

**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
**FY 2016 Plan Accomplishments**

**Guidance:** Utilizing your FEORP plan from Fiscal Year 2016 indicate the goals that were set in each area based on the 3 goals of Diversity, Inclusion, Sustainability) and indicate the agency current outcomes using the benchmarks previously established. Below you will find an example that lists 2-3 strategies for each of the goal areas, which are broken out into Agency Objective, Strategic Activity, Benchmarks, and Outcomes.

Goal Area	FY 2016 Agency Objective	FY 2016 Strategic Activity	FY 2016 Benchmarks	FY 2016 Outcomes
Diversity	<b>Recruit talented and diverse individuals.</b>	Identify opportunities for Department of State (DoS) principals to engage national affinity groups and professional organizations throughout the country through domestic policy speeches integrating call to service messages within their remarks.	Number of events/activities with participation of Department principals which engage diverse audiences	Senior Leadership in the Department utilizes a “Call to Service” message in domestic engagements to raise the visibility of the Department as an employer of choice, particularly among underrepresented audiences. Key events in the past year include: The Secretary spoke at Indiana University and Miami Dade Honors College and HBCUs. Under Secretary Kennedy spoke at a recruitment event in Seattle about the importance of building a highly qualified workforce that reflects the diversity of the United States. The Director General spoke with students at three universities in San Antonio and three universities in Nashville. The DG also addressed the Hispanic Association of Colleges and Universities’ (HACU) 30th Annual Conference. The Department and HACU renewed a Memorandum of Understanding to foster student interest in foreign affairs and help increase diversity of candidates.

**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
**FY 2016 Plan Accomplishments**

		Increase diversity of possible future applicant pools by partnering with a private organization focused on underserved youth and global affairs and/or a high school to develop an early identification program for students from under-represented communities who have an interest in public service.	Partnership with private organization is established, and engagement with underserved youth is enhanced.	The Bureau of Human Resources, Office of Recruitment, Examination, and Employment has an ongoing relationship with Don Bosco Cristo Rey High School where each academic year, four students per school serve as interns in the Department. These students are drawn from a population of underserved but high achieving high school students.
		More fully integrate members of DoS Employee Affinity Groups (EAGs) in recruitment outreach activities.	Number of recruitment outreach events/activities including EAGs.	EAG members participated in 12 domestic recruitment events as well as in a new recruitment video that will be released in FY 2017.
<b>Diversity</b>	<b>Utilize strategic hiring initiatives for people with disabilities and for veterans. (Continued from FEORP FY2014)</b>	Provide training and promote all new managers to attend training on the use of Schedule A and other special hiring authorities.	% of new managers attending training on Schedule A and other special hiring authorities or number of bureaus briefed in FY 2016	In FY 2016, the Department continued to utilize Schedule A Hiring Authority to increase the number of employees with disabilities. The Department did not keep track of the number of training sessions on Schedule A or other special hiring authorities that new managers have attended, however, in FY 2016, the Disability & Reasonable Accommodations Division (DRAD) conducted four briefings and a total of 209 participants have completed the DRAD's online distance learning course that educated employees and managers on the recruitment, hiring,

**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
**FY 2016 Plan Accomplishments**

				retention and Schedule A Hiring Authority for people with disabilities.
		Promote the hiring, recruitment, and retention of persons with disabilities by actively participating in recruitment fairs, and through the Selective Placement Coordinator's email and social media outreach.	# of Schedule A hires, # of WRP hires	In FY 2016, the Department hired a total of 49 employees under the Schedule A Hiring Authority. This demonstrates a 48% increase from FY 2015. In FY 2016, the Department has successfully converted one WRP internship into a full-time permanent position.
Goal Area	FY 2016 Agency Objective	FY 2016 Strategic Activity	FY 2016 Benchmarks	FY 2016 Outcomes
Inclusion	<b>Develop Strategic Professional Development and Training Programs. (QDDR, AP03, Objective 4)</b>	Develop a Mentoring Consortium (including Employee Affinity Groups) and Mentor Awards program to incentivize participation and development (pending adequate Departmental funding).	Mentoring Consortium is established.	The Mentoring Consortium was established March 2016. It is a Department initiative designed to help build successful mentorship programs and foster a culture of leadership that supports ongoing professional development and competency building. A collaborative formed among several bureaus, the State Mentoring Consortium brings together interested bureaus, employee groups, and posts at the Department that manage their own mentoring programs and/or are looking to develop them. The Consortium also serves as a resource to enhance both formal and local coordinators and mentoring advocates that would like to share mentoring resources and learn best

## Annual Federal Equal Opportunity Recruitment Program (FEORP)

### FY 2016 Plan Accomplishments

				practices (e.g., “How to Start a Mentoring Program” webinars).
			Creating a Mentoring Awards Program is under consideration, pending available budget resources	The Office of Civil Service Human Resource Management (CSHRM), administrators of the State-USAID Civil Service (CS) Mentoring Program hosted its first Mentoring Awards Program during the 2016/17 season. Deputy Secretary Higginbottom kicked-off the 2016/17 CS mentor and mentee recruitment season. She also gave out the Department’s first ever State Mentoring awards dedicated to outstanding mentors for both the formal Civil Service and Foreign Service (FS) programs. There were 40 nominees overall and 10 were selected. This included two Mentor Champions – one for the CS Mentor Program and one for the FS Mentor Program. Resources are needed to continue this valuable Mentoring Awards Program.
			Participation in mentoring activities is increased.	The Office of Civil Service Human Resource Management (CSHRM), administrators of the State-USAID CS Mentoring Program and the Office of Civil Rights (S/OCR) continue to collaborate to provide EAGs, including Hispanic Employee Council of Foreign Affairs Agencies (HECFAA),

**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
**FY 2016 Plan Accomplishments**

				with access to Situational Mentors. This year the Department created an automated tool for the 13 EAGs of which nine opted in and 137 Situational Mentors volunteered. . As a result of having access to these Situational Mentors, one of the EAGs organized an event that was open to all Department employees on 'Being a Mentee – Tips From a Mentor' with four Situational Mentors as panelists.
Goal Area	FY 2016 Agency Objective	FY 2016 Strategic Activity	FY 2016 Benchmarks	FY 2016 Outcomes
Sustainability	<b>Develop a new Diversity and Inclusion Strategic Plan (DISP) that serves as a model of excellence and integrity within the Federal Government. (QDDR, AP04, Objective 1)</b>	Draft and promote a new Diversity and Inclusion Strategic Plan (DISP), through a collaborative and inclusive process, with the aim of sustaining a skilled, diverse, and talented workforce.	The Department completed the 2016 DISP, and is promoted as a resource to sustain leadership and employee engagement on diversity and inclusion in the workplace across Department programs.	The Department submitted the updated 2016 DISP to OPM. It outlines the second phase of implementation of the President's 2011 Executive Order 13583, which established a coordinated Government-wide Initiative to Promote Diversity and inclusion in the Federal Workforce. The Department's plan incorporates the three goals and priorities established by OPM's DISP: (1) Diversify the Federal Workforce through Active Engagement of Leadership, (2) Include and Engage Everyone in the Workplace, and (3) Optimize Inclusive Diversity Efforts using Data-Driven Approaches..

**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
**FY 2017 Agency Plan**

Goal Area	Agency Objective	Strategic Activity	Benchmarks
Diversity	<b>Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce that reflects the diversity of America.</b>	Coordinate outreach and recruitment strategies deployed by Washington, DC based recruiters, Diplomats in Residence (DIRs), and HR's marketing team to maximize contacts with a diverse, broad spectrum of potential applicants, focusing on groups that are underrepresented in the current Foreign Service (FS), Civil Service (CS), and Foreign Service Specialist (FSS) workforce.	Diversity data, such as number of applicants from underrepresented groups registering for the Foreign Service Officer Test and the number applying for Foreign Service Specialist positions.
Diversity	<b>Implement recruitment strategy that targets diverse candidates for the Department of State career and internship opportunities.</b>	Implement recommendations from PricewaterhouseCoopers' review of the Diplomat In Residence (DIR) program conducted in FY16.	Implement 75% of the recommendations by the end of FY 2017.
Diversity	<b>Attract diverse talented qualified candidates through an outreach strategy that includes technology.</b>	Continue use of social media, mobile app, online advertising, and to target our reach and raise awareness about the Department and its careers. Incorporate direct sourcing using LinkedIn, targeted resume databases such as the Workforce Recruitment database, and recruiting technologies to	Continue providing mobile app and social media metrics to evaluate impact.

**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
 FY 2017 Agency Plan

		engage with prospects.	
Goal Area	Agency Objective	Strategic Activity	Benchmarks
Inclusion	<b>Use mentoring as a best practice to create inclusive environment.</b>	Mentoring study was completed, funded by Cox Foundation. Evaluate results and determine course of action.	A plan of action that identifies next steps applicable to the CS mentoring program.
	<b>Use mentoring as a best practice to create inclusive environment</b>	Leverage connections of Employee Affinity Groups to promote the use of the new mentoring tool.	The number of participating Employee Affinity Groups (EAGs), members and mentors.

**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
 FY 2017 Agency Plan

Goal Area	Agency Objective	Strategic Activity	Benchmarks
Sustainability	<b>Retain and sustain skilled and diverse talent.</b>	Utilize data from the centralized exit survey for FS and CS employees in the Department to systematically capture reasons for attrition and address ways to improve retention.	Increase participation in the exit survey to ensure an adequate response rate which would allow for ample data to make statistical inferences about the sampled population.
	<b>Develop a Diversity and Inclusion Strategic Plan (DISP) that serves as a model of excellence and integrity within the Federal Government.</b>	Promote the new DISP, in order to raise awareness of the plan throughout the Department.	Completion of a strategic communication plan to promote the new DISP within the Department.



**Annual Federal Equal Opportunity Recruitment Program (FEORP)**  
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**Promising Practice:** U.S. Department of State Civil Service Reform Program Under the leadership of Ambassador Chacon, Director General of the Foreign Service and Director of Human Resources, the Department forged a Civil Service team with the goal of advancing our mission to recruit, retain, sustain, and empower a **diverse and inclusive** workforce. Both Civil Service and Foreign Service employees have expressed gratitude for what they view as long overdue attention to Civil Service Issues. Our Civil Service employees make up 44% of the Department's workforce. All employees' talents, enthusiasm, dedication and continued professional development are critical to the success of our mission. The Department recognizes OPM's Civil Service rules and regulations government-wide. At the same time, the Bureau of Human Resources (HR) works to find ways to make a substantive difference for our Civil Service employees while continuing to work within OPM guidelines.

In January 2016, HR assembled a team of three full time detailees. They reached out to employees, senior managers, subject matter experts, members of our employee constituencies through our Employee Affinity Groups and union officials through what we called the "listening tour" to hear concerns and suggestions. The team established an email address and received hundreds of thoughtful insights and constructive suggestions from employees across the Department. Employee insights fueled the development of many projects launched by HR and bureaus.

HR focused on Hiring, Professional Development, and Performance Management. HR found an overwhelming interest in mobility and professional development. Employees asked for more transparency about available positions –especially those available for lateral reassignments. As a direct result, in June 2016, HR launched and widely advertised a "**Department-wide Reassignment Opportunities**" website. This website serves as a "bulletin board" where managers and HR Specialists can post reassignment opportunities, and employees can search for positions and to receive email alerts when a position is posted. Utilizing reassignments often reduces hiring time, and shortens staffing gaps – making this a win-win for job seekers and hiring managers. To-date the site has received over 20,000 hits with 100 positions posted and more than 550 subscribers. A growing number of employees and managers are using this site successfully to find their next job or employee.

During the HR "listening tours," employees raised the issue of transparency. The result was a unique interactive tool, the **Civil Service Career Trends Explorer**. This tool provides data, by occupational series and grade, on how Civil Service employees have historically moved and progressed within the Department over the last 16 years. It also gives employees a window into where positions are located across the Department. Together, these tools provide information that can help all employees more strategically plan their careers.

Another consistent issue was the time-consuming Civil Service hiring process. To help address this concern, HR is currently piloting a **shared hiring certificate process**. Instead of using a hiring certificate only once, HR now has the option of using a certificate up to three times to hire for similar positions across the Department. This saves time for those seeking to hire and for applicants alike. These types of "shared" announcements will be clearly marked indicating multiple vacancies, and the applicant will have the opportunity to opt out of additional consideration if they wish. HR also received input on how the Department can help employees

navigate the early stages of their career. For example, several of our focus groups mentioned the transition of veterans into the Department. After meeting with supervisors of veterans and employees who are veterans, HR developed and launched the **Vets to Feds** program. 30% of Civil Service new hires and 11% of Foreign Service hires in FY 2016 were veterans. To help ease their transition to the civilian workforce, and the culture of the Department of State, the Veteran Employment Program Office in the Civil Service Human Resources Management Office now sends a welcome email to each newly appointed veteran highlighting Department-specific resources. It also addresses veteran-specific transition questions and includes a welcome message from the Secretary of State. Volunteers, drawing from their own experiences, also created tips for supervisors, or **Helping a Recently Separating Veteran Integrate into Your Organization**, posted on the “Veterans at State” Employee Affinity Group’s website.

**Professional Development** is another concern for many of our Civil Service employees, particularly the ability to gain experience outside of their normal job functions. State is now participating in two interagency rotational programs managed by OPM to help employees broaden their experience and perspective. Other internal rotational possibilities include focusing on a particular occupational group, as well as intra-bureau rotations

Another opportunity for job flexibility we want to highlight is the current **Job Share Program**. Job Sharing allows alternative options for those who may need to switch to a part time schedule due to unexpected family needs, such as child care or elder care, or possibly transition into retirement. Job shares can be used by Civil Service and Foreign Service employees in any combination. And now, Bureaus are no longer required to fund job share positions, but can convert full-time domestic positions to part-time and have them paid by central salaries. When the job share arrangements are finished, the bureaus may revert to full time status and their own bureau funding. Managers can ensure productivity continues and work requirements are met. Our Civil Service Team is looking at new ways to advertise these opportunities similar to our Reassignment’s page by posting them on a central website.

Most recently, the Civil Service team has developed two YouTube tutorials on Understanding your Earnings and Leave Statement, and Understanding your SF-50. These tutorials provide a step-by-step walkthrough of each document. HR is organizing roundtable discussions. For instance, in November 2016, HR hosted a panel of distinguished members of the Senior Executive Service (SES) who discussed how their careers evolved, from movement between jobs to skills development. The program was recorded and is available to all employees online.

These initiatives are just the beginning. The Department is only as good as its people; if our people do well, so does our mission. The Department is committed to empowering all employees with the tools to have a meaningful and successful career. We will continue to offer our CS employees a dynamic, challenging work experience and opportunities for growth and development.

## **U.S. Department of State - FY 2016 Strategic Activities: Hispanic Employment**

The Department of State seeks to recruit underrepresented minorities to Foreign Service and Civil Service careers. Hispanic recruitment remained a priority in FY 2016. Workforce statistics indicate that 6.82% of all Department employees self-identify as Hispanic, a percentage which parallels the overall Federal Workforce. The Bureau of Human Resources Office of Recruitment, Examination and Employment (HR/REE) strived to reach qualified Hispanic candidates on university campuses and in professional communities, with a focused effort on regions outside the metropolitan Washington, DC area.

The Department pursued this goal through a national outreach strategy aimed at attracting Hispanic students and professionals and increasing their awareness of career, student and fellowship opportunities at the Department. Additionally, the Department strived to identify diverse recruiting avenues and engage with new partner organizations. Finally, the Department sought to leverage existing student programs, including internship and fellowships, as a means of exposing a greater number of Hispanic students to careers in the Department.

The Department's recruitment and outreach strategy for Hispanics is coordinated nationally and seeks to identify and reach prospective candidates through four main methods: person-to-person contact, electronic marketing and use of social media, dedicated student internship and fellowship programs, and partnerships with organizations that identify outstanding Hispanic students.

To establish personal contact with prospective candidates, as part of their regular responsibilities for targeting diverse candidates, 16 senior Foreign Service Officers assigned as Diplomats in Residence (DIRs) on university campuses throughout the United States, as well as seven Washington-based recruiters, visited Hispanic Serving Institutions (HSIs) and Hispanic Association of Colleges and Universities (HACU) members.

HSIs hosting DIRs included the University of New Mexico, University of Houston, Florida International University, and City College of New York. DIRs are also at institutions in cities with large Hispanic populations, including Austin, Chicago, Los Angeles, Tempe, and Washington, D.C.

To focus on mid-career professionals, HR/REE recruiters and DIRs hosted Diversity Career Networking Events (DCNEs) in major U.S. cities. In FY 2016, DCNEs took place in cities with significant Hispanic populations to include Denver, Birmingham, and Seattle. Compared to other cities in the United States, Birmingham has experienced the second largest growth of their Hispanic population.

During FY 2016, the Department participated in career fairs, presented on panels and hosted information sessions at the annual conferences of the League of United Latin American Citizens (LULAC), HACU, Prospanica (formerly known as the National Society Hispanic MBAs (NSHMBA)), La Raza, and the National Hispanic Bar Association (NHBA). The Recruitment Office was successful in leveraging Hispanic leadership within the Department to gain access to Hispanic audiences, namely the National Hispana Leadership Institute (NHLI), the Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS), the Congressional Hispanic Caucus Institute (CHCI) Fellows, Congressional Hispanic Leadership Institute (CHLI) and the Congressional Hispanic Staff Association. In FY 2016, we fostered our relationships with additional Hispanic organizations, including the Association of

Latino Professionals for America (ALPFA), as well as two Science, Technology, Engineering and Mathematics (STEM) organizations, the Society of Hispanic Professional Engineers and Latinos in Science and Engineering (MAES).

The HR/REE marketing team led Department efforts to broaden its reach and raise awareness among diverse audiences about career and student opportunities. The team developed, implemented and tracked advertising plans that combined the use of paid, owned and earned media and included targeted emails, direct sourcing, advertising, and social recruitment. In FY2016, the Department invested approximately \$17,000 in media specifically targeted to Hispanic-Americans, and an additional \$450,000 targeting general diversity (inclusive of skills, ethnicity, and geography).

With a goal of bringing highly qualified Hispanic and other minority candidates into the Foreign Service, the Department offers fellowship programs that provide funding for graduate school and student internships. The Thomas R. Pickering Foreign Affairs and the Charles B. Rangel International Affairs Fellowships remain critical components of the Department's diversity recruitment program. The Department also has a paid student internship program that provides opportunities for highly qualified students from underrepresented groups, including Hispanics. The U.S. Foreign Service Internship Program provides a two-summer internship experience to the best qualified candidates. The first internship combines an academic overview of diplomatic careers with real-world work experience in a Washington, DC bureau; the second one takes place the following summer at an embassy overseas.

HR/REE tracks the success of Hispanic Foreign Service candidates using data collected during the Foreign Service Officers Test (FSOT) registration process. Recruitment outreach efforts are evaluated by the number of self-identified Hispanics registering for the FSOT. According to our Department's Recruitment, Examination, and Employment Tracking Application (REETA), the number of Hispanics who have taken the FSOT decreased slightly over the last five years, but the pass rate has been steadily climbing. In 2016, 12,669 people took the FSOT, of which, 1,564 or 12.3% identified as Hispanic. In 2015, 1,869 Hispanics took the test, of those, 8.82% passed. In 2014, 2,002 took the test and 7.97% passed.

REETA statistics also show some fluctuation in the intake of Hispanic Foreign Service generalists and specialists. In FY 2013, 2014, and 2015: 10.4%, 9.0% and 8.46% of total hires were Hispanic. In FY 2016, Hispanic Foreign Service generalists and specialists combined made up 8.17% of the total hires.

## **U.S. Department of State - FY 2016 Strategic Activities on the Employment of People with Disabilities**

As the nation's largest employer, the Federal Government must be a model for the employment of individuals with disabilities. Executive departments and agencies must improve their efforts to employ individuals with disabilities through increased recruitment, hiring, and retention. In order to achieve this goal, the Department has implemented several initiatives to increase the effectiveness of the Schedule A Hiring Authority and the recruitment, retention, and promotion of individuals with disabilities within the agency.

To support the outreach and recruitment targeted toward persons with disabilities, the Department of State, Bureau of Human Resources, Office of Accessibility and Accommodation, Disability/Reasonable Accommodations Division (HR/OAA/DRAD) continues to dedicate resources for the Selective Placement Program Coordinator (SPPC). The SPPC is responsible for conducting recruitment & outreach to persons with disabilities and wounded warriors/disabled Veterans. These outreach efforts include:

- representation at college campus career fairs
- speaking roles and attending professional association events
- recruiting at events organized by military transition centers

The SPPC works in collaboration with the Veterans Employment Program Manager (VEPM) and the Office of Recruitment, Examination, and Employment (HR/REE) to ensure a unified message is being delivered to help attract a diverse applicant pool. In FY 2016, the Department hired 49 new employees under the Schedule A Hiring Authority. This constitutes a 48% increase from FY 2015.

One of the Disability Hiring Programs that is most effective in achieving career development, advancement and retention goals of the persons with disabilities at the Department is the Workforce Recruitment Program (WRP). This is an internship program for college students and recent graduates with disabilities. Historically, five to eight students are hired through WRP as interns each year, with several interns offered permanent placement following their internship. In FY 2016, the Department reserved enough central funding to hire between 8-10 WRP interns for a ten week internship. In FY 2016, the Department successfully hired one of these WRP interns into a full-time permanent position.

HR/OAA/DRAD utilizes the Operation Warfighter (OWF) program to offer internship opportunities to wounded members of the armed forces while they are recovering from their injuries. The Department was unsuccessful in bringing on an OWF in FY 2016, and the working group continued to review strategies for maximizing participation and speeding up the clearance process to allow for successful on-boarding. Additionally, HR/OAA/DRAD works with the Bureau of Intelligence and Research (INR) to serve on the Intelligence Community's Wounded Warrior Working Group to help promote internship and full time employment opportunities to wounded warriors in the Department's Intelligence Community Organizations.

To further the training and education of Department employees, HR/OAA/DRAD created an online distance learning course in 2013 to educate all employees, including managers, supervisors, and HR professionals on a variety of issues related to the hiring, promotion, and retention of persons with disabilities, including the topic of the Schedule A Hiring Authority. In FY 2016, 209 Department employees enrolled and completed the course. This demonstrates a 63% increase from FY 2015.

Additionally, HR/OAA/DRAD Disability Analysts and the Selective Placement Program Coordinator hosted speaking engagements with various Bureaus to inform employees about reasonable accommodation services and to encourage hiring managers to utilize Schedule A. In FY 2016, DRAD conducted four briefings on reasonable accommodations and Schedule A hiring authority.

In FY 2015, the Department was able to improve the process by which employees self-identify their disability status. Previously, people filled out forms and that information was manually input into a person's personnel record. In FY 2015, that process was automated to allow for electronic-self-service, which updates disability self-identification in real time. We expect that this initiative will improve the accuracy of the Department's statistics of the population of persons with disabilities at the Department in FY 2017 and beyond.

The Department continues to measure and monitor the percentage of hires under the Schedule A Hiring Authority and the percentage of hires under Veteran Hiring Authorities on a quarterly and annual basis in order to evaluate the success of outreach and training concerning the hiring of persons with disabilities