

Manager's Amendment

AMENDMENT NO. \_\_\_\_\_ Calendar No. \_\_\_\_\_

Purpose: In the nature of a substitute.

**IN THE SENATE OF THE UNITED STATES—117th Cong., 2d Sess.**

**S. 3492**

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

Referred to the Committee on \_\_\_\_\_ and ordered to be printed

Ordered to lie on the table and to be printed

AMENDMENT IN THE NATURE OF A SUBSTITUTE intended to be proposed by Mr. CARDIN

Viz:

1 Strike all after the enacting clause and insert the following:  
2

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

4 It is the sense of Congress that—

5 (1) the Department of State is a crucial national security agency, whose employees, both Foreign Service and Civil Service, require the best possible training and professional development at every stage of their careers to prepare them to promote and defend United States national interests and the health and safety of United States citizens abroad;  
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1           (2) the Department faces increasingly complex  
2           and rapidly evolving challenges, many of which are  
3           science and technology-driven, and which demand  
4           continual, high-quality training and professional de-  
5           velopment of its personnel;

6           (3) the new and evolving challenges of national  
7           security in the 21st century necessitates the expan-  
8           sion of standardized training and professional devel-  
9           opment opportunities linked to equitable, account-  
10          able, and transparent promotion and leadership  
11          practices for Department of State and other national  
12          security agency personnel; and

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

1 **SEC. 2. APPROPRIATE CONGRESSIONAL COMMITTEES DE-**  
2 **FINED.**

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 AND PROFESSIONAL DEVELOPMENT**  
11 **PRIORITIZATION.**

12 In order to provide the Civil Service of the Depart-  
13 ment of State and the Foreign Service with the level of  
14 professional development and training needed to effec-  
15 tively advance United States interests across the world,  
16 the Secretary of State shall—

17 (1) increase relevant offerings provided by the  
18 Department—

19 (A) of interactive virtual instruction to  
20 make training and professional development  
21 more accessible and useful to personnel de-  
22 ployed throughout the world; or

23 (B) at partner organizations, including  
24 universities, industry entities, and nongovern-  
25 mental organizations, throughout the United  
26 States to provide useful outside perspectives to

1 Department personnel to provide such per-  
2 sonnel—

3 (i) a more comprehensive outlook on  
4 different sectors of United States society;  
5 and

6 (ii) practical experience dealing with  
7 commercial corporations, universities, labor  
8 unions, and other institutions critical to  
9 United States diplomatic success;

10 (2) offer courses using computer-based or com-  
11 puter-assisted simulations, allowing civilian officers  
12 to lead decision-making in a crisis environment, and  
13 encourage officers of the Department of State and  
14 reciprocally officers of other Departments to partici-  
15 pate in similar exercises held by the Department of  
16 State or other government organizations and the pri-  
17 vate sector; and

18 (3) increase the duration and expand the focus  
19 of certain training and professional development  
20 courses, including by—

21 (A) extending the A-100 entry-level course  
22 to not less than 12 weeks, better matching the  
23 length of entry-level training and professional  
24 development provided to the officers in other  
25 national security departments and agencies; and

1 (B) extending the chief of mission course  
2 to not less than 6 weeks for first time chiefs of  
3 mission and creating a comparable 6-week  
4 course for new Assistant Secretaries and Dep-  
5 uty Assistant Secretaries to more accurately re-  
6 flect the significant responsibilities accom-  
7 panying such roles.

8 **SEC. 4. FELLOWSHIPS.**

9 The Director General of the Foreign Service shall—  
10 (1) establish new fellowship programs for For-  
11 eign Service and Civil Service officers that include  
12 short- and long-term opportunities at organizations,  
13 including—

14 (A) think tanks and nongovernmental or-  
15 ganizations;

16 (B) the Department of Defense, the ele-  
17 ments of the intelligence community (as defined  
18 in section 3 of the National Security Act of  
19 1947 (50 U.S.C. 3003)), and other relevant  
20 Federal agencies;

21 (C) industry entities, especially such enti-  
22 ties related to technology, global operations, fi-  
23 nance, and other fields directly relevant to  
24 international affairs; and

1 (D) schools of international relations and  
2 other relevant programs at universities through-  
3 out the United States; and

4 (2) not later than 180 days after the date of  
5 the enactment of this Act, provide Congress with a  
6 report on how the Department could expand the  
7 Pearson Fellows Program for Foreign Service Offi-  
8 cers and the Brookings Fellow Program for Civil  
9 Servants at the Department of State to allow fellows  
10 in those programs the opportunity to undertake a  
11 follow-on assignment within the Department in an  
12 office that will benefit from practical knowledge of  
13 the people and processes of Congress, including of-  
14 fices other than the Legislative Affairs Bureau (H),  
15 including—

16 (A) an assessment of the current state of  
17 congressional fellowships, including the demand  
18 for fellowships and the value the fellowships  
19 provide to both the career of the officer and to  
20 the Department; and

21 (B) an assessment of the options for mak-  
22 ing congressional fellowships for both the For-  
23 eign and Civil Services more career-enhancing.

1 **SEC. 5. BOARD OF VISITORS OF THE FOREIGN SERVICE IN-**  
2 **STITUTE.**

3 (a) ESTABLISHMENT.—Not later than 1 year after  
4 the date of the enactment of this Act, the Secretary of  
5 State shall establish a Board of Visitors of the Foreign  
6 Service Institute.

7 (b) DUTIES.—The Board of Visitors established  
8 under subsection (a) shall provide the Secretary of State  
9 with independent advice and recommendations on organi-  
10 zational management, strategic planning, resource man-  
11 agement, curriculum development, and other matters of  
12 interest to the Foreign Service Institute, including regular  
13 observations about how well the Department is integrating  
14 training and professional development into the work of the  
15 bureau for Global Talent Management (GTM).

16 (c) MEMBERSHIP.—

17 (1) IN GENERAL.—The Board shall be—

18 (A) nonpartisan; and

19 (B) composed of 12 members of whom—

20 (i) 2 shall be appointed by the Chair-  
21 person of the Committee on Foreign Rela-  
22 tions of the Senate;

23 (ii) 2 shall be appointed by the Rank-  
24 ing Member of the Committee on Foreign  
25 Relations of the Senate;

1 (iii) 2 shall be appointed by the Chair-  
2 person of the Committee on Foreign Af-  
3 fairs of the House of Representatives;

4 (iv) 2 shall be appointed by the Rank-  
5 ing Member of the Committee on Foreign  
6 Affairs of the House of Representatives;  
7 and

8 (v) 4 shall be appointed by the Sec-  
9 retary of State.

10 (2) QUALIFICATIONS.—Members of the Board  
11 shall be appointed from among individuals who are  
12 not officers or employees of the Federal Govern-  
13 ment, who have never been members of the Senior  
14 Foreign Service or the Senior Executive Service, and  
15 are eminent authorities in the fields of diplomacy,  
16 management, leadership, economics, trade, tech-  
17 nology, and advanced international relations edu-  
18 cation.

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

22 (d) TERMS.—A member of the Board shall be ap-  
23 pointed for a term of 3 years, except that of the members  
24 first appointed—

25 (1) 4 shall be appointed for a term of 3 years;



1           (2) 4 shall be appointed for a term of 2 years;

2           and

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

4           (e) REAPPOINTMENT; REPLACEMENT.—A member of  
5 the Board may be reappointed or replaced at the discre-  
6 tion of the official who made the original appointment.

7           (f) CHAIRPERSON; CO-CHAIRPERSON.—

8           (1) APPROVAL.—The Chairperson and Co-  
9 Chairperson of the Board shall be approved by the  
10 Secretary of State based upon a recommendation  
11 from the members of the Board.

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

14           (g) MEETINGS.—The Board shall meet—

15           (1) at the call of the Director of the Foreign  
16 Service Institute and the Chairperson; and

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

18           (h) COMPENSATION.—A member of the Board shall  
19 serve without compensation, except a member of the  
20 Board shall be allowed travel expenses, including per diem  
21 in lieu of subsistence, at rates authorized for employees  
22 of agencies under subchapter I of chapter 57 of title 5,  
23 United States Code, while away from their homes or reg-  
24 ular places of business in the performance of services for  
25 the Board. Notwithstanding section 1342 of title 31,

1 United States Code, the Secretary of State may accept  
2 the voluntary and uncompensated services of members of  
3 the Board.

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

8 **SEC. 6. ESTABLISHMENT OF PROVOST OF THE FOREIGN**  
9 **SERVICE INSTITUTE.**

10 (a) **ESTABLISHMENT.**—There is established in the  
11 Foreign Service Institute the position of Provost.

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

14 (1) be appointed by the Board of Visitors of the  
15 Foreign Service Institute of the Department of State  
16 established under section 5; and

17 (2) report to the Director of the Foreign Serv-  
18 ice Institute.

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

20 (1) may not be an individual who is an officer  
21 or employee of the Federal Government or who has  
22 ever been a career member of the Senior Foreign  
23 Service or the Senior Executive Service; and

1           (2) shall be an eminent authority in the fields  
2 of diplomacy, education, management, leadership,  
3 economics, history, trade, or technology.

4 (d) DUTIES.—The Provost shall—

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

8           (2) coordinate the implementation of a letter or  
9 numerical grading system for the performance of  
10 Foreign Service officers in courses of the Foreign  
11 Service Institute; and

12           (3) report not less frequently than quarterly to  
13 the Board of Visitors on curriculum developments  
14 and the performance of Foreign Service officers.

15 (e) TERM.—The Provost shall serve for a term of not  
16 fewer than 5 years and may be reappointed for 1 addi-  
17 tional term.

18 (f) COMPENSATION.—The Provost shall receive a sal-  
19 ary commensurate with the rank and experience of a mem-  
20 ber of the Senior Foreign Service or the Senior Executive  
21 Service, as determined by the Board of Visitors.

22 **SEC. 7. OTHER AGENCY RESPONSIBILITIES AND OPPORTU-**  
23 **NITIES FOR CONGRESSIONAL STAFF.**

24 (a) OTHER AGENCIES.—National security agencies  
25 other than the Department of State should be afforded

1 the ability to increase the enrollment of their personnel  
2 in courses at the Foreign Service Institute and other train-  
3 ing and professional development facilities of the Depart-  
4 ment to promote a whole-of-government approach to miti-  
5 gating national security challenges.

6 (b) CONGRESSIONAL STAFF.—Not later than 180  
7 days after the date of the enactment of this Act, the Sec-  
8 retary of State shall provide the appropriate congressional  
9 committees with a report on offering training and profes-  
10 sional development opportunities at the Foreign Service  
11 Institute and other such Department of State facilities for  
12 congressional staff, to include budget impacts and poten-  
13 tial course offerings.

14 **SEC. 8. STRATEGY FOR ADAPTING TRAINING REQUIRE-**  
15 **MENTS FOR MODERN DIPLOMATIC NEEDS.**

16 (a) IN GENERAL.—Not later than 1 year after the  
17 date of the enactment of this Act, the Secretary of State  
18 shall develop and submit to the appropriate congressional  
19 committees a strategy for how to adapt and evolve training  
20 requirements to better meet the Department's current and  
21 future needs for 21st century diplomacy.

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

24 (1) Integrating training requirements into the  
25 Department of State's promotion policies, including

1 establishing educational and professional develop-  
2 ment standards for training and attainment to be  
3 used as a part of tenure and promotion guidelines.

4 (2) Addressing multiple existing and emerging  
5 national security challenges, including—

6 (A) democratic backsliding and  
7 authoritarianism;

8 (B) countering, and assisting United  
9 States allies to address, state-sponsored  
10 disinformation, including through the Global  
11 Engagement Center;

12 (C) cyber threats;

13 (D) aggression and malign influence;

14 (E) the implications of climate change for  
15 United States diplomacy; and

16 (F) nuclear threats.

17 (3) Establishing residential training for the A-  
18 100 orientation course administered by the Foreign  
19 Service Institute, and evaluating the feasibility of  
20 residential training for long-term training opportuni-  
21 ties.

22 (c) UTILIZATION OF EXISTING RESOURCES.—In es-  
23 tablishing the residential training program pursuant to  
24 subsection (a)(3), the Secretary of State shall work with  
25 other national security departments and agencies that em-

1 ploy residential training for their orientation course and  
2 consider using the Foreign Affairs Security Training Cen-  
3 ter in Blackstone, Virginia, a facility of the Department  
4 of State.

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

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

10 (1) a strategy for broadening and deepening  
11 professional development and training at the Depart-  
12 ment, including assessing current and future needs  
13 for 21st century diplomacy;

14 (2) the process used and resources needed to  
15 implement the strategy throughout the Department;  
16 and

17 (3) the results and impact of the strategy on  
18 the workforce of the Department, particularly the  
19 relationship between professional development and  
20 training and promotions for Department personnel,  
21 and including the measurement and evaluation  
22 methods used.

23 (b) BRIEFING.—Not later than 1 year after the date  
24 on which the Secretary of State submits the report re-  
25 quired by subsection (a), and annually thereafter for 2

1 years, the Secretary shall provide to the appropriate con-  
2 gressional committees a briefing on the information re-  
3 quired to be included in the report.

4 **SEC. 10. FOREIGN LANGUAGE MAINTENANCE INCENTIVE**  
5 **PROGRAM.**

6 (a) AUTHORIZATION.—The Secretary of State is au-  
7 thorized to establish and implement an incentive program  
8 to encourage members of the Foreign Service who possess  
9 language proficiency in any of the languages that qualify  
10 for bonus points, as determined by the Secretary, to main-  
11 tain critical foreign language skills.

12 (b) REPORT.—Not later than 90 days after the date  
13 of the enactment of this Act, the Secretary of State shall  
14 submit a report to the appropriate congressional commit-  
15 tees that includes a detailed plan for implementing the  
16 program authorized under subsection (a), including antici-  
17 pated resource requirements.

18 **SEC. 11. DEPARTMENT OF STATE WORKFORCE MANAGE-**  
19 **MENT.**

20 (a) SENSE OF CONGRESS.—It is the sense of Con-  
21 gress that informed, data-driven, and long-term workforce  
22 management, including with respect to the Foreign Serv-  
23 ice, Civil Service, locally employed staff, and contractors,  
24 is needed to align diplomatic priorities with the appro-  
25 priate personnel and resources.

1 (b) ANNUAL WORKFORCE REPORT.—

2 (1) IN GENERAL.—In order to understand the  
3 Department of State’s long-term trends with respect  
4 to its workforce, the Secretary of State shall, with  
5 input from relevant bureaus and offices, including  
6 the Bureau of Global Talent Management, the Bu-  
7 reau of Consular Affairs, and the Center for Ana-  
8 lytics, submit to the appropriate congressional com-  
9 mittees a report that details the Department of  
10 State’s workforce, disaggregated by Foreign Service,  
11 Civil Service, locally employed staff, and contrac-  
12 tors—

13 (A) the number of personnel who were  
14 hired;

15 (B) the number of personnel whose em-  
16 ployment or contract was terminated or volun-  
17 tarily left the Department;

18 (C) the number of personnel who were pro-  
19 moted, including the grade to which they were  
20 promoted;

21 (D) the demographic breakdown of per-  
22 sonnel; and

23 (E) the distribution of the Department of  
24 State’s workforce based on domestic and over-  
25 seas assignments, including a breakdown of the



1           number of personnel in geographic and func-  
2           tional bureaus, and the number of personnel in  
3           overseas missions by region.

4           (2) INITIAL REPORT.—Not later than 180 days  
5           after the date of the enactment of this Act, the Sec-  
6           retary of State shall submit the report described in  
7           paragraph (1) for each fiscal year from fiscal years  
8           2002 through 2022.

9           (3) RECURRING REPORT.—Not later than De-  
10          cember 31, 2023, and annually thereafter for 9  
11          years, the Secretary of State shall submit the report  
12          described in paragraph (1) for the prior fiscal year.

13          (4) USE OF REPORT DATA.—The data in the  
14          reports required under this subsection shall be used  
15          by Congress, in coordination with the Secretary of  
16          State, to inform recommendations on the appro-  
17          priate size and composition of the Department of  
18          State.

19 **SEC. 12. SENSE OF CONGRESS ON THE IMPORTANCE OF**  
20                   **FILLING THE POSITION OF UNDERSECRE-**  
21                   **TARY FOR PUBLIC DIPLOMACY AND PUBLIC**  
22                   **AFFAIRS.**

23          It is the sense of Congress that since a vacancy in  
24          the position of Undersecretary for Public Diplomacy and  
25          Public Affairs is detrimental to the national security inter-

1 ests of the United States, the President should expedi-  
2 tiously nominate a qualified individual to such position  
3 whenever such vacancy occurs to ensure that the bureaus  
4 reporting to such position are able to fulfill their mission  
5 of—

6 (1) expanding and strengthening relationships  
7 between the people of the United States and citizens  
8 of other countries; and

9 (2) engaging, informing, and understanding the  
10 perspectives of foreign audiences.

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

12 Not later than 120 days after the date of the enact-  
13 ment of this Act, the Secretary of State shall submit a  
14 report to the appropriate congressional committees that  
15 includes—

16 (1) an evaluation of the May 2019 merger of  
17 the Bureau of Public Affairs and the Bureau of  
18 International Information Programs into the Bureau  
19 of Global Public Affairs with respect to—

20 (A) the efficacy of the current bureau con-  
21 figuration of the bureaus reporting to the  
22 Under Secretary for Public Diplomacy and  
23 Public Affairs in achieving the mission of the  
24 Department of State;

1 (B) the metrics before and after such  
2 merger, including personnel data, disaggregated  
3 by positions and location, content production,  
4 opinion polling, program evaluations, and media  
5 appearances;

6 (C) the results of a survey of public diplo-  
7 macy practitioners to determine their opinion of  
8 the efficacy of such merger and any adjust-  
9 ments that still need to be made;

10 (D) a plan for evaluating and monitoring,  
11 not less frequently than once every 2 years, the  
12 programs, activities, messaging, professional de-  
13 velopment efforts, and structure of the Bureau  
14 of Global Public Affairs, and submitting a sum-  
15 mary of each such evaluation to the appropriate  
16 congressional committees; and

17 (2) a review of recent outside recommendations  
18 for modernizing diplomacy at the Department of  
19 State with respect to public diplomacy efforts, in-  
20 cluding—

21 (A) efforts in each of the bureaus report-  
22 ing to the Under Secretary for Public Diplo-  
23 macy and Public Affairs to address issues of di-  
24 versity and inclusion in their work, structure,  
25 data collection, programming, and personnel,

1 including any collaboration with the Chief Offi-  
2 cer for Diversity and Inclusion;

3 (B) proposals to collaborate with think  
4 tanks and academic institutions working on  
5 public diplomacy issues to implement recent  
6 outside recommendations; and

7 (C) additional authorizations and appro-  
8 priations necessary to implement such rec-  
9 ommendations.