, consistent with the requirements of section 708.

“(4) Training on multilateral diplomacy, consistent with the requirements of section 7111(c) of the Intelligence Reform and Terrorism Prevention Act of 2004 (22 U.S.C. 4029).

“(5) Training and training and orientation on such other matters as the Secretary considers appropriate.

“(c) CONFORMITY WITH TRAINING AND ORIENTATION PROVIDED THE FOREIGN SERVICE.—The training and the training and orientation developed pursuant to this section for members of the Diplomatic Reserve Corps shall conform, to the extent practicable, to the training, orientation, and career development provided to members of the Foreign Service pursuant to chapter 7.

“(d) PROVISION OF TRAINING AND ORIENTATION.—In providing training and training and orientation to members of the Diplomatic Reserve Corps pursuant to this section, the Secretary may use any of the authorities specified in section 704 to the same extent, and subject to the same conditions and limitations, as the Secretary uses such authorities in the exercise of functions under chapter 7.

“(e) ROLE OF NATIONAL FOREIGN AFFAIRS TRAINING CENTER IN TRAINING AND ORIENTATION OF DIPLOMATIC RESERVE CORPS.—Section 701(a) of the Foreign Service Act of 1980 (22 U.S.C. 4021(a)) is amended—

“(1) by inserting “and the Diplomatic Reserve Corps” after “the Service” the first place it appears; and

“(2) by inserting “and members of the Corps” after “the Service” the second place it appears.

“SEC. 1454. GRATUITOUS SERVICE.

“Notwithstanding section 1342 of title 31, United States Code, the Secretary of State may accept the gratuitous service of a member of the Diplomatic Reserve Corps with respect to the following:

“(1) Furtherance of organizing, administering, recruiting, instructing, or training the Corps.

“(2) Consultation in matters relating to the Department of State.”.

SEC. 407. ACTIVE SERVICE.

Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as amended by section 406 of this Act, is further amended by adding at the end the following new subchapter:

“SUBCHAPTER VI—ACTIVE SERVICE

“SEC. 1461. GENERAL AUTHORITY FOR CALL TO ACTIVE SERVICE.

“(a) NATIONAL EMERGENCY DECLARED BY CONGRESS.—In time of national emergency declared by Congress, or when otherwise authorized by law, an authority designated by the Secretary of State may, without the consent of the member, call any member of the Diplomatic Reserve Corps to active service for the duration of the emergency and for six months thereafter.

“(b) NATIONAL EMERGENCY DECLARED BY PRESIDENT.—

“(1) IN GENERAL.—In time of national emergency declared by the President, or when otherwise authorized by law, the Secretary may, without the consent of the member, call any member of the Diplomatic Reserve Corps to active duty for not more than 24 consecutive months.

“(2) FAIR TREATMENT IN RECALL.—To achieve fair treatment between members of the Corps who are being considered for recall to duty without their consent under this subsection, consideration shall be given to—

“(A) the length and nature of prior service in the Corps, with greater weight afforded to service abroad than to service in the United States, to assure such sharing of exposure to hazards as the national security will reasonably allow;

“(B) family responsibilities; and

“(C) employment necessary to maintain the national health, safety, or interest.

“(3) LIMITATION ON AGGREGATE NUMBER ON ACTIVE SERVICE.—The number of members of the Corps on active service under this subsection at any one time during a fiscal year may not exceed the number equal to 75 percent of the authorized strength of the Corps as of the end of the fiscal year.

“(c) LIMITED DURATION SERVICE.—At any time, the Secretary may, without the consent of the member, call any member of the Diplomatic Reserve

Corps to active service for not more than 15 days a year.

“(d) FAILURE TO PERFORM OBLIGATED SERVICE.—

“(1) IN GENERAL.—When the Secretary determines, in accordance with regulations prescribed by the Secretary, that a member of the Diplomatic Reserve Corps has failed to participate in active service required by this subchapter or active service for training required by subchapter V, or has failed to perform satisfactorily the duties of any such service, the Secretary may, without the consent of the member, call the member to active service for the performance of active service or active service for training, as the case may be, for not more than 45 days.

“(2) SINGLE CALL PER YEAR.—A member of the Corps may be called to active service under this subsection only once each calendar year.

“(e) ACTIVE SERVICE WITH MEMBER CONSENT.—At any time, the Secretary may call a member of the Diplomatic Reserve Corps to active service, or retain the member on active service, with the consent of the member.

**“SEC. 1462. ACTIVE SERVICE TO AUGMENT UNITED STATES
DIPLOMATIC ACTIVITIES.**

“(a) IN GENERAL.—When the President determines it necessary to augment the diplomatic efforts of the United States, the President may authorize the Secretary of State, without the consent of the member, to call any member of the Diplomatic Reserve Corps to active service for not more than 365 consecutive days.

“(b) SCOPE OF AUTHORITY.—The authority in subsection (a) includes authority to call a member of the Diplomatic Reserve Corps to active service to provide assistance in responding to an emergency involving any of the following:

“(1) Attack on a diplomatic or consular facility of the United States.

“(2) Terrorist attack or threat of terrorist attack against United States interests or citizens abroad that results, or could result, in significant loss of life or property.

“(3) Natural or man-made disaster abroad.

“(4) Attack or threat of attack on any nation with which the United States has friendly relations.

“(c) LIMITATION ON AGGREGATE NUMBER ON ACTIVE SERVICE.—The number of members of the Diplomatic Reserve Corps on active service under

this section at any one time during a fiscal year may not exceed the number equal to 25 percent of the authorized strength of the Corps as of the end of the fiscal year.

“(d) CONSIDERATIONS FOR INDIVIDUALS CALLABLE TO ACTIVE SERVICE.—

“(1) IN GENERAL.—In determining which members of the Diplomatic Reserve Corps will be called to active service without their consent under this section, appropriate consideration shall be given to—

“(A) the length and nature of prior service in the Corps, with greater weight afforded to service abroad than to service in the United States, to assure such sharing of exposure to hazards as the national security will reasonably allow;

“(B) the frequency of calls to active service for assignment abroad during career service in the Corps;

“(C) family responsibilities; and

“(D) employment necessary to maintain the national health, safety, or interest.

“(2) ADMINISTRATION.—The Secretary shall prescribe such policies and procedures as the Secretary considers necessary to carry out this subsection.

“(e) NOTIFICATION OF CONGRESS.—When the President authorizes the Secretary to call any member of the Diplomatic Reserve Corps to active service under the authority in subsection (a), the President shall, within 24 hours after exercising such authority, submit to Congress a report, in writing, setting forth the circumstances necessitating the action taken under this section and describing the anticipated use of the members of the Corps called to active service.

“(f) TERMINATION OF SERVICE.—When members of the Diplomatic Reserve Corps are called to active service under authority in subsection (a), the service of such members on active service may be terminated by—

“(1) order of the President;

“(2) order of the Secretary; or

“(3) law.

“SEC. 1463. ACTIVE SERVICE FOR PREPLANNED MISSIONS IN SUPPORT OF DEPARTMENT OF STATE BUREAUS AND EMBASSIES.

“(a) IN GENERAL.—When the Secretary of State determines it necessary to augment the regular personnel of the Department of State for a preplanned activity in support of a bureau of the Department or an embassy of the United States, the Secretary may, subject to subsection (b), call any member of the Diplomatic Reserve Corps, without the consent of the member, to active service for not more than 365 days.

“(b) LIMITATION—Members of the Diplomatic Reserve Corps may be called to active service under this section only if—

“(1) the activity and costs of such service are specifically included in the Congressional Budget Justification document, or in a Congressional Notification of Reprogramming, for the fiscal year or years in which such members are anticipated to be called to active service; and

“(2) the budget information on such costs includes a description of the mission for which such members are anticipated to be called to active service and the anticipated length of time of such members to be on active service on an involuntary basis.

“(c) LIMITATION ON AGGREGATE NUMBER ON ACTIVE SERVICE.—The number of members of the Diplomatic Reserve Corps on active service under this section at any one time during a fiscal year may not exceed the number equal to 25 percent of the authorized strength of the Corps as of the end of the fiscal year.

“(d) CONSIDERATION FOR INDIVIDUALS CALLABLE TO ACTIVE SERVICE.—

“(1) IN GENERAL.—In determining which members of the Diplomatic Reserve Corps will be called to active service without their consent under this section, appropriate consideration shall be given to—

“(A) the length and nature of prior service in the Corps, with greater weight afforded to service abroad than to service in the United States, to assure such sharing of exposure to hazards as the national security will reasonably allow;

“(B) the frequency of calls to active service for assignment abroad during career service in the Corps;

“(C) family responsibilities; and

“(D) employment necessary to maintain the national health, safety, or interest.

“(2) ADMINISTRATION.—The Secretary shall prescribe such policies and procedures as the Secretary considers necessary to carry out this subsection.

“(e) NOTIFICATION OF CONGRESS.—When the Secretary calls any member of the Diplomatic Reserve Corps to active service under the authority in subsection (a), the Secretary shall submit to Congress a report, in writing, setting forth the circumstances necessitating the action taken under this section and describing the anticipated use of the members of the Corps called to active service.

“(f) TERMINATION OF SERVICE.—When members of the Diplomatic Reserve Corps are called to active service under authority in subsection (a), the service of such members on active service may be terminated by—

“(1) order of the Secretary; or

“(2) law.

“SEC. 1464. ACTIVE SERVICE FOR ORGANIZING, ADMINISTERING, ETC., THE DIPLOMATIC RESERVE CORPS.

“(a) IN GENERAL.— The Secretary of State may call members of the Diplomatic Reserve Corps to active service duty pursuant to section 1461(e) to perform service organizing, administering, recruiting, instructing, or training the Corps.

“(b) DUTIES.—A member of the Diplomatic Reserve Corps on active service under subsection (a) may perform the following additional duties, to the extent that the performance of such duties does not interfere with the performance of the member’s primary Corps duties described in subsection (a):

“(1) Supporting operations or missions assigned in whole or in part to Corps members.

“(2) Supporting operations or missions performed or to be performed by—

“(A) a task force composed of elements from more than one bureau of the Department of State; or

“(B) a task force that includes—

“(i) one or more other Departments or Agencies; or

“(ii) one or more other nations or international organizations.

“(3) Advising the Secretary, the Deputy Secretaries of State, the Under Secretaries of State, the Assistant Secretaries of State, or the Chiefs of Mission regarding Corps matters.

“(4) Advising the Secretary of Defense, the Secretaries of the military departments, the Joint Chiefs of Staff, and the commanders of the combatant commands regarding Corps matters.

“SEC. 1465. ACTIVE SERVICE FOR HEALTH CARE.

“The Secretary of State may call a member of the Diplomatic Reserve Corps to active service, or retain a member on active service, for a period of not more than 30 days while the member is being treated for, or is recovering from, an injury, illness, or disease incurred or aggravated in active service (whether in active service under this subchapter or active service for training under subchapter V) in line of duty.

“SEC. 1466. ACTIVE SERVICE WITH OR WITHOUT PAY.

“(a) IN GENERAL.—Subject to other provisions of this chapter, a member of the Diplomatic Reserve Corps may be ordered to active service under this subchapter or other service (including inactive service for training) or duty—

“(1) with the pay and allowances provided by this chapter for members of the Corps; or

“(2) with the member's consent, without pay.

“(b) TREATMENT SERVICE OR DUTY WITHOUT PAY.—Service or duty without pay described in subsection (a)(2) shall be considered for all purposes as if it were service or duty with pay.

“(c) COMPENSATION FOR RETENTION ON ACTIVE SERVICE AFTER EXPIRATION OF TERM OF SERVICE.—A member of the Diplomatic Reserve Corps who is kept on active service under this subchapter after the term of service otherwise provided for by this subchapter expires is entitled to pay and allowances while on that service, except as they may be forfeited upon a determination of the Director General of the Foreign Service and approved by the Secretary of State.

“SEC. 1467. ACTIVE SERVICE AGREEMENTS.

“(a) ACTIVE SERVICE AGREEMENTS.—

“(1) **IN GENERAL.**—Subject to paragraph (2), in order to provide definite terms of active service under this subchapter for members of the Diplomatic Reserve Corps with their consent, the Secretary of State may make a standard written agreement with any member of the Corps requiring the member to serve for a period of active service under this subchapter of not more than four years. When such an agreement expires, a new one may be made.

“(2) **INAPPLICABILITY DURING WAR OR NATIONAL EMERGENCY.**—This subsection does not apply in time of war or national emergency.

“(3) **REQUIREMENT FOR COVERED TERM OF SERVICE.**—An agreement may not be made under this subsection unless the specified period of service is at least 2 months longer than any period of active service that the member is otherwise required to perform.

“(4) **UNIFORMITY OF AGREEMENTS.**—Agreements made under this subsection shall be uniform so far as practicable, and are subject to such standards and policies as may be described by the Secretary.

“(5) **EFFECT OF EXPIRATION DURING WAR OR NATIONAL EMERGENCY.**—If an agreement made under this subsection expires during a war or during a national emergency declared by Congress or the President, the member concerned may be kept on active service, without the member’s consent, as otherwise prescribed by law.

“(b) RELEASE FROM ACTIVE SERVICE WITHOUT CONSENT.—

Each agreement made under subsection (a) shall provide that the member of the Diplomatic Reserve Corps may not be released from active service without the member’s consent during the period of the agreement as follows:

“(1) Because of a reduction in the authorized strength of the Corps, unless the release is in accordance with regulations prescribed by the Secretary to determine the members to be released.

“(2) For any other reason, without an opportunity to appeal the decision to the Director General of the Foreign Service, unless the member is—

“(A) dismissed or discharged following the loss of the member’s security clearance;

“(B) released because of an unexplained absence without leave for at least three months:

“(C) released following a conviction and sentencing to confinement in a Federal or State penitentiary or correctional institution and the sentence has become final; or

“(D) released because the member has been low-ranked twice by a selection board provided for by section 1442.

“(c) COMPENSATION FOR UNAUTHORIZED RELEASE WITHOUT CONSENT.—

“(1) IN GENERAL.—Except as provided in paragraph (2), a member of the Diplomatic Reserve Corps who is released from active service without consent before the end of an agreement made under subsection (a) is entitled to an amount computed by multiplying the number of months of unexpired service under the agreement by the sum of one month basic pay, special pay, and allowances to which the member is entitled on the day of release.

“(2) EXCLUDED MEMBERS.—This subsection does not apply to a member of the Corps if the member is—

“(A) released for a reason specified in subparagraph (A) through (D) of paragraph (1);

“(B) released because of a physical disability resulting from the member’s own intentional misconduct or willful neglect;

“(C) eligible for retirement under another provision of law; or

“(D) released to accept an appointment in the Foreign Service or civil service in the Department of State.

“(3) CALCULATION OF MONTHS.—For purposes of this subsection, a fraction of a month of 15 days or more is counted as a whole month, and a fraction of a month of fewer than 15 days is disregarded.

“(4) TREATMENT OF PAYMENT.—The amount to which a member of the Corps is entitled under this subsection is in addition to any pay and allowances to which the member is otherwise entitled.

“SEC. 1468. OTHER PERSONNEL MANAGEMENT MATTERS.

“(a) USE OF CORPS PERSONNEL IN TEMPORARY EXPANSION OF DEPARTMENT OF STATE PERSONNEL.—When a temporary expansion of the personnel of the Department of State requires that members of the Diplomatic Reserve Corps be called to active service under this subchapter without their consent, the services of qualified and available members in all classes shall be used, so far as practicable, according to the national security needs of the Department.

“(b) CLASS OF ACTIVE SERVICE.—A member of the Diplomatic Reserve Corps called to active service under this subchapter shall be called to active service in the salary class, and the salary step (if applicable), to which assigned pursuant to subchapter III at the time of the call to active service.

“(c) TYPES OF ASSIGNMENTS.—A member of the Diplomatic Reserve Corps who is on active service under this subchapter may, under regulations prescribed by the Secretary of State, be assigned to any duty authorized by law for Foreign Service personnel and other employees of the Department.

“SEC. 1469. RELEASE FROM ACTIVE SERVICE.

“The Secretary of State may release a member of the Diplomatic Reserve Corps on active service under this subchapter from such active service at any time.

“SEC. 1470. SUSPENSION BY PRESIDENT OF CERTAIN LAWS AND REGULATIONS ON PROMOTION, RETIREMENT, AND SEPARATION.

“(a) IN GENERAL.—During any period members of the Diplomatic Reserve Corps are serving on active service pursuant to a call to active service under section 1461, 1462, or 1463, the President may suspend any provision of law and regulations relating to promotion, retirement, or separation applicable to any member of the Corps who the President determines is essential to the national security of the United States.

“(b) TERMINATION OF SUSPENSION.—A suspension made under the authority in subsection (a) shall terminate upon the earlier of—

“(1) release from active service of the members of the Diplomatic Reserve Corps covered by such suspension; or

“(2) such time as the President determines the circumstances which required the suspension, or the call of such members to active service no longer exist.

“(c) EXTENSION OF REQUIRED RETIREMENT OR SEPARATION.— Upon the termination of a suspension made under the authority in subsection (a) of a provision of law otherwise requiring the retirement or separation of members from the Diplomatic Reserve Corps for age or length of service, the Secretary of State shall extend by up to 90 days the otherwise required date of retirement or separation of any member whose retirement or separation, but for the suspension, would have been before the date of termination of the suspension or within 90 days after the date of termination of the suspension.”.

SEC. 408. RETIREMENT, TERMINATION OF APPOINTMENT, DISABILITY, AND RELATED MATERS.

Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as amended by section 407 of this Act, is further amended by adding at the end the following new subchapter:

“SUBCHAPTER VII—RETIREMENT, TERMINATION OF APPOINTMENT, AND DISABILITY

“SEC. 1471. VOLUNTARY RETIREMENT.

“(a) IN GENERAL.—A member of the Diplomatic Reserve Corps who is at least 60 years of age and has at least 20 years of service in the Corps creditable toward retirement under section 1483(b) may, on the member’s application and with the consent of the Secretary of State, be retired from the Corps.

“(b) IMMEDIATE ANNUITY.—A member of the Diplomatic Reserve Corps retired under subsection (a) shall be entitled to an immediate annuity under subchapter VIII.

“SEC. 1472. MANDATORY RETIREMENT FOR AGE.

“(a) IN GENERAL.—Except as provided in subsection (b), each member of the Diplomatic Reserve Corps shall be retired from the Corps at the end of the month in which the member reaches 65 years of age.

“(b) EXCEPTIONS.—

“(1) MEMBERS OF SDR AND SDRR.—A member of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve who is otherwise required to retire under subsection (a) during the term of an appointment to the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve, as the case may be, may continue to serve in that appointment until that appointment terminates.

“(2) RETENTION OF CORPS MEMBERS IN PUBLIC INTEREST.—When the Secretary of State determines it to be in the public interest, a member of the Diplomatic Reserve Corps who is otherwise required to retire under subsection (a) may be retained in the Corps for a period not to exceed one year from the date on which the member would otherwise be retired under that subsection. Any period of retention under this paragraph may be renewed. Any period or periods of retention of a member under this paragraph shall be considered the aggregate period of retention of the member under this paragraph for purposes of paragraph (3).

“(3) RETIREMENT ON EXPIRATION OF EXCEPTION.—A member who completes a period of service authorized by paragraph (1), or completes the aggregate period of retention in the Corps authorized by paragraph (2), shall be retired from the Corps at the end of the month in which such authorized service is completed or such aggregate period is completed, as applicable.

“(c) BENEFITS.—

“(1) IMMEDIATE ANNUITY FOR MEMBERS WITH 5 YEARS CREDITABLE SERVICE.—A member of the Diplomatic Reserve Corps who has at least 5 years of service in the Corps creditable toward retirement under section 1483(b) at the time of retirement under this section is entitled to an immediate annuity under subchapter VIII.

“(2) INVOLUNTARY SEPARATION BENEFITS FOR OTHER MEMBERS.—A member of the Corps who is not described by paragraph (1) at the time of retirement under this section shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“SEC. 1473. RETIREMENT OR TERMINATION OF APPOINTMENT FOR DISABILITY OR INCAPACITY.

“(a) COVERED MEMBERS.—This section applies to members of the Diplomatic Reserve Corps who become totally disabled or incapacitated for useful and efficient service in the Corps by reason of disease, injury, or illness (not due to vicious habits, intemperance, or willful conduct of the member concerned).

“(b) RETIREMENT.—A member of the Diplomatic Reserve Corps covered by subsection (a) who has at least 5 years of service in the Corps creditable toward

retirement under section 1483(b) upon becoming totally disabled or incapacitated as described in that subsection shall, upon the member's own application or upon order of the Secretary of State, be retired from the Corps.

“(c) TERMINATION OF APPOINTMENT.—

“(1) MEMBERS WITH FEWER THAN 5 YEARS CREDITABLE SERVICE.—A member of the Diplomatic Reserve Corps covered by subsection (a) who is not retireable under subsection (b) shall have the member's appointment in the Corps terminated.

“(2) MEMBERS WITH DISABILITY, ETC., CAUSED BY MEMBER MISCONDUCT.—A member of the Corps whose disability or incapacity as described in subsection (a) is by reason of a disability, illness, or injury due to vicious habits, intemperance, or willful conduct of the member shall have the member's appointment in the Corps terminated.

“(d) BENEFITS.—

“(1) IMMEDIATE ANNUITY FOR MEMBERS WITH 5 YEARS CREDITABLE SERVICE.—

“(A) IN GENERAL.— A member of the Diplomatic Reserve Corps who is retired under subsection (b) shall be entitled to an immediate annuity under subchapter VIII.

“(B) COMPUTATION OF ANNUITY FOR MEMBERS WITH FEWER THAN 20 YEARS CREDITABLE SERVICE.—In the case of a member covered by subparagraph (A) who has fewer than 20 years of service in the Corps creditable toward retirement under section 1483(b) at the time of retirement, the annuity under that subparagraph shall be computed on the assumption that the member had 20 years of such service at such time, except that the additional service credit that may accrue to a member may not exceed the difference between the member's age at the time of retirement and 60 years of age.

“(2) INVOLUNTARY SEPARATION BENEFITS FOR TERMINATION OF APPOINTMENT FOR FEWER THAN 5 YEARS CREDITABLE SERVICE.—A member of the Corps whose appointment in the Corps is terminated under subsection (c)(1) shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“(3) NO BENEFITS FOR TERMINATION OF APPOINTMENT FOR DISABILITY, ETC., CAUSED BY MEMBER MISCONDUCT.—A member of the Corps whose appointment in the Corps is terminated under subsection (c)(2) is not entitled to benefits under subchapter VIII in connection with the termination or the service so terminated.

“SEC. 1474. RETIREMENT FOR EXPIRATION OF MAXIMUM TIME IN CLASS.

“(a) MAXIMUM TIME IN CLASS LIMITATIONS.—

“(1) IN GENERAL.—The Secretary of State shall, by regulations, establish maximum time in class limitations for members of the Diplomatic Reserve Corps.

“(2) CONFORMITY TO REGULATIONS APPLICABLE TO FOREIGN SERVICE.—The regulations prescribed pursuant to paragraph (1) shall, to the extent practicable, conform to the regulations on maximum time in class limitations for members of the Foreign Service under section 607(a).

“(b) OTHER APPLICABLE AUTHORITIES.—Paragraphs (2) and (3) of section 607(a) shall apply to maximum time in class limitations established pursuant to subsection (a).

“(c) LIMITED EXTENSION IN SERVICE AFTER EXPIRATION OF MAXIMUM TIME IN CLASS.—

“(1) IN GENERAL.—A member of the Diplomatic Reserve Corps described in paragraph (2) may continue to serve under a limited extension of the member’s appointment after the expiration of the member’s maximum time in class limitation under subsection (a).

“(2) COVERED MEMBERS.—A member of the Corps described in this paragraph is a member whose maximum time in class under subsection (a) expires—

“(A) after the member attains the highest salary class for the member’s occupational specialty; or

“(B) in the case of members of the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve, while they are in a salary class designated by the Secretary for purposes of this subsection.

“(3) GRANT OF EXTENSION.—An extension may be granted by the

Secretary under this subsection only if the Secretary determines that such extension serves the needs of the Corps. In making such determination, the Secretary shall take into account the recommendations of a selection board under section 1442.

“(4) MAXIMUM TERM OF EXTENSION.—The term of an extension under this subsection may not exceed 3 years or the time remaining in the term of the member’s current appointment at the time of expiration of maximum time in class, as elected by the Secretary at the time of expiration.

“(5) RENEWAL.—Any term of extension under this subsection may be renewed. Any such renewal shall be made in accordance with the requirements for the granting of extensions under paragraph (3).

“(d) RETIREMENT.—

“(1) IN GENERAL.—Each member of the Corps described in paragraph (2) shall be retired from the Corps.

“(2) COVERED MEMBERS.—A member of the Corps described in this paragraph is a member—

“(A) whose maximum time in class under subsection (a) expires and who is not promoted to a higher class or combination of classes, as the case may be; or

“(B) whose limited extension under subsection (c) expires and is not renewed.

“(e) ADDITIONAL EXTENSION AUTHORITIES.—Notwithstanding any other provision of this section, the provisions of section 607(d) shall apply to members of the Corps whose maximum time in class under subsection (a) expires.

“(f) BENEFITS.—

“(1) IMMEDIATE ANNUITY FOR MEMBERS OVER 59 WITH 20 YEARS CREDITABLE SERVICE.—A MEMBER OF THE DIPLOMATIC RESERVE CORPS WHO HAS reached 60 years of age and has at least 20 years of service in the Corps creditable toward retirement under section 1483(b) at the time of retirement under this section shall be entitled to an immediate annuity under subchapter VIII.

“(2) DEFERRED ANNUITY FOR MEMBERS UNDER 60 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Corps who is under

60 years of age and has at least 20 years of service in the Corps creditable toward retirement under section 1483(b) at the time of retirement under this section shall be entitled to a deferred annuity under subchapter VIII upon reaching 60 years of age.

“(3) INVOLUNTARY SEPARATION BENEFITS FOR OTHER MEMBERS.—A member of the Corps not described by paragraph (1) or (2) at the time of retirement under this section shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“(g) ADMINISTRATION.—In the administration of subsections (b) and (e)—

“(1) any reference to the Foreign Service shall be deemed to be a reference to the Diplomatic Reserve Corps;

“(2) any reference to members of the Senior Foreign Service shall be deemed to be a reference to the Senior Diplomatic Reserve or the Senior Diplomatic Retiree Reserve, as applicable;

“(3) any reference to a member of the Foreign Service shall be deemed to be a reference to a member of the Diplomatic Reserve or the Diplomatic Retiree Reserve, as applicable; and

“(4) any reference to a career member of the Foreign Service shall be deemed to be a reference to a member of the Corps.

“SEC. 1475. RETIREMENT OR TERMINATION OF APPOINTMENT BASED ON RELATIVE PERFORMANCE.

“(a) ADMINISTRATIVE REVIEW OF PERFORMANCE.—When the review of a selection board under section 1442 indicates that the performance of a member of the Diplomatic Reserve Corps may not meet standards and qualifications of performance prescribed pursuant to section 1491 that are applicable to the member, the Secretary of State shall provide for administrative review of the performance of the member. The review shall include an opportunity for the member to be heard.

“(b) RETIREMENT OR TERMINATION OF APPOINTMENT.—If an administrative review conducted under subsection (a) substantiates that a member of the Diplomatic Reserve Corps has failed to meet the standards and qualifications of performance applicable to the member, the member shall—

“(1) in the case of a member who has at least 20 years of service in

the Corps creditable toward retirement under section 1483(b) at the time of such substantiation, be retired from the Corps; or

“(2) in the case of any other member, have the member’s appointment in the Corps terminated.

“(c) BENEFITS.—

“(1) IMMEDIATE ANNUITY FOR MEMBERS OVER 59 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Diplomatic Reserve Corps who has reached 60 years of age at the time of retirement under subsection (b)(1) shall be entitled to an immediate annuity under subchapter VIII.

“(2) DEFERRED ANNUITY FOR MEMBERS UNDER 60 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Corps who is under 60 years of age at the time of retirement under subsection (b)(1) shall be entitled to a deferred annuity under subchapter VIII upon reaching 60 years of age.

“(3) INVOLUNTARY SEPARATION BENEFITS FOR OTHER MEMBERS.—A member of the Corps whose appointment in the Corps is terminated under subsection (b)(2) shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“SEC. 1476. SEPARATION FOR CAUSE.

“(a) SEPARATION FOR CAUSE.—The Secretary of State may decide to separate any member of the Diplomatic Reserve Corps for such cause as will promote the efficiency of the Corps.

“(b) NOTICE AND OPPORTUNITY TO RESPOND.—A member of the Diplomatic Reserve Corps for whom separation is proposed under subsection (a) shall be entitled to—

“(1) written notice stating the specific reasons for the proposed separation;

“(2) a reasonable time to respond orally and in writing to the proposed separation;

“(3) obtain at the member’s own expense representation by an attorney or other representative; and

“(4) a final written decision, including the specific reasons for such decision, as soon as practicable.

“(c) BENEFITS.—

“(1) INVOLUNTARY SEPARATION BENEFITS.—Except as provided in paragraph (2), a member of the Diplomatic Service Corps who is separated under subsection (a) shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“(2) NO BENEFITS FOR SEPARATION BASED ON DISLOYALTY.—A member of the Corps whose separation under subsection (a) is determined by the Secretary to be based, in whole or in part, on the ground of disloyalty to the United States is not entitled to benefits under subchapter VIII in connection with the separation or the service from which separated.

“SEC. 1477. SUSPENSION.

“(a) SUSPENSION.—In order to promote the efficiency of the Diplomatic Reserve Corps, the Secretary of State may suspend a member of the Corps when—

“(1) the member’s security clearance is suspended; or

“(2) there is reasonable cause to believe that the member has committed a crime for which a sentence of imprisonment may be imposed.

“(b) NOTICE AND OPPORTUNITY TO RESPOND.—A member of the Diplomatic Reserve Corps for whom a suspension is proposed under subsection (a), shall be entitled to the matters specified in paragraphs (1) through (4) of section 1476(b) in connection with notice and an opportunity to respond to the proposed suspension.”.

SEC. 409. RETIREMENT AND DISABILITY RETIREMENT BENEFITS AND RELATED MATTERS.

Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as amended by section 408 of this Act, is further amended by adding at the end the following new subchapter:

“SUBCHAPTER VIII—RETIREMENT AND DISABILITY RETIREMENT BENEFITS

“SEC. 1481. PARTICIPATION OF MEMBERS OF THE DIPLOMATIC RESERVE CORPS IN THE FOREIGN SERVICE PENSION SYSTEM.

“(a) IN GENERAL.—Except as provided in subsection (b) or as otherwise specifically provided in this subchapter or any other provision of law, the provisions of chapter 84 of title 5, United States Code, shall apply to all members of the Diplomatic Reserve Corps as if such members were participants in the Foreign Service Pension System under subchapter II of chapter 8 of this title, and such members shall be treated in all respects similar to persons whose participation in the Federal Employees’ Retirement System provided in such chapter 84 is required.

“(b) EXCLUSION OF MEMBERS ENTITLED TO RETIREMENT ANNUITY OR PAY UNDER OTHER FEDERAL GOVERNMENT PERSONNEL SYSTEMS.—Subsection (a) shall not apply to a member of the Diplomatic Reserve Corps if the member, at the time of commencement of membership in the Corps, is entitled (whether or not in receipt) to any of the following:

“(1) A retirement annuity under subchapter I or II of chapter 8 of this title.

“(2) Retired pay or retainer pay under chapter 71 or 1223 of title 10, United States Code.

“(3) A retirement annuity under chapter 83 or 84 of title 5, United States Code.

“(4) Retired pay, retainer pay, or a retirement annuity under any other Federal Government personnel system.

“(c) DESIGNATION OF PARTICIPATING MEMBERS.—A member of the Diplomatic Reserve Corps participating in the Foreign Service Pension System by reason of this section is designated in this subchapter as a ‘participating member of the Diplomatic Reserve Corps’ or ‘participating member of the Corps’.

“(d) ADMINISTRATION.—In this administration of subchapter II of chapter 8 of this title for purposes of this subchapter, any reference to a participant shall be deemed to be a reference to a participating member of the Diplomatic Reserve Corps.

“SEC. 1482. TREATMENT OF ACTIVE SERVICE AS EMPLOYMENT UNDER CERTAIN RETIREMENT BENEFITS LAWS.

“(a) IN GENERAL.—Service of a member of the Diplomatic Reserve Corps specified in subsection (b) shall be treated as employment for the purpose of title II of the Social Security Act and chapter 21 of the Internal Revenue Code of 1986.

“(b) COVERED SERVICE.—Service of a member of the Diplomatic Reserve Corps specified in this subsection is any service of a member of the Corps (whether or not a participating member of the Corps) as follows:

“(1) Active service for training specified in section 1451(a)(1) that is performed under subchapter V.

“(2) Active service that is performed under any provision of subchapter VI.

“SEC. 1483. AGE AND SERVICE REQUIREMENTS FOR ANNUITIES.

“(a) AGE AND SERVICE REQUIREMENTS.—

“(1) IN GENERAL.—Except as provided in paragraph (2), a participating member of the Diplomatic Reserve Corps is entitled to an annuity computed under section 1484 if the person—

“(A) has attained 60 years of age; and

“(B) has performed at least 20 years of service in the Corps creditable toward retirement (as computed under subsection (b)).

“(2) MEMBERS RETIRED FOR DISABILITY OR INCAPACITY.—A participating member of the Corps who is retired under section 1473(b) is entitled to an annuity upon retirement, regardless of whether the member satisfies the age requirement in paragraph (1)(A) at the time of retirement.

“(b) COMPUTATION OF YEARS OF SERVICE CREDITABLE TOWARD RETIREMENT.—

“(1) IN GENERAL.—Subject to paragraphs (2) and (3), the years of service of a participating member in the Diplomatic Reserve Corps that are creditable toward retirement for purposes of this chapter are computed as

one year of service for each one-year period in which the member has been credited with at least 50 points on the following bases:

“(A) 15 points for membership in the Corps.

“(B) One point for each day of active service that is performed under subchapter VI.

“(C) One point for each day of active service for training specified in section 1451(a) that is performed under subchapter V.

“(2) CREDIT LIMITED TO SERVICE MEETING APPLICABLE STANDARDS AND QUALIFICATIONS.—Service of a participating member of the Corps is creditable under subparagraphs (B) and (C) of paragraph (1) only if the service meets the standards and qualifications of performance prescribed under section 1491 that are applicable to the member and such other standards and qualifications as the Secretary of State may prescribe.

“(3) CERTAIN SERVICE NOT CREDITABLE.—The following service or duty of a participating member of the Corps is not creditable toward retirement for purposes of this chapter:

“(A) Service or duty while in inactive status under section 1452.

“(B) Gratuitous service under section 1454.

“(C) Active service for health care under section 1465.

“SEC. 1484. COMPUTATION OF ANNUITIES.

“(a) IN GENERAL.—Subject to subsections (c), (d), and (e), the annuity of a participating member of the Diplomatic Reserve Corps retiring or retired under subchapter VII or IX and entitled to an annuity under this chapter is the amount equal to the product of—

“(1) the amount equal to 2 percent of the member’s average pay in the Corps; and

“(2) the number equal to the number of years of service of the member creditable toward retirement under section 1483(b).

“(b) AVERAGE PAY.—In this section, the term ‘average pay’, in the case of a participating member of the Diplomatic Reserve Corps, means the largest annual rate resulting from averaging the member’s basic salary rate or rates under subchapter III in effect over any 3 consecutive years of membership in the Corps

(regardless of whether the member performed active service in the Corps during the entire period of such consecutive years).

“(c) **LIMITATION ON NUMBER OF YEARS CREDITABLE TOWARD RETIREMENT.**—The total number of years of service of a participating member of the Diplomatic Reserve Corps that are creditable toward retirement for purposes of subsection (a)(2) may not exceed 35 years.

“(d) **DISABILITY OR INCAPACITY ANNUITY.**—In the case of a participating member of the Diplomatic Reserve Corps who is retiring or retired for disability or incapacity under section 1473(b), the member’s annuity under this chapter shall be computed in accordance with section 1473(d) and this subchapter rather than in accordance with section 8452 of title 5, United States Code.

“(e) **REDUCTION OF ANNUITY FOR PART-TIME SERVICE.**—If in any year of membership in the Diplomatic Reserve Corps a participating member of the Corps performs an aggregate of active service in the Corps under subchapters V and VI of fewer than 2,087 hours, the annuity of the member as computed pursuant to subsection (a) or (d) is subject to reduction in accordance with the provisions of section 8415(g)(1) of title 5, United States Code.

“SEC. 1485. OTHER ADMINISTRATIVE MATTERS.

“(a) **ANNUITY SUPPLEMENT.**—A participating member of the Diplomatic Reserve Corps is not entitled to an annuity supplement provided for by section 855(c), regardless of the member’s age at retirement.

“(b) **DEEMED CONSENT AND AGREEMENT TO DEDUCTIONS AND WITHHOLDINGS.**—Each participating member of the Diplomatic Reserve Corps is deemed to consent and agree to the deductions under section 856(a) in connection with such member’s participation in the Foreign Service Pension System, as modified by the provisions of this subchapter, in connection with membership and service in the Corps as provided for by section 1481(a).”.

SEC. 410. OTHER ADMINISTRATIVE AUTHORITIES AND REQUIREMENTS.

Chapter 14 of title I of the Foreign Service Act of 1980 (22 U.S.C. 3901 et seq.), as amended by section 409 of this Act, is further amended by adding at the end the following new subchapter:

“SUBCHAPTER IX—OTHER ADMINISTRATIVE AUTHORITIES AND REQUIREMENTS

“SEC. 1491. STANDARDS AND QUALIFICATIONS OF PERFORMANCE FOR RETENTION AND PROMOTION.

“(a) STANDARDS AND QUALIFICATIONS.—The Secretary of State shall prescribe standards and qualifications of performance for the retention and promotion of members of the Diplomatic Reserve Corps.

“(b) PERIODIC DETERMINATIONS OF COMPLIANCE.—

“(1) IN GENERAL.—The Secretary shall establish procedures for the periodic and equitable determination of the compliance of members of the Diplomatic Reserve Corps with the standards and qualifications prescribed pursuant to subsection (a) in their performance of service with the Corps.

“(2) SCOPE AND NATURE OF PROCEDURES.—The procedures established pursuant to paragraph (1)—

“(A) shall include administrative reviews of relative performance of members by selection boards as contemplated by section 1475(a); and

“(B) may include any other procedures for reviews or determinations of performance of members that the Secretary considers appropriate for purposes of this section.

“(c) TERMINATION OF APPOINTMENT FOR PERFORMANCE DETERMINED NOT TO STANDARD UNDER ADDITIONAL AUTHORIZED PROCEDURES.—

“(1) IN GENERAL.—A member of the Diplomatic Reserve Corps determined pursuant to the procedures established pursuant to subsection (b)(2) to not meet standards and qualifications of performance prescribed pursuant to subsection (a) applicable to the member shall have the member’s appointment in the Corps terminated.

“(2) NO BENEFITS FOR TERMINATION OF APPOINTMENT.—A member of the Corps whose appointment in the Corps is terminated under paragraph (1) is not entitled to benefits under subchapter VIII in connection with the termination or the service so terminated.

“(3) NO REAPPOINTMENT.—An individual whose appointment in the Corps is terminated under paragraph (1) may not be reappointed to the Corps.

“SEC. 1492. SCREENING OF MEMBERS.

“(a) SYSTEM OF SCREENING.—Under regulations prescribed by the Secretary of State, a system of continuous screening of members of the Diplomatic Reserve Corps shall be established to ensure the following:

“(1) That there is a proper balance of required skills among the members of the Corps.

“(2) That there will be no significant attrition of members during a call to active service pursuant to subchapter VI.

“(3) That, except for members of the Corps with skills for which there is an overriding requirement, members having critical civilian skills are not retained in numbers beyond the need for such skills.

“(4) That, with due regard to national security requirements, recognition is given in determinations of retention of members of the Corps under this section to service at hardship locations or at which danger pay was authorized.

“(b) RETIREMENT OR TERMINATION OF APPOINTMENT OF MEMBERS EXCESS TO REQUIREMENTS.—If a member of the Diplomatic Reserve Corps is determined pursuant to screening under subsection (a) to be excess to the requirements of the Corps, the member shall—

“(1) in the case of a member who has at least 20 years of service in the Corps creditable toward retirement under section 1483(b) at the time of the determination, be retired from the Corps; or

“(2) in the case of any other member, have the member’s appointment in the Corps terminated.

“(c) BENEFITS.—

“(1) IMMEDIATE ANNUITY FOR MEMBERS OVER 59 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Diplomatic Reserve Corps who has reached 60 years of age at the time of retirement under subsection (b)(1) shall be entitled to an immediate annuity under subchapter VIII.

“(2) DEFERRED ANNUITY FOR MEMBERS UNDER 60 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Corps who is under 60 years of age at the time of retirement under subsection (b)(1) shall be entitled

to a deferred annuity under subchapter VIII upon reaching 60 years of age.

“(3) INVOLUNTARY SEPARATION BENEFITS FOR OTHER MEMBERS.—A member of the Corps whose appointment is terminated under subsection (b)(2) shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“(d) REAPPOINTMENT OF TERMINATED MEMBERS.—

“(1) IN GENERAL.—An individual whose appointment in the Diplomatic Reserve Corps is terminated under subsection (b)(2) may be reappointed to the Corps in accordance with such requirements and conditions as the Secretary shall prescribe in the regulations required by subsection (a).

“(2) EFFECT OF REAPPOINTMENT ON RETIREMENT BENEFITS.—

“(A) EXCLUSION OF TERMINATED SERVICE IN COMPUTING BENEFITS.—Except as provided in subparagraph (B), if an individual described in paragraph (1) is reappointed to the Corps, any service of the individual in the Corps before the termination of the individual’s appointment under subsection (b)(2) shall not be taken into account in computing any benefits to be received by the individual under subchapter VIII by reason of service in the Corps in connection with such reappointment.

“(B) CREDIT FOR TERMINATED SERVICE UPON REPAYMENT OF SEPARATION BENEFITS.—An individual described in paragraph (1) who is reappointed to the Corps shall have the service of the individual described in subparagraph (A) taken into account in computing any benefits to be received by the individual under subchapter VIII by reason of service in the Corps in connection with such reappointment if the individual makes a payment to the Fund equal to the amount of involuntary separation benefits received by the individual under subsection (c)(3) in connection with termination, together with interest on such amount computed in accordance with regulations issued by the Secretary (which regulations shall conform, to the extent practicable, to the regulations issued pursuant to section 854(d)).

“(C) FUND DEFINED.—In this paragraph, the term ‘Fund’ has the meaning given that term in section 852(2).

“SEC. 1493. MEDICAL AND DENTAL READINESS.

“(a) COMPREHENSIVE ASSESSMENTS REQUIRED.—

“(1) IN GENERAL.—In order to assure the medical and dental readiness of members of the Diplomatic Reserve Corps for active service pursuant to a call to active service under subchapter VI, each member of the Corps shall undergo, not less frequently than once every six months, a comprehensive assessment of the medical and dental readiness of such member for such service.

“(2) ELEMENTS.—The Secretary of State shall prescribe in regulations the required elements of the comprehensive assessments required pursuant to paragraph (1).

“(b) SUBMITTAL OF RESULTS.—Each member of the Corps shall submit to the Chief Medical Officer of the Department of State the results of each comprehensive assessment of medical and dental readiness undergone by such member under this section.

“(c) RETIREMENT OR TERMINATION OF APPOINTMENT OF MEMBERS FOR LACK OF MEDICAL OR DENTAL READINESS.—If a member of the Diplomatic Reserve Corps is determined as a result of an assessment undergone pursuant to subsection (a) to lack the medical or dental readiness necessary for active service in the Corps as described in that subsection, the member shall—

“(1) in the case of a member who has at least 20 years of service in the Corps creditable toward retirement under section 1483(b) at the time of the determination, be retired from the Corps; or

“(2) in the case of any other member, have the member’s appointment in the Corps terminated.

“(d) BENEFITS.—

“(1) IMMEDIATE ANNUITY FOR MEMBERS OVER 59 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Diplomatic Reserve Corps who has reached 60 years of age at the time of retirement under subsection (c)(1) shall be entitled to an immediate annuity under subchapter VIII.

“(2) DEFERRED ANNUITY FOR MEMBERS UNDER 60 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Corps who is under 60 years of age at the time of retirement under subsection (c)(1) shall be entitled to a deferred annuity under subchapter VIII upon reaching 60 years of age.

“(3) INVOLUNTARY SEPARATION BENEFITS FOR OTHER MEMBERS.—A member of the Corps whose appointment is terminated under subsection (c)(2) shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“(e) REAPPOINTMENT OF TERMINATED MEMBERS.—

“(1) IN GENERAL.—An individual whose appointment in the Diplomatic Reserve Corps is terminated under subsection (c)(2) may be reappointed to the Corps in accordance with such requirements and conditions as the Secretary shall prescribe in regulations.

“(2) EFFECT OF REAPPOINTMENT ON RETIREMENT BENEFITS.—

“(A) EXCLUSION OF TERMINATED SERVICE IN COMPUTING BENEFITS.—Except as provided in subparagraph (B), if an individual described in paragraph (1) is reappointed to the Corps, any service of the individual in the Corps before the termination of the individual’s appointment under subsection (c)(2) shall not be taken into account in computing any benefits to be received by the individual under subchapter VIII by reason of service in the Corps in connection with such reappointment.

“(B) CREDIT FOR TERMINATED SERVICE UPON REPAYMENT OF SEPARATION BENEFITS.—An individual described in paragraph (1) who is reappointed to the Corps shall have the service of the individual described in subparagraph (A) taken into account in computing any benefits to be received by the individual under subchapter VIII by reason of service in the Corps in connection with such reappointment if the individual makes a payment to the Fund equal to the amount of involuntary separation benefits received by the individual under subsection (d)(3) in connection with termination, together with interest on such amount computed in accordance with regulations issued by the Secretary (which regulations shall conform,

to the extent practicable, to the regulations issued pursuant to section 854(d)).

“(C) FUND DEFINED.—In this paragraph, the term ‘Fund’ has the meaning given that term in section 852(2).

“SEC. 1494. REDUCTIONS IN FORCE.

“(a) REDUCTIONS IN FORCE.—

“(1) IN GENERAL.—The Secretary of State may conduct reductions in force and shall prescribe regulations for the separation of members of the Diplomatic Reserve Corps under such reductions in force which give due effect to each of the circumstances specified in section 611(a).

“(2) CONFORMITY TO REGULATIONS APPLICABLE TO FOREIGN SERVICE.—The regulations prescribed pursuant to paragraph (1) shall, to the extent practicable, conform to regulations on separations of members of the Foreign Service in reductions of force prescribed pursuant to section 611(a).

“(b) RETIREMENT OR TERMINATION OF APPOINTMENT OF MEMBERS DURING RIFS.—If a member of the Diplomatic Reserve Corps is determined to be separable during a reduction in force conducted pursuant to subsection (a), the member shall—

“(1) in the case of a member who has at least 20 years of service in the Corps creditable toward retirement under section 1483(b) at the time of the determination, be retired from the Corps; or

“(2) in the case of any other member, have the member’s appointment in the Corps terminated.

“(c) BENEFITS.—

“(1) IMMEDIATE ANNUITY FOR MEMBERS OVER 59 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Diplomatic Reserve Corps who has reached 60 years of age at the time of retirement under subsection (b)(1) shall be entitled to an immediate annuity under subchapter VIII.

“(2) DEFERRED ANNUITY FOR MEMBERS UNDER 60 WITH 20 YEARS CREDITABLE SERVICE.—A member of the Corps who is under 60 years of age at the time of retirement under subsection (b)(1) shall be entitled

to a deferred annuity under subchapter VIII upon reaching 60 years of age.

“(3) INVOLUNTARY SEPARATION BENEFITS FOR OTHER MEMBERS.—A member of the Corps whose appointment is terminated under subsection (b)(2) shall receive the benefits, if any, for an involuntary separation under subchapter II of chapter 8 of this title that are provided under section 855(b)(3) to similarly situated members of the Foreign Service who are involuntarily retired or separated from the Service.

“(d) REAPPOINTMENT OF TERMINATED MEMBERS.—

“(1) IN GENERAL.—An individual whose appointment in the Diplomatic Reserve Corps is terminated under subsection (b)(2) may be reappointed to the Corps in accordance with such requirements and conditions as the Secretary shall prescribe in regulations.

“(2) EFFECT OF REAPPOINTMENT ON RETIREMENT BENEFITS.—

“(A) EXCLUSION OF TERMINATED SERVICE IN COMPUTING BENEFITS.—Except as provided in subparagraph (B), if an individual described in paragraph (1) is reappointed to the Corps, any service of the individual in the Corps before the termination of the individual’s appointment under subsection (b)(2) shall not be taken into account in computing any benefits to be received by the individual under subchapter VIII by reason of service in the Corps in connection with such reappointment.

“(B) CREDIT FOR TERMINATED SERVICE UPON REPAYMENT OF SEPARATION BENEFITS.—An individual described in paragraph (1) who is reappointed to the Corps shall have the service of the individual described in subparagraph (A) taken into account in computing any benefits to be received by the individual under subchapter VIII by reason of service in the Corps in connection with such reappointment if the individual makes a payment to the Fund equal to the amount of involuntary separation benefits received by the individual under subsection (c)(3) in connection with termination, together with interest on such amount computed in accordance with regulations issued by the Secretary (which regulations shall conform, to the extent practicable, to the regulations issued pursuant to section 854(d)).

“(C) FUND DEFINED.—In this paragraph, the term ‘Fund’ has the meaning given that term in section 852(2).

“SEC. 1495. READINESS EXERCISES.

“Not less frequently than once every two years, the Secretary of State shall conduct a readiness exercise designed to provide a comprehensive assessment of the readiness of the Diplomatic Reserve Corps to provide service for the Foreign Service and the Department of State for the purpose set forth in section 1401(b). Each such exercise shall be as realistic as possible, and shall include the active participation of elements of the Service and the bureaus, offices, and other operating units of the Department with which members of the Corps will interact while on active service.

“SEC. 1496. PERSONNEL RECORDS.

“(a) PERSONNEL RECORDS.—The Secretary of State shall maintain current adequate personnel records on the members of the Diplomatic Reserve Corps, including records on the following:

“(1) Physical condition.

“(2) Qualifications.

“(3) Civilian occupations skills.

“(4) Availability, and physical, medical, and dental readiness, for active service under this chapter.

“(5) Dependency status.

“(6) Such other information necessary for the efficient administration of the Corps as the Secretary may prescribe.

“(b) RECORDS ON TRAINING SERVICE.—In maintaining records under this section, the Secretary shall also maintain records on the following for each fiscal year:

“(1) The number of members of the Diplomatic Reserve Corps who participate in active service for training under subchapter V.

“(2) The number of members of the Corps who participate in inactive service for training with pay.

“(c) NOTICE OF MATERIAL CHANGE IN STATUS.—Each member of the Diplomatic Reserve Corps shall notify the Secretary of any material change in any

status for which records are maintained under this section.”.

SEC. 411. CLERICAL AMENDMENT TO FOREIGN SERVICE ACT OF 1980.

Section 2 of the Foreign Service Act of 1980 (22 U.S.C. 3901 note) is amended by inserting after the matter relating to chapter 13 of title I the following new matter:

“CHAPTER 14—DIPLOMATIC RESERVE CORPS

“SUBCHAPTER I—DIPLOMATIC RESERVE CORPS

- “Sec. 1401. Diplomatic Reserve Corps.
- “Sec. 1402. Elements.
- “Sec. 1403. Administration
- “Sec. 1404. Authority of the Inspector General.
- “Sec. 1405. Headquarters staff.
- “Sec. 1406. Recruitment.

“SUBCHAPTER II—APPOINTMENTS AND RELATED MATTERS

- “Sec. 1411. Authorized strength.
- “Sec. 1412. Eligibility for appointment.
- “Sec. 1413. Appointments generally.
- “Sec. 1414. Appointments to salary classes.
- “Sec. 1415. Skill identifiers for Diplomatic Reserve Corps members.

“SUBCHAPTER III—COMPENSATION AND OTHER BENEFITS

- “Sec. 1421. Salaries of Senior Diplomatic Reserve and Senior Diplomatic Retiree Reserve.
- “Sec. 1422. Diplomatic Reserve Schedule for Diplomatic Reserve and Diplomatic Retiree Reserve.
- “Sec. 1423. Changes in salary classes.
- “Sec. 1424. Computation of pay.
- “Sec. 1425. Performance pay for members of the Senior Diplomatic Reserve and Senior Diplomatic Retiree Reserve.
- “Sec. 1426. Within-class salary increases for members of the Diplomatic Reserve and Diplomatic Retiree Reserve.
- “Sec. 1427. Special differentials for members of the Diplomatic Reserve and Diplomatic Retiree Reserve.
- “Sec. 1428. Diplomatic Reserve service awards.
- “Sec. 1429. Treatment of Diplomatic Reserve Corps members receiving annuities under other Federal Government personnel systems.

- “Sec. 1430. Health care.
- “Sec. 1431. Death gratuity.
- “Sec. 1432. Group life insurance supplement applicable to Diplomatic Reserve Corps members killed in terrorist attacks.
- “Sec. 1433. Survivors’ and dependents’ educational assistance.
- “Sec. 1434. Travel and related expenses.
- “Sec. 1435. Representation expenses.

“SUBCHAPTER IV—PROMOTION

- “Sec. 1441. Promotion.
- “Sec. 1442. Selection boards.
- “Sec. 1443. Basis for selection board review and records.
- “Sec. 1444. Implementation of selection board recommendations on promotion.
- “Sec. 1445. Other bases for increasing pay.
- “Sec. 1446. Authority to make certain actions retroactive.

“SUBCHAPTER V—SERVICE OBLIGATIONS, SERVICE FOR TRAINING, AND OTHER SERVICE

- “Sec. 1451. General annual service obligations.
- “Sec. 1452. Inactive status.
- “Sec. 1453. Training and orientation.
- “Sec. 1454. Gratuitous service.

“SUBCHAPTER VI—ACTIVE SERVICE

- “Sec. 1461. General authority for call to active service.
- “Sec. 1462. Active service to augment United States diplomatic activities.
- “Sec. 1463. Active service for preplanned missions in support of Department of State bureaus and embassies.
- “Sec. 1464. Active service for organizing, administering, etc., the Diplomatic Reserve Corps.
- “Sec. 1465. Active service for health care.
- “Sec. 1466. Active service with or without pay.
- “Sec. 1467. Active service agreements.
- “Sec. 1468. Other personnel management matters.
- “Sec. 1469. Release from active service.
- “Sec. 1470. Suspension by President of certain laws and regulations on promotion, retirement, and separation.

“SUBCHAPTER VII—RETIREMENT, TERMINATION OF
APPOINTMENT, AND DISABILITY

- “Sec. 1471. Voluntary retirement.
- “Sec. 1472. Mandatory retirement for age.
- “Sec. 1473. Retirement or termination of appointment for disability or incapacity.
- “Sec. 1474. Retirement for expiration of maximum time in class.
- “Sec. 1475. Retirement or termination of appointment based on relative performance.
- “Sec. 1476. Separation for cause.
- “Sec. 1477. Suspension.

“SUBCHAPTER VIII—RETIREMENT AND DISABILITY
RETIREMENT BENEFITS

- “Sec. 1481. Participation of members of the Diplomatic Reserve Corps in the Foreign Service Pension System.
- “Sec. 1482. Treatment of active service as employment under certain retirement benefits laws.
- “Sec. 1483. Age and service requirements for annuities.
- “Sec. 1484. Computation of annuities.
- “Sec. 1485. Other administrative matters.

“SUBCHAPTER IX—OTHER ADMINISTRATIVE
AUTHORITIES AND REQUIREMENTS

- “Sec. 1491. Standards and qualifications of performance for retention and promotion.
- “Sec. 1492. Screening of members.
- “Sec. 1493. Medical and dental readiness.
- “Sec. 1494. Reductions in force.
- “Sec. 1495. Readiness exercises.
- “Sec. 1496. Personnel records.”.

**SEC. 412. EMPLOYMENT AND REEMPLOYMENT RIGHTS OF MEMBERS
OF THE DIPLMATIC RESERVE CORPS.**

(a) SENSE OF CONGRESS.—It is the sense of Congress that—

(1) service in the Diplomatic Reserve Corps is noncareer service for the United States Government that is closely analogous to noncareer service in the uniformed services; and

(2) extension to the members of the Corps of the rights and responsibilities of members of the uniformed services under chapter 43 of title 38, United States Code, would achieve the purposes set forth in section 4301(a) of that title with respect to persons serving in the Corps and is therefore in the national interest.

(b) **TREATMENT OF DIPLOMATIC RESERVE CORPS ON ACTIVE SERVICE AS A UNIFORMED SERVICE.**—The paragraph designated paragraph (16) of section 4303 of title 38, United States Code, in the enactment of the Uniformed Services Employment and Reemployment Rights Act of 1994 (Public Law 103–353; 108 Stat. 3149) is amended by inserting after “the commissioned officer corps of the National Oceanic and Atmospheric Administration,” the following: “members of the Diplomatic Reserve Corps when engaged in active service for training under subchapter V of chapter 14 of the Foreign Service Act of 1980 or active service under subchapter VI of that chapter,”.

SEC. 413. APPLICABILITY OF THE SERVICEMEMBERS CIVIL RELIEF ACT TO ACTIVE SERVICE OF MEMBERS OF THE DIPLOMATIC RESERVE CORPS.

(a) **SENSE OF CONGRESS.**—It is the sense of Congress that—

(1) service in the Diplomatic Reserve Corps will assist the President, the Secretary of State, and the Department of State in conducting the foreign affairs of the United States;

(2) service in the Corps is noncareer service for the United States that is closely analogous to noncareer military service in the uniformed services; and

(3) extension to the members of the Corps of the rights and responsibilities of members of the uniformed services under the Servicemembers Civil Relief Act (50 U.S.C. 3901 et seq.) in connection with active service in the Corps would achieve the purposes set forth in section 2 of that Act in connection with the foreign affairs needs of the Nation, and is therefore in the national interest.

(b) **APPLICABILITY.**—Section 101 of the Servicemembers Civil Relief Act (50 U.S.C. 3911) is amended as follows:

(1) In paragraph (1), by striking “means” and all that follows and inserting “means—

“(A) a member of the uniformed services, as that term is defined in section 101(a)(5) of title 10, United States Code; and

“(B) a member of the Diplomatic Reserve Corps under chapter 14 of title I of the Foreign Service Act of 1980.”.

(2) In paragraph (2)—

(A) in subparagraph (B), by striking “and” at the end;

(B) by redesignating subparagraph (C) as subparagraph (D); and

(C) by inserting after subparagraph (B) the following new subparagraph (C):

“(C) in the case of a servicemember who is a member of the Diplomatic Reserve Corps, active service under subchapter VI of chapter 14 of title I of the Foreign Service Act of 1980; and”.

(3) In paragraph (7)—

(A) in subparagraph (B), by striking “and” at the end;

(B) in subparagraph (C), by striking the period at the end and inserting “; and”; and

(C) by adding at the end the following new subparagraph:

“(D) with respect to a member of the Diplomatic Reserve Corps, the Secretary of State.”.

SEC. 414. DIPLOMATIC RESERVE CORPS ACCOUNT.

(a) ACCOUNT.—There is established on the books of the Treasury an account to be known as the “Diplomatic Reserve Corps Account” (in this section referred to as the “Account”).

(b) NATURE OF ACCOUNT.—The Account shall be an account of the Department of State within accounts for the Administration of Foreign Affairs.

(c) ELEMENTS.—The elements of the Account shall include the following:

(1) Amounts appropriated to the Account by law.

(2) Amounts transferred to or otherwise deposited in the Account by law.

(3) Such other elements as are provided for by law.

(d) AVAILABILITY.—

(1) IN GENERAL.—Amounts in the Account shall be available as follows:

(A) For salaries, training and orientation, and human resources management (including recruitment and vetting of personnel) of the Diplomatic Reserve Corps under chapter 14 of title I of the Foreign Service Act of 1980, as added by this chapter.

(B) For operations, including incidental travel, of the Corps.

(C) For such other costs and expenses of the Corps as are authorized by law.

(2) DURATION OF AVAILABILITY OF APPROPRIATED FUNDS.—Except as provided in paragraph (3)(B) or as otherwise provided by law, amounts appropriated to the Account for a fiscal year are available for the purposes specified in paragraph (1) in such fiscal year and the following fiscal year.

(3) TRANSFER OF FUNDS.—

(A) TRANSFER AUTHORIZED.—Amounts in the Account may be transferred to the accounts as follows for purposes of paying or otherwise defraying costs and expenses of the Diplomatic Reserve Corps by or through such accounts:

(i) Diplomatic Programs.

(ii) Representation Expenses.

(iii) Payment to the Foreign Service Retirement and Disability Fund.

(B) MERGER AND AVAILABILITY OF TRANSFERRED AMOUNTS.—Amounts transferred from the Account to an account pursuant to subparagraph (A) shall be merged with amounts in the account to which transferred, and shall be available for the same purposes, and subject to the same conditions and limitations, as amounts in such account. Amounts transferred from the Account to a subaccount of the account referred to in subparagraph (A)(i) are subject to reprogramming and transfer to the extent provided for by law applicable to such account and subaccounts.

SEC. 415. FUNDING FOR THE DIPLOMATIC RESERVE CORPS DURING A DIPLOMATIC CONTINGENCY.

(a) **PURPOSE.**—The purpose of this section is to provide a funding mechanism for the costs and expenses of the Diplomatic Reserve Corps under chapter 14 of title I of the Foreign Service Act of 1980, as added by this chapter, for members of the Corps on active service under subchapter VI of such chapter 14 in connection with a diplomatic contingency.

(b) **DIPLOMATIC CONTINGENCY.**—For purposes of this section, a diplomatic contingency is any of the following that results in the call of members of the Diplomatic Reserve Corps to active service:

(1) A national emergency declared as described in section 1461(a) or 1461(b) of the Foreign Service Act of 1980 (as added by section 407 of this Act).

(2) An augmentation of the diplomatic efforts of the United States under section 1462 of that Act (as so added).

(3) An augmentation of the regular personnel of the Department of State for a preplanned activity in support of a bureau of the Department or an embassy of the United States under section 1463 of that Act (as so added).

(c) **FUNDING.**—Amounts appropriated or transferred to, or deposited in, the Diplomatic Reserve Corps Account established by section 414 of this Act for purposes of a diplomatic contingency shall be available for costs and expenses of members of the Diplomatic Reserve Corps on active service under subchapter VI of chapter 14 of the Foreign Service Act of 1980 (as so added) in connection with the diplomatic contingency in the manner provided by that section for the availability of other amounts in the Account for costs and expenses of the Corps, except as provided in subsection (d).

(d) **DURATION OF AVAILABILITY.**—Amounts appropriated or transferred to, or deposited in, the Diplomatic Reserve Corps Account as described in subsection (c) for purposes of a diplomatic contingency shall be available for costs and expenses described in that subsection in connection with the diplomatic contingency until expended.

	UNIT COST	YEAR 1	
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SALARY

GS-14/1; 2 weeks	\$ 6,000	250	\$ 1,500,000
GS-14/1; 24 days (12 weekends)	\$ 1,400	250	\$ 350,000

[25% fringe benefit package included]
[adjusted +3% each following year]

TRAVEL

2 weeks per year for training

Per diem	\$ 4,400	250	\$ 1,100,000
Airfare	\$ 500	250	\$ 125,000
Misc.	\$ 100	250	\$ 25,000

[USG per diem and contract airfares]
[adjusted +5% each following year]

Weekend training via video conference	Cost of training – see bottom of next page		
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SECURITY CLEARANCE

Average of initial and 7 year update	\$ 30,000	250	\$ 7,500,000
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**DEPARTMENT ORIENTATION &
SECURITY TRAINING**

Per diem - 2 weeks, one for each	\$ 4,400	250	\$ 1,100,000
Airfare	\$ 500	250	\$ 125,000
Misc.	\$ 100	250	\$ 25,000
Local transportation	\$ 35,000	250	\$ 35,000

PERSONNEL PROCESSING

\$ 546,528

Charleston HR Center

PAYROLL PROCESSING

\$ 300,000

Charleston Finance Center

YEAR 2**YEAR 3****YEAR 4**

500	\$ 3,090,000	750	\$ 4,774,050	1,000	\$ 6,556,363
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500	\$ 721,000	750	\$ 1,113,945	1,000	\$ 1,529,817
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500	\$ 2,310,000	750	\$ 3,638,250	1,000	\$ 5,093,550
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500	\$ 262,500	750	\$ 413,437	1,000	\$ 578,812
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500	\$ 52,500	750	\$ 82,687	1,000	\$ 115,762
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250	\$ 7,500,000	250	\$ 7,500,000	250	\$ 7,500,000
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250	\$ 1,155,000	250	\$ 1,212,750	250	\$ 1,273,387
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250	\$ 131,250	250	\$ 137,812	250	\$ 133,703
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250	\$ 26,250	250	\$ 27,562	250	\$ 28,940
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250	\$ 36,750	250	\$ 38,587	250	\$ 40,516
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	\$ 573,854		\$ 602,547		\$ 620,623
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	\$ 309,000		\$ 318,270		\$ 327,818
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	UNIT COST	YEAR 1
MANAGEMENT		
Headquarters Staff		
Executive Director	\$ 218,335	1 \$ 218,335
Deputy Executive Director	\$ 218,335	1 \$ 218,335
Human Resources Chief	\$ 157,076	1 \$ 157,076
Human Resources Assistants	\$ 91,088	2 \$ 182,176
Travel Chief	\$ 157,076	1 \$ 157,076
Travel Assistants	\$ 91,088	2 \$ 182,176
IT (Contractor provided / Guesstimate)	\$ 1,000,000	5 \$ 1,000,000
General Services	\$ 203,484	2 \$ 203,484
Administrative Support	\$ 116,236	2 \$ 116,236
Program Direction		
Director	\$ 227,100	1 \$ 227,164
Deputy Director	\$ 215,100	1 \$ 215,100
Desk Officers	\$ 215,100	2 \$ 430,200
Training Coordinators	\$ 215,100	2 \$ 430,200
Administrative Support	\$ 116,236	2 \$ 116,236
EQUIPMENT		
[adjusted +5% each following year]		
Laptop/PDA	\$ 1,500	275 \$ 412,500
Cellular service	\$ 200	305 \$ 61,000
Desk tops	\$ 1,000	30 \$ 30,000
Printers	\$ 2,500	10 \$ 25,000
CLOUD SUPPORT (GUESSTIMATE)	\$ 250,000	\$ 250,000
TRAINING (GUESSTIMATE)		
2-week course		\$ 350,000
12 monthly 2-day courses via video		\$ 180,000
SUBTOTAL		\$ 17,893,872

YEAR 2

YEAR 3

YEAR 4

1	\$ 224,885	1	\$ 231,631	1	\$ 238,580
1	\$ 224,885	1	\$ 231,631	1	\$ 238,580
1	\$ 161,788	1	\$ 166,641	1	\$ 171,641
2	\$ 187,641	3	\$ 289,905	4	\$ 398,137
1	\$ 161,788	1	\$ 166,641	1	\$ 171,641
2	\$ 187,641	3	\$ 289,905	3	\$ 398,137
5	\$ 1,050,000	5	\$ 1,102,500	5	\$ 1,157,625
2	\$ 203,484	3	\$ 215,877	3	\$ 222,353
2	\$ 119,723	2	\$ 123,714	2	\$ 127,014
1	\$ 233,978	1	\$ 240,998	1	\$ 248,228
1	\$ 221,553	1	\$ 228,200	1	\$ 235,064
4	\$ 886,132	6	\$ 1,369,200	8	\$ 1,880,365
4	\$ 886,132	6	\$ 1,369,200	8	\$ 1,880,365
2	\$ 119,723	2	\$ 123,714	2	\$ 127,014
300	\$ 472,500	325	\$ 537,550	350	\$ 607,950
307	\$ 64,470	334	\$ 73,480	401	\$ 93,032
5	\$ 5,250	22	\$ 24,266	20	\$ 34,740
5	\$ 13,125	12	\$ 33,072	7	\$ 20,258
	\$ 262,500		\$ 275,625		\$ 289,406
	\$ 367,500		\$ 385,875		\$ 405,169
	\$ 189,000		\$ 198,450		\$ 208,373
	\$ 22,411,802		\$ 27,537,972		\$ 32,952,963

Glossary of Acronyms

A-100 – Basic course for Foreign Service Generalists

AFSA – American Foreign Service Association

A/S – Assistant Secretary

CDA – Department Office of Career Development and Assignments

CGFS – Bureau of the Comptroller and Global Financial System

CM – Rank of Career Minister

COM – Chief of Mission

D Committee – The committee chaired by the Deputy Secretary of State that identifies career candidates for COM positions

DAS – Deputy Assistant Secretary

DCM – Deputy Chief of Mission

DETO – Domestic Employee Teleworking Overseas program

DRC – Diplomatic Reserve Corps

DS – Bureau of Diplomatic Security

EER - Employee Evaluation Report

EX – Executive Office

FSI – Foreign Service Institute

FSO – Foreign Service Officer

FSOT – Foreign Service Officer Test

GTM – Bureau of Global Talent Management

IC – Intelligence Community

ICASS – International Cooperative Administrative Support Services

INR – Bureau of Intelligence and Research

IPC – Interagency Policy Committee

L – Office of the Legal Advisor

LEL – Leading at the Executive Level

MC – Rank of Minister Counselor

MED – Bureau of Medical Services

M/MSS – Office of Management Strategy and Solutions

NCE – Non-competitive Eligibility

NDU – National Defense University

NFATC – National Foreign Affairs Training Center

NSELS – National Security Executive Leadership Seminar

NSM-2 – National Security Memorandum-2

OC – Rank of Counselor

PDP – Professional Development Plan

PE – Office of Performance Evaluation

PO – Principal Officer

PSC – Personal Service Contract

QPE – Qualifications Assessment Program

REE – Office of Employment, Examination, and Recruitment

S/CRS – Office of the Coordinator for Reconstruction and Stabilization

SFS – Senior Foreign Service

TAC – Office of Talent Acquisition

TIC/TIS – Time in Class and Time in Service

TS – Office of Talent Services

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Una Chapman Cox
FOUNDATION

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