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U.S. Department of State FY 1999 Performance Plan

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DIPLOMATIC READINESS

The ability of the Department of State to advance the foreign policy interests of the United States -- including supporting the overseas roles of the other USG agencies represented abroad -- depends upon the quality of State's personnel, technologies, and infrastructure. Diplomatic Readiness, a core responsibility of State, is the strategic asset that enables State to carry out its mission.

The essential link between the USG's foreign policy goals and Diplomatic Readiness is best demonstrated by a few examples. For instance, the whole range of our relations with China -- whether the issue is trade, human rights, or nonproliferation -- is affected by our ability to staff the embassy in Beijing and the consulates in other Chinese cities with representatives who know Chinese politics, culture, and language; work in offices (and live in housing) that are efficient and safe; and report to Washington through reliable and secure communications. Similarly, the success of the USG's efforts to promote democracy and free market economies in the republics of the former Soviet Union depends upon the quality and training of the personnel who serve there and the simple availability in the offices and homes of heat, running water, and electricity -- basics we take for granted in the United States but which have required much effort on State's part to deliver in those posts. Other strategic goals, including protecting American citizens abroad and pursuing law enforcement objectives, require an information technology infrastructure that permits timely datasharing with other agencies and the production of high-technology passports, visas, and other documents criminals are hard-pressed to counterfeit.

It is Diplomatic Readiness that makes all of these things happen. Diplomatic Readiness requires a high-performance organization: the right people, with the right skills and support, in the right place, to defend national security and promote national interests. At any time, around the world, U.S. representatives are engaged in the negotiation of treaties, responding to crises, carrying out high-level official visits, observing foreign elections, promoting American exports, providing relief to victims of natural disasters, assisting American citizens in emergencies, enhancing border security, and managing overseas Missions. The Embassies, Consulates, and other posts that State manages are the principal platforms for the activities of the U.S. Government around the world. It is from these Missions that the Ambassador and the Country Team coordinate and carry out their activities, and represent the United States to the world.

DIPLOMATIC READINESS GOAL: Develop and sustain a skilled, motivated, diverse, and flexible workforce that enables the U.S. Government to achieve its international affairs goals and respond to international crises.

The following accounts/appropriations support this goal:

D&CP, FBO, S&E

People are the Department of State's most significant resource -- 22,500 highly qualified Civil Service, Foreign Service, and Foreign Service National employees, with many more contract employees, in over

300 locations in the U.S. and overseas. Sound workforce planning and management is a critical component of Diplomatic Readiness, and a challenging task, especially given the complexities of operating overseas. Since the Department of State represents the U.S. to the world, its American workforce must be highly skilled and truly representative of the American people, while its employment practices must demonstrate the U.S. commitment to the principles of fairness and equal employment opportunity.

PERFORMANCE GOAL #1: Ensure that the Department of State has the people needed to carry out international affairs strategic goals. (PER, All Bureaus)

Areas for Focus in FY 1999:

- Human resources form the foundation of every undertaking by the Department of State. Without the right mixture of people and skills, State will be unable to accomplish its mission. State will allocate human resources on a rational basis by using the results of the Overseas Staffing Model, the Foreign Service (FS) classification review, the Foreign Service Job Analysis, studies of Civil Service (CS) workforce requirements, and Mission and Bureau Performance Plans. By developing a long-range Work Force Plan, State will integrate into current decisions its long-term human resource needs, taking into account changes in the international and domestic environments. One area of focus will be determining the staffing requirements for areas in which there is already a critical shortage of qualified employees, such as information technology and secretaries.
- It is vitally important that qualified FS and CS employees are given incentives to continue their careers as public servants. State must enhance the skills and experience of Civil Service personnel by increasing the number of developmental assignments and opportunities available to them. State will also increase equity and transparency in Foreign Service and Civil Service placements, ensuring that the entire pool of qualified applicants is given due consideration as positions become vacant.

Performance Measures:

The Department of State will meet this performance goal if it bases its identification of its human resource needs and allocation of its resources on a coherent, long-range workforce plan. The development and implementation of this plan will mark a significant step forward from methods employed in FY 1998 and before.

Indicators:

- (1) Degree to which personnel are appropriately and adequately deployed, as measured by feedback from posts and bureaus, and review by personnel analysts
- (2) Target recruitment figures in deficit areas versus actual results
- (3) Number of Civil Service employees offered and accepting developmental assignments or rotations, either domestically or overseas
- (4) Number of positions in overseas missions left vacant for longer than three months
- (5) OIG reports, findings, recommendations

PERFORMANCE GOAL #2: Recruit talented and motivated people who are committed to a career in public service and reflect the diverse population of the United States. (PER)

Areas for Focus in FY 1999:

- Recruiting is the backbone of tomorrow's State Department. Its American workforce must be truly representative of the American people. State will continue to ensure that a broad cross-section of the

U.S. population is aware of career opportunity in the Department by expanding outreach efforts to targeted colleges and universities and use of the Department's website. We will evaluate the potential of prospective employees for a successful career in the Department by methods that are free of gender and cultural biases. We will develop an alternative hiring program for the Foreign Service which will accelerate the hiring process, broaden the pool of qualified candidates, and target skills currently in deficit. State will continue to support specialized programs which introduce targeted audiences (e.g. high school and college students) to career opportunities in the Department.

Performance Measures:

The Department of State will meet this performance goal if its American workforce continues to be qualified, and is more broadly representative of the American people than in 1997. State's goal is rising percentages in the number of minority, female, or handicapped candidates who are hired.

Indicators:

- (1) Of all CS and FS employees hired, the percentage who are minority, female, or handicapped candidates
- (2) Number of FS career employees introduced to the State Department by specialized programs such as Presidential Management Interns, Foreign Affairs Fellows, and summer interns
- (3) Extent to which target recruitment figures

PERFORMANCE GOAL #3: Tie training more closely to the needs of the Department and its employees. (PER, FSI, All Bureaus)

Areas for Focus in FY 1999:

- Once State has recruited the right talent, we must ensure that the personnel system provides incentives for excellence and the opportunity for each employee to fully utilize his or her abilities. The Foreign Service Institute (FSI) equips employees with first-rate language and area expertise; hones their diplomatic tradecraft skills, notably in reporting, advocacy, negotiation, and consular work; and strengthens the skills they need to manage the people, information, and other resources. State will ensure that personnel assigned to language training are given at least the recommended amount of instruction to reach required proficiency levels. In order to provide employees with training wherever they are and whenever they need it, State will expand training availability over FY 1998 levels through the use of distance learning technology and expand the availability of training options for Foreign National employees.
- State will lay the groundwork for the Department's future management competence by establishing an enforceable training continuum in management and leadership skills and core competencies for FS and CS employees.

Performance Measures:

The Department of State will meet this performance goal if training meets the needs of employees and their supervisors better than in FY 1998, as shown by an increase in the percentage of language students meeting their proficiency goals, and an increase in the percentage of the workforce at the supervisory and managerial levels who have received appropriate training.

Indicators:

- (1) Percentage of personnel who meet the required language level proficiency
- (2) Percent of workforce at supervisory and managerial levels who have received appropriate supervisory and management training

(3) Change in FSN level of performance as measured by pre- and post-training assessments

PERFORMANCE GOAL #4: Develop a supportive human resource infrastructure responsive to employee needs. (PER, FSI, Regional Bureaus and Overseas Missions)

Areas for Focus in FY 1999:

- The morale, health and well-being of State's employees and family members are high priorities for both ethical and practical reasons. It is clearly fitting and just that State support the people that enable it to support its mission. The establishment of conditions leading to greater workplace satisfaction and commitment to giving our employees full "stakeholder" status will increase productivity and initiative. Child care is a key concern of many of our employees, so State will seek to expand access for Department employees to reliable child care. Inequities in salaries and benefits to eligible family members employed overseas and domestically undermines morale and is unfair to employees involved. A critical step in addressing these inequities is the implementation of the Family Member Appointments.
- Foreign Service Nationals (FSNs) are an important component of State's workforce. They provide invaluable continuity at cost-effective salaries. State is committed to providing better alternatives to those local retirement plans which may not offer adequate protection to those foreign employees who have faithfully served the U.S. over many years. State is refining a new, off-the-shelf salary survey system which should improve our ability to provide timely and fair pay adjustments to our FSNs.

Performance Measures:

The Department of State will meet this performance goal if it develops a more supportive infrastructure for employees by putting in place programs such as additional child care options, an FSN off-shore retirement plan, a new FSN wage and salary survey process, and an enhanced Family Member Appointment program.

Indicators:

- (1) Level of employee satisfaction with services of Bureau of Personnel, as measured by comments and letters to Bureau personnel and to Department and employee publications
- (2) Status of Family Member Appointments, as measured by number of employees participating in the program compared to those requesting participation
- (3) Number of employees' children receiving care at State sponsored or co-sponsored facilities compared to the number for whom such care is requested
- (4) Status of FSN off-shore retirement plan
- (5) Turnaround time on FSN wage and salary surveys

DIPLOMATIC READINESS GOAL: Strengthen the ability of the United States to achieve its International Affairs goals and respond to crises through effective and efficient information resources management and information systems.

The following accounts/appropriations support this goal:

CIF, D&CP, FBO, S&E

The collection, analysis and communication of information concerning international issues and developments of importance to the U.S. Government are essential to achieving foreign policy goals. Given the vast quantities of information available today, there is a premium on value-added and timely information. Secure and reliable information technology, along with accurate and efficient information networks, are essential tools for the policy process and State operations at home and abroad. They are equally critical for the effective conduct of foreign relations, and for communications with the rest of the government and the public.

PERFORMANCE GOAL: Implement a modernized Information Technology (IT) infrastructure that satisfies business requirements and provides employees access to information resources and technology needed to support employee effectiveness and efficiency. (M/CIO, A, DS, FSI)

Areas for Focus in FY 1999:

- The Department of State's strategic information resource management challenge is to align our information management priorities in such a way as to strike the appropriate balance between State's classified and unclassified information needs. Currently, State's resources are spread across various large-scale networks, including a closed classified record traffic network and its associated classified electronic mail systems, and a more open, unclassified network. Modernizing even a single large-scale network is challenging, given today's expensive and constantly changing information technology. In order to do well in deploying and supporting an open, unclassified network linked to the internet, State is investing in the ALMA initiative (A Logical Modernization Approach) and other Local Area Network/Wide Area Network initiatives.
- Employees must be trained in order to make effective use of a modernized Information Technology infrastructure. State is committed to ensuring that employees receive proper training as the new IT is installed.
- The movement to PC-based Wide Area Networks, multilevel operations, and network connectivity all present security challenges requiring support to protect classified information and the integrity of State's other information systems. State will ensure that adequate security is inherent in all IT system development.
- As we proceed along the track of installing new open, unclassified systems around the world, it is essential that we also assure that existing systems are Year 2000 compliant. State will complete the renovation or have contingency plans in place for all mission critical systems and infrastructure components by December 1998.

Performance Measures:

The Department of State will meet this performance goal if it has a modernized information infrastructure that meets the needs of the Department and its employees, as shown by the installation of ALMA and other LAN/WANs as scheduled, ALMA training for approximately 4,000 employees, the resolution of the Y2K problem, and increased customer satisfaction.

Indicators:

- (1) Status of ALMA and other LAN/WAN installations
- (2) Customer satisfaction as measured by questionnaires
- (3) Status of Year 2000 renovations
- (4) Percentage of target audience receiving training in ALMA

(5) OIG reports, findings, recommendations

DIPLOMATIC READINESS GOAL: Establish and maintain infrastructure and operating capacities that enable employees to pursue policy objectives and respond to crises.

The following accounts/appropriations support this goal:

D&CP, FBO, S&E

The Department of State operates and maintains a network of diplomatic and support facilities in over 300 locations worldwide, ranging from highly developed countries with advanced infrastructure to underdeveloped or crisis-bound nations without reliable communications, transportation, or banking systems. State must respond to a vast array of support needs at overseas posts, ensuring that representatives from all USG agencies and their families can live and conduct business safely and efficiently, with due regard for morale, even in unhealthy or dangerous locations.

PERFORMANCE GOAL #1: Protect all U.S. Government employees and their families on official duty overseas, State employees working in domestic facilities, and designated dignitaries within the United States from physical harm. (DS and Overseas Missions)

Areas for Focus in FY 1999:

- The Department of State is dedicated to providing a secure working and living environment for all employees domestically and overseas. In order to make sure that employees and local guards who protect them are fully aware of personal security topics and counter-measures, State will train those at posts facing the greatest threat every two years. State will make official facilities at all high and critical threat posts secure by replacing outdated walk-through metal detectors and providing one fourth of those posts with new closed circuit security monitors.

Performance Measures:

The Department of State will meet this performance goal if 99.9% of employees suffer no physical harm and no protected officials are harmed in FY 1999.

Indicators:

- (1) Status of compliance with security standards for residences at all posts
- (2) Number of incidents of employees or dignitaries suffering physical harm
- (3) OIG reports, findings, recommendations

PERFORMANCE GOAL #2: Safeguard all sensitive and classified national security information at overseas and domestic facilities from physical and technical compromise. (DS, All Bureaus and Overseas Missions)

Areas for Focus in FY 1999:

- In addition to protecting people, State must protect sensitive and classified national security information. The modernized information technology infrastructure State is installing must meet stringent security standards. State will conduct detailed security analyses of the Department's major information systems and software packages. To provide 24-hour protection against compromise or attack by foreign intelligence services, State will establish Marine Security Guard detachments at

three additional posts and protect classified spaces by installing upgraded intrusion detection systems at 25 posts.

Performance Measures:

The Department of State will meet this performance goal if there is no physical or technical compromise of national security information in FY 1999.

Indicators:

- (1) Number of incidents involving the compromise of classified information
- (2) Damage assessments of incidents involving the compromise of classified information

PERFORMANCE GOAL #3: An aggressive asset management program which maximizes the economic benefits from Department of State real properties and provides employees with safe, modern living and working conditions. (A, Overseas Missions)

Areas for Focus in FY 1999:

- Facility requirements are dynamic. Buildings that meet the USG's needs today may not meet them in the future. Balancing current assets with future, often unknown, requirements is a constant challenge. We have an obligation to ensure the wisest use of USG resources over the long-term. State will acquire properties where the Department is especially vulnerable to high and increasing lease costs and dispose of excess and under utilized properties to meet high-priority unfunded facility requirements. State constructs new facilities and extends the useful life of existing facilities through timely, cost-effective maintenance and rehabilitation work. China 2000, Berlin 2000, a new USUN Mission, and renovation and consolidation of Washington office space are the most important projects for the next several years.
- State will promote climate-friendly features at domestic State facilities by working toward mandated energy reduction by the year 2005, meeting alternative fuel vehicle mandates, and extending the success of domestic recycling.

Performance Measures:

The Department of State will meet this performance goal if property projects are proceeding according to the time schedules previously identified and real property transactions reduce overall property costs to State.

Indicators:

- (1) Status of major property projects
- (2) Properties acquired at or below fair market value and economically advantageous over leasing
- (3) OIG reports, findings, recommendations

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