

Calendar No. 319

117TH CONGRESS
2D SESSION**S. 3492**

To address the importance of foreign affairs training to national security,
and for other purposes.

IN THE SENATE OF THE UNITED STATES

JANUARY 12 (legislative day, JANUARY 10), 2022

Mr. CARDIN (for himself, Mr. HAGERTY, Mrs. SHAHEEN, and Mr. BOOKER)
introduced the following bill; which was read twice and referred to the
Committee on Foreign Relations

APRIL 4 (legislative day, MARCH 31), 2022

Reported by Mr. MENENDEZ, with an amendment

[Strike out all after the enacting clause and insert the part printed in italic]

A BILL

To address the importance of foreign affairs training to
national security, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SENSE OF CONGRESS.**

4 It is the sense of Congress that—

5 (1) the Department of State is a crucial na-
6 tional security agency, whose employees, both For-

1 eign Service and Civil Service, require the best pos-
2 sible training at every stage of their careers to pre-
3 pare them to promote and defend United States na-
4 tional interests and the health and safety of United
5 States citizens abroad;

6 (2) the investment of time and resources by the
7 Department with respect to the training and edu-
8 cation of its personnel is considerably below the level
9 of other Federal departments and agencies in the
10 national security field; and falls well below the in-
11 vestments many allied and adversarial countries
12 make in the development of their diplomats;

13 (3) the Department faces increasingly complex
14 and rapidly evolving challenges, many of which are
15 science and technology-driven, and which demand
16 continual, high-quality training and education of its
17 personnel;

18 (4) the Department must move beyond reliance
19 on “on-the-job training” and other informal
20 mentorship practices, which lead to an inequality in
21 skillset development and career advancement oppor-
22 tunities, often particularly for minority personnel;
23 and toward a robust professional tradeecraft training
24 continuum that will provide for greater equality in
25 career advancement;

1 (5) the Department must clearly link training
2 to promotional opportunities, requiring officers to
3 take certain classes at institutions of the Depart-
4 ment (or equivalent courses at other institutions) at
5 specific phases throughout their careers and to par-
6 ticipate in fellowship programs that expose dip-
7 lomats to other agencies, organizations, and cul-
8 tures;

9 (6) the Foreign Service Institute and other
10 training facilities of the Department should seek to
11 increase substantially educational and training offer-
12 ings to Department personnel, including by devel-
13 oping new and innovative education and training
14 courses, methods, programs, and opportunities; and

15 (7) consistent with gift acceptance authority of
16 the Department and other applicable laws in effect
17 as of the date of the enactment of this Act, the De-
18 partment and the Foreign Service Institute should
19 accept funds and other resources from foundations,
20 not-for-profit corporations, and other appropriate
21 sources to help the Department and the Institute en-
22 hance the quantity and quality of training offerings,
23 especially in the introduction of new, innovative, and
24 pilot model courses.

1 **SEC. 2. DEFINITION OF APPROPRIATE CONGRESSIONAL**
2 **COMMITTEES.**

3 In this Act, the term “appropriate congressional com-
4 mittees” means—

5 (1) the Committee on Foreign Relations and
6 the Committee on Appropriations of the Senate; and

7 (2) the Committee on Foreign Affairs and the
8 Committee on Appropriations of the House of Rep-
9 resentatives.

10 **SEC. 3. TRAINING FLOAT STRATEGY.**

11 (a) **IN GENERAL.**—Not later than 90 days after the
12 date of the enactment of this Act, the Secretary of State
13 shall develop and submit to the appropriate congressional
14 committees a strategy to establish a “training float” to
15 allow for a minimum of 10 percent and up to 15 percent
16 of officers of the Civil Service of the Department of State
17 and the Foreign Service to participate in long-term train-
18 ing at any given time.

19 (b) **IDENTIFICATION OF STEPS.**—The strategy re-
20 quired by subsection (a) shall identify steps necessary to
21 ensure—

22 (1) implementation of the training priorities de-
23 scribed in section 4;

24 (2) sufficient training capacity and opportuni-
25 ties are available to Civil Service and Foreign Serv-
26 ice officers;

1 (3) the use of mechanisms to ensure equitable
2 distribution of long-term training opportunities to
3 Civil Service and Foreign Service officers; and

4 (4) the availability of resources and any addi-
5 tional authorities necessary to facilitate the training
6 float described in subsection (a), including through
7 programs at the Foreign Service Institute, the For-
8 eign Affairs Security Training Center, and other fa-
9 cilities or programs operated by the Department.

10 (c) IDENTIFICATION OF TRAINING.—The strategy re-
11 quired by subsection (a) shall identify—

12 (1) which types of training would be prioritized
13 under the training float;

14 (2) the extent to which such training is already
15 being provided to Civil Service and Foreign Service
16 officers by the Department;

17 (3) any factors in existence as of the date on
18 which the strategy is submitted that incentivize or
19 disincentive such training; and

20 (4) why such training cannot be achieved with-
21 out Foreign Service officers leaving the workforce.

22 (d) CONSIDERATIONS.—In developing the strategy
23 required by subsection (a), the Secretary of State shall
24 consider, in addition to training opportunities provided by
25 the Department, training that could be provided by other

1 United States Government training institutions and non-
 2 governmental educational institutions.

3 **SEC. 4. TRAINING PRIORITIZATION.**

4 In order to provide the Civil Service of the Depart-
 5 ment of State and the Foreign Service with the level of
 6 education and training needed to effectively advance
 7 United States interests across the world, the Secretary of
 8 State shall—

9 (1) increase offerings provided by the Depart-
 10 ment—

11 (A) of interactive virtual instruction to
 12 make training more accessible and useful to
 13 personnel deployed throughout the world; or

14 (B) at partner organizations, including
 15 universities, industry entities, and nongovern-
 16 mental organizations, throughout the United
 17 States to provide useful outside perspectives to
 18 Department personnel to provide such per-
 19 sonnel—

20 (i) a more comprehensive outlook on
 21 different sectors of United States society;
 22 and

23 (ii) practical experience dealing with
 24 commercial corporations, universities, labor

1 unions, and other institutions critical to
2 United States diplomatic success;

3 ~~(2)~~ offer courses using computer-based or com-
4 puter-assisted simulations, allowing civilian officers
5 to lead decision making in a crisis environment, and
6 encourage officers of the Department of State and
7 reciprocally officers of other Departments to partici-
8 pate in similar exercises held by the Department of
9 State or other government organizations and the pri-
10 vate sector; and

11 ~~(3)~~ increase the duration and expand the focus
12 of certain training courses, including by—

13 ~~(A)~~ extending the A-100 entry-level course
14 to not less than 12 weeks, better matching the
15 length of entry-level training provided to the of-
16 ficers in other national security departments
17 and agencies; and

18 ~~(B)~~ extending the chief of mission course
19 to not less than 6 weeks for first time chiefs of
20 mission and creating a comparable 6-week
21 course for new Assistant Secretaries and Dep-
22 uty Assistant Secretaries to more accurately re-
23 flect the significant responsibilities accom-
24 panying such roles.

1 **SEC. 5. FELLOWSHIPS.**

2 The Director General of the Foreign Service shall—

3 (1) establish new fellowship programs for For-
4 eign Service and Civil Service officers that include
5 short- and long-term opportunities at organizations
6 including—

7 (A) think tanks and nongovernmental or-
8 ganizations;

9 (B) the Department of Defense, the ele-
10 ments of the intelligence community (as defined
11 in section 3 of the National Security Act of
12 1947 (50 U.S.C. 3003)), and other relevant
13 Federal agencies;

14 (C) industry entities, especially such enti-
15 ties related to technology, global operations, fi-
16 nance, and other fields directly relevant to
17 international affairs; and

18 (D) schools of international relations and
19 other relevant programs at universities through-
20 out the United States; and

21 (2) expand the Pearson Fellows Program for
22 Foreign Service Officers and the Brookings Fellow
23 Program for Civil Servants at the Department of
24 State to allow fellows in those programs the oppor-
25 tunity to undertake a follow-on assignment within
26 the Department in an office that will benefit from

1 practical knowledge of the people and processes of
 2 Congress.

3 **SEC. 6. CENTER FOR INNOVATION IN TRAINING AT THE**
 4 **FOREIGN SERVICE INSTITUTE.**

5 (a) **ESTABLISHMENT.**—The Secretary of State shall
 6 establish a center to be known as the “Center for Innova-
 7 tion in Training” (in this section referred to as the “Cen-
 8 ter”).

9 (b) **PURPOSE.**—The purpose of the Center shall be
 10 to allow the Foreign Service Institute to cyclically evaluate
 11 all courses and curriculum of the Institute in order to
 12 identify updates to such courses and curriculum necessary
 13 to meet the frequent changes in skillsets needed by officers
 14 to aptly prepare them to address ever-changing global dy-
 15 namies.

16 (c) **SUPERVISION.**—

17 (1) **IN GENERAL.**—The Center shall be led by
 18 an official equivalent to the level of a Deputy Assist-
 19 ant Secretary of State, who shall be appointed by
 20 the Secretary of State.

21 (2) **TERMS.**—The official described in para-
 22 graph (1) shall serve for a term of at least 2 years
 23 and may be reappointed for 1 or more additional 2-
 24 year terms.

1 (3) QUALIFICATIONS.—The official described in
 2 paragraph (1) shall be appointed from among indi-
 3 viduals with experience in technology, innovation,
 4 human capital, metrics, and evaluation of adult
 5 learning.

6 (4) HIRING AUTHORITIES.—The official de-
 7 scribed in paragraph (1) shall be—

8 (A) a highly qualified expert appointed by
 9 the Secretary;

10 (B) an individual detailed to the Depart-
 11 ment under the Intergovernmental Personnel
 12 Act of 1970 (42 U.S.C. 4701 et seq.); or

13 (C) an individual hired under a specialized
 14 hiring authority equivalent to the authorities
 15 described in subparagraphs (A) and (B), as de-
 16 termined by the Secretary.

17 **SEC. 7. BOARD OF VISITORS OF THE FOREIGN SERVICE IN-**
 18 **STITUTE.**

19 (a) ESTABLISHMENT.—Not later than 1 year after
 20 the date of the enactment of this Act, the Secretary of
 21 State shall establish a Board of Visitors of the Foreign
 22 Service Institute.

23 (b) DUTIES.—The Board of Visitors established
 24 under subsection (a) shall provide the Secretary of State
 25 with independent advice and recommendations on organi-

1 zational management, strategic planning, resource man-
 2 agement, curriculum development, and other matters of
 3 interest to the Foreign Service Institute.

4 ~~(c)~~ MEMBERSHIP.—

5 ~~(1)~~ IN GENERAL.—The Board shall be—

6 ~~(A)~~ nonpartisan; and

7 ~~(B)~~ composed of 12 members of whom—

8 ~~(i)~~ 2 shall be appointed by the Chair-
 9 person of the Committee on Foreign Rela-
 10 tions of the Senate;

11 ~~(ii)~~ 2 shall be appointed by the Rank-
 12 ing Member of the Committee on Foreign
 13 Relations of the Senate;

14 ~~(iii)~~ 2 shall be appointed by the Chair-
 15 person of the Committee on Foreign Af-
 16 fairs of the House of Representatives;

17 ~~(iv)~~ 2 shall be appointed by the Rank-
 18 ing Member of the Committee on Foreign
 19 Affairs of the House of Representatives;
 20 and

21 ~~(v)~~ 4 shall be appointed by the Sec-
 22 retary of State.

23 ~~(2)~~ QUALIFICATIONS.—Members of the Board
 24 shall be appointed from among individuals who are
 25 not officers or employees of the Federal Government

1 and are eminent authorities in the fields of diplo-
 2 macy, management, leadership, technology, and ad-
 3 vanced international relations education.

4 ~~(3) OUTSIDE EXPERTISE.~~—Not fewer than $\frac{1}{2}$
 5 of the members of the Board shall have a minimum
 6 of 10 years of expertise outside the field of diplo-
 7 macy.

8 ~~(d) TERMS.~~—A member of the Board shall be ap-
 9 pointed for a term of 3 years, except that of the members
 10 first appointed—

11 ~~(1) $\frac{1}{3}$ shall be appointed for a term of 3 years;~~

12 ~~(2) $\frac{1}{3}$ shall be appointed for a term of 2 years;~~

13 and

14 ~~(3) $\frac{1}{3}$ shall be appointed for a term of 1 year.~~

15 ~~(e) REAPPOINTMENT; REPLACEMENT.~~—A member of
 16 the Board may be reappointed or replaced at the discre-
 17 tion of the official who made the original appointment.

18 ~~(f) CHAIRPERSON; CO-CHAIRPERSON.~~—

19 ~~(1) APPROVAL.~~—The Chairperson and Co-
 20 Chairperson of the Board shall be approved by the
 21 Secretary of State based upon a recommendation
 22 from the members of the Board.

23 ~~(2) SERVICE.~~—The Chairperson and Co-Chair-
 24 person shall serve at the discretion of the Secretary.

25 ~~(g) MEETINGS.~~—The Board shall meet—

1 (1) at the call of the Chief Learning Officer ap-
 2 pointed under section 11 in consultation with the
 3 Director of the Foreign Service Institute and the
 4 Chairperson; and

5 (2) not fewer than 2 times per year.

6 (h) COMPENSATION.—A member of the Board shall
 7 serve without compensation, except a member of the
 8 Board shall be allowed travel expenses, including per diem
 9 in lieu of subsistence, at rates authorized for employees
 10 of agencies under subchapter I of chapter 57 of title 5,
 11 United States Code, while away from their homes or reg-
 12 ular places of business in the performance of services for
 13 the Board. Notwithstanding section 1342 of title 31,
 14 United States Code, the Secretary of State may accept
 15 the voluntary and uncompensated services of members of
 16 the Board.

17 (i) APPLICABILITY OF FEDERAL ADVISORY COM-
 18 MITTEE ACT.—The Federal Advisory Committee Act (5
 19 U.S.C. App.) shall apply to the Board established under
 20 this section.

21 **SEC. 8. ESTABLISHMENT OF PROVOST OF THE FOREIGN**
 22 **SERVICE INSTITUTE.**

23 (a) ESTABLISHMENT.—There is established in the
 24 Foreign Service Institute the position of Provost.

1 (b) APPOINTMENT; REPORTING.—The Provost
2 shall—

3 (1) be appointed by the Board of Visitors of the
4 Foreign Service Institute of the Department of State
5 established under section 7; and

6 (2) report to the Director of the Foreign Serv-
7 ice Institute.

8 (c) DUTIES.—The Provost shall—

9 (1) oversee, review, evaluate, and coordinate the
10 academic curriculum for all courses taught and ad-
11 ministered by the Foreign Service Institute;

12 (2) coordinate the implementation of a letter or
13 numerical grading system for the performance of
14 Foreign Service officers in courses of the Foreign
15 Service Institute; and

16 (3) report not less frequently than quarterly to
17 the Board of Visitors on curriculum developments
18 and the performance of Foreign Service officers.

19 (d) TERM.—The Provost shall serve for a term of not
20 fewer than 5 years and may be reappointed for 1 addi-
21 tional term.

22 (e) COMPENSATION.—The Provost shall receive a sal-
23 ary commensurate with the rank and experience of a mem-
24 ber of the Senior Foreign Service or the Senior Executive
25 Service, as determined by the Board of Visitors.

1 **SEC. 9. OTHER AGENCY RESPONSIBILITIES AND OPPORTU-**
 2 **NITIES FOR CONGRESSIONAL STAFF.**

3 (a) OTHER AGENCIES.—National security agencies
 4 other than the Department of State should increase the
 5 enrollment of their personnel in courses at the Foreign
 6 Service Institute and other training facilities of the De-
 7 partment to promote a whole-of-government approach to
 8 mitigating national security challenges.

9 (b) CONGRESSIONAL STAFF.—The Secretary of State
 10 shall budget for and offer opportunities for congressional
 11 staff to participate in education and training through the
 12 Foreign Service Institute.

13 **SEC. 10. STRATEGY FOR RESIDENTIAL TRAINING.**

14 (a) IN GENERAL.—Not later than 180 days after the
 15 date of the enactment of this Act, the Secretary of State
 16 shall develop and submit to the appropriate congressional
 17 committees a strategy for establishing residential training
 18 for the A-100 orientation course administered by the For-
 19 eign Service Institute.

20 (b) STRATEGY DEVELOPMENT.—In developing the
 21 strategy, the Secretary of State shall—

22 (1) work with other national security depart-
 23 ments and agencies that employ residential training
 24 for their orientation course; and

1 (2) consider using the Foreign Affairs Security
 2 Training Center in Blackstone, Virginia, a facility of
 3 the Department of State.

4 **SEC. 11. ESTABLISHMENT OF CHIEF LEARNING OFFICER**
 5 **POSITION.**

6 (a) **ESTABLISHMENT.**—There is established in the
 7 Department of State the position of Chief Learning Offi-
 8 cer of the Department.

9 (b) **APPOINTMENT; REPORTING.**—The Chief Learn-
 10 ing Officer shall—

11 (1) be appointed by the Secretary of State; and
 12 (2) report to the Secretary.

13 (c) **DUTIES.**—

14 (1) **PRINCIPAL ADVISOR.**—The Chief Learning
 15 Officer shall be the principal advisor to the Sec-
 16 retary of State and the Deputy Secretaries of State
 17 on the intellectual preparation and development of
 18 the entire workforce of the Department for 21st cen-
 19 tury diplomacy, including all matters related to the
 20 educational and training strategies, policies, plans,
 21 activities, resources, personnel, and budget of the
 22 Department.

23 (2) **OVERSIGHT.**—The Chief Learning Officer
 24 shall oversee—

25 (A) the Foreign Service Institute;

1 ~~(B)~~ the executive fellowship programs of
2 the Department;

3 ~~(C)~~ all rotations and exchanges of per-
4 sonnel of the Department; and

5 ~~(D)~~ any educational components estab-
6 lished by the Department.

7 ~~(3)~~ RESPONSIBILITIES.—The Chief Learning
8 Officer shall—

9 ~~(A)~~ serve as the Executive for Education
10 and Training of the Department;

11 ~~(B)~~ be responsible for education manage-
12 ment, policy, facilities, and oversight on all edu-
13 cational matters of the Department;

14 ~~(C)~~ advise the Secretary, the Deputy Sec-
15 retary of State, and all Under Secretaries of
16 State and the staffs of such officials on all edu-
17 cational and training matters, and all matters
18 pertaining to human capital, including recruit-
19 ment, retention, promotion, supervision, and as-
20 signments;

21 ~~(D)~~ develop and execute a comprehensive
22 education and training strategy for the Depart-
23 ment;

1 (E) represent the Secretary and the Dep-
2 uty Secretary during the budget formulation
3 process for all education and related matters;

4 (F) formulate regulations, policies, strate-
5 gies, and guidance of the Department for diplo-
6 matic education and training;

7 (G) oversee the Foreign Service Institute
8 and the personnel, resources, and facilities of
9 the Institute, including by establishing an inde-
10 pendent Board of Overseers of the Foreign
11 Service Institute, appointing the members of
12 the Board, and serving as an ex officio member
13 of the Board;

14 (H) provide the Secretary and the Deputy
15 Secretary with proposed language for use in
16 promotion policies of the Department, including
17 setting education, professional development, and
18 leadership development attainment and per-
19 formance standards to be required or preferred
20 for promotion;

21 (I) establish and chair a Secretary's Man-
22 agement Council to coordinate and enforce poli-
23 cies relating to education and training and pro-
24 motion, supervision, and assignments; the mem-
25 bers of which shall be selected by the Secretary

1 and include the Under Secretary of State for
2 Administration and the Director General for
3 Global Talent Management, among others;

4 (J) serve as the liaison of the Department
5 to academia, learning enterprises within the
6 United States Government, and the education
7 and learning sectors of the private sector; and
8 establish partnerships and agreements for edu-
9 cational exchanges and experiential learning as-
10 signments;

11 (K) modify academic curricula, academic
12 research programs, and faculty-hiring policies;
13 and make key personnel decisions, as required;

14 (L) conduct or direct assessments of the
15 education and training system of the Depart-
16 ment to determine the quality and relevance of
17 academic programs;

18 (M) establish the academic standards for
19 selection and performance of faculty and stu-
20 dents within the Department;

21 (N) exercise decision authority on all addi-
22 tional matters designated by the Secretary and
23 Deputy Secretary; and

24 (O) designate an individual to be respon-
25 sible for learning and training at every bureau

1 of the Department and United States embassy,
 2 and organize those individuals into a network to
 3 collaborate on training and education activities
 4 developing in the field.

5 (d) TERM.—The Chief Learning Officer shall serve
 6 for a term of not fewer than 3 years, and may be re-
 7 appointed for 2 additional terms.

8 (e) COMPENSATION.—The rate of basic pay for the
 9 Chief Learning Officer shall be the greater of—

10 (1) the highest rate of basic pay payable for a
 11 noncareer appointee (as defined in section 3132(a)
 12 of title 5, United States Code); or

13 (2) the rate of basic pay payable for a highly
 14 qualified expert, as determined by the Secretary of
 15 State, in a position at level III of the Executive
 16 Schedule.

17 **SEC. 12. REPORT AND BRIEFING REQUIREMENTS.**

18 (a) REPORT.—Not later than 1 year after the date
 19 of the enactment of this Act, the Secretary of State shall
 20 submit to the appropriate congressional committees a re-
 21 port that includes—

22 (1) the strategy developed by the Chief Learn-
 23 ing Officer under section 11(e)(3)(D);

24 (2) the process used to implement the strategy
 25 throughout the Department; and

1 ~~(3) the results and impact of the strategy on~~
 2 ~~the workforce of the Department, particularly the~~
 3 ~~relationship between training and promotions for~~
 4 ~~Department personnel, and including the measure-~~
 5 ~~ment and evaluation methods used.~~

6 ~~(b) BRIEFING.—Not later than 1 year after the date~~
 7 ~~on which the Secretary of State submits the report re-~~
 8 ~~quired by subsection (a), and annually thereafter for 2~~
 9 ~~years, the Secretary shall provide to the appropriate con-~~
 10 ~~gressional committees a briefing on the information re-~~
 11 ~~quired to be included in the report.~~

12 **SECTION 1. SENSE OF CONGRESS.**

13 *It is the sense of Congress that—*

14 *(1) the Department of State is a crucial national*
 15 *security agency, whose employees, both Foreign Serv-*
 16 *ice and Civil Service, require the best possible train-*
 17 *ing and professional development at every stage of*
 18 *their careers to prepare them to promote and defend*
 19 *United States national interests and the health and*
 20 *safety of United States citizens abroad;*

21 *(2) the Department faces increasingly complex*
 22 *and rapidly evolving challenges, many of which are*
 23 *science and technology-driven, and which demand*
 24 *continual, high-quality training and professional de-*
 25 *velopment of its personnel;*

1 (3) *the new and evolving challenges of national*
 2 *security in the 21st century necessitates the expansion*
 3 *of standardized training and professional develop-*
 4 *ment opportunities linked to equitable, accountable,*
 5 *and transparent promotion and leadership practices*
 6 *for Department of State and other national security*
 7 *agency personnel; and*

8 (4) *consistent with gift acceptance authority of*
 9 *the Department and other applicable laws in effect as*
 10 *of the date of the enactment of this Act, the Depart-*
 11 *ment and the Foreign Service Institute may accept*
 12 *funds and other resources from foundations, not-for-*
 13 *profit corporations, and other appropriate sources to*
 14 *help the Department and the Institute enhance the*
 15 *quantity and quality of training and professional de-*
 16 *velopment offerings, especially in the introduction of*
 17 *new, innovative, and pilot model courses.*

18 **SEC. 2. APPROPRIATE CONGRESSIONAL COMMITTEES DE-**

19 **FINED.**

20 *In this Act, the term “appropriate congressional com-*
 21 *mittees” means—*

22 (1) *the Committee on Foreign Relations and the*
 23 *Committee on Appropriations of the Senate; and*

1 (2) *the Committee on Foreign Affairs and the*
 2 *Committee on Appropriations of the House of Rep-*
 3 *resentatives.*

4 **SEC. 3. TRAINING AND PROFESSIONAL DEVELOPMENT**
 5 **PRIORITIZATION.**

6 *In order to provide the Civil Service of the Department*
 7 *of State and the Foreign Service with the level of profes-*
 8 *sional development and training needed to effectively ad-*
 9 *vance United States interests across the world, the Secretary*
 10 *of State shall—*

11 (1) *increase relevant offerings provided by the*
 12 *Department—*

13 (A) *of interactive virtual instruction to*
 14 *make training and professional development*
 15 *more accessible and useful to personnel deployed*
 16 *throughout the world; or*

17 (B) *at partner organizations, including*
 18 *universities, industry entities, and nongovern-*
 19 *mental organizations, throughout the United*
 20 *States to provide useful outside perspectives to*
 21 *Department personnel to provide such per-*
 22 *sonnel—*

23 (i) *a more comprehensive outlook on*
 24 *different sectors of United States society;*
 25 *and*

1 (ii) practical experience dealing with
 2 commercial corporations, universities, labor
 3 unions, and other institutions critical to
 4 United States diplomatic success;

5 (2) offer courses using computer-based or com-
 6 puter-assisted simulations, allowing civilian officers
 7 to lead decision-making in a crisis environment, and
 8 encourage officers of the Department of State and re-
 9 ciprocally officers of other Departments to participate
 10 in similar exercises held by the Department of State
 11 or other government organizations and the private
 12 sector; and

13 (3) increase the duration and expand the focus
 14 of certain training and professional development
 15 courses, including by—

16 (A) extending the A-100 entry-level course
 17 to not less than 12 weeks, better matching the
 18 length of entry-level training and professional
 19 development provided to the officers in other na-
 20 tional security departments and agencies; and

21 (B) extending the chief of mission course to
 22 not less than 6 weeks for first time chiefs of mis-
 23 sion and creating a comparable 6-week course for
 24 new Assistant Secretaries and Deputy Assistant

1 *Secretaries to more accurately reflect the signifi-*
 2 *cant responsibilities accompanying such roles.*

3 **SEC. 4. FELLOWSHIPS.**

4 *The Director General of the Foreign Service shall—*

5 *(1) establish new fellowship programs for For-*
 6 *oreign Service and Civil Service officers that include*
 7 *short- and long-term opportunities at organizations,*
 8 *including—*

9 *(A) think tanks and nongovernmental orga-*
 10 *nizations;*

11 *(B) the Department of Defense, the elements*
 12 *of the intelligence community (as defined in sec-*
 13 *tion 3 of the National Security Act of 1947 (50*
 14 *U.S.C. 3003)), and other relevant Federal agen-*
 15 *cies;*

16 *(C) industry entities, especially such enti-*
 17 *ties related to technology, global operations, fi-*
 18 *nance, and other fields directly relevant to inter-*
 19 *national affairs; and*

20 *(D) schools of international relations and*
 21 *other relevant programs at universities through-*
 22 *out the United States; and*

23 *(2) not later than 180 days after the date of the*
 24 *enactment of this Act, provide Congress with a report*
 25 *on how the Department could expand the Pearson*

1 *Fellows Program for Foreign Service Officers and the*
 2 *Brookings Fellow Program for Civil Servants at the*
 3 *Department of State to allow fellows in those pro-*
 4 *grams the opportunity to undertake a follow-on as-*
 5 *signment within the Department in an office that will*
 6 *benefit from practical knowledge of the people and*
 7 *processes of Congress, including offices other than the*
 8 *Legislative Affairs Bureau (H), including—*

9 *(A) an assessment of the current state of*
 10 *congressional fellowships, including the demand*
 11 *for fellowships and the value the fellowships pro-*
 12 *vide to both the career of the officer and to the*
 13 *Department; and*

14 *(B) an assessment of the options for making*
 15 *congressional fellowships for both the Foreign*
 16 *and Civil Services more career-enhancing.*

17 **SEC. 5. BOARD OF VISITORS OF THE FOREIGN SERVICE IN-**
 18 **STITUTE.**

19 *(a) ESTABLISHMENT.—Not later than 1 year after the*
 20 *date of the enactment of this Act, the Secretary of State*
 21 *shall establish a Board of Visitors of the Foreign Service*
 22 *Institute.*

23 *(b) DUTIES.—The Board of Visitors established under*
 24 *subsection (a) shall provide the Secretary of State with*
 25 *independent advice and recommendations on organiza-*

1 *tional management, strategic planning, resource manage-*
 2 *ment, curriculum development, and other matters of interest*
 3 *to the Foreign Service Institute, including regular observa-*
 4 *tions about how well the Department is integrating train-*
 5 *ing and professional development into the work of the bu-*
 6 *reau for Global Talent Management (GTM).*

7 *(c) MEMBERSHIP.—*

8 *(1) IN GENERAL.—The Board shall be—*

9 *(A) nonpartisan; and*

10 *(B) composed of 12 members of whom—*

11 *(i) 2 shall be appointed by the Chair-*
 12 *person of the Committee on Foreign Rela-*
 13 *tions of the Senate;*

14 *(ii) 2 shall be appointed by the Rank-*
 15 *ing Member of the Committee on Foreign*
 16 *Relations of the Senate;*

17 *(iii) 2 shall be appointed by the Chair-*
 18 *person of the Committee on Foreign Affairs*
 19 *of the House of Representatives;*

20 *(iv) 2 shall be appointed by the Rank-*
 21 *ing Member of the Committee on Foreign*
 22 *Affairs of the House of Representatives; and*

23 *(v) 4 shall be appointed by the Sec-*
 24 *retary of State.*

1 (2) *QUALIFICATIONS.*—*Members of the Board*
 2 *shall be appointed from among individuals who are*
 3 *not officers or employees of the Federal Government,*
 4 *who have never been members of the Senior Foreign*
 5 *Service or the Senior Executive Service, and are emi-*
 6 *nent authorities in the fields of diplomacy, manage-*
 7 *ment, leadership, economics, trade, technology, and*
 8 *advanced international relations education.*

9 (3) *OUTSIDE EXPERTISE.*—*Not fewer than 6*
 10 *members of the Board shall have a minimum of 10*
 11 *years of expertise outside the field of diplomacy.*

12 (d) *TERMS.*—*A member of the Board shall be ap-*
 13 *pointed for a term of 3 years, except that of the members*
 14 *first appointed—*

15 (1) *4 shall be appointed for a term of 3 years;*

16 (2) *4 shall be appointed for a term of 2 years;*

17 *and*

18 (3) *4 shall be appointed for a term of 1 year.*

19 (e) *REAPPOINTMENT; REPLACEMENT.*—*A member of*
 20 *the Board may be reappointed or replaced at the discretion*
 21 *of the official who made the original appointment.*

22 (f) *CHAIRPERSON; CO-CHAIRPERSON.*—

23 (1) *APPROVAL.*—*The Chairperson and Co-Chair-*
 24 *person of the Board shall be approved by the Sec-*

1 *retary of State based upon a recommendation from*
 2 *the members of the Board.*

3 (2) *SERVICE.—The Chairperson and Co-Chair-*
 4 *person shall serve at the discretion of the Secretary.*

5 (g) *MEETINGS.—The Board shall meet—*

6 (1) *at the call of the Director of the Foreign*
 7 *Service Institute and the Chairperson; and*

8 (2) *not fewer than 2 times per year.*

9 (h) *COMPENSATION.—A member of the Board shall*
 10 *serve without compensation, except a member of the Board*
 11 *shall be allowed travel expenses, including per diem in lieu*
 12 *of subsistence, at rates authorized for employees of agencies*
 13 *under subchapter I of chapter 57 of title 5, United States*
 14 *Code, while away from their homes or regular places of*
 15 *business in the performance of services for the Board. Not-*
 16 *withstanding section 1342 of title 31, United States Code,*
 17 *the Secretary of State may accept the voluntary and un-*
 18 *compensated services of members of the Board.*

19 (i) *APPLICABILITY OF FEDERAL ADVISORY COM-*
 20 *MITTEE ACT.—The Federal Advisory Committee Act (5*
 21 *U.S.C. App.) shall apply to the Board established under*
 22 *this section.*

1 **SEC. 6. ESTABLISHMENT OF PROVOST OF THE FOREIGN**
2 **SERVICE INSTITUTE.**

3 (a) *ESTABLISHMENT.*—*There is established in the For-*
4 *ign Service Institute the position of Provost.*

5 (b) *APPOINTMENT; REPORTING.*—*The Provost shall—*

6 (1) *be appointed by the Board of Visitors of the*
7 *Foreign Service Institute of the Department of State*
8 *established under section 5; and*

9 (2) *report to the Director of the Foreign Service*
10 *Institute.*

11 (c) *QUALIFICATIONS.*—*The Provost—*

12 (1) *may not be an individual who is an officer*
13 *or employee of the Federal Government or who has*
14 *ever been a career member of the Senior Foreign Serv-*
15 *ice or the Senior Executive Service; and*

16 (2) *shall be an eminent authority in the fields of*
17 *diplomacy, education, management, leadership, eco-*
18 *nomics, history, trade, or technology.*

19 (d) *DUTIES.*—*The Provost shall—*

20 (1) *oversee, review, evaluate, and coordinate the*
21 *academic curriculum for all courses taught and ad-*
22 *ministered by the Foreign Service Institute;*

23 (2) *coordinate the implementation of a letter or*
24 *numerical grading system for the performance of For-*
25 *ign Service officers in courses of the Foreign Service*
26 *Institute; and*

1 (3) *report not less frequently than quarterly to*
 2 *the Board of Visitors on curriculum developments and*
 3 *the performance of Foreign Service officers.*

4 (e) *TERM.—The Provost shall serve for a term of not*
 5 *fewer than 5 years and may be reappointed for 1 additional*
 6 *term.*

7 (f) *COMPENSATION.—The Provost shall receive a sal-*
 8 *ary commensurate with the rank and experience of a mem-*
 9 *ber of the Senior Foreign Service or the Senior Executive*
 10 *Service, as determined by the Board of Visitors.*

11 **SEC. 7. OTHER AGENCY RESPONSIBILITIES AND OPPORTU-**
 12 **NITIES FOR CONGRESSIONAL STAFF.**

13 (a) *OTHER AGENCIES.—National security agencies*
 14 *other than the Department of State should be afforded the*
 15 *ability to increase the enrollment of their personnel in*
 16 *courses at the Foreign Service Institute and other training*
 17 *and professional development facilities of the Department*
 18 *to promote a whole-of-government approach to mitigating*
 19 *national security challenges.*

20 (b) *CONGRESSIONAL STAFF.—Not later than 180 days*
 21 *after the date of the enactment of this Act, the Secretary*
 22 *of State shall provide the appropriate congressional com-*
 23 *mittees with a report on offering training and professional*
 24 *development opportunities at the Foreign Service Institute*
 25 *and other such Department of State facilities for congres-*

1 sional staff, to include budget impacts and potential course
 2 offerings.

3 **SEC. 8. STRATEGY FOR ADAPTING TRAINING REQUIRE-**
 4 **MENTS FOR MODERN DIPLOMATIC NEEDS.**

5 (a) *IN GENERAL.*—Not later than 1 year after the date
 6 of the enactment of this Act, the Secretary of State shall
 7 develop and submit to the appropriate congressional com-
 8 mittees a strategy for how to adapt and evolve training re-
 9 quirements to better meet the Department’s current and fu-
 10 ture needs for 21st century diplomacy.

11 (b) *ELEMENTS.*—The strategy required under sub-
 12 section (a) shall include the following elements:

13 (1) *Integrating training requirements into the*
 14 *Department of State’s promotion policies, including*
 15 *establishing educational and professional development*
 16 *standards for training and attainment to be used as*
 17 *a part of tenure and promotion guidelines.*

18 (2) *Addressing multiple existing and emerging*
 19 *national security challenges, including—*

20 (A) *democratic backsliding and*
 21 *authoritarianism;*

22 (B) *countering, and assisting United States*
 23 *allies to address, state-sponsored disinformation,*
 24 *including through the Global Engagement Cen-*
 25 *ter;*

- 1 (C) cyber threats;
- 2 (D) aggression and malign influence;
- 3 (E) the implications of climate change for
- 4 United States diplomacy; and
- 5 (F) nuclear threats.

6 (3) Establishing residential training for the A–
 7 100 orientation course administered by the Foreign
 8 Service Institute, and evaluating the feasibility of res-
 9 idential training for long-term training opportuni-
 10 ties.

11 (c) *UTILIZATION OF EXISTING RESOURCES.*—In estab-
 12 lishing the residential training program pursuant to sub-
 13 section (a)(3), the Secretary of State shall work with other
 14 national security departments and agencies that employ
 15 residential training for their orientation course and con-
 16 sider using the Foreign Affairs Security Training Center
 17 in Blackstone, Virginia, a facility of the Department of
 18 State.

19 **SEC. 9. REPORT AND BRIEFING REQUIREMENTS.**

20 (a) *REPORT.*—Not later than 1 year after the date of
 21 the enactment of this Act, the Secretary of State shall sub-
 22 mit to the appropriate congressional committees a report
 23 that includes—

- 24 (1) a strategy for broadening and deepening pro-
 25 fessional development and training at the Depart-

1 *ment, including assessing current and future needs*
 2 *for 21st century diplomacy;*

3 *(2) the process used and resources needed to im-*
 4 *plement the strategy throughout the Department; and*

5 *(3) the results and impact of the strategy on the*
 6 *workforce of the Department, particularly the rela-*
 7 *tionship between professional development and train-*
 8 *ing and promotions for Department personnel, and*
 9 *including the measurement and evaluation methods*
 10 *used.*

11 *(b) BRIEFING.—Not later than 1 year after the date*
 12 *on which the Secretary of State submits the report required*
 13 *by subsection (a), and annually thereafter for 2 years, the*
 14 *Secretary shall provide to the appropriate congressional*
 15 *committees a briefing on the information required to be in-*
 16 *cluded in the report.*

17 **SEC. 10. FOREIGN LANGUAGE MAINTENANCE INCENTIVE**
 18 **PROGRAM.**

19 *(a) AUTHORIZATION.—The Secretary of State is au-*
 20 *thorized to establish and implement an incentive program*
 21 *to encourage members of the Foreign Service who possess*
 22 *language proficiency in any of the languages that qualify*
 23 *for bonus points, as determined by the Secretary, to main-*
 24 *tain critical foreign language skills.*

1 (b) *REPORT.*—Not later than 90 days after the date
 2 of the enactment of this Act, the Secretary of State shall
 3 submit a report to the appropriate congressional committees
 4 that includes a detailed plan for implementing the program
 5 authorized under subsection (a), including anticipated re-
 6 source requirements.

7 **SEC. 11. DEPARTMENT OF STATE WORKFORCE MANAGE-**
 8 **MENT.**

9 (a) *SENSE OF CONGRESS.*—It is the sense of Congress
 10 that informed, data-driven, and long-term workforce man-
 11 agement, including with respect to the Foreign Service,
 12 Civil Service, locally employed staff, and contractors, is
 13 needed to align diplomatic priorities with the appropriate
 14 personnel and resources.

15 (b) *ANNUAL WORKFORCE REPORT.*—

16 (1) *IN GENERAL.*—In order to understand the
 17 Department of State’s long-term trends with respect
 18 to its workforce, the Secretary of State shall, with
 19 input from relevant bureaus and offices, including the
 20 Bureau of Global Talent Management, the Bureau of
 21 Consular Affairs, and the Center for Analytics, sub-
 22 mit to the appropriate congressional committees a re-
 23 port that details the Department of State’s workforce,
 24 disaggregated by Foreign Service, Civil Service, lo-
 25 cally employed staff, and contractors—

1 (A) the number of personnel who were hired;

2 (B) the number of personnel whose employ-
3 ment or contract was terminated or voluntarily
4 left the Department;

5 (C) the number of personnel who were pro-
6 moted, including the grade to which they were
7 promoted;

8 (D) the demographic breakdown of per-
9 sonnel; and

10 (E) the distribution of the Department of
11 State's workforce based on domestic and overseas
12 assignments, including a breakdown of the num-
13 ber of personnel in geographic and functional
14 bureaus, and the number of personnel in overseas
15 missions by region.

16 (2) *INITIAL REPORT.*—Not later than 180 days
17 after the date of the enactment of this Act, the Sec-
18 retary of State shall submit the report described in
19 paragraph (1) for each fiscal year from fiscal years
20 2002 through 2022.

21 (3) *RECURRING REPORT.*—Not later than De-
22 cember 31, 2023, and annually thereafter for 9 years,
23 the Secretary of State shall submit the report de-
24 scribed in paragraph (1) for the prior fiscal year.

1 (4) *USE OF REPORT DATA.*—*The data in the re-*
 2 *ports required under this subsection shall be used by*
 3 *Congress, in coordination with the Secretary of State,*
 4 *to inform recommendations on the appropriate size*
 5 *and composition of the Department of State.*

6 **SEC. 12. SENSE OF CONGRESS ON THE IMPORTANCE OF**
 7 **FILLING THE POSITION OF UNDERSECRE-**
 8 **TARY FOR PUBLIC DIPLOMACY AND PUBLIC**
 9 **AFFAIRS.**

10 *It is the sense of Congress that since a vacancy in the*
 11 *position of Undersecretary for Public Diplomacy and Pub-*
 12 *lic Affairs is detrimental to the national security interests*
 13 *of the United States, the President should expeditiously*
 14 *nominate a qualified individual to such position whenever*
 15 *such vacancy occurs to ensure that the bureaus reporting*
 16 *to such position are able to fulfill their mission of—*

17 (1) *expanding and strengthening relationships*
 18 *between the people of the United States and citizens*
 19 *of other countries; and*

20 (2) *engaging, informing, and understanding the*
 21 *perspectives of foreign audiences.*

22 **SEC. 13. REPORT ON PUBLIC DIPLOMACY.**

23 *Not later than 120 days after the date of the enactment*
 24 *of this Act, the Secretary of State shall submit a report to*
 25 *the appropriate congressional committees that includes—*

1 (1) *an evaluation of the May 2019 merger of the*
2 *Bureau of Public Affairs and the Bureau of Inter-*
3 *national Information Programs into the Bureau of*
4 *Global Public Affairs with respect to—*

5 (A) *the efficacy of the current bureau con-*
6 *figuration of the bureaus reporting to the Under*
7 *Secretary for Public Diplomacy and Public Af-*
8 *airs in achieving the mission of the Department*
9 *of State;*

10 (B) *the metrics before and after such merg-*
11 *er, including personnel data, disaggregated by*
12 *positions and location, content production, opin-*
13 *ion polling, program evaluations, and media ap-*
14 *pearances;*

15 (C) *the results of a survey of public diplo-*
16 *macy practitioners to determine their opinion of*
17 *the efficacy of such merger and any adjustments*
18 *that still need to be made;*

19 (D) *a plan for evaluating and monitoring,*
20 *not less frequently than once every 2 years, the*
21 *programs, activities, messaging, professional de-*
22 *velopment efforts, and structure of the Bureau of*
23 *Global Public Affairs, and submitting a sum-*
24 *mary of each such evaluation to the appropriate*
25 *congressional committees; and*

1 (2) *a review of recent outside recommendations*
2 *for modernizing diplomacy at the Department of*
3 *State with respect to public diplomacy efforts, includ-*
4 *ing—*

5 (A) *efforts in each of the bureaus reporting*
6 *to the Under Secretary for Public Diplomacy*
7 *and Public Affairs to address issues of diversity*
8 *and inclusion in their work, structure, data col-*
9 *lection, programming, and personnel, including*
10 *any collaboration with the Chief Officer for Di-*
11 *versity and Inclusion;*

12 (B) *proposals to collaborate with think*
13 *tanks and academic institutions working on*
14 *public diplomacy issues to implement recent out-*
15 *side recommendations; and*

16 (C) *additional authorizations and appro-*
17 *priations necessary to implement such rec-*
18 *ommendations.*

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S. 3492

A BILL

To address the importance of foreign affairs training to national security, and for other purposes.

APRIL 4 (legislative day, MARCH 31), 2022

Reported with an amendment