Accessible Version

1. To what extent, if at all, do each of the following State leadership levels demonstrate a commitment to diversity?

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Senior-level or political leadership[1] (n=20)	0% (0)	5% (1)	10% (2)	65% (13)	20% (4)
Bureau leadership[2] (n=19)	0% (0)	16% (3)	32% (6)	42% (8)	11% (2)
Managers and supervisors[3] (n=19)	0% (0)	37% (7)	37% (7)	26% (5)	0% (0)

2. To what extent, if at all, do each of the following State leadership levels demonstrate a commitment to inclusion?

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Senior-level or political leadership (n=20)	0% (0)	10% (2)	25% (5)	45% (9)	20% (4)
Bureau leadership (n=19)	0% (0)	16% (3)	42% (8)	32% (6)	11% (2)
Managers and supervisors (n=19)	0% (0)	37% (7)	42% (8)	21% (4)	0% (0)

3. To what extent, if at all, do each of the following State leadership levels demonstrate a commitment to equity?

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Senior-level or political leadership (n=20)	0% (0)	15% (3)	20% (4)	45% (9)	20% (4)
Bureau leadership (n=19)	0% (0)	26% (5)	37% (7)	26% (5)	11% (2)
Managers and supervisors (n=19)	11% (2)	21% (4)	53% (10)	16% (3)	0% (0)

4. To what extent, if at all, do each of the following State leadership levels demonstrate a commitment to accessibility?

[1]Senior leadership refers to senior-level or political leadership, including the Secretary, Deputy Secretaries, Under Secretaries, and Ambassadors-at-large.

[2]Bureau leadership refers to Assistant Secretaries and Deputy Assistant Secretaries.

[3]Managers and supervisors refers to Managing Directors or Directors, Deputy Directors, and Team Leads or Unit Chiefs.

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Senior-level or political leadership (n=20)	0% (0)	0% (0)	45% (9)	25% (5)	30% (6)
Bureau leadership (n=18)	0% (0)	17% (3)	44% (8)	28% (5)	11% (2)
Managers and supervisors (n=18)	6% (1)	17% (3)	44% (8)	28% (5)	6% (1)

5. To what extent, if at all, does State evaluate the performance of the following managers and supervisors based on their progress toward achieving State's diversity and inclusion goals?

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Civil Service managers and supervisors (n=15)	20% (3)	40% (6)	33% (5)	7% (1)	0% (0)
Foreign Service managers and supervisors (n=15)	7% (1)	47% (7)	33% (5)	13% (2)	0% (0)

6. To what extent, if at all, does State hold the following managers and supervisors accountable for their progress toward achieving State's diversity and inclusion goals?

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Civil Service managers and supervisors (n=14)	29% (4)	43% (6)	21% (3)	7% (1)	0% (0)
Foreign Service managers and supervisors (n=15)	33% (5)	33% (5)	20% (3)	13% (2)	0% (0)

7. To what extent, if at all, do each of the following leadership levels solicit feedback from your EAG *[employee affinity group]* on relevant diversity and inclusion issues or efforts?[4]

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Senior-level or political leadership (n=19)	0% (0)	11% (2)	47% (9)	32% (6)	11% (2)
Bureau leadership (n=19)	0% (0)	58% (11)	32% (6)	11% (2)	0% (0)

8. When your EAG provides input or feedback regarding diversity and inclusion issues, how would your EAG rate follow-up by each of the following leadership levels?

[4]At the time of our survey, State's 29 employee organizations consisted of two groups: 19 employee affinity groups and 10 employee organizations. In March 2022, State revised its policy to define both groups as "employee organizations." While the language in the questions refers to employee affinity groups, it encompasses the employee organizations.

	Far short of our expectations	Somewhat short of our expectations	Meets our expectations	Somewhat exceeds our expectations	Far exceeds our expectations
Senior-level or political leadership (n=19)	11% (2)	32% (6)	32% (6)	21% (4)	5% (1)
Bureau leadership (n=16)	6% (1)	38% (6)	44% (7)	13% (2)	0% (0)

9. To what extent, if at all, are the following State processes and opportunities equitable?

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Foreign Service assignments process (n=16)	13% (2)	44% (7)	38% (6)	6% (1)	0% (0)
Civil Service promotion process (n=15)	7% (1)	27% (4)	67% (10)	0% (0)	0% (0)
Foreign Service promotion process (n=16)	0% (0)	50% (8)	50% (8)	0% (0)	0% (0)
Civil Service professional development opportunities (n=16)	0% (0)	31% (5)	50% (8)	6% (1)	13% (2)
Foreign Service professional development opportunities (n=17)	0% (0)	18% (3)	71% (12)	6% (1)	6% (1)

10. How effective, if at all, is State in the following efforts to promote a diverse workforce that would include the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities?

	To no extent at all	To a small extent	To a moderate extent	To a great extent	To a very great extent
Recruiting a diverse Civil Service Workforce (n=18)	11% (2)	22% (4)	33% (6)	33% (6)	0% (0)
Recruiting a diverse Foreign Service Workforce (n=18)	22% (4)	11% (2)	39% (7)	28% (5)	0% (0)
Retaining a diverse Civil Service Workforce (n=17)	18% (3)	47% (8)	35% (6)	0% (0)	0% (0)
Retaining a diverse Foreign Service Workforce (n=18)	39% (7)	33% (6)	28% (5)	0% (0)	0% (0)

We also asked the following open-ended questions. We included summaries of these responses in the report when applicable.

- From your EAG's perspective, what is State's biggest barrier to improving diversity and inclusion?
- From your EAG's perspective, what is the most important effort or action you think State should undertake to improve diversity and inclusion?
- What additional comments, if any, does your EAG have about any of State's diversity and inclusion efforts raised in this survey?