



**United States Department of State  
and the Broadcasting Board of Governors  
Office of Inspector General**

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**Inspection of the Bureau of Human Resources**

The Bureau of Human Resources' (HR) mission is to ensure that the Department of State (Department) has the workforce to meet the needs of American diplomacy and to implement the Secretary of State's vision of transformational diplomacy. That vision requires HR to implement a global repositioning of the Department's human resources and other assets and to maintain a dynamic diplomatic corps that has a broad range of knowledge, skills, and capabilities.

The Director General of the Foreign Service (Director General) and HR face significant challenges in implementing these objectives and must balance high-stakes problems in international relations and a series of major personnel-related initiatives. The Civil Service personnel system does not facilitate employees' optimal training, development, promotion, and use. In addition, the Department needs qualified human resources specialists and must move quickly to implement a certification process and associated training to address the problem.

A 15-percent deficit in mid-ranked Foreign Service positions that resulted from decreased hiring in the 1990s continues to hamper staffing for key Department positions worldwide. The Department could only overcome this problem before 2010 through an extraordinary intervention in the hiring and promotion process for Foreign Service officers.

The Department needs to codify in one place and strengthen its commitment to its over 38,000 locally employed staff overseas. Furthermore, the Department's Post Assignment Travel funds are at high risk for waste, fraud, and mismanagement because of a weak controls environment and a costly, inefficient system for managing employee travel and the transportation of household effects.

The Director General and his senior staff recognize these challenges, have a vision, and are charting a course to deal with them. Their successes and failures will be measured in large part by what transpires in FY 2007. The bureau has responded with new bidding procedures, assignment policies, and incentives to reposition the Department's human resources effort. HR is taking part in rightsizing efforts, decentralizing human resource services through centers of excellence, and studying the outsourcing of some services.

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**OIG Report ISP-I-07-16, Inspection of the Bureau of Human Resources**

The fieldwork for this report was conducted by the Office of Inspections in Washington, DC, between September 12 and November 13, 2006. This is an unclassified summary of a full report, which receives limited official distribution. Both the report summary and the full report reflect the conditions reviewed during the fieldwork.

**Office of Inspector General**

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