

U.S. DEPARTMENT OF STATE

# STATE

M A G A Z I N E



# Diversity at State

JANUARY 2007

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**Photograph by Corbis**



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# The Case for Diversity

I want to wish each of you a Happy New Year. I look forward to working with you on our goals for fiscal year 2007.

The recruitment, retention and development of a diverse workforce are critical as the Department seeks to create a more democratic, prosperous and secure world. First, and above all, continuing to foster diversity is the right thing to do. The Secretary and I expect all of our colleagues, at every level, to be visible in their support for equal employment opportunity for all employees and in their respect for diversity.

To give added emphasis to our diversity goals, we have just created the position of chief diversity officer; the director of the Department's Office of Civil Rights will be "double-hatted" with this job. In addition, we will have a Diversity Governance Council including the chief diversity officer, the director general, the executive secretary and a number of rotating assistant secretaries. The Council will develop a five-year diversity strategy for the Department integrated with the Department's overall strategic plan and will meet quarterly to oversee progress on implementing the diversity strategy.

Diversity creates positive outcomes for an organization. It offers a higher return on the Department's investment in human capital by unleashing the potential of all employees, creating a positive effect on morale and increasing job satisfaction. It encourages a wide range of perspectives, increasing creativity, ideas and solutions.

Providing equal employment opportunity for all employees can avoid costs to the Department from discontented employees that can go far beyond legal fees and time-consuming case preparation, individuals in conflict and defending against accusations, and negative public relations. These include low productivity, high turnover, absenteeism and general morale.

Moreover, an organization that both values diversity and has a strong reputation for doing so attracts the best candidates. It increases the Department's ability to hire the best and brightest. While we are working hard to strengthen our recruitment process, I believe we are already doing a good job in this regard.

This was recognized in an annual poll of undergraduates. In this 2006 survey, State ranked 3th as an ideal employer out of 100 potential employers.

We in the Management family underlined the importance of diversity at our annual offsite last June when we adopted our priorities for 2007. One of our three



overarching themes is "Be the employer of choice by aggressively recruiting a skilled and diverse workforce, providing continuous career development and training and fostering an enhanced quality of life." A number of the articles in this issue of *State Magazine* discuss in more detail what we are doing to recruit, retain and develop a diverse workforce.

I want to discuss what we are doing in training to support our diversity goals.

“(Diversity) encourages a wide range of perspectives, increasing creativity, ideas and solutions.”

The Foreign Service Institute has worked with the Office of Civil Rights to develop a first-class training program around EEO

and diversity issues. Building on the laws and regulations that govern equal employment opportunity for all employees, the EEO/Diversity Awareness course teaches skills and methods that can be used to promote a workplace that brings out the talents of a diverse workforce. This training, which is mandatory for supervisors and managers and was taken by 908 employees last year, will be offered 31 times in FY 2007.

Diversity themes are also woven throughout FSI's tradecraft curriculum, from new-hire orientation to the Ambassadorial Seminar, covering Civil Service, Foreign Service and Locally Employed Staff audiences. It is embedded in several programs, including those for Financial Management, Human Resources, General Services and our FSN Training Program—such as the GSO Course, the basic HR Course, the FMO Course, FSN Supervisory Skills and Customer Service training—where participants discuss both the advantages and the challenges of working in a diverse organization. Online, self-study training options are also available through FasTrac courses such as Diversity in the Workplace, Managing Diversity in the Workplace and many others, and S/OCR is collaborating with FSI to develop an online diversity course. Information, including schedules, on all these courses can be found on FSI's OpenNet Web site.

Workplace diversity and equal employment opportunity for all employees are essential to a well-functioning, effective and fair State Department. Let us all work

together on this and bring out the opportunities and advantages of an organization that respects and honors diversity. ■

# The Perfect Diplomat

I refer to Ralph Richardson's anecdote about his tutorial by Ambassador Clifton Wharton Sr. in the December issue.

Before I entered the Foreign Service in 1957, I knew the legend of Ambassador Wharton. I knew he had endured much in his career. I knew what was ahead of me. If he could survive in the 1925-1945 period, I could do so in the years that possibly lay ahead of me.

I met FSO George Kaplan in the mid-1960s. He had served with Wharton in Romania and told me Wharton was the "perfect diplomat." I knew I could never be a perfect diplomat, but I could try.

I met Ambassador Wharton only once but I treasure that memory.

**Ronald D. Palmer**  
*George Washington Professor  
 Emeritus and Retired FSO  
 Washington, D.C.*



## Helping Hands

I was very pleased to see "Lending a Hand" (October issue) and the associated articles on the work done in Lebanon, Cyprus and Washington to help remove American citizens from Lebanon by airlift and sealift during hostilities last summer. I would also like to point out the efforts of our consular colleagues in Turkey, who received and assisted 1,700 Americans at the port of Mersin and at Patriot Village at Incirlik Air Force Base at Adana.

Here in Syria, 10 Foreign Service Nationals, 2 Employed Family Members and 4 Foreign Service officers lent logistical and moral support to approximately 3,000 Americans who came across the Lebanese-Syrian border to find flights, housing and other basic necessities. During this time, we issued 126 emergency passports and 26 Consular Reports of Birth.



Many Americans continued overland to Jordan and received additional help from the U.S. Embassy in Amman. Furthermore, our Immigrant Visa Unit processed immediate petitions for Lebanese beneficiaries and our Nonimmigrant Visa Unit went from one percent Lebanese applicants to 50 percent Lebanese applicants overnight. I salute the true team effort at all the posts in the region and in Washington.

**Patricia L. Fietz**  
*Consul General  
 U.S. Embassy Damascus*

## Correction

The author of the article "Keep Your Kitchen Safe" in the November issue was mistakenly identified as Eileen Verity. The article was written by Mark Allen, a certified industrial hygienist with the Safety, Health and Environmental Management Division.

## Let Us Hear from You

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# Sustaining a Talented, Diverse Workforce



I would like to take this opportunity to wish you and your families a happy, healthy and prosperous new year.

In 2007, my colleagues and I in the Bureau of Human Resources will continue to work hard to recruit employees who are the best and brightest and who represent the diversity of our country. As Secretary Rice has said, “The signal sent to the rest of the world when America is represented abroad by people of all cultures, races and religions is an unsurpassed statement about who we are and what our values mean in practice.”

To address the needs of a diverse, global society, we must recruit talented people from all walks of life and from across America. To that end, we have formed partnerships with a number of institutions, such as the American Indian Science and Engineering Society, the National Association for Equal Opportunity in Higher Education and the Hispanic Association of Colleges and Universities, which facilitate recruitment from under-represented pools of talent. We look for a broad spectrum of talented people, because foreign policy issues are no longer confined to the geopolitical issues of the past, but have become wide-ranging.

Attracting a first-rate workforce that is highly talented and diverse is only the first step. The next step is sustaining that workforce and fully utilizing the talent within. I am confident that we can do this if we provide an environment that affords equal opportunity to all employees. To achieve this goal, we must place an emphasis on learning and development, implement an effective rewards and recognition system and foster high-quality supervision and leadership.

Secretary Rice and I are personally committed to ensuring that we create an environment in the Department of State in which our greatest resource—our people—can and do reach their highest potential.

We want employees to excel, and we will continue to work hard to provide opportunities to meet their specific needs. For example, we are

- Increasing family support services for overseas employees who have been

evacuated or separated from their family members;

- Providing reasonable accommodations for persons with targeted disabilities;
- Assisting employees with elder care issues;
- Seeking to provide overseas opportunities for our Civil Service employees to enhance their ability to achieve the Department’s goals and enrich their own lives;
- Expanding both the Civil Service and Foreign Service mentoring programs so that people with skills and knowledge can help those who are seeking similar skills and knowledge;
- Providing child care centers for employees’ children.

These are just a few examples of how we continuously address the needs of our workforce and eradicate barriers to equal opportunity.

On a daily basis, our employees are on the front lines of diplomacy, protecting our nation’s interest and carrying out our foreign policy. They are key to our success, and we must never forget that.

The Secretary and I expect our leaders and all those who aspire to leadership to

- Ensure an environment that affords equal opportunity to all employees;
- Lead by example, setting high standards for themselves and others;
- Create a just and fair environment that encourages and rewards creativity, innovation and hard work;
- Communicate our mission and enlist their team in the achievement of our goals;
- Be mentors, developing the skills of those coming behind;
- Create a culture of excellence.

To attract and retain a high-quality workforce, we must move the Department’s leadership practices into the 21st century. It is time for each of us to demonstrate true leadership and a commitment to developing and supporting our most valuable resource—our employees.

I invite you to send your comments or suggestions to me via unclassified e-mail at DG Direct. ■

“We want employees to excel, and we will continue to work hard to provide opportunities to meet their specific needs.”



# NEWS



*From left: back row: Kathy Nudi, Jean Henry, Jennifer Babic; middle row: Vicki Lemair, Lorie Lengyel, Veronique Turner, Barrie Hofmann, R.J. Bent, Teka Slade; front row: Kathy Lashlee, Bridget Kissinger, Peggy Branigan-Smith.*

## Women Conquer Paris Streets for Family and Friends

How do you fight for a worthy cause? If you are in Paris, you do what the locals have been doing for hundreds of years: you take to the streets. That's just what 12 women of the Tri-Mission community did in September's annual La Parisienne six-kilometer run/walk to raise funds for breast cancer research.

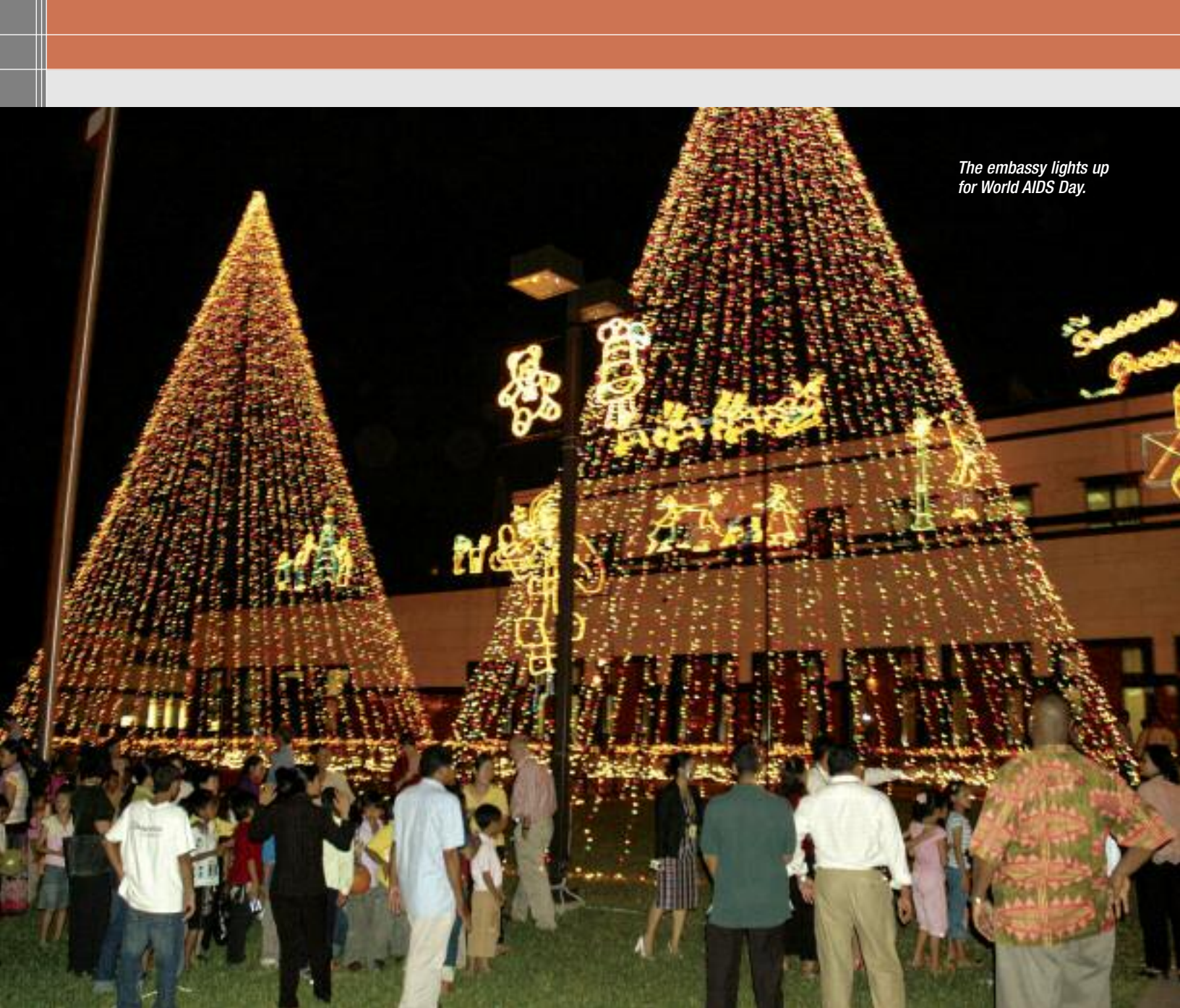
Approximately 10,000 women, and even a few men, covered a course that wound around Paris' 7th and 16th *arrondissements*, starting and finishing beneath the Eiffel Tower. Bands playing all genres of music and scores of supporters lined the streets to cheer on the participants.

The U.S. team consisted of casual walkers, a triathlete and everything in between. Every woman who crossed the finish line received a medal and a rose for her efforts. But the real motivation for most, besides wanting to meet other members of the community and get some exercise that helped a worthy cause, was to run for friends and family who have suffered from this terrible affliction and were not able to run or even walk.

Kathy Lashlee, a Secret Service spouse, put it best: "I run because I can."

The event was a huge success, both in turnout and funds raised—1,500 euros more than last year's race. The members of the team went away feeling tired but energized, knowing they had made a difference in someone else's life.

**PLUS>>> EMBASSY HOSTS ORPHANS ON WORLD AIDS DAY + AFSA AWARD NOMINATIONS DUE FEB. 28 + DACOR OFFERS YALE, HOTCHKISS SCHOLARSHIPS + 'CONDI'S CREW' STORMS MARINE CORPS MARATHON + 6 AWARDS—19 DAYS**



*The embassy lights up for World AIDS Day.*

## Embassy Hosts Orphans on World AIDS Day

To commemorate World AIDS Day 2006, the U.S. Embassy in Phnom Penh hosted a party Dec. 1 for nearly 150 “Little Sprouts,” orphaned children who are HIV-positive or living with AIDS.

The party included an appearance by a Khmer Santa Claus—the ambassador’s driver, Mao—who distributed gifts provided by the Cambodian-American Business Council, and the official launching of the embassy’s holiday light display.

In his remarks, Ambassador Joseph Mussomeli said, “It is a not uncommon practice to light candles on World AIDS Day, in compassionate memory of the

dead and as a symbol of hope for the future. We are taking this custom one step further tonight. We are lighting up this entire corner of Phnom Penh with a display of Christmas lights here at our embassy. These lights are not just to celebrate the start of the Christmas season—a season marked by hope and compassion—but also to commemorate those who have died and suffer from AIDS and those who now have hope of living full lives even with AIDS.”

The special guest of honor was First Lady of Cambodia and President of the Cambodian Red Cross Mrs. Bun Rany

Hun Sen, who was recently recognized as a champion against HIV/AIDS by UNAIDS and the Asia Pacific Leadership Forum on HIV/AIDS and Development.

Since 2001, the Maryknoll-supported nongovernmental organization Little Sprouts has provided home care and outpatient medical care—including daily observed therapy, nutritional support and a wide variety of other assistance—to HIV-positive children and those living with AIDS. The group also provides medical and nutritional services to pregnant women and new mothers to prevent mother-to-child transmission of HIV.



# AFSA Award Nominations Due by Feb. 28

The American Foreign Service Association is seeking nominations from all agencies with Foreign Service personnel for AFSA dissent and performance awards. Anyone may submit a nomination. Winners will be honored at a ceremony in the Department's Diplomatic Reception Room in June and receive a cash prize of \$2,500.

The four Constructive Dissent Awards—Herter, Rivkin, Harriman and Harris—are unique in government. They were established 38 years ago to encourage Foreign Service officers to challenge conventional wisdom in an intelligent

and meaningful way and give their professional advice regardless of the consequences.

AFSA also offers three awards for exemplary performance and professional contributions. The Delavan Award recognizes an office management specialist who has made an extraordinary contribution to effectiveness, professionalism and morale. The M. Juanita Guess Award is conferred on a community liaison officer who has demonstrated outstanding dedication, energy and imagination in assisting the families of Americans serving at an

overseas post. The Avis Bohlen Award recognizes the accomplishments of a family member whose relations with the American and foreign communities at post have done the most to advance the interests of the United States.

Details on nomination procedures, additional guidelines and a nomination form can be found on the AFSA Web site at [www.afsa.org/awards.cfm](http://www.afsa.org/awards.cfm). The deadline for submitting a nomination is February 28. Questions may be directed to Barbara Berger, coordinator for professional issues, at [berger@afsa.org](mailto:berger@afsa.org), or (202) 338-4045, ext. 521.

## DACOR Offers Yale, Hotchkiss Scholarships

The Diplomatic and Consular Officers, Retired has several programs to encourage the study of international relations, including the Dreyfus Awards. Several scholarships and fellowships will be available in academic year 2007–2008 for children and grandchildren of U.S. Foreign Service officers, active or retired, for study at The Hotchkiss School in Lakeville, Conn., and Yale University through the DACOR Bacon House Foundation.

The awards are made possible by income from a bequest of the late Ambassador Louis G. Dreyfus, Jr.

Hotchkiss will seek to select one enrolled student for a \$5,000 scholarship. Applicants should contact the Director of Financial Aid, The Hotchkiss School, Lakeville, CT 06039-0800, providing evidence of a parent's or grandparent's Foreign Service status.

Awards to Yale students, based on merit, will be made by the DACOR Bacon House Foundation in consultation with Yale. At

Yale, the awards are coordinated by the Yale Center for International and Area Studies. Awards will be applicable to university-billed expenses only. Aspirants may apply for the award at the time of their application for admission to Yale. All Dreyfus Awards are contingent on confirmation by Yale that the student has been admitted or is in good standing.

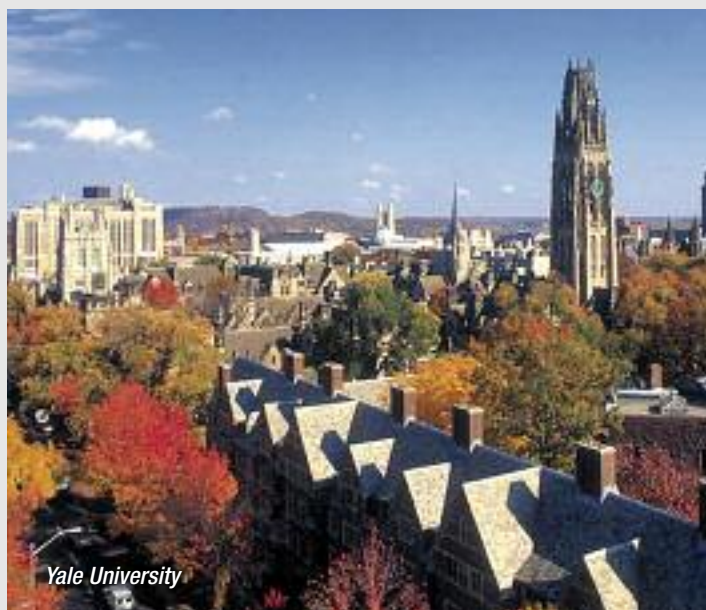
Scholarship awards to undergraduates may be up to \$5,000. Fellowship awards to graduate and professional students may be up to \$10,000, and any second-year award will be at half stipend. There is no restriction as to field of study, but if there are many applicants, preference will be given to students in a field related to foreign affairs and for study toward a master's degree.

To apply for Dreyfus awards at Yale, send the following items to the DACOR Bacon House Foundation at the address below. Applicants must complete all necessary admission and enrollment procedures with Yale separately.

- A copy of the most recent appointment or promotion document of the applicant's parent or grandparent who is a U.S. Foreign Service officer, active or retired;
- A brief letter of interest with contact information, including full name, current and permanent addresses, phone and fax numbers and e-mail address;
- The applicant's resumé;
- A copy of the applicant's most recent transcript; if already enrolled at Yale, submit a Yale transcript;
- A one-page statement of academic goals, work experience, awards and nonacademic achievements. Applicants for graduate fellowships should add a second page outlining career goals.

Send application materials to DACOR Bacon House Foundation, Attn: William C. Hamilton, 1801 F Street NW, Washington, DC 20006. The deadline for applications is March 15.

Further information may be obtained from Program Coordinator, DACOR Bacon House Foundation at voice (202) 682-0500 ext. 17; (800) 344-9127; fax (202) 842-3295 or e-mail [prog.coord@dacorbacon.org](mailto:prog.coord@dacorbacon.org).



## 6 AWARDS—19 DAYS



Office of Personnel Management Director Linda M. Springer, center, addresses the Background Investigator's Stakeholders Group.

The Bureau of Diplomatic Security has long been a security performance leader for the federal government, but recently it outdid itself. Over a 19-day span in October, DS received six significant awards for outstanding performance in investigative excellence, security clearance and suitability, security infrastructure and counterterrorism training.

Special Agent Vincent O. Martinez III, now serving in Ottawa, received the Federal Law Enforcement Officers Association Investigative Excellence Award for his dramatic rescue of an American citizen who had been held against her will in Pakistan for more than a year. With very little information, Special Agent Martinez located the woman within 24 hours, personally rescued and transported her to the safety of the U.S. Consulate in Karachi and then arranged for her to return to the United States the following day.

New York Field Office special agents Kendall Beels and Donovan Williams received the Federal Law Enforcement Foundation Investigator of the Year Award for their outstanding achievement in overall case management and exceptional investigative skill in shutting down a visa fraud ring involving some 350 sham marriages between U.S. citizens and Chinese nationals. Nearly all the co-conspirators were arrested in pre-dawn raids conducted across four states and



Accepting the OPM Guardian Award from OPM Director Springer, second from right, are, from left, Kathy L. Dillamon, Jim Onusko and Don Reid.

four DSS field office jurisdictions. The two agents drafted the operational plans, coordinated with the U.S. Attorney's Office, briefed more than 50 participating law enforcement agents and officers, and executed a flawless arrest.

The DS Security Infrastructure and Personnel Security and Suitability offices won the Office of Personnel Management Guardian Award, an honor that recognizes the top security clearance and suitability program in the federal government. The DS offices and security program were lauded for their competence, efficiency and effectiveness.

Chris Lukas, chief of the DS Cyber Threat Analysis Division, won the Rising Star Award for his excellence in supervising 20 employees across three branches of the division: Threat Analysis, Red Cell, and Technical Analysis and Special Operations. Lukas conducted a specialized penetration test of the Department's security infrastructure. The division had also been honored in 2005 by the National Security Agency, which presented the division with the prestigious Frank B. Rowlett Trophy for organizational achievement.

Anti-Terrorism Assistance Program Director Charles Lutz was honored by Philippine Executive Secretary Eduardo Ermita, who presented him with the Outstanding Achievement Medal for training and advising the Philippine Anti-Terrorism Task Force. The medal is the Philippines' third highest civilian award. Ermita, the chairman of the task force, saluted Lutz's dedication, saying Lutz believed in empowering and inspiring people.





# STATE

MAGAZINE

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For details on submitting articles to State Magazine, request our guidelines, "Getting Your Story Told," by e-mail at [statemagazine@state.gov](mailto:statemagazine@state.gov); download them from our web site at [www.state.gov](http://www.state.gov); or send your request in writing to State Magazine, 2401 E Street, N.W., HR/ER/SMG, SA-1, Room H-236, Washington, DC 20522-0108.

The submission deadline for the March 2007 issue is January 15. The deadline for the April 2007 issue is February 15.



Secretary Rice is surrounded by "Condi's Crew." From left, Kerri Hannan, Nancy Abella, Barbara Bartsch-Allen and Joe Trimble.

## 'CONDI'S CREW' STORMS MARINE CORPS MARATHON

Four watch officers in the Operations Center teamed up as "Condi's Crew" to run in the Washington Marine Corps Marathon on Oct. 29.

Nancy Abella, Barbara Bartsch-Allen, Kerri Hannan and Joe Trimble even made matching shirts with a "Condi's Crew" logo on the back to wear during the 26.2-mile race. They gave an extra shirt to Secretary Rice to wear during her frequent exercise sessions.

"The fact that the Secretary tries to exercise daily inspired us," said Bartsch-Allen. "If she can find time in her busy schedule to work out, so can we."

On race day, other marathoners noticed the shirts.

"People called out 'We love Condi,'" Abella said. Fellow State Department marathoners introduced themselves during the race, too. "The encouragement was awesome," Abella added.

The four novice runners started training for the marathon in April, running together and encouraging each other through injuries, aches and pains. Since the Operations Center is staffed round the clock, it was hard to find convenient, safe times to run.

"It was great to have training partners with matching work schedules to do long practice runs with," said Hannan. "We stuck together and kept each other going. And with the Secretary's name on our back, we wanted to finish strong."



# Inner View

Q&A WITH UNDER SECRETARY  
FOR PUBLIC DIPLOMACY  
AND PUBLIC AFFAIRS  
KAREN HUGHES

**BY ROB WILEY**



Under Secretary Hughes launches the U.S.-Middle East Partnership for Breast Cancer Awareness and Research in the United Arab Emirates.



Energy flows from Karen Hughes the way the prairies and cotton fields of her beloved Texas flow to the horizon. Like those Texas landscapes, her energy seems to stretch forever—and beyond.

She's needed every bit of that energy to fulfill the mission President George W. Bush gave her when she assumed the duties of Under Secretary of State for Public Diplomacy and Public Affairs a little more than a year ago: promote America's values and confront ideological support for terrorism around the world.

To meet that charge, she manages three bureaus: Educational and Cultural Affairs, Public Affairs and International Information Programs. She also participates in developing foreign policy at the Department.

She brought unique qualifications, along with a long, close professional relationship with the President, to her new job.

With a Phi Beta Kappa key and two degrees from Southern Methodist University—a BA in English and a BFA in journalism—Under Secretary Hughes became a well-known televi-

sion journalist and on-air personality for KXAS-TV, the NBC affiliate in Dallas/Fort Worth, Texas. Active in the Texas political scene, she became a media adviser for then-Governor Bush and continued as counselor to the newly elected President when he assumed office in 2001.

As Counselor, Under Secretary Hughes was involved in major domestic and foreign policy issues and led the communications effort in the first year of the War against Terror. She also managed the White House Offices of Communications,

Media Affairs, Speechwriting and Press Secretary.

She returned to Texas and the private sector in 2002 for family reasons, but continued to serve as an informal adviser to the President. She joined his 2004 re-election campaign as a communications consultant.

Relentlessly positive, full of Texas “can do” except when can-do becomes “has done,” Under Secretary Hughes sat down with *State Magazine* editors between trips to assess her first year on the job and the state of Public Diplomacy.

*SM: Can you elaborate on your three strategic goals for Public Diplomacy and especially on the “five Es”—engage, exchange, educate, empower and evaluate?*

**Under Secretary Hughes:** In preparing for this job, I met with many people—Foreign Service professionals, Civil Service professionals, former ambassadors, people who had studied public diplomacy, people who had been with the U.S. Information Agency, people inside and outside the Department, and read all the reports that had been written about public diplomacy. From that, I developed three strategic goals that I think should guide and inform all of our efforts.

First, the U.S. should offer a positive vision of hope and opportunity that is rooted in our values—our belief in freedom and our belief in the dignity

**“I can think of no greater privilege and no greater honor than reaching out to the people of the world in the spirit of friendship and respect.”**

and worth of every single human being. I saw a quote from a young man in Morocco that said, “For me, America represents the hope of a better life.” We have to continue to offer that hope to people around the world. That’s who we are as a nation. We hold out hope for people who live in societies that are not as open, that are not as free as ours. We have to always remember that that’s an important role, that America has to be that beacon in the world.

Secondly, we should work to isolate and marginalize the violent extremists and their ideology of terror. It’s important that we make it clear to the world that we recognize that the relatively small number of violent extremists who are committing acts of terror pervert Islam and are essentially a death cult that does not represent in any way the real tenets of Islam, which

teaches that life is precious and that the taking of innocent life is wrong.

It’s also important that we portray for the world a picture of the type of society that these extremists want. We saw it in Afghanistan under the Taliban—a society where women weren’t allowed to work, where little girls weren’t allowed to go to school, where music was banned and where cultural icons were destroyed, books that had pictures of people in them were all destroyed, many historical treasures destroyed—basically a horribly repressive society. That’s the kind of society they champion.

Third, former ambassador Frank Wisner gave me this piece of sage advice: “Karen, particularly in a time of war and common threats in the world, the common threat of terror, we have to nurture a sense of common interest and common values.” That’s what I seek to do when I travel—nurture that sense that Americans and people of different countries, cultures and faiths do have much more in common than the issues that divide us. As human beings we want to be able to express ourselves and to participate in our governments, and we want education and opportunity for our children. We want most of us to live in peace and to grow up in secure countries where we have opportunity to advance, work hard and live productive lives that have meaning.

Those are the strategic goals. The “Es” are the tactics:

- We have to engage more vigorously.
- We should exchange more often.
- We must educate and recognize the importance of education, particularly English-language training programs, in our outreach efforts.
- We need to empower our citizens and our representatives in embassies around the world to help share and engage in this dialogue with the world.
- We have to continuously evaluate our programs to measure the impact of what we do and justify our expenditures and our investments in people.

We evaluated one of our magazines, *Hi*, and found that it was not achieving its intended result. We cancelled that

and put the funds to use in different places. I’m very proactive in advocating for more resources for public diplomacy, and as we seek more resources, we have to be able to show that we’re willing to learn and adapt and leave behind programs that don’t work to more wisely spend funds on programs that do work.

*SM: Before you joined the State Department, you had worked as a television news reporter and served first Governor and then President George W. Bush. How did those experiences prepare you for your current role?*

**Under Secretary Hughes:** My entire career has been in the area of communications and public policy. As a journalist, I covered public policy issues and interviewed leaders from the local to the international level. During my six years as Communications Director in the Texas Governor’s office, we dealt primarily with domestic issues, especially education and health care, but as a border state, we also had significant trade, economic and immigration issues, especially with Latin America. Obviously, working in the White House was excellent preparation because we dealt with foreign policy issues every day. We had a daily morning meeting that included the President, Vice President Cheney, (then) National Security Advisor Rice and (then) Chief of Staff Andy Card to talk about major international problems or incidents that required a blend of foreign policy and communications expertise.

I learned very early as we worked to develop our policy and our response that the words the President used were policy—what we said, how we sounded, what kind of signals we telegraphed became an important element of the policy. So we realized the need for the intersection of communications and policy. I also traveled with the President on all his international trips, which gave me the opportunity to work with our ambassadors and Foreign Service officers around the world and meet many of the world’s leaders.

My training as a reporter required me to walk into a variety of situations, quickly ascertain what was important,



what was not important and then how to communicate it. I found that to be invaluable training for many situations that I face today. Reporting teaches you to be a good listener.

It also teaches you to communicate in a way that makes your message relevant to people's lives. I had a television producer who always asked when I returned from an assignment, "What does this mean for real people? What's the effect on their lives, on their taxes, on their children's education, their health, on the hours of the local swimming pool, or their garbage pickup collecting?" That early training prepared me to communicate in a way that resonates in people's lives, and that's important to what I do.

**SM:** How does your current work force—Foreign Service, Civil Service and Locally Employed Staff—compare with the workers you have encountered elsewhere?

**Under Secretary Hughes:** We have very talented, accomplished professionals around the world who are knowledgeable and highly dedicated people. When I traveled with President Bush, I met Foreign Service officers around the world. I'm a big admirer of the expertise, knowledge and skills of our Foreign Service officers, so much so that I recruited very senior and accomplished Foreign Service officers for my office staff. And my admiration isn't limited to the senior officers. I recently had a terrific, insightful briefing from a desk officer, and I told my staff that from now on every time I go to a country I want the desk officer for that country included in the briefing. The desk officer has his or her finger on the pulse of that country.

**SM:** (a) What has your office done to enhance the public diplomacy cone for Foreign Service officers and to attract enough high-quality FSOs to fulfill the mission? (b) How big a role do these qualified professionals play in developing policy initiatives, i.e., do they have a seat at the table when policy is decided?

**Under Secretary Hughes:** Revitalizing the public diplomacy cone has been one of my major priorities. I have placed a great deal of focus on providing our people the very best tools and

training, and freeing them to do their jobs. When I came on board, there were still lingering concerns in the aftermath of the merger of the old U.S. Information Agency into the State Department, and I felt that we had exceptionally talented and capable people who wanted

as Edward R. Murrow famously said, is the last three feet—that person-to-person contact.

As I said, my staff is primarily comprised of Foreign Service officers. When I have meetings, I want to hear everyone's ideas about everything that



new energy, new vigor and a new status for public diplomacy.

I've worked very hard to bring public diplomacy to the table in the State Department and to really integrate public diplomacy into policy making at the most senior level. I've worked to improve the available training for our public diplomacy professionals and all of our officers and to support our public diplomacy people for promotions and career opportunities. We worked to include public diplomacy in the job performance rating of every FSO and ambassador, to work with the regional bureaus on the assignment process, and to strengthen the cone in every way possible because I want to attract the very best and brightest to public diplomacy. I can think of no greater privilege and no greater honor than reaching out to the people of the world in the spirit of friendship and respect. That's what public diplomacy officers do.

I came back to Washington because I'm so passionate about public diplomacy. I believe that our office is here to provide people in the field with the tools and the information they need to do their most important work, which

we do. I come to the meeting, mention my ideas and then let my staff question, challenge, brainstorm and develop. I encourage them to tell me I'm dead wrong or tell me that maybe we want to focus on something different this week. We have a freewheeling, inclusive senior staff meeting every morning where I discuss and get the opinions of the career Foreign Service and Civil Service officers on my team, get their advice, guidance and direction. My job is to empower them.

I also participate in Secretary Rice's most senior policy meetings, from Iran policy to the situation in Lebanon to Cuba, and empower my staff to participate with the regional bureaus in policy development at every level so that public diplomacy always has a seat at the policy table.

**SM:** While we realize the case has been in the official grievance process, we'd like to get your comments on the recent assignment to the position of chief of the new Public Diplomacy Hub in Brussels.

**Under Secretary Hughes:** This case has now been settled, so I feel at liberty to comment more fully. This involved the assignment of a career Civil Service

officer with significant overseas and European media experience to a newly created Foreign Service position as head of our Hub operation in Brussels. Although I had not known the individual involved before arriving at the State Department, I was impressed with her work and credentials. She was the consensus choice of the leadership of the Bureau of European Affairs (where she had previously worked) and my office.



*Under Secretary Hughes traveled to Central America in early 2006 as part of the Central American Relief and Reconstruction Effort.*

The individual has done an outstanding job in setting up the new hub, not surprising given her experience and energy.

I'm disappointed that the assignment of the individual to the position in question has been curtailed. One of my goals from the outset has been to empower and better equip both Foreign and Civil Service professionals to carry out the critical work of public diplomacy. The hub operation itself is a key part of transformational diplomacy, allowing us to adapt to a changed international media and communications environment and think more strategically in broader regional terms. We need to be much more flexible and adaptable as an institution if we are going to meet the public diplomacy challenges of the 21st century, and I want to ensure we have the best-trained professionals to do the job.

**SM:** A recent Washington Post article used an ALDAC you authored to psychoanalyze your management style as "micromanaging." Can you elaborate on your real intent for "Karen's Rules"?

**Under Secretary Hughes:** The intent is to empower our people in the field to

speak out, and the guidance was requested by people in the field. When I took this job and began meeting with ambassadors, almost every one of them told me that they felt they couldn't speak to the media unless it was pre-cleared from Washington. Department Spokesman Sean McCormack assured me that wasn't the case.

However, everyone thought they had to have permission from Washington before they could speak up. What did that mean? Given journalists' deadlines and given the time differences, that meant frequently it took a day or two to reply, and the journalists had moved on to the next story or the deadline

had passed. I told our people that I wanted them to get out and to talk about America.

Obviously, you can't have each individual ambassador in countries around the world making policy that would usurp the ability of the Secretary of State, the President and others to develop a coherent, cohesive strategy. So ambassadors asked us to give them a set of guidelines on what they could or couldn't say. We came up with a list of seven specific guidelines that freed our ambassadors to go out to speak to media on behalf of the United States. They know that I will back them if they make a mistake, because I want them out there explaining our country's policies and values. I am more worried about missing opportunities than making mistakes.

In most cases, our people are not asked questions that require them make up a new policy. They are usually asked to explain and advocate and expand on why the U.S. is doing what it's doing. Take the Palestinian issue, for example. People around the world often raise this issue to me, and there is much mis-

understanding. When we said we could no longer provide funds to the Hamas Government because of its ties to terror, many people heard that we were no longer giving aid to the Palestinian people, and that's not true. We continue to be the number one bilateral donor of food and medicine to the Palestinian people because we are concerned about their welfare. The world needs to know that, and I want our ambassadors out saying that.

Our job is to provide our people with the tools and information they need to speak out. We provide them every day with our new Rapid Response Report, which has received enormous praise from our embassies and from cabinet secretaries who receive it. It provides clear guidance on our position on the major stories driving news of the day. That empowers people and frees them to go out and speak.

**SM:** You recently and publicly backed up Alberto Fernandez, director of the Office of Press and Public Diplomacy, who misspoke in a television interview with Al Jazeera.

**Under Secretary Hughes:** Yes, because I recognize that a communicator who goes out as much as he does is going to make a mistake now and again. If we tell people they can't make mistakes, then no one is going to speak. So we have to back people; we have to understand that when you are in the midst of a 30-minute interview in Arabic, you are sometimes going to say one or two words that you wish you hadn't said. I understand that and I recognize that. And I am going to back our people.

The culture traditionally was that you could risk your career by speaking up because if you made a mistake, you would be punished. We have to change that culture if we want people to go out and engage with the media. And I want people to go out and engage with the media.

Our ambassadors have told me they appreciate the clearer guidelines, which actually were first issued a year ago. We reissued them at the request of our Public Affairs officers because they had new ambassadors and the new ambas-

sadors didn't believe that they could speak out.

**SM:** You have done a great deal of foreign travel in your first year as Under Secretary. Why is that? What did you learn from your trips and how have you applied that knowledge to the Department's public diplomacy mission?

**Under Secretary Hughes:** I'm committed to traveling a great deal. I think the bottom line of public diplomacy is to listen, to show respect, and to reach out to the people of the world in a spirit of partnership and friendship. You can't do that without engaging people face-to-face. I've traveled to more than 30 countries, something like 130,000 international miles in the first year.

Fostering those people-to-people connections is at the heart of public diplomacy. The initials for public diplomacy are PD—people-driven. Because the U.S. is so big and so powerful and our culture so pervasive, people tend to feel that America speaks at them rather than listening to them. So as I travel, I try to reach out and listen. I ask people's advice and opinions.

As a result of what I heard, we've started a new program called "Citizen Dialogue." A Muslim woman in Germany told me, "We don't talk with our own government, why would I want to meet with yours?" I asked if she would be interested in talking with American-Muslim citizens, and she said she would. We recruited Muslim-Americans from all walks of life and sent them out to talk about their experience in the U.S. These speaking tours attract huge crowds and lots of media interest, and our Muslim-American citizens become a wonderful bridge to these isolated communities because they understand their faith and they also understand America. They know that they live and worship very freely here and they are able to share that experience with people around the world.

One thing I have learned is that sometimes when meetings are held in public, there's a great deal of posturing. If you hold them in a more private setting, you'll sometimes hear more helpful, constructive ideas. I think it's important to do public events as a part of public outreach, but I also think it's

important to meet privately with people and try to make them feel comfortable so they will express their most thoughtful convictions.

I consider it a great privilege to represent our country. I believe that human beings across the world have much more in common than the issues that sometimes divide us. I believe that every person in the world is equal and uniquely valuable.

One of the things I work on around the world is women's empowerment. There's a saying in Arabic that when you teach a man, you teach one person; when you teach a woman, you teach a society. Statistics show that when you educate and empower women, you change the entire society in a positive way. You improve children's health, you improve economic opportunity, you raise income levels, and that's because women share. They share the knowledge they gain with their children, with their husbands, with their families, with their communities. So I've worked around the world on programs to educate and empower women, because I believe it's effective and because I also believe it improves society as a whole.

**SM:** In some circles, there seems to be some confusion between the disciplines of "public diplomacy" and "public affairs," both of which fall under the R umbrella. How do you define each, and what role does each play in your vision of the R mission?

**Under Secretary Hughes:** At the State Department, public diplomacy traditionally referred to reaching out to foreign publics, while public affairs primarily focused on reaching out to an American audience with foreign policy news. In today's globalized world, they are very interconnected.

I tend to think of public affairs as more communicating with the public through the news media and public diplomacy as communicating people to people through programs like exchanges, speakers programs, education programs, health care programs—the whole host of other people-to-people connections that we foster.

But that said, public affairs also does people-to-people programs, and public diplomacy officers overseas also deal

with the news media. Both are very important. Today's communications environment is dramatically different from the communications environment of the Cold War. Back then we were primarily trying to get information into largely closed societies whose people were hungry for that information. Today, we are competing for attention and credibility in an incredibly crowded communications environment. There aren't too many people sitting around just waiting or hoping to hear from us.

**"Part of public diplomacy is making sure that the views of foreign publics are heard by American policymakers and that public diplomacy concerns are brought to their attention."**

So our outreach to the media—our ability and capability to communicate with foreign publics through the media in their own countries in their own languages—is incredibly important. So are people-to-people programs. I'm convinced that the single most effective public diplomacy tool in the last 50 years has been our exchange programs because there is no substitute for bringing people here and letting them experience the U.S. for themselves and make up their own minds about our country.

I also strongly believe that young people in America need to travel and study abroad and learn the languages, cultures and the histories of the world. Every time I speak in the U.S., I encourage our young people to go overseas more and study and learn, and every time I speak outside of America, I encourage foreign students to come here to study and learn.





*Under Secretary Hughes, National Team Coach Bruce Arenas and U.S. Soccer President Sunil Gulati pose with the World Cup youth delegation in front of the U.S. National team bus in Nuremburg, Germany.*

Everywhere I go in the world, I meet leaders who were educated in the U.S. That's an invaluable resource for our country in terms of building understanding and lines of communications. I want to make sure the same thing is true 20 or 30 years from now. Those people-to-people exchanges are absolutely critical, and we've really worked hard to build our exchange programs. I've advocated for big increases in funding. I am also delighted that for the first time since Sept. 11, the decline in foreign students has reversed.

That's a great credit to the hard work of a lot of people of the State Department. The Bureau of Consular Affairs and our consular sections overseas have really worked hard to assist student visa applicants and speed up our turnaround despite all the new security precautions we've had to take. Our consular affairs officers, our public diplomacy officers, our ambassadors have really been out there together extending a welcoming message to foreign students.

We now issue 97 percent of all student visas within two days of an interview. The Department has done a great job on something that is absolutely crucial for our country.

**SM:** (a) How does your vision of public diplomacy mesh with Secretary Rice's vision of transformational diplomacy? (b) What specific kind of outreach other than media do you encourage your staff to undertake?

**Under Secretary Hughes:** Increasingly, more and more diplomacy is becoming public diplomacy. In a recent conversation, Tom Shannon, our Assistant Secretary for Western Hemisphere Affairs, pointed out that as we succeed in our own hemisphere and also around the world in fostering democratic governments and democratic societies, increasingly those governments respond to their publics.

Diplomacy can no longer be just government-to-government; it has to be government-to-people, because free governments respond to their people. Our diplomats have to think not only about engaging in persuasive diplomacy with fellow diplomats and government officials, but also with the people to whom those leaders are ultimately accountable.

Part of transformational diplomacy is the recognition that public diplomacy is absolutely integral and vital to today's diplomacy. We also are doing a number of transformational things in public diplomacy, including a strategic languages initiative to build the language

skills of our personnel and to encourage more American young people to study the critical languages of the future. We have established things like the new Rapid Response Unit, a new unit in our Public Affairs Bureau that monitors the news of the world and produces a morning summary of the issues driving major news and America's position on those issues.

If you are a policymaker in Washington, you tend to get most of your news from an American perspective. I think our policymakers should also hear the news from a foreign perspective, because it's often quite different. This Rapid Response Unit provides this service to busy policymakers—every cabinet secretary, senior military commander, every embassy and ambassador. It provides a foreign perspective on the news, a very important perspective because part of public diplomacy is making sure that the views of foreign publics are heard by American policy makers and that public diplomacy concerns are brought to their attention.

Edward R. Murrow, again, said public diplomacy needs to be in on the takeoff, not just the crash landing. That's my way of making sure that public diplomacy and thinking about the way foreign publics are viewing our

policy decisions are brought to the attention of our policymakers.

Another transformational thing we have done is recognize the increasingly regional nature of today's media. Many of our public affairs and public diplomacy personnel in embassies around the world are incredibly overworked, and they tend to focus their attention naturally on the country in which they work. There are regional media outlets that influence public opinion across broad regions, but we didn't have people whose job it was to think about an American presence on those regional media outlets, particularly the pan-Arab outlets.

So we set up hub operations. We have individuals in Dubai, in Brussels and in London whose job is to focus on and to work with our embassies to expand the American presence on regional media and sometimes to actually appear on regional media themselves. Just recently, we had spokespeople appear in French and Arabic representing America's views on talk shows airing on major regional television stations that we had never been on before. We're hoping to expand those efforts around the world.

**SM:** What about specific outreach other than media?

**Under Secretary Hughes:** I talk about that a lot, because one of my primary focuses is exchanges. We've worked hard to amplify the exchange experience and to make the programs more strategic. We have a wonderful new program called "Greetings from America," where radio stations in Pakistan and Indonesia cover for a year the experience of young Indonesian and Pakistani exchange students who are here in America. We monitored the impact during the first year and found that at the end of the year, people who listened to that radio station had a much more positive view of America because they heard from their fellow Indonesian teenagers about their experience.

So we're really focusing our exchange programs on people who have wide circles of influence—teachers, journalists, clerics.

We've started major new exchange programs. We have a great partnership

with the Aspen Institute to bring journalists from across the world here.

They come to Washington and meet with policymakers and have a chance to quiz them about our policy. They also attend three weeks of training at some of America's finest journalism schools in programs developed by the schools themselves.

We've started a new partnership with *Fortune* magazine to initiate a women's mentoring entrepreneurship program called *Fortune's Most Powerful Women Summit*. Last summer, in conjunction with the World Cup, we brought 30 young people from mostly Muslim countries to the U.S. to participate in soccer programs. I later took them to Germany to attend a World Cup game and to show our national respect for the world's sport.

I'm also very focused on what I call the "diplomacy of deeds," our programs that touch people's lives in concrete and meaningful ways across the world, specifically education programs and health programs. We're working on a major expansion of our English-language training program. I remember asking a young man in Morocco what participating in this program has meant to his life. His short answer: "I have a job, and my friends don't."

This young man came from the same low-income neighborhood that produced the Casablanca suicide bombers; participating in an English-language training program sponsored by America changed his life, and he will be a constructive, positive citizen.

I'm working on trying to expand our English-language programs and trying to help us reach an even younger audience. We're looking at things like summer camps and after-school programs to reach younger children who aren't old enough to come to America on exchange programs.

I'm also a big advocate of medical diplomacy. I just returned from the Middle East, where we launched the first-ever public-private partnership on women's health issues. We launched a breast cancer awareness partnership in conjunction with the government of the United Arab Emirates, the Susan G. Komen Foundation and Johns Hopkins

University. It's a wonderful program that will save lives in the Middle East by sharing our knowledge about early detection. We're hoping to expand that partnership to several other countries early in 2007.

I've been working with the White House on a Malaria Summit that will bring together government and the private sector to partner and focus our efforts against malaria, which is a leading killer of children in the world. It's an urgent problem that we can do something about and save children's lives.

**"We hold out hope for people who live in societies that are not as open, that are not as free as ours."**

I've established a new public-private partnership unit in my office to foster and encourage efforts like Lebanon reconstruction. Assistant Secretary Dina Powell led a delegation of business leaders to Lebanon to raise funds for economic development and reconstruction there. I led a group of business leaders who raised more than \$100 million to aid Pakistan after the 2006 earthquake, and they are going to spend that money building schools, reinforcing health care and helping relief efforts there.

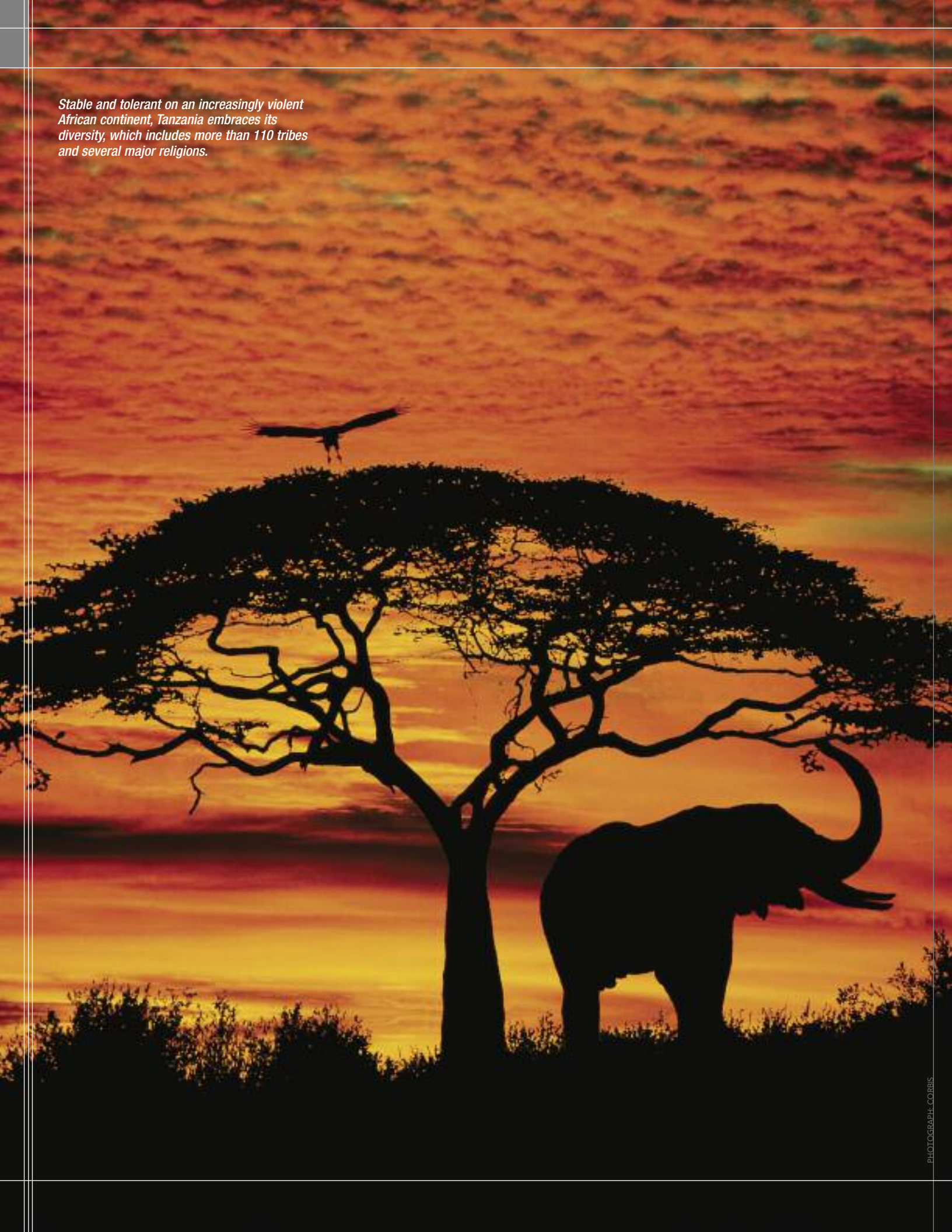
These are the kinds of things that I think can make a lasting difference for our country because they represent the best of America. They share our values in a way that has meaning for people around the world.

We've worked on making our speakers program more strategic, focusing on key issues like rule of law and U.S. development assistance. We've started a Partnership for a Better Life Web site where we focus on ways that we work with our colleagues at USAID to highlight ways that the United States is partnering with governments around the world to help people have better lives. ■

*The author is the editor of State Magazine.*



*Stable and tolerant on an increasingly violent African continent, Tanzania embraces its diversity, which includes more than 110 tribes and several major religions.*







# Dar es Salaam

'HAVEN OF PEACE' IS DIVERSE AND TOLERANT

BY DANIEL SCHWARTZ

Named by the sultan of Zanzibar, Dar es Salaam translates as “haven of peace.” More than 100 years later, the name seems prophetic: Dar es Salaam is indeed peaceful. A posting in Tanzania’s capital city combines the rewards of working in a developing country with a high level of amenities and safety.

Tanzania is the result of the union of the former British colonies of Tanganyika and Zanzibar. Zanzibar remains a semiautonomous region with its own president and parliament. The country has more than 110 tribes and several major religions.

Tanzanians have long been known for their acceptance of this diversity. With its population almost evenly split between Muslims and Christians, the country is considered a model of religious tolerance. Muslims and Christians frequently live together in the same region, village or even family. Tanzanians are bound by a common national identity and by Swahili, one of the few noncolonial languages that is spoken by the entire population.



*The sun sets over the Msasani Peninsula, where most embassy housing is located.*

PHOTOGRAPHS: U.S. EMBASSY, J. D. R. EISENBAUM

The United States was quick to establish friendly diplomatic relations after the two former colonies merged in 1964. However, long before that, the American explorer Henry Morton Stanley made a significant contribution to the history of the region with his groundbreaking expeditions. His immortal words, “Dr. Livingstone, I presume,” were uttered on the shores of Tanzania’s beautiful Lake Tanganyika.

After independence, Tanzania’s founding father, Julius Nyerere, guided its emergence as a stable, tolerant country. However, he also ushered in a period of nationalization and one-party rule.

### In Transition

As a result of close cooperation in the aftermath of the 1998 embassy bombing, U.S.-Tanzanian relations have greatly improved. The embassy has helped Tanzania in its return to democracy and a free-market economy. Success in the dual battles against poverty and terrorism will be central in achieving this transition.

Tanzania’s stability and tolerance have long made it an important player in regional affairs. Over the past 40 years, it has welcomed refugees from Mozambique, Rwanda, Congo, Uganda and, most recently, Burundi. Tanzania is active in regional groupings such as the East African Community and the South African Development Community.

As a country that has been a victim of terrorism and is home to a large, overwhelmingly moderate Muslim population, Tanzania is considered an important African player in the fight against terrorism. The ambassador’s office has taken the lead in promoting understanding and dialogue with the country’s Muslims. Its efforts include hosting Iftaar dinners to celebrate the end of the daily fast during the holy month of Ramadan and meeting with prominent Muslim leaders.

In addition, the Ambassador’s Self-Help Fund has helped Tanzanians fight poverty by giving many small grants to recipients ranging from seaweed farmers on the coast to schools on remote tropical islands in Lake Victoria.

Political officers posted to Dar es Salaam work with refugees and UN agencies. Economic officers encourage economic growth and work with the government as it adopts pro-growth policies. Although trade with the United States is limited, the

## AT A GLANCE



### Country name

Tanzania

### Currency

Tanzanian shilling (TZS)

### Capital

Dar es Salaam  
Dodoma (legislative)

### Per capita income

\$700

### Government

Republic

### Population below poverty line

36 percent

### Independence

April 26, 1964

### Import partners

South Africa (12.2 percent), China (9.6 percent) and India (7 percent)

### Population

37.4 million

### Exports

Gold, coffee, cashew nuts, manufactured goods and cotton

### Religions

Muslim, Christian and indigenous beliefs

### Export partners

China (10.2 percent), Canada (8.6 percent) and India (7.3 percent)

### Total area

945,000 square kilometers

### Internet country code

.tz

### Approximate size

Roughly twice the size of California

SOURCE: CIA World Factbook 2007



African Growth Opportunities Act has helped Tanzanian companies get a promising start in the world's largest market.

Tanzania ranks as one of the world's poorest countries and corruption is a considerable impediment to growth. The embassy has offered training and legal advice to help Tanzania increase financial transparency and qualify for Millennium Challenge Corporation funds.

### Reaching Out

The public affairs section works tirelessly at outreach with the Tanzanian people. It has opened an American Corner in Zanzibar, and sponsored speakers on a range of issues relating to the United States. These efforts have helped give Tanzanians a more rounded, comprehensive view of America.

The defense attaché's office has donated wells and water systems to villages across the country—no small matter in a country where most water is carried by hand, often for many miles. The regional security office trains police officers to carry out better border patrol practices, and has donated new equipment for a state-of-the-art forensics lab.

The embassy's commitment to facilitating Tanzania's development is reflected in the numerous

agencies with offices here, including the U.S. Agency for International Development, the Peace Corps and the Centers for Disease Control.

Together with local partners, USAID has projects in every region of the country, including a paprika market high in the mountains, a new visitor center in one of Tanzania's famous national parks and an education reform project on the palm-fringed island of Zanzibar.

Tanzanians thank embassy employees for their help through such gestures as welcoming them to join a traditional dance by warriors of the proud Masai tribe or enjoy an Arab-style meal on Zanzibar.

In 2003, the mission inaugurated a new embassy compound. Housing is in spacious single-family homes, usually landscaped with tropical fruit trees and flowers.

With year-round temperatures equivalent to summer temperatures in Washington, Dar es Salaam has the perfect climate for enjoying swimming, tennis or sailing. None of the housing is more than two kilometers from the ocean, so families can easily take advantage of Dar es Salaam's world-class beaches and scuba diving.

Dar es Salaam is renowned as a great family posting. It has an active expatriate community and



*Below: Cultural affairs attaché David Colvin plants a tree as part of an embassy-sponsored Earth Day celebration. Top right: An elephant roams in Lake Manyara National Park, where the U.S. Agency for International Development recently built a new visitors' center. Bottom Right: Security escort Duong Neufield examines a colorful local painting.*







*School children gather in a village where USAID-sponsored agricultural training programs give farmers the opportunity to send their children to secondary school for the first time.*

excellent international schools with American curricula. Its large selection of restaurants range from Turkish to Indian to Tex-Mex. The quality and variety of items available in grocery stores is good and improving at a rapid rate.

Tanzania has a fine selection of world-class travel destinations, including famous game parks of the Serengeti and the pristine beaches of Zanzibar. With its peaceful history and excellent system of paved trunk roads, it is one of the few countries where employees can get out and experience the “real Africa” on their own.

Dar es Salaam is a great place to enjoy life and work in one of Africa’s gems. ■

*The author is the husband of a former political officer at the U.S. Embassy in Dar es Salaam.*

*Left: The new embassy compound in Dar es Salaam was completed in 2003.*





*Verena Sander, acting chief of diversity and outreach in the Office of Civil Rights, observes a class engaged in a group exercise.*

## EEO Staff from 27 Posts Train in Tanzania

**By Jenniffer De Heer**

Thirty-six new Equal Employment Opportunity counselors and Locally Engaged Staff EEO liaisons were recently trained in Dar es Salaam. The new EEO counselors and liaisons represented 27 posts that had designated them to assume EEO collateral duties as an extension of the Office of Civil Rights.

All EEO counselors must complete 32 hours of training before assuming counseling duties. The training is offered domestically and abroad.

Trainers from the Office of Civil Rights teach participants the basics regarding EEO laws and regulations and theories of discrimination, and provide the opportunity to develop essential counseling techniques in a small-group setting. Department-specific role playing and exercises are used to

assist participants in completing EEO counseling sessions, from interviews to writing reports.

EEO counseling is an essential part of the federal system for processing and resolving employee and applicant EEO concerns. Counseling is the first step in the EEO complaint process. The primary role of the EEO counselor is to facilitate informal resolution of allegations of discrimination between the involved parties, when possible.

LE Staff EEO liaisons assist EEO counselors by facilitating communication and information between the LE Staff and post management with respect to EEO issues.

Those interested in serving as a Department EEO counselor or LE Staff EEO liaison should contact the Office of Civil Rights for more information. ■

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*The author is an attorney-adviser in the Office of Civil Rights.*



# Quality of Life

In September, Director General Staples shared the results of the 2006 Employee Quality Worklife Satisfaction Survey. More than 2,700 randomly selected Foreign Service and Civil Service employees responded.

I was pleased to note that the survey showed that Department employees rate their personal work experiences highly and that the Department's score on the "best places to work" index (based on four questions relating to job satisfaction and comparing State to other federal agencies) continued to rise. We were at 57 percent in 2003, 66 percent in 2005 and 70 percent in 2006.

Our progress has not gone unrecognized by others. In 2006, the Department jumped to 3rd from 36th a year earlier as an ideal employer in an annual poll of undergraduates. We are the highest-ranking federal agency, listed right behind private-industry giants Walt Disney and Google. In addition, *BusinessWeek* ranked the Department sixth in its study of the 50 best places to launch a career.

While employees indicated that they are generally satisfied, when asked which areas needed the most improvement, they most often cited these: making better use of employee talents, streamlining the bureaucratic process and career development opportunities (training, rotations, etc.).

We take the results of this survey, and your comments, seriously. I firmly believe that our people are our greatest resource. That is why we will continue to search for ways to address your concerns. Let me share with you steps we have already taken.

More than 200 of our Civil Service employees are currently serving abroad, and we continue to look at how we might best use their services overseas when the need arises. We are expanding our mentoring programs to include Foreign Service and Civil Service employees, Locally Employed Staff and family members. See our mentoring web site at <http://hrweb.hr.state.gov/prd/hrweb/mentoring>.

Through the Strategic Networking Assistance Program we are providing new types of support for family members seeking employment, from culturally spe-

cific resumé writing to job referrals and workshops. We have also launched pilot programs to provide family members professional fellowships and training on starting web-based businesses.

Appointment Eligible Family Members can now join Foreign Service and Civil Service employees and retirees in registering online to make themselves available where needed through Employee Profile Plus, the Department's award-winning skills inventory at <http://hrnet.state.gov>.

We have streamlined the process for hiring applicants and selecting officials

DEPARTMENT WORKS  
TO ADDRESS EMPLOYEE  
CONCERNS  
BY UNDER SECRETARY  
HENRIETTA H. FORE

through Gateway to State (QuickHire), our new online application system for the Civil Service. Since we began this initiative in January 2006, the Department's average has been between 32 and 37 days, well below the 45-day hiring goal.

We have implemented online registration for most Foreign Service Institute courses and are working toward electronic application for external training courses.

We are also helping employees better plan their career development. FSI has published 10 training continua. The second edition of the FSN/LES Continuum was recently published, and an update to the FS GSO Continuum is under way. And we have launched Career Tracker, an online, personal inventory of Career Development Program accomplishments: <http://hrweb.hr.state.gov/prd/hrweb/cda/FSCDP/CareerTracker.cfm>.

Since 2003, the Bureau of Diplomatic Security has cut the average time for personnel security investigations by more than half—from 184 days in 2002 to just 77 days

today. DS has deployed the Electronic Questionnaires for Investigations Processing worldwide. The bureau has also been successful in meeting the hiring needs of the Department by granting interim clearances for new applicants when requested—in most cases within two weeks.

In recognition of its innovative and cost-effective approach to conducting personnel background investigations, the DS Office of Personnel Security and Suitability won the 2006 Office of Personnel Management Guardian Award, which has been presented annually since 1998.

We are enhancing development opportunities for all of our employees. For example, we have instituted Career Development Programs that allow Foreign Service employees to gather regional expertise, broaden their experience, increase foreign language competency and build on the skills they brought in with them.

We have made changes to the Foreign Service assignments process. In August, we launched a pilot Civil Service mid-level rotation program that is designed to provide developmental assignments for foreign affairs officers at the GS-12 and GS-13 levels so they can broaden their knowledge, skills and abilities.

We are also doing much more to make training opportunities available to our far-flung workforce. FSI has increased the number of distance-learning opportunities available to State employees. More than 80 FSI products and 3,000 courses are available through the FasTrac program. In fiscal year 2006, FasTrac completions jumped to more than 7,100, a 95 percent increase over the previous year. Students completed more than 3,900 FSI-produced distance courses in FY 2006, representing an increase of 40 percent over FY 2005.

In 2007, I look forward to keeping you posted on our progress on these and other initiatives. We are working on opening opportunities for everyone as we clearly follow our path to the best diplomatic service in the world. ■

*The author is the under secretary for Management.*



# Talent Scouts

## DEPARTMENT MOVES DIVERSITY RECRUITING TO THE NEXT LEVEL **BY JEAN NEITZKE**

Which federal agency topped *BusinessWeek's* list of "50 Best Places to Launch a Career"?

The U.S. Department of State.

In its September 28, 2006, issue, the magazine ranked the Department as number six on its list. State was the highest ranked federal agency. The list included both private and public sector employers, so State was in the mix with such firms as Disney, Lockheed Martin and Goldman Sachs. Earlier in the year, both *BusinessWeek* and *Forbes* magazine reported on a 2006 survey of undergraduates by Universum Communications that listed the Department as number three among "ideal employers." The Department ranked 36th just one year earlier.

There's more good news. In another Universum survey reported that, among minority students, the Department ranked number four among "ideal employers," and ranked 12th among minority MBA and undergraduate students on a list of the top 100 companies to work for, as reported in *Black Collegian* magazine.

The Department's Office of Recruitment, Examination and Employment was ecstatic over these results. But the real story is not a one-year jump in a survey ranking, but rather how, over the last five years, REE has been able to forge a successful, wide-ranging strategy to move its long-standing priority of diverse recruitment to the next level.

The Department's goal is to recruit the best and the brightest from the widest pos-

sible range of backgrounds with a broad range of needed talents and skills, such as critical language skills.

### **The Recipe for Success**

**Money:** Just five short years ago, State's annual recruitment marketing budget was \$75,000, which barely covered basic recruitment materials and modest advertising expenditures. There was also a small travel budget for the then seven-person recruitment staff. With the advent of the Diplomatic Readiness Initiative, REE received an influx of funds, which allowed it to think big.

Outside experts in marketing were brought in to help the Department establish its employer "brand"—a recognizable identity among targeted audiences.



Office of Recruitment, Examination and Employment Director Marianne Myles, center, is surrounded by part of her talent-seeking staff: from left, Faisal Khan, Debbie Vaughn, Robyn Hinson-Jones, John Echard, Diane Castiglione, Rachel Friedland, Andrea Starks-Smith and Harby Issa.

Through extensive research, the Department developed a brand that is authentic; appeals to a candidate's values and emotions; and communicates the realities of the work, the people and the mission of the organization.

**Planning:** Recognizing that recruitment is a long-term proposition, REE staff developed a five-year strategic recruitment plan that brought together stakeholders to define recruitment goals and objectives. The key goal: that applicants have diverse backgrounds and viewpoints and meet the skill needs of the Department. The strategies to meet that goal are all geared toward relationship-building that is both "high-tech" and "high-touch."

**Technology:** This is the high-tech part of the recruitment campaign. The Department, like other employers, has largely abandoned traditional print media in favor of newer and successful high-tech options. State's advanced tools include an award-winning Web site ([www.careers.state.gov](http://www.careers.state.gov)), direct sourcing from resumé databases, e-mail marketing and social networking. These targeted efforts, combined with mentoring at each step of the application and candidacy process, have resulted in broader diversity in the applicant pool.

**People:** REE's recruiters are the high-touch component of the campaign. The recruitment staff in D.C. now has 10 Civil

Service and Foreign Service recruiters. Some have geographically based portfolios, and others have audience-based responsibilities. In addition, the office deploys a highly effective network of 17 Diplomats in Residence at selected universities around the country.

The Diplomats in Residence are the face of the Foreign Service to prospective candidates. They establish long-term relationships with candidates in their region and help demystify the Foreign Service's mission and intake process.

Both full-time recruiters and Diplomats in Residence are supplemented by volunteer recruiters, some on active duty through the Hometown Diplomats program. Along with the DIRs, REE invests in activities that reach college students, including minority students.

**Internships:** Internships are also a highly effective recruitment tool. The Department's program was just ranked the fourth most prestigious internship program by 12,000 diverse undergraduates in the Universum survey, behind only Goldman Sachs, PricewaterhouseCoopers and Microsoft. Some of the fellowships included under the alternate-entry Diplomacy Fellows program also serve as a conduit for recruitment of prospective candidates of all backgrounds.

**Focus:** The increased budget that enabled REE to hire additional recruiters also allows

the new staff to attend more events. Recruiters reach out to a number of organizations, including minority professional associations such as the NAACP, the National Council of LaRaza, the Arab American Institute, the National Indian Education Association and the Association of Higher Education in Disability. Through creative and customized messaging, State's recruitment approach differentiates among audiences and emphasizes relationship-building. The Department has sponsored professional networking events in many cities around the country and has pioneered the use of a talent network that helps recruiters identify and contact potential candidates.

"We are looking for the best and the brightest, from all backgrounds, all geographic regions, all academic majors and all ethnic groups," says REE Office Director Marianne Myles. "The Department's goal is to be America's number one ideal employer among multicultural audiences. Culturally aware, adaptable, well-rounded, agile, strategic-thinking problem solvers with diverse perspectives are invited to learn how they can show the world a side of America it has never seen." ■

*The author works in the Office of Recruitment, Examination and Employment.*





# Building Bridges

EEO AWARD  
WINNER BRIDGES  
CULTURAL DIVIDE

**BY JANICE F.  
CARAMANICA**

Is anyone out there promoting equality in the workplace because it is the right thing to do? If there is, who notices?

Granted, some 20 Office of Civil Rights staff members work hard to ensure that the Department adheres to equal employment opportunity principles in the workplace. And since EEO is a leadership issue, everyone expects Department leaders to set the standard for equal employment opportunity practices required by law.

But are regular people in the workplace also taking responsibility for promoting diversity in the Department and ensuring equal opportunity in employment? And are leaders noting these contributions made at the working level?

Judging by the nominations received each year for the annual Equal Employment Opportunity Award, the answer is a resounding “yes.”

This year’s winner is Cecelia A. Cooper, managing director of global compensation and director of compensation and pension in the Charleston payroll center. Cooper, known to all as “Cee-Cee,” has been instrumental in bridging the divide between employees of varying cultures in the Global Financial Services Center. She established a commemorative events committee that brought into the center a president of a historically black college, Holocaust survivors, Native American tribal chiefs, Asian/Pacific and Hispanic dance troupes and others.



*Cecelia A. Cooper, winner of the 2006 Equal Employment Opportunity Award, receives her plaque from Under Secretary for Political Affairs Nicholas Burns.*

Using her extraordinary leadership and mentoring skills, Cooper assisted in resolving workplace conflict during the critical merger of operations and personnel previously located in the Washington area with the Charleston-based workforce.

Her nomination was submitted by the deputy assistant secretary for Global Financial Services in Charleston and endorsed by the assistant secretary for resource management and chief financial officer.

Over the years, other Department employees have also been recognized for their contributions to improving the EEO environment at the Department. Here are a few examples:

- One employee was called the “ambassador of goodwill” for the disarming manner in which he made others feel at ease. Whether through learning and using American Sign Language to communicate with an individual with a hearing impairment, or through the guidance he provided to an employee who was so discouraged she wanted to leave her job, he served as an example of the highest standards of professionalism, fairness and dedication to equal opportunity principles.
- Another employee has served in the Department as a collateral-duty EEO counselor for almost 30 years. She has been a role model for her colleagues, promoted EEO principles, served as a panel member for Career Development Center mentors and provided a friendly ear to any employee in need.
- At various posts overseas, another employee has served as the Federal Women’s Program coordinator, the EEO program coordinator and EEO counselor. He also worked with the

Human Resources office to develop a Web page to provide employees and applicants for employment a valuable resource for learning about EEO policies and practices.

- One employee worked to rectify an equal-pay issue at post when he learned that the male and female Locally Employed Staff members were not being paid the same for substantially equal work. He also promoted hiring women into positions for which they had not previously been considered and ensured that training and travel opportunities were fairly distributed throughout the staff.
- Another employee, who rose through the ranks to a middle-management position, was cited for outstanding efforts in recruiting and mentoring prospective and current employees in the Department.
- Another employee helped fellow employees develop a fuller appreciation for their rights in the workplace. During the aftermath of Hurricane Katrina, he organized a fund-raiser for Katrina victims and established one of the Katrina relief funds.

Every person in the workforce can make important contributions to strengthening the practice of EEO principles. All are encouraged to nominate colleagues they see promoting fairness, equality and diversity in the workplace for the annual EEO Award. The Office of Civil Rights annually in the spring calls for nominations by cable and Department notice. The winner receives a \$10,000 cash prize and a certificate signed by the Secretary. ■

*The author is a senior attorney-adviser in the Office of Civil Rights.*

## EEO Award Winners

- 1981** Douglas K. Watson, ARA
- 1982** Virginia S. Butler, FAIM/PS
- 1983** (Co-recipients) Carmen A. Diplacido, CA; Leonard Shurtleff, U.S. Embassy in Monrovia; Keith L. Wauchope, AF
- 1984** Stewart Bibbs Jr., PPT/S
- 1985** Paul M. Washington, FAIM/PS
- 1986** Marguerite Cooper, FSO (retired)
- 1987** Ambassador William L. Swing, M/DGP/PER
- 1988** (Co-recipients) Stephanie Gillespie, PER; Corazon Foley, INR
- 1989** John L. Mack, IM/SO/FD
- 1990** Ambassador Irvin Hicks, AF
- 1991** Charles Hughes Jr., S/S-EX
- 1992** Philip M. Tinney, A/IM/IS
- 1993** (Co-recipients) Thomas J. Miller, U.S. Embassy in Athens; James “Jock” P. Covey, Branch Office of American Embassy in Berlin; Christopher H. Flaggs, FMP/BP
- 1997** Ruth Ann Whiteside, FSI
- 2000** (Co-recipients) Gloria J. Junge, Cecily J. Bostock, Herbert L. Treger, U.S. Embassy in Kampala
- 2001** Cheryl R. Hodge, HR/PE
- 2002** Ronald J. Tomasso, OBO/DE
- 2003** Mae R. Whitehead, FACBIG
- 2004** Anita Cary, OBO
- 2005** (Co-recipients) Thomas H. Alphin Jr., L/EMP; Ambassador Ruth A. Davis, Diplomat-in-Residence, Howard University
- 2006** Cecelia A. Cooper, GFSC





# Resolving Conflict

## ALTERNATIVE DISPUTE RESOLUTION HELPS AVOID FORMAL COMPLAINTS

BY JANICE F. CARAMANICA

The program managed by the Office of Civil Rights most familiar to Department employees is the equal employment opportunity complaint process. OCR is responsible for managing the process on behalf of the Department in accordance with regulations and directives established by the Equal Employment Opportunity Commission.

At the heart of every EEO complaint is conflict, but using the complaint process does not have to be an employee's first instinct.

Out of approximately 90 formal complaints of discrimination per year received in the office, only about one results in an actual finding of discrimination against the Department.

The State Department is not alone in this regard. Statistically, very few complaints that reach the EEOC from federal agencies result in findings of discrimination. According to information published on the EEOC Web site, fewer than 3 percent of cases in which a hearing is requested result in a finding of discrimination by an EEOC administrative judge.

What, then, is a more fruitful means of resolving the conflict at the heart of these cases? OCR believes the answer is the Alternative Dispute Resolution program. Not only can the program assist employees and managers in resolving conflict within the workplace; with the assistance of a neutral third party, it can also create a win-win solution and take much less time than the formal complaint process.

The term "alternative dispute resolution" refers to any means of resolving a conflict outside of a formal administrative or judicial process.

To date, the Department's preferred mechanism for ADR has been mediation. During mediation, a certified mediator assists the parties by giving them the opportunity to discuss the issues in dispute, clear up misunderstandings, determine underlying interests or concerns, find areas of agreement and, ultimately, incorporate those areas of agreement into a resolution. A mediator does not resolve the dispute or impose a decision on the parties; instead, the mediator helps them reach a mutually acceptable resolution. Each side gets an opportunity to present a perspective and speak without interruption.

Mediation is confidential. If the matter is not resolved in mediation, neither side may use the mediator as a witness in any future forum. Approximately 50 percent of Department ADR cases are resolved by the end of the mediation, which usually lasts one day.

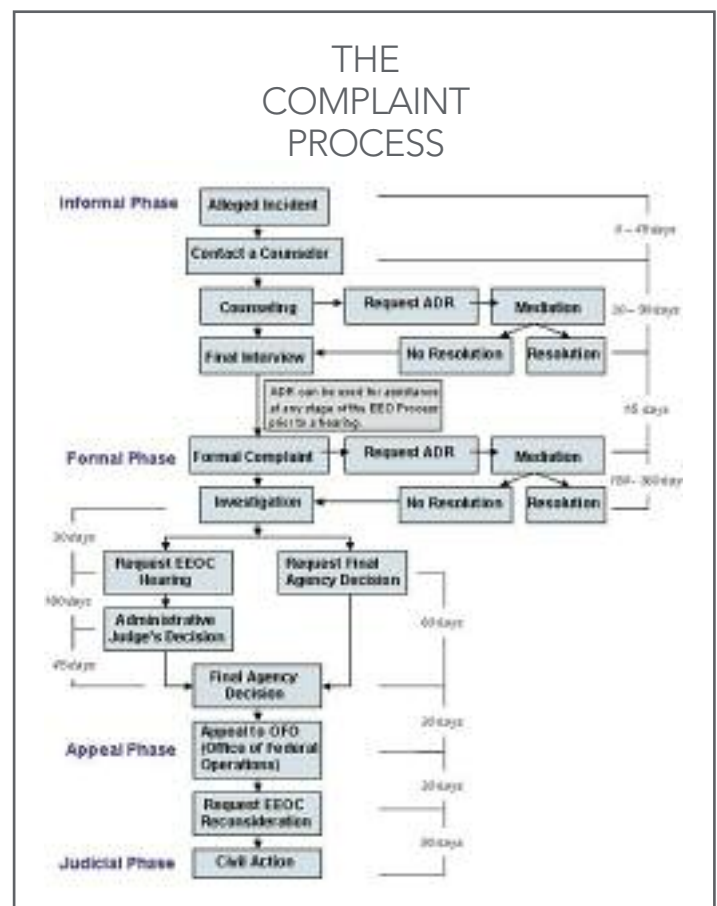
OCR is considering at least three ADR techniques as potential enhancements to the Department's program:

- **Negotiation**—In simplest terms, negotiation is a discussion between two or more disputants, with or without the assistance of an intermediary, who are trying to work out a solution. When parties negotiate, they usually expect give-and-take. Even though they have interlocking goals they cannot

accomplish independently, they usually do not want or need exactly the same thing.

- **Fact Finding**—The purpose is to identify which facts in a conflict are in dispute and assist the parties to discover the factual "truth." This technique gives parties an opportunity to work together on discovering the facts. If done properly, working together will humanize the parties and make them more amenable to an agreement, even if the facts themselves cannot ultimately be agreed on.
- **Early Neutral Evaluation**—The goal is to use a neutral third party to assess the merits of the case, clarify the central issues in dispute and assist with an informal exchange of key information. ENE aims to position the case for early resolution by settlement.

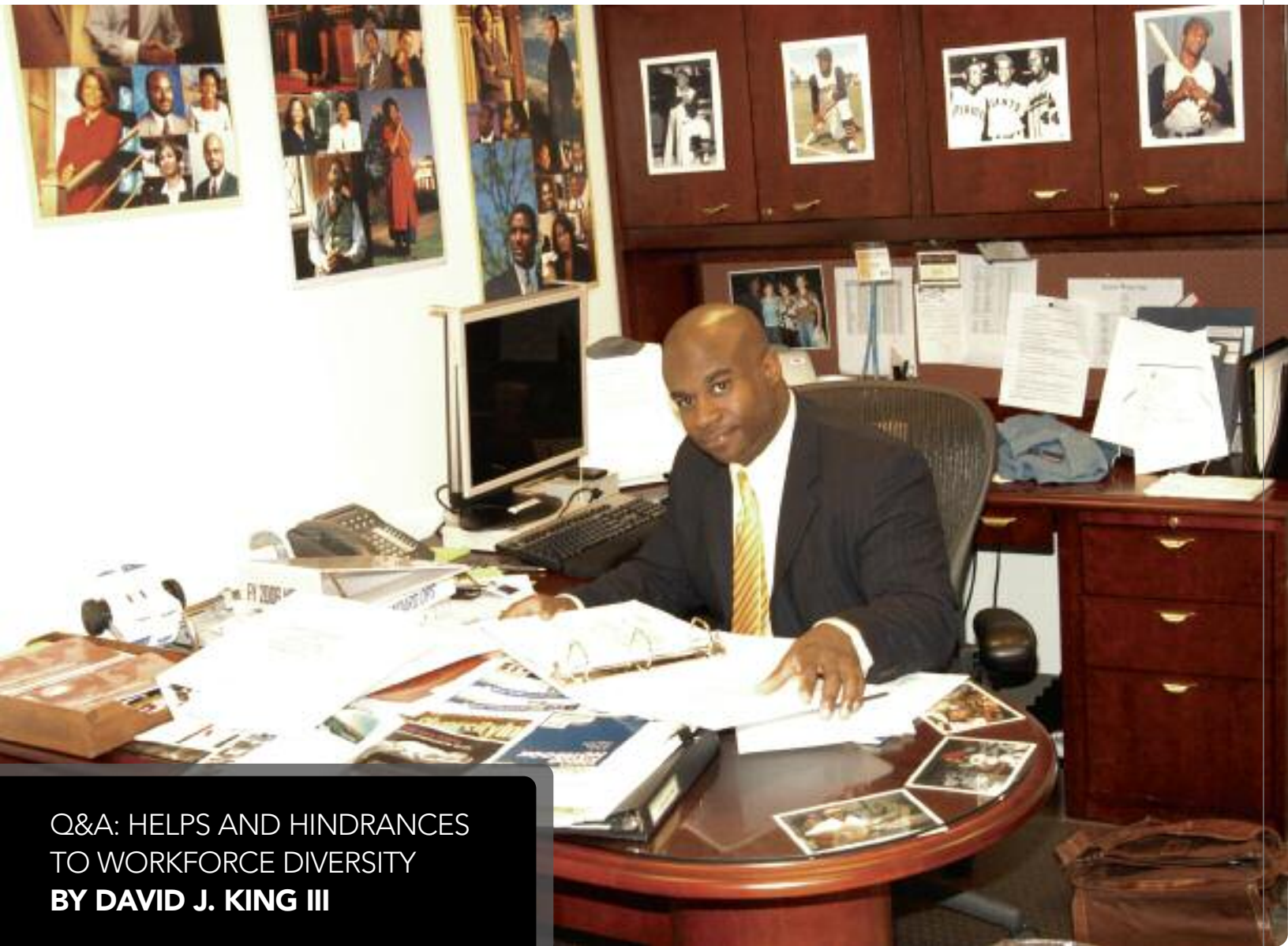
ADR is not litigation by alternative means. When parties to a dispute can craft their own solution to a conflict instead of having one imposed from an outside source, they can begin with a fresh



start—hardly an option when one side wins and one side loses. It is better for both sides to come away with something. Then, they can move forward rather than staying stuck in conflict. ■

*The author is a senior attorney-adviser in the Office of Civil Rights.*





Q&A: HELPS AND HINDRANCES  
TO WORKFORCE DIVERSITY  
BY DAVID J. KING III

# Who's Watching?

Who is watching what the Department of State is doing with regard to workforce diversity?

The Equal Employment Opportunity Commission monitors the Department and is responsible for the following:

1. Reviewing and evaluating the operation of all agency equal employment opportunity programs;
2. Reviewing and approving agency EEO plans and reports and communicating the results of evaluations to

each agency and directing agencies, as appropriate, to develop additional program objectives;

3. Providing technical assistance and training to agencies;
4. Submitting an annual report on the federal workforce based on agency reports, data from The Central Personnel Data File, on-site program reviews and other audits to the President, Congress and appropriate congressional committees.

How does the EEOC know what the Department is doing?

Through Management Directive 715—the policy guidance from the EEOC for agencies to use in establishing and maintaining effective programs of equal opportunity. It also sets forth workforce reporting requirements. Rather than having agencies focus solely on the participation rates of minorities, women and persons with disabilities (as with earlier reports), MD-715 calls for the identification and

elimination of workplace policies, practices, procedures and conditions that prevent equal employment opportunity. The directive became effective in 2003 and is part of a bigger EEO reform initiative designed to better address the organizational shifts and evolving trends in the federal workplace.

#### What is the overriding objective of the EEOC?

The goal is to ensure that all employees and applicants for employment enjoy equality of opportunity in the federal workplace regardless of race, gender, national origin, color, religion or disability and without reprisal for engaging in prior protected activity.

To develop a competitive, highly qualified workforce, federal agencies must fully use all workers' talents, without regard to race, color, religion, national origin, gender or disability. Equal opportunity is more than a matter of social justice; it is a national economic imperative.

#### What does MD-715 require the State Department to do with regard to equal employment opportunity?

1. Develop and maintain a model EEO program.
2. Ensure that employment policies and practices are free from discrimination.
3. Examine employment policies, procedures and practices to identify and remove barriers to equal employment opportunity.
4. Develop plans to correct identified barriers.
5. Report plans and progress to the EEOC.

#### What are the essential elements of a model EEO program?

Each manager, supervisor and EEO official will be held accountable for the effective implementation and management of the program based on six essential elements:

1. Demonstrated commitment from agency leadership;
2. Integration of EEO into the agency's strategic mission;
3. Efficiency;
4. Management and program accountability;
5. Proactive prevention of unlawful discrimination;
6. Responsiveness and legal compliance.

#### What is a barrier?

A barrier is an agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual, based on disability status.

An example of a physical barrier to the employment of individuals who use wheelchairs would be a workplace without power-assisted doors or a workplace with few wheelchair-accessible restrooms. The barrier analysis required by MD-715, however, is not limited to physical barriers. Barriers can also result from prejudice, stereotyping, fear, comfort level or everyday practices. For example, an agency may recruit new attorneys from a limited number of law schools. If these law schools enroll only a few or no Hispanic students, the agency's hiring pool will be limited. Although neutral on its face, this practice is a barrier, as it will have the effect of limiting the employment opportunities of well-qualified Hispanic attorneys. It also will unnecessarily limit the pool of talented individuals from which agency officials may draw.

#### How can MD-715 be used to help eliminate barriers?

MD-715 requires processes that include self-analysis, problem identification, data collection, reporting systems and goal identification. The results from these processes can be used to first identify and then eliminate discriminatory policies and practices in the workplace.

Where it is determined that an identified barrier serves no legitimate purpose, MD-715 requires that agencies take immediate steps to eliminate the barrier. Even where a policy or practice that poses a barrier can be justified on grounds of business necessity, agencies must investigate whether less exclusionary policies or practices can be used that serve the same business purpose.

Identifying and evaluating potential barriers require an examination of all relevant policies, practices, procedures and conditions in the workplace. The process further requires each agency to eliminate or modify, where appropriate, any policy, practice or procedure that creates a barrier to equality of opportunity.

The elimination of barriers will allow agencies to fully utilize the knowledge, skills

and abilities of each of its employees. It may also help an agency avoid findings of discrimination, which can be expensive—back pay awards, compensatory damages and attorney's fees.

#### What statistic stands out the most?

One of the most notable statistics across the federal government is the low percentage of persons with "targeted disabilities" in the workforce. The EEOC has identified

Equal opportunity is more than a matter of social justice; it is a national economic imperative.

"targeted disabilities" as blindness, deafness, partial paralysis, complete paralysis, mental illness, mental retardation, convulsive disorders and distortion of limbs or spine. According to the EEOC, only approximately 1 percent of federal employees are persons with targeted disabilities (PWTB). Some agencies have PWTB populations greater than 2 percent. At State, the number is less than .5 percent and declining.

#### Are the data and the analysis of that data being shared with management and individual bureaus? What are the next steps?

Yes. The Office of Civil Rights has briefed the Bureau of Management senior staff and Secretary Rice on the MD-715 findings. As required in a model EEO program, State has a demonstrated commitment from its leadership.

As a follow-up to these briefings and with the full support of the Secretary, OCR will brief individual bureaus on MD-715 and their diversity profiles, and provide assistance and recommendations where needed.

MD-715 is due to the EEOC annually, but barrier analysis is an ongoing process. Thus, the Department will continue to analyze both the Civil Service and Foreign Service to ensure that all employees are afforded equality of opportunity in the workplace. ■

*The author is diversity and outreach manager in the Office of Civil Rights.*



Office Director Barry Wells (wearing suspenders) meets with members of his staff. In the foreground is Shireen Dodson. To her left are Jackie Canton and Greg Smith. On the sofa, from left, are Janice Caramanica and Verena Sander.



# Office of Civil Rights

A BUSY INTERSECTION: GOOD LAWS, GOOD MANAGEMENT,  
GOOD BUSINESS **BY JACQUELINE CANTON AND GREG SMITH**

If asked about the Department's Office of Civil Rights, different employees will probably give different responses, depending on their experiences:

- "It's an office that assists employees who want to file complaints about management."
- "It's the office that advises management on how to make decisions to avoid complaints of discrimination."
- "OCR is the office that runs the Department's Alternative Dispute Resolution program."

Are all of these answers correct? Yes, but these issues are only a narrow portion of the office's true purpose.

OCR's mission statement is the following:

*To assist the Department of State in fostering a work environment free of discrimination and to maintain a continuing affirmative outreach program which promotes equal opportunity through the identification and elimination of discriminatory policies and practices.*

OCR sits at the intersection of good law—the Civil Rights Act of 1964—and good management—taking care of people, addressing issues before they become a problem and recognizing that to get the best out of your workforce you have to draw from all sources. OCR's business is conflict resolution, employee and



supervisor assistance and diversity management.

The office director reports directly to the Secretary of State on issues of equal employment opportunity policy. On matters of day-to-day management oversight, the director reports through the Under Secretary for Management.

In addition to the director, the office is composed of approximately 24 Civil Service positions and one FS-01 Foreign Service position.

In the recent past, OCR's primary workload was processing complaints of discrimination, both at the informal and the formal stages. Because of a backlog of EEO cases during the late 1990s and into 2000 and 2001 that needed to be processed in accordance with regulatory requirements of the Equal Employment Opportunity Commission, the office focused much of its energy and resources on reducing the backlog and establishing a more efficient case management process.

Now that the case management system has been greatly streamlined and the backlog reduced, the office is able to turn its attention to other priorities.

The "new and improved" OCR has realigned its operations, refocused its priorities and reworked its Web site.

The vision of OCR Director Barry L. Wells is an office whose structure and priorities reflect a more customer-friendly and service-oriented approach. The focus will be on providing quality assistance for the office's clientele and producing positive results for

the Department workforce as a whole. Through greater organizational efficiency and effectiveness, OCR intends to be proactive in all aspects of its portfolio.

### Diversity Management and Outreach

In the past, the Diversity Management and Outreach section concentrated on organizing commemorative events to celebrate ethnic diversity in this country. While that important work will continue, a new emphasis will be placed on diversity management. The section will also continue to work with the Bureau of Human Resources to complete various reports required by the EEOC, the Office of Personnel Management, Congress and other oversight bodies.

In addition to completing reports, the section will do more in-depth analysis of the workforce data that make up the reports. The data cover areas such as recruitment, hiring, career development, promotion and

*Ardena Austin looks up from her work.*

## At a Glance

**Office name**  
Office of Civil Rights

**Symbol**  
S/OCR

**Office Director**  
Barry L. Wells

**Staff size**  
24 Civil Service, 1 Foreign Service

**Office Location**  
HST, Room 7428

**Web site**  
<http://socr.state.gov>

retention. The goal is to help ensure that there are no barriers to equal employment opportunities for all employees.

### Intake and Resolution

In the revised OCR structure, case processing will occur in a realigned section called Intake and Resolution. It will be responsible for managing informal and formal resolution of EEO workplace disputes, EEO counseling and the Alternative Dispute Resolution program.





*Co-author Jackie Canton, seated, poses with her Intake and Resolution staff. Standing, from left, are Marjorie Gross, Wendy Herring, Dorothy Taylor and Gloria Cunningham.*

Previously, EEO cases were processed in two distinct phases—the informal process followed by the formal process—and were managed by two different sections in the office. The new section will eliminate this bifurcated approach: One division will handle the case from start to finish.

The informal process will still precede the formal process, but once a point of contact in OCR has been assigned, that person will be responsible for the case throughout its administrative processing. This customer-oriented approach should improve effectiveness and efficiency.

The operative word in Intake and Resolution is resolution. OCR will take a more proactive approach to resolving cases at all stages of the EEO process. Intake and Resolution will provide more avenues for alternative dispute resolution to resolve EEO and non-EEO cases. (See related article on ADR, Page 30.)

#### **Legal Counsel and Investigations**

OCR employs its own legal counsel separate from the Office of the Legal Adviser. Office attorneys are responsible for advising the director and deputy director on the many legal issues that arise in the administrative processing of EEO cases. The organizational separation from L attorneys ensures that the director has access to independent legal advice on matters under the office's jurisdiction.

Also, this arrangement complies with EEOC policy, which requires that attorneys providing administrative legal advice in processing EEO cases remain separate from attorneys representing

management in litigation. In the new structure, the attorneys will take on the added responsibility of conducting and overseeing investigations that involve unusually complex or sensitive matters.

#### **Senior Counsel and Special Assistant**

The office director has created two new positions that report directly to him. The senior counsel for Policy and Research advises





*Top: Working on the Diversity Management and Outreach staff, from left, are Arlene Brandon, David King and Verena Sander. Bottom: The Legal Council and Investigations staff includes Greg Smith, Gloria Slater, Henry Norcom and Jennifer DeHeer.*



Department into compliance with the requirements of these laws. Programs that receive federal financial assistance and that are conducted by the Department must ensure that their activities are free from discrimination on the basis of race, color or national origin; disability; or sex.

The coordinator will develop and implement a complaint procedure so that beneficiaries of financial assistance and programs may have a vehicle to address perceived discrimination in program administration. Once the process has been put into place, the coordinator will manage the program and make recommendations to the director on issues of oversight, compliance and resource and organizational requirements.

#### **Office Management and Administrative Support**

No office would be able to function without its office management and administrative support staff. In addition to performing traditional office management functions, the staff screens calls and walk-ins to determine if OCR is where

the director on issues of policy that arise because of EEOC or OPM initiatives, or that arise in the conduct of OCR operations. The senior counsel is responsible for ensuring consistency in policy and approach across the Department on EEO issues.

Currently, she is responsible for moving toward implementation the Department's new reasonable accommodation policy and ensuring that a consistent EEO approach is taken in the Department's treatment of its expanding contractor workforce.

The second new position is a special assistant to work with the director on special projects.

#### **Title VI and Title IX Coordinator**

The Title VI and Title IX coordinator is also a new position. The incumbent will make recommendations on how to bring the

they need to be, then refers them to appropriate staff or offices in the Department.

The administrative support staff prepares and manages external vendor contracts, provides liaison between the office and the bureau's budget coordinator and oversees computer database management and the office's Intranet Web site.

The new OCR aims high to be at the intersection of good law, good management and good business for the Department. While some may believe that the office is an advocate for the complainant and others may say it is a management advocate, the truth is that OCR is an advocate for the process. ■

*Jacqueline Canton is chief of Intake and Resolution and Greg Smith is deputy director of the Office of Civil Rights.*



# Down the Middle

A CONVERSATION WITH THE DIRECTOR  
OF THE OFFICE OF CIVIL RIGHTS

*Barry L. Wells became the director of the Office of Civil Rights in February 2006. He has been with the Department since 1988, when he joined the Foreign Service Institute. At FSI, he served in a variety of capacities, most recently as deputy director. Earlier in his career, he was a Peace Corps country director and a professor at Howard University.*

### ON THE OFFICE OF CIVIL RIGHTS

With less than a year as director under my belt, I am reminded daily of the importance of the mission and complexity of the Office of Civil Rights. My years at the Foreign Service Institute gave me the opportunity to work with all elements of the Department, both domestic and overseas. That provided me a well-rounded perspective on the challenges that OCR faces in servicing such a diverse organization.

Our office works to ensure that the workplace is free from discrimination on the basis of race, national origin, color, religion, sex, disabling condition, sexual orientation or age. To be effective, it is essential that we be, and are perceived as being, neutral. Our mission is to provide access to the EEO process, not to represent the parties in the process. We are neither pro-employee nor pro-management. This distinction is critical to our work.

### ON THE NEW OCR

Shortly after my arrival at OCR, we discussed our work and crafted a vision that reflects the importance of our mission. We looked at how the office is organized, what we do well and where we need to do better. We came away with a number of observations and ideas for new directions that we are in the process of implementing.

One of the recurrent themes I have observed is the importance of communication in the workplace. We are often asked to intervene in situations where the real problem is not discrimination, but lack of communication. In some cases, once employees and managers start talking, they start to understand each other better, and often can resolve their conflicts informally. We emphasize the importance of communication every time we brief classes and meet with employees and management.

Many of the complaints of discrimination OCR receives are rooted in personality conflicts, poor performance management or ineffective management practices. Managing employees' performance is essential. That includes providing both positive and developmental feedback. It means conducting conversations in which both the employee and management have a voice. When this happens, we more easily eliminate issues that do not belong

in the EEO process. We are meeting with the leadership of every bureau and will make our staff available to help promote a discrimination-free working environment.

One of my primary goals is for OCR to be more proactive. I want us to be a resource for employees and management, not just the place to file complaints. I want to ensure that the Department maintains a credible EEO process where legitimate complaints of discrimination can be addressed promptly and credibly. At the same time, we need to provide mechanisms for other types of workplace conflict to be addressed without labeling it discrimination because there is no other means to address it. To assist us, we will be expanding our capacity for Alternative Dispute Resolution by adding experts in that field.

### VALUING DIVERSITY

A respect for diversity is central to the mission of the Department. The successful practice of diplomacy is rooted in an understanding of the value of diversity and an ability to draw from various perspectives those elements that result in effective agreements and conclusions. We know from a plethora of research and experience that the more diverse opinions, life experiences and perspectives we bring to efforts to resolve issues and solve problems, the more likely we are to identify successful strategies. To take advantage of diversity, we have to accept that it is a good thing and value it. To be effective, we have to seek and acknowledge the contributions of diverse elements of the workforce.

Secretary Rice has made clear her view that we need a workforce that reflects the diversity of America. An organization as



*Office Director Barry Wells at work.*

large as the Department of State brings together people from diverse backgrounds and experiences. As we move forward, OCR will continue to identify strategies that allow us to provide a workplace where every employee—Foreign Service, Civil Service and Locally Employed Staff—can say with pride, “I help carry out the foreign policy of the United States of America.” ■



# TOASTMASTERS DEVELOPS SPEECH AND LEADERSHIP SKILLS

**BY EILEEN DEEGAN**

Instead of eating or exercising at lunchtime, dozens of Department employees hone their public speaking and leadership skills each week at one of the Department's three Toastmasters clubs—State of Speaking, Stately Speakers and Talking Heads of State.

Like their 9,300 fellow chapters of Toastmasters International, the three Department clubs strive to provide a mutually supportive learning environment where members improve their presentation and leadership skills. Featured events at club meetings are members' prepared speeches, evaluations and "table topics."

Members deliver a series of 10 speeches to sharpen skills in organization, word choice, vocal variety, body language, visual aids and persuasion. They set their own timetables for completing the speeches and earning the Competent Communicator award. Members who complete additional projects earn Advanced Communicator awards and, ultimately, the highest recognition—Distinguished Toastmaster.

In preparing their five- to seven-minute speeches, speakers consult official Toastmasters manuals. Because they select their own topics, the subjects run the gamut of members' interests—sports, cooking, music, art, languages, travel, family, management and policy issues, to name a few.

Paul Hopper, Stately Speakers vice president of membership, says he looks forward to speeches because they often contain information that is new to him or familiar

*Emily Soroko, Stately Speakers' Sergeant at Arms, often serves as Toastmaster of the Day.*



ideas presented in new contexts. Stately Speakers President Sandra Yeaman says preparing short speeches has been perfect practice for getting to the point. Now a Competent Communicator, she is more comfortable speaking without a lengthy text, which "pleases both my colleagues and my bosses."

Following the prepared speeches, evaluators provide oral and written feedback, noting what the speakers did well and

offering suggestions for improvement. The evaluator gains experience in listening intently and giving immediate, specific and encouraging feedback. The speaker learns how to accept feedback and become a better communicator.

State of Speaking Past President Noah Kaufman credits his club members' valuable recommendations with improving the speech he later delivered at a University of Maryland graduation ceremony.

# STRICTLY SPEAKING

During a meeting, the week's "table topics master" poses two or three impromptu questions and calls on members to give an extemporaneous, one-to two-minute reply, teaching them to think and speak on their feet.

"The challenge of briefly examining and expounding on some issue or question can be a lot of fun," says Talking Heads of State President Erik Anderson, who adds that hearing other people's table topics responses gives him a window into their thoughts and personality.

In addition to its comprehensive communications track, the Toastmasters program offers a leadership track. By completing the Competent Leadership manual and filling essential meeting roles such as toastmaster, evaluator and table topics master, members learn skills such as motivating people, organizing, delegating, planning, implementation and time management. Serving on a club's executive committee is another excellent avenue for developing leadership skills.

Various State members regard their participation in Toastmasters as a catalyst to accomplishing professional goals. Stately Speakers' Benjamin Dille says that although he was once petrified by public speaking, today he uses his speaking skills to train employees and do public diplomacy outreach overseas. While stationed in Shanghai in 1999, he helped found the first successful Toastmasters club in the People's Republic of China. China now has 25 clubs, excluding the clubs in Hong Kong.



From left, Toastmasters Sandra Yeaman, Franklin Garcia, Eunice Hill and Pamela Bundy work on a group exercise.

Foreign Service officer Caron De Mars, Stately Speakers co-founder and Distinguished Toastmaster, explains why employees are willing to spend their lunch hour—weekly or biweekly—at a Toastmasters meeting:

"In the days of heightened interest in public diplomacy and Secretary Rice's emphasis on transformational diplomacy and telling the U.S. story abroad, it is critical that we all develop polished speaking skills," she says. "There is no better way to

refine oral presentations than to work the Toastmasters program."

Information about Department Toastmasters clubs is available at

- [statelyspeakers.freetoasthost.com/index.html](http://statelyspeakers.freetoasthost.com/index.html)
- [stateofspeaking.freetoasthost.info](http://stateofspeaking.freetoasthost.info)
- [andersonen@state.gov](mailto:andersonen@state.gov) (Talking Heads of State contact)

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*The author is a librarian in International Information Programs.*

## Breaking the Ice and Calming the Nerves

By Franklin Garcia

I have never experienced such a heart-stopping, nerve-racking, hair-raising situation as when I walked up to the lectern in July 2005 to shake the hand of the Toastmaster of the Day, Caron De Mars, then president of the Stately Speakers Toastmasters Club.

"And now I have the honor of introducing Mr. Garcia, the next speaker," she said. My hands started to sweat and my blood pressure must have hit the ceiling. I sized up my audience and saw they were eager to hear what I was about to say. I almost bolted out the front door with fright, but Thalia, the muse of comedy, stopped me. "Get

hold of yourself, man," she said. "What is wrong with you?"

I struggled to begin. "This is my ice-breaker speech and the name of my speech is 'The Wok.'" I took a wok, which I had brought from home, out of a bag and laid it on the table next to a bottle of olive oil, spices and a spatula. I glanced at my audience until Thalia whispered in my ear, "Get going, man."

"The wok, which originated in China, is a versatile vessel found in almost all Chinese kitchens, and has spread to most parts of the world," I began. I held up my wok to show the audience, turning it as I spoke so they could get a better look at it.

As I continued to speak, I could see the audience was listening intently. I concluded by passing around one of my favorite recipes: fried snapper in

ginger sauce. "Thank you, Madam Toastmaster," I said at last.

I received a standing ovation for my ice-breaker speech, as is the club's tradition. I walked away from the lectern feeling a sense of having accomplished something major and having turned over a new leaf in my career. Within a year, I achieved Competent Toastmaster status by delivering 10 speeches. I stopped reading from my notes at about the fifth speech and found myself feeling assured and confident delivering subsequent speeches.

I encourage everyone to sign up for a Toastmasters club and become a proficient public speaker.

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The author is an analyst in the Bureau of Administration's Office of Allowances. ■





# War of Words

IN OFFICE CONFLICTS, THE MAGIC WORD IS 'DIALOGUE' BY DR. RAY DE CASTRO

The clinical staff in the Office of Mental Health Services is often asked to solve serious interpersonal problems in the workplace, either by affected employees or by high-level managers.

An important first question is always, "Is this a mental health problem?" Certainly, there is a role for mental health counselors to offer a sympathetic ear to employees whose coping skills are failing under stress. Occasionally, such employees are open to psychotherapy and are willing to learn new ways of adapting by discovering new aspects of themselves. But, more typically, they want only an ally who will sympathize with their distress and share their outrage about their alleged mistreatment.

If the counselor challenges the employee's perspective too readily, the person gets offended and won't come back. But if it isn't challenged at all, no change should be expected.

It can be difficult to determine how much of the office conflict is caused by the object of the client's frustration (a supervisor, co-worker or supervisee) and how much might be unknowingly contributed by the client. It is rather like doing couples counseling with only one of the partners: not impossible, but definitely not a strategy for high-percentage results, and certainly not in a short period of time.

Supervisors often search for strategies that can reduce the toxic emotional environment at the office, but they may ignore

not an essential workplace skill and need not be rated.

The Department of State is expert in diplomacy, defined by Merriam-Webster's as "the art and practice of conducting negotiations between nations," but also as "skill in handling affairs without arousing hostility." Good diplomats could be at risk of being poor managers if they are prone to excessive avoidance of conflict.

Former Secretary Colin Powell, addressing my class at a leadership seminar, said, "Good leadership requires taking care of your people." He then added, "Taking care of people must include dealing effectively with those who don't carry their weight." But many managers say that when they try to address poor performers, they often become embroiled in a long EEO dispute.

Two mid-level managers independently admitted to me that they would never again file accurate performance appraisals for problem employees who failed to improve despite counseling sessions. Their problem employees had filed EEO complaints and that process continued after the employees had moved on to new assignments.

The managers felt traumatized by being accused of discrimination and by the lack of support from their own supervisors. It was clear to me that neither had fully recovered from the emotional trauma of the experience.

It is hard to effectively resolve a problem that is not precisely identified. In the work-

not theirs. Use periodic progress reviews actively, openly and honestly. Too many workers hold their most cherished goals to themselves, then are surprised when the boss doesn't "get it." Too many supervisors avoid conflict and never clearly tell employees they must improve, much less help them to learn how.

1. If the dialogue is not progressing well (after you try and try again), then move to a triad: Get mediation.
2. Job satisfaction is most dependent on inner satisfaction in accomplishing meaningful work and recognition by superiors and co-workers. Studies show these are even more highly regarded than pay.
3. If your job has not been satisfying for years and you have become bitter, what are you going to do about it? Who will you speak to? Don't inflict your bitterness on others.
4. Supervisors need mentoring from others who have more experience. Relatively few are naturally gifted supervisors.
5. A helpful publication is *Face to Face: A Guide for Government Supervisors Who Counsel Problem Employees*, by James M. Carroll (FPMI Solutions).
6. Offer suggestions to the Foreign Service Institute about its leadership courses. I know FSI will welcome all constructive ideas.
7. Ask your superiors to help the Department develop the best possible administrative referral process for problem employees (as is done effectively in many private organizations, particularly educational institutions).
8. If you're still struggling, ask yourself: "Did I try all of the above?" If not, ask yourself why.
9. Finally, and once again:
10. When in doubt, request mediation. ■

*The author is the director of Mental Health Services.*

In the workplace, clear and direct communication is key, yet it is feared by many.

"the elephant in the room." That is, they may complain about an employee's negative influence on an office, but when asked about employee counseling sessions and performance appraisals, they reply that "the work product is actually good, if and when it gets done"—as if a capacity to interact effectively with other employees is

place, clear and direct communication is key, yet it is feared by many. Dialogues are not always easy, but they can be greatly improved on with practice and expert advice. Here are a few suggestions:

1. Resolve to engage in a serious dialogue with your supervisor, staff and co-workers. Make this your responsibility,



# EDUCATION + TRAINING

## Student Records Online

Need your class schedule or an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office web page on the Department of State OpenNet at <http://fsi.state.gov/admin/reg>.

## Mandatory Leadership Training

Leadership training is mandatory for Foreign Service and Civil Service employees at the FS-03/GS-13 levels and above to ensure that they have the necessary preparation for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other leadership courses for all FS and GS employees.

### Mandatory Courses

#### FS-3/GS-13

PK245 Basic Leadership Skills

#### FS-2/GS-14

PT207 Intermediate Leadership Skills

#### FS-1/GS-15

PT210 Advanced Leadership Skills

#### Managers and Supervisors

PT107 EEO Diversity Awareness for Managers and Supervisors

#### Newly promoted FS-OC/SES

PT133 Senior Executive Threshold Seminar

## Senior Policy Seminars

FSI's Leadership and Management School offers professional development and policy seminars for senior-level executives of the Department and the foreign affairs/national security community.

For more information contact FSI's Leadership and Management School at (703) 302-6743, [FSILMS@state.gov](mailto:FSILMS@state.gov) or <http://fsiweb.fsi.state.gov/fsi/lms>.

## FasTrac Distance Learning: Learn at Your Own Pace, When and Where You Want!

All State Department employees, FSNs and EFM's are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 3,000 courses, from home or office (Intranet or Internet). Courses cover numerous topics, such as project management, computer skills and grammar and writing skills, as

well as soft skills such as leadership. To view the FasTrac catalog, visit the FasTrac web site at <http://fsi.state.gov/fastrac>.

## FSI Distance Learning Program

An extensive menu of FSI-developed distance learning courses is also available to eligible participants on the FSI learning management system. See (U) State 009772 dated January 14, 2005, or the FSI web page (Distance Learning) for information.

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the Schedule of Courses on the Department of State's OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

### Security

		Feb	Mar	Length
MQ911	SOS: Security Overseas Seminar	5,12	5,12,26	2 D
MQ912	ASOS: Advanced Security Overseas Seminar	20	20	1 D
MQ914	YSOS: Youth Security Overseas Seminar	3		1 D

### Foreign Service Life Skills

		Feb	Mar	Length
MQ104	Regulations, Allowances and Finances in the Foreign Service Context	13		2 D
MQ107	English Teaching Seminar		14	2 D
MQ111	Making Presentations: Design to Delivery	7		3 D
MQ116	Protocol and the U.S. Representation Abroad	24		1 D
MQ117	Tax Seminar	21		2.5 H
MQ200	Going Overseas Without Children		17	4 H
MQ203	Singles in the Foreign Service	10		1 D
MQ210	Going Overseas for Families		17	4 H
MQ220	Going Overseas—Logistics for Adults	28	17	2.5 H
MQ230	Going Overseas—Logistics for Children		17	2.5 H
MQ703	Post Options for Employment & Training		22	1 D
MQ801	Long Distance Relationships		10	4 H
MQ802	Communicating Across Cultures	3		1 D

### Career Transition Center

		Feb	Mar	Length
RV101	Retirement Planning Seminar	27		4 D
RV102	Job Search Program		5	8 W
RV103	Financial Management and Estate Planning		1	1 D
RV104	Annuities, Benefits and Social Security	28		1 D

Length: H = Hours, D = Days, W = Weeks



**U.S. Ambassador to Uruguay**  
**Frank Baxter** of California, a businessman and Los Angeles civic activist, is the new U.S. Ambassador to the Oriental Republic of Uruguay. Prior to his appointment, he was chief executive officer of Jefferies and Company. He is also a former director of the National Association of Securities Dealers. His civic activities include chairing the Board of Alliance for College-Ready Public Schools. He is married and has three children and six grandchildren.



**U.S. Ambassador to El Salvador**  
**Charles L. Glazer** of Connecticut, an investment banker and political activist, is the new U.S. Ambassador to the Republic of El Salvador. Prior to his appointment, he was president and CEO of C.L. Glazer & Company, an institutional brokerage and investment banking firm. He served on the executive committee of the Republican National Committee and was sergeant-at-arms at the 2004 Republican National Convention. He has served on the boards of many civic and charitable organizations. He served in the U.S. Army. He is married.



**U.S. Ambassador to Mauritius and Seychelles**  
**Cesar B. Cabrera** of Puerto Rico, a businessman and political activist, is the new U.S. Ambassador to the Republic of Mauritius, to serve concurrently as Ambassador to the Republic of Seychelles. Previously, he was president of three development companies in Puerto Rico, as well as a leader in finance, government and banking. He has served on the board of the Federal Home Loan Mortgage Corporation. From 1992 to 2004, he was executive director of the Republican Party of Puerto Rico. He is married and has one daughter and one granddaughter.



**U.S. Ambassador to Barbados**  
**Mary M. Ourisman** of Florida, a community leader and strong supporter of the arts, is the new U.S. Ambassador to Barbados, to serve concurrently as Ambassador to St. Kitts and Nevis, Saint Lucia, Antigua and Barbuda, Dominica, Grenada and Saint Vincent. She served on the board of directors of Blair House from 1994 to 2006. She has also served on the boards of the Washington National Opera, the Smithsonian Institution and the Kennedy Center. She is married and has a son and a granddaughter, as well as five stepsons and 15 step grandchildren.



**U.S. Ambassador to the African Union**  
**Cindy L. Courville** of Virginia, a government official and academic, is the new U.S. Representative to the African Union. Prior to her appointment, she was senior director for African Affairs at the National Security Council. Prior to that, she held high-level positions relating to Africa in the Defense Intelligence Agency and Office of the Secretary of Defense. She served for 10 years on the political science faculties of Hanover College and Occidental College.



**Assistant Secretary for International Security and Nonproliferation**  
**John C. Rood** of Arizona, a national security official, is the new Assistant Secretary for International Security and Nonproliferation. Previously, he served as senior director for Counterproliferation Strategy at the National Security Council. Before that, he was deputy assistant secretary of Defense for Forces Policy. He worked on defense and foreign policy issues as senior policy advisor to Senator John Kyl of Arizona. He was also a foreign missile programs analyst at the Central Intelligence Agency.



**James W. Alley**, 91, a retired Foreign Service officer, died Nov. 1 of heart failure in Greenville, N.C. He worked for the Office of War Information, the Voice of America, the U.S. Information Service and Radio in the Allied Sector. His overseas postings included South Africa, the Philippines, Sri Lanka, Berlin and Munich. He retired in 1969.

**Marguerite N. Doscher**, 85, widow of Foreign Service officer Charles R. Doscher, died Oct. 17 in Lacey, Wash. She accompanied her husband on postings to Ghana, Sudan, Mauritania, Senegal, Malawi, Zambia, Central African Republic, Saudi Arabia and Japan. She worked in the Office of Foreign Buildings before retiring in 1986 to Olympia, Wash. She enjoyed caring for animals and was an excellent cook.



<<< **Carolyn L. Eades**, 43, a Civil Service employee, died Oct. 23. She joined the Department in 1982 and worked in the Office of Logistics Management at the time of her death. She was devoted to her family and was an active member of her church.



<<< **Joe Glazer**, 88, a singer-songwriter, labor information officer for the U.S. Information Agency and labor advisor to the State Department, died Sept. 19 of lymphoma in Chevy Chase, Md. He served overseas in Mexico. He retired in 1980. He was best known as the troubadour of the U.S. labor movement, performing at countless union rallies, civil rights marches and civic events. He recorded more than 30 albums.

**Harvey E. Gutman**, 80, a retired Foreign Service officer, died Sept. 1 in Sarasota, Fla. He served in the Army during World War II. His overseas postings included Vientiane, Lome, Paris, Bangkok, Rabat, Monrovia and Niamey. He retired in 1980. After moving to Sarasota, he was active in planning international lectures. He was an avid world traveler and humorist in many languages.



<<< **William B. Harbin**, 77, a retired Foreign Service officer, died of cancer Oct. 18 in California. He was a veteran of the Korean War, and his 37-year career with the Department included postings to East Pakistan, France, Vietnam, Sweden, Thailand, Honduras, Canada and Italy. After retiring in 1994, he traveled, donated time to charity, supported the arts and became a keen environmentalist who

helped preserve a mountain from development.



<<< **Frances S. Hutton**, 95, widow of Foreign Service officer Paul Churchill Hutton Jr., died Nov. 2 of congestive heart failure in McLean, Va. She accompanied her husband on postings to Dublin, Mexico, Guatemala, Istanbul, London, Guayaquil and Winnipeg. She was active in AFSA and the DACOR Bacon House Foundation. She was active in her church and was a supporter of the environment.



<<< **George R. "Jake" Jacobsen**, 77, a retired Foreign Service officer, died Feb. 4, 2002, of pulmonary disease in Fairfax, Va. He served in the Marine Corps in World War II and later in the Army. His overseas postings included Karachi, Luxembourg, Brussels, Helsinki, Moscow, Tokyo, Bonn, Dusseldorf and Bern. He enjoyed golf, swimming, music and reading history.



<<< **Arthur L. Lowrie**, 75, a retired Foreign Service officer, died Sept. 20 in Tampa, Fla. He joined the Department in 1956 and served overseas in Syria, Lebanon, Sudan, Tunisia, Iraq, Egypt and Belgium. He retired to Florida, where he taught international studies at the University of South Florida and took oral histories from retired Foreign Service officers and others who had served overseas.



<<< **Walter J. Mueller**, 92, a retired Foreign Service officer, died Nov. 2 of stomach cancer in Williamsburg, Va. He served in the Army during World War II. His overseas postings included Germany, where he was involved in postwar government, and Canada. After retiring in 1970, he became a dean and professor of German at the University of Alaska-Fairbanks. After moving to

Williamsburg, he wrote on subjects such as creativity and history and was an avid photographer.

**Darriel Webster Oliver**, 59, a Civil Service employee, died Oct. 26 of ovarian cancer in Alexandria, Va. She was a management analyst in the Office of Foreign Buildings and then a passport officer. She retired in 2000. She enjoyed volunteering, tennis, skiing, running, reading, gardening and bread-making. As a military spouse, she lived and traveled around the world.



<<< **Virginia Richardson**, 84, a retired Foreign Service secretary, died July 1 from a heart attack and complications from Alzheimer's Disease in Riverside, Calif. Her overseas postings included Japan, Korea, Russia, South Africa, Indonesia, Somalia, Brazil, Mexico, Hong Kong, Nicaragua and Honduras. She retired to Riverside in 1979 to enjoy her garden, friends and boxer.



<<< **Jane B. Thorpe**, 94, a retired Foreign Service staff officer, died Oct. 18 in Rochester, Minn. She was a communications specialist and served overseas in Mexico City, Manila, Ankara, Geneva, Stockholm, Tijuana, Brussels, Bonn and Paris. She was an accomplished violinist. In retirement, she played with orchestras in Mexico City, Miami, El Paso and California.

**Leon Sloss**, 80, a retired Civil Service employee, died Nov. 1 of throat cancer and respiratory failure in Washington, D.C. He worked for several government agencies. In the Department, he worked for the Bureau of Political-Military Affairs. Later, he was an assistant director of the Arms Control and Disarmament Agency. After retiring in 1979, he operated a consulting business working on national security policy, nuclear strategy and arms control. He was a board member for Arena Stage and a museum docent.

## In the Event of a Death

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

# \*retirements

### Foreign Service >>>

Almasov, Alexander	Hartley II, John J.
Baltimore III, Richard L.	Helmholz, Donna M.
Behrend, Richard Warren	Spina
Beltran, Cesar D.	Hernandez, Salome
Boardman, John S.	Hill, Billy Joe
Boulanger, John P.	Kane, John V.
Branstner, Terry Lee	Kent, Douglas Barry
Buss, David M.	Kirlian, Anne
Callard, Robert A.	Klosson, Michael
Coleshill, Renate	Limbaugh, Larry L.
Zimmerman	Linde, Deborah Lyn
Curley II, Albert	Ludan, Robert P.
Dwyer, John P.	McFadden, Wilma Dene
Farris, Virginia Loo	McMillion, Margaret K.
Florence, Jane A.	Meawad, Halim M.
Frank, James F.	Montgomery, Denise Dell
Graham, Dianne H.	Murray, Jeffrey C.
Grigola, Sandra T.	Nance, Sidney C.
Hall, John Martin	Pearson, Pamela J.

### Civil Service >>>

Bednar, Georgienne M.	Richman, Alvin
Burns, Edward L.	Riveles, Stanley Alvin
Clough, Patricia A.	Saunders, Frances C.
Cohn, Rivca S.	Siegel, Judith S.
Fernandez, Candida	Tinkham, H. Stetson
Gladhill, Virginia Mae	Tripodis, Malisa A.



# Doing the Right Thing Right

Our editorial journey this month takes us on a more internal path than usual, although the Post of the Month gives us a fascinating glimpse at the U.S. embassy in Tanzania, a crucial oasis of stability on the turbulent African continent. This issue focuses primarily on the Department's efforts to foster and nurture diversity and tolerance throughout its multicultural workforce.

Our diverse journey begins with the Office of Civil Rights, which directs traffic at a busy intersection where good law crosses good management to become good business. OCR is charged by the Secretary with fostering a work environment free of discrimination and with promoting equal opportunity for all Department employees—Foreign Service, Civil Service and Locally Employed Staff. Director Barry Wells, who doubles as the Department's Chief Diversity Officer, notes that his office is neither pro-employee nor pro-management; it is, rather, pro-Department.

Commitment to diversity starts at the top; OCR reports directly to the Secretary on EEO policy matters and to the Under Secretary for Management on day-to-day management oversight. For Under Secretary Henrietta Fore, nurturing diversity is not only the right thing to do—it's also the prudent thing, because diversity grows the Department's return on its investment in human capital. A more diverse workforce brings a wider range of perspectives on all

problems and promotes greater creativity in ideas and solutions.

Over the last five years, colleagues in the Office of Recruitment, Examination and Employment ramped up their recruitment marketing budget, intensified their strategic



planning, adopted advanced technological tools and bumped up the recruiting staff to help the Department reach toward its diversity goals. Results are coming in, and they are consistently excellent. For example, *BusinessWeek* magazine's 2006 list of "50 Best Places to Launch a Career" ranked State at number six, the highest rank achieved by a federal agency. The list included private

and public sector employers, so the Department was up there with the likes of Disney and Lockheed Martin. Pretty good, but not good enough, says director Marianne Myles. The goal is to be the Number One ideal employer among multicultural audiences.

Our monthly journey also runs through the office of Under Secretary for Public Diplomacy and Public Affairs Karen Hughes. In a wide-ranging and free-wheeling "Department Inner-View," Under Secretary Hughes assesses her first year with the Department and the state of public diplomacy around the globe. Her vision of public diplomacy also embraces diversity—her staff is full of senior and mid-level Foreign Service officers and Civil Service employees—and she demands frank and open input from each and every one.

Last but never least, a final salute to our colleagues en route to their final posting: James W. Alley; Marguerite N. Doscher; Carolyn L. Eades; Joe Glazer; Harvey E. Gutman; William B. Harbin; Frances S. Hutton; George R. "Jake" Jacobsen; Arthur L. Lowrie; Walter J. Mueller; Darriel Webster Oliver; Virginia Richardson; Leon Sloss; and Jane B. Thorpe.

*Rob Wiley*

Rob Wiley  
Editor-in-Chief

## COMING IN FEBRUARY

- Department Awards Day
  - Shared Services in Jakarta
  - Celebrating National Adoption Month
  - A Department Legend: Dr. Jessie Colson
- ... and much more!



Questions? Comments?  
[statemagazine@state.gov](mailto:statemagazine@state.gov)

# LYING IN STATE: THE WORLD IS FLATTER

AMBASSADOR, MAY I JUST TELL YOU I FOUND YOUR REMARKS ABSOLUTELY INSPIRING - SUCH DAZZLING INSIGHTS ON GEOSTRATEGIC AFFAIRS!



THANK YOU, GLEASON. UH, WHICH REMARKS WERE THOSE?



WELL, ALL OF THEM, OF COURSE! BUT MOST RECENTLY WHEN YOU OPENED THE EMBASSY BAKE SALE TODAY - SUCH AN ELOQUENT TOUR D'HORIZON OF THE ROLE OF BAKED GOODS IN A CHANGING WORLD!



DOES HE HONESTLY THINK SUCH TRANSPARENT FLATTERY WILL APPEAL TO ME? DOES HE REALLY BELIEVE IT'S THAT EASY TO WIN FAVOR WITH ME?



IT'S JUST SHAMELESS, SIR. YOU ARE SO CLEARLY ABOVE SUCH PATHETIC ATTEMPTS. BY THE WAY, HAVE YOU BEEN WORKING OUT? YOU'RE LOOKING ESPECIALLY FIT...



AGGELER 2001

WELL, I HAVE BEEN WORKING ON MY PECS AND - WAIT, YOU'RE DOING IT TOO, AREN'T YOU?



WOW, NO GETTING ANYTHING PAST A SPARKLING INTELLECT SUCH AS YOURS, SIR!



I SUPPOSE I WAS FAIRLY WITTY AT THE BAKE SALE, WASN'T I?



YOUR CHURCHILLIAN RHETORIC TRANSCENDED THE CUPCAKES, SIR!







JAN.2007



# WHO>WHAT>WHERE>WHEN



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