

U.S. DEPARTMENT OF STATE

FEBRUARY 2006

State

MAGAZINE



Passport Agency Leads
New Orleans Renaissance

A woman carries decorations for the Tet New Year celebrations to market.



IN OUR NEXT ISSUE: Hanoi—City on the Move

State MAGAZINE

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ON THE COVER

The city of New Orleans and the New Orleans Passport Agency rise again “out of the spent and unconsidered Earth” left by Hurricane Katrina.
Photo by Corbis.

DIRECT FROM THE D.G.

AMBASSADOR W. ROBERT PEARSON



Thank you, Goodbye and Good Luck

On May 1, I will join our colleagues who are retired. I am looking forward to this new experience. In fact, few of us completely “retire,” and the service Department of State retirees give our country is an inspiration I intend to follow.

Since I took the job as Director General, we have put into place changes essential for the Department to meet the transnational challenges of the 21st century. Changing circumstances, whether the threats come from failures within state frontiers or from events with global impact, such as disease, natural or financial disasters or terrorism, may damage international order as much as will war between states.

The need to plan ahead to meet accelerating change, global disasters or state failures inspired us to initiate bold steps. Secretary Rice’s emphasis on transformational diplomacy is about making a genuine difference in people’s lives and showing them that the United States is a force for good in the world. Her leadership builds on the wonderful legacy left to us by Secretary Powell. To paraphrase Sir Isaac Newton: If we have reached further “it is by standing on the shoulders of giants.” We, in turn, must become those shoulders for others.

We now have created the Office of the Coordinator for Reconstruction and Stabilization, set up Employee Profile Plus, implemented new career development plans and launched initiatives to support our families. The next major development will come with the global repositioning of our personnel to target those countries and areas presenting the greatest probability for harm or benefit.

In addition, the Department now has a fully developed orientation program for our newly hired Civil Service colleagues, the most admired Presidential Management Fellows program in Washington, an impressively popular student loan repayment program, one of the most active mentoring programs in the Federal service and a number of pilot programs under way to give Civil Service colleagues more career flexibility.

The Department still attracts huge numbers to our annual written exam for the Foreign Service. Minority hiring from exam passers is now higher than it has ever been, 19 percent compared to 13 percent in 2000, but this is only a spur to increase our representation of African-American and Hispanic personnel. Women comprise nearly 50 percent of our entering classes, another historic high; our goal now is to retain these colleagues into our middle and senior ranks. I

believe presenting America’s richly diverse culture to the world is one of the very best ways to reflect our truest values.

When I arrived more than two years ago, we committed to a fundamentally innovative approach with our retirees. Now we have RNet firmly established, with electronic pay statements, e-forms and annuity calculators. The fully electronic retirement application process is arriving soon. These changes will allow our professional staff to advise and counsel rather than track paperwork.

Families with two incomes now are the norm, not the exception. Only one-third of our spouses are working overseas, and often at jobs that do not match their skills. We have established new programs for portable businesses and have partnered with major corporations and executive search firms, like Manpower, Inc., to give our spouses better opportunities. This remains the single most difficult challenge I faced, and it will continue to require enormous effort and support—from the Secretary and her leadership and from you.

The loss of pay because of locality pay rules suffered by our non-senior FS colleagues going overseas is a burning injustice remaining to be addressed. I would like to express my appreciation to the Secretary, who has taken this issue on directly and who has brought us to the brink of a solution.

We need new skills if we are to deal with the challenges ahead. Eliminating global HIV-AIDS calls for new professional and organizational talents. So will any outbreak of avian flu—or some other pandemic. The capabilities needed to respond to disasters such as earthquakes in Pakistan, tsunamis in Southeast Asia or hurricanes in Central America, not to mention man-made catastrophes, blur the borders between Foreign Service and Civil Service, and between State and our sister agencies, such as USAID, Agriculture and Commerce. Language, program management and crisis response skills will increasingly gain importance.

People ask me if State continues to attract the best and the brightest. Having managed the recruiting of exceptional Americans these last two years, I know our Department is stronger than ever. In fact, I think the challenge is not whether we are recruiting the best and the brightest but whether we will find the resources, the training and the job opportunities required to fulfill the promise our new colleagues bring to the Department.

Looking forward, our task as a country and as a diplomatic service is to take the successes achieved and the values we hold dear and make them accessible to people everywhere who seek the same things. That’s a big challenge, but meeting it would make an enormous difference in the world. It has been a great pleasure to help build this future with the help and support of lots of wonderful people—all of you. Thank you, goodbye and good luck. ■

DACOR Educational Grants

Many thanks for running the announcement of the Dreyfus Awards (December). We appreciate your support of this program, which benefits dependents of Foreign Service officers.

The DACOR Foundation also offers fellowships and scholarships to students studying international relations. Reflecting the DACOR membership's commitment to education and scholarship, after academic year 2006–2007 the foundation will have awarded nearly \$2 million in educational grants over the past decade, funded by individual bequests and contributions as well as withdrawals from our investments. For academic year 2006–2007 alone we are allocating \$185,000. While it is not a requirement, we look favorably to those seeking to enter the Foreign Service and we are always delighted to hear that some of the recipients have indeed pursued Foreign Service careers.

Sherry Barndollar Rock

*Program and Development Coordinator
DACOR Bacon House
Washington, D.C.*

Peace on Earth?

I was shocked to see the cover of *State Magazine* for December. It is somewhat hypocritical to depict "Peace on Earth." The U.S., in invading a sovereign country, directly caused the deaths of 30,000 Iraqis (these are the figures of the U.S. President), not to mention the 2,500 young American soldiers killed to

"realize a vision of a world where liberty and prosperity, democratic principles and human rights enrich the lives of all people—a world of greater justice in foreign lands and greater security in ours." Needless to say, one cannot expect to realize this vision when the U.S. invades sovereign countries and kills thousands of people.

Kenneth Winterhalter

*Retired Foreign
Service Officer
Williamsburg, Va.*

Enhanced Retirement Package

I read with satisfaction the January *State Magazine* piece titled "In Appreciation," highlighting the new recognition package for retiring personnel. For years, State didn't do enough to officially recognize the contributions of retiring employees. The enhancements to the retirement recognition program are encouraging and much appreciated. Indeed, presenting all retiring employees with a crystal replica of Marshall Fredrick's "Expanding Universe" sculpture, found in the Truman Building's diplomatic entrance courtyard, seems especially appropriate and meaningful.

Fredrick's sculpture always reminded me of Dean Acheson's Pulitzer Prize-winning book, *Present at the Creation*, recalling the Department's transcendent

diplomacy of the late 1940s and early 1950s. The sculpture fittingly symbolizes to all entering the Truman Building that Department employees are key players in such a continuing creation.

I have another, more personal affection for Fredrick's sculpture. When I started working at State, my now deceased Air Force father told me a tale from the halls of the Pentagon about the Expanding Universe sculpture. He said the original design of the globe included the earth's continental outlines. State

insisted that the sculptor remove these outlines because the mythological creature's posterior would have been seated directly on the Soviet Union!

Dan Sheerin

*Bureau of Information Resource
Management*



Correction

In the January issue, the photo with the story "Bosnia Seminar Focuses on Health Care for Aging Populations" on page 8 incorrectly identified the man on the left as Ambassador Douglas McElhaney. He is Lt. Col. Richard McConoughey of the Maryland National Guard. He and his staff helped run the seminar.

FROM THE EDITOR

Under Secretary of for Management Henrietta Fore leads six major bureaus and several offices responsible for the Department's people, resources, facilities, technology and security. She talks about her big job in an exclusive *State Magazine* "Department Inner-View."

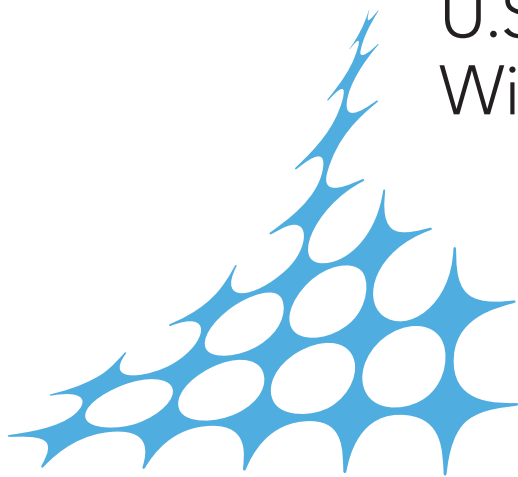
On a balmy December day near the end of 2005, part of the New Orleans Passport Agency family met in celebration of what Assistant Secretary for Consular Affairs Maura Harty called its courage, heart and imagination. The city of New Orleans added a hearty "Welcome Home!"

African-American participation in the Department began early and grew slowly but surely despite obstacles and setbacks. The Department's historian takes us through the historical perspective of that long journey.

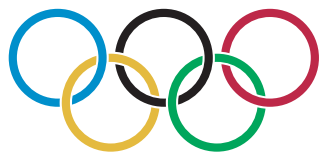
Rob Wiley

Online GOLD

U.S. Mission Launches Turin Winter Olympics Web Site



torino 2006™



The U.S. Mission to Italy has developed a web site with information about the upcoming 2006 Winter Olympics in Turin. The XXth Winter Olympic Games will take place Feb 10–26 and the IXth Paralympic Games March 10–19 in Turin and the surrounding Piedmont region in northwestern Italy.

The web site, launched last fall, features general information and useful links about Olympic events and tickets, consular services for U.S. citizens, travel safety and security concerns, commercial opportunities for U.S. businesses and media and press information. There is also useful information on travel and tourism, cultural events involving the United States and other important notices for U.S. citizens traveling to Turin and other regions in Italy for the games.

The web site is accessible at <http://olympics2006.state.gov> and through the U.S. Mission to Italy and the Consulate General in Milan home pages: <http://italy.usembassy.gov> and <http://milan.usconsulate.gov>.

Secretary Asks Retirees to Help Recruit Their Successors

Retiring and recently retired Department employees braved a mid-December snowstorm to gather in the Dean Acheson Auditorium and hear Secretary Condoleezza Rice call them “the backbone of American foreign policy for decades.”

Noting that the service of some of the honorees stretched back nine presidencies—to President Kennedy—Secretary Rice thanked

them for making the world a freer and more hopeful place and America more secure.

“Your legacy will live on through those who succeed you,” she said, adding that “it will be hard to imagine how we will fill your shoes in the years to come.”

She urged their support in recruiting their successors. She asked them, when meeting young people who remind them

of their younger selves, to “tell them how fulfilling a life of service is and tell them how essential it is to America’s future.”

Director General Robert Pearson noted that the attendees represented a cumulative total of more than 5,000 years of service.

The retirees each had their photo taken with Secretary Rice, then adjourned to a reception in the Benjamin Franklin Room.

AMERICAN DIPLOMACY ACADEMY HONORS STATE

On December 8, The American Academy of Diplomacy awarded its 2005 Walter and Leonore Annenberg Award for Excellence in Diplomacy to the men and women of the Department of State.

noted that the award was meant for all “those men and women of the Foreign and Civil Service serving on the front line in dangerous and challenging places around the world, highlighting the role of diplomacy in national security.”



Under Secretary R. Nicholas Burns, right, accepts the Walter and Leonore Annenberg Award from Ambassador Thomas R. Pickering.

Retired Ambassador Thomas R. Pickering, chairman of the American Academy of Diplomacy board of directors, presented the award at the academy’s 16th annual Diplomatic Awards Luncheon in the Benjamin Franklin Dining Room. It was accepted by Under Secretary for Political Affairs R. Nicholas Burns on behalf of the Department.

For the first time, the academy presented the award to a group rather than an individual. Ambassador Pickering

In accepting the award, Under Secretary Burns gave special recognition to “our employees taking on dangerous jobs in demanding environments... in which they must perform tasks that were perhaps not envisioned even five years ago.” He also noted the key roles of public diplomacy, leadership and good management.

“We need a well-rounded Foreign Service,” Mr. Burns said. “We have to ask our junior Foreign Service officers to be intellectuals and policy realists at the same time.”

The academy also presented the following awards:

- The Arthur Ross Award for distinguished reporting and analysis on foreign affairs to Barbara Demick, bureau chief of the *Los Angeles Times* in Seoul, Korea, and to James Boyd, correspondent and editorial writer for the *Minneapolis Star-Tribune*.

• The Douglas Dillon Award for a book of distinction on the practice of American diplomacy to Joel Wit, Daniel Poneman and Robert Gallucci for *Going Critical: The First North Korean Nuclear Crisis*.

• Special recognition to Gordon Brown for *Toussaint’s Clause: The Founding Fathers and the Haitian Revolution*.

Ambassadors Ellsworth Bunker and U. Alexis Johnson founded the American Academy of Diplomacy as a non-profit and nonpartisan organization in 1983 for men and women who have formulated and implemented U.S. foreign policy.

INR ANALYSTS RECEIVE ADVANCED TRAINING

In the wake of the 9/11 tragedy, members of Congress expressed interest in providing incentives for the recruitment and development of new analysts for the intelligence community. One such program is the Pat Roberts



Five of INR's PRISP scholars meet with Senator Roberts at his Capitol office in December to discuss their programs. Standing, from left: Janine Ellison, Al Wood, Senator Roberts, Susan Feinberg and Matt Ewald. Seated: Danusia Hubah.

Intelligence Scholars Program, which provides participants up to \$50,000 over two years for training in critical skills in exchange for a government service requirement of one and a half times the period of scholarship support.

This year, for the first time, seven analysts from the Bureau of Intelligence and Research are benefiting from the program, named for Republican Senator Pat Roberts of Kansas, chairman of the Senate Select Committee on Intelligence. Their training includes doctoral studies in economics (Al Wood and Matt Ewald), a masters' program in knowledge management (Dennis King) and language/area studies in Farsi (Danusia Hubah), Arabic (Steven Feinberg), Kazakh (Susan Feinberg) and Russian (Janine Ellison).

"This program is a wonderful resource for deepening INR's analytic strength," said Acting Assistant Secretary Carol Rodley. "Our analysts benefit from fully funded training; the Bureau, the State Department and the intelligence community benefit from their added expertise. The program is tremendously valuable as a recruitment and retention tool, and I hope that INR analysts will be able to participate every year."



HELPING HANDS FROM ABROAD

The human suffering resulting from Hurricanes Katrina and Rita touched

the hearts of many people overseas, including Department employees. Some of the reports of contributions and condolences that reached *State Magazine* include the following:

Cambodia: In a visit to the studios of Beehive FM 105 Radio in Phnom Penh, U.S. Ambassador Joseph Mussomeli accepted on behalf of the American Red Cross a donation of \$1,083 in support of hurricane relief efforts. Beehive Radio raised these funds through an on-air pledge drive and by collecting donations from its staff. In accepting the donation, Ambassador Mussomeli recounted the parable of "The Widow's Mite" and stated that, in the same way, this contribution was worth more than larger donations from richer nations because ordinary Cambodians gave "more than they could afford."

He also recently accepted a donation of \$1,000 from the mission's Local Employee Committee, raised

through contributions from mission staff and a T-shirt sale.

Paraguay: The U.S. Embassy in Asunción hosted a pancake breakfast to raise funds for the victims of Hurricane Katrina. Ambassador John Keane and Deputy Chief of Mission Kevin Johnson served pancakes. The food was donated and more than \$500 was raised.

Mongolia: Ambassador Pamela Slutz received contributions for Hurricane Katrina victims from the Foreign Service National Association, represented by its president, Horloo Bulgan, and the executive board.

Nigeria: The Foreign Service National Committee presented Ambassador John Campbell with a condolence card titled "Our Hearts Bleed" following Hurricane Katrina. Ambassador Campbell said he was deeply touched and promised to transmit the message through Washington to the mayor of New Orleans.

Department, AAFSW Honor Overseas Volunteers

In a December ceremony in the Benjamin Franklin Room, Director General Robert Pearson presented the Associates of the American Foreign Service Worldwide/Secretary of State's Award for Outstanding Volunteerism Abroad to the following recipients, chosen from a record 30 nominations:

Robert Blumberg (Colombo, Sri Lanka) responded to the needs of countless animals roaming loose after the Sri Lankan tsunami and recognized the danger of rabies posed by unvaccinated pets. The coalition group he founded vaccinated more than 14,000 animals. He also founded the Tsunami Memorial Animal Welfare Trust to implement a long-term sterilization program and find homes for pets whose owners had been killed.

Robi Keyes (Bangkok, Thailand) helped prostitutes in a Thai beauty shop and later she and several others founded "NightLight," an organization that provides alternative employment, English instruction and a place to heal for girls who want to leave prostitution. She wrote a grant proposal for the growth of the project and helped write bylaws and plan for long-term funding and leadership of "NightLight." She also used her nursing skills to recognize symptoms of illness, provide health counseling and reach out to the medical community.

Jaimee Neel (São Paulo, Brazil), whose background in inner-city teaching sensitized her to the plight of São Paulo's 4,500 street children, brought her colleagues in contact with kids of the Santa Amaro Youth Home, a shelter that teaches street children professional skills. Jaimee applied for and received a J. Kirby Simon Foreign Service Trust grant, and to date the home has received a dental clinic, a computer lab, two washing machines, a small adjacent house and countless toys and supplies due to the snowball effect of her fund-raising.

Sandra Patterson (Lusaka, Zambia) worked extensively with the HEAL project, a support facility and school for more than 60 children who have lost one or both parents to HIV/AIDS. She transported ill children to clinics and enrolled them in appropriate HIV/AIDS programs, including testing and anti-retroviral treatment. Responding to the essential need in a nearby neighborhood for toilet facilities, Sandra obtained a J. Kirby Simon Trust grant for the construction of a well and toilets. She created "Healing Stitches," a project that teaches women to sew and sell their goods. She also helped raise money for wheelchairs for young children.

Eglal Rousseau (Rabat, Morocco) used her language skills to advocate for young patients and their families at the nearby children's hospital, where many are cut off from information and assistance by illiteracy or an inability to

communicate in French. She helped renovate an activity room and formed a partnership between the hospital and an association that cares for children beyond the capacity of local orphanages. Eglal also helped hearing-impaired young adults through the el Nassr Association and worked to obtain a donation of land needed to construct a professional/social center.

Mark Wilson (Skopje, Macedonia) showed extraordinary concern for the residents of Macedonia's mental health facil-



Director General Pearson, left, poses with award winners Mark Wilson, Sandra Patterson, Jaimee Neel, Robi Keyes and Robert Blumberg. The sixth winner, Eglal Rousseau, could not attend.

ities. His project "Computers to Classrooms" improves the technology available to these residents and to disadvantaged children attending rural schools. He not only solicited donations of IT equipment, but also spent hundreds of hours collecting, refurbishing, setting up and networking the equipment so that the mental health facility now has two fully equipped computer labs with Internet connectivity. He laid the foundation of a digital culture among the students and helped them acquire knowledge and skills that enable them to be productive members of their communities.

Director General Pearson said the volunteers "represent what we would all say are wonderful American values."

These annual awards recognize employees and family members at embassies and consulates who voluntarily have given exceptional service to their communities—host country or expatriate—or rendered outstanding service in emergencies. The awards were initiated in 1990 through efforts of then-Secretary and Mrs. James Baker and have been supported also by Ambassador Stephen Green and others. AAFSW (www.aafsw.org) administers the awards and funding (each recipient received \$2,500) in cooperation with Department officials.

'Virtual' Walk to Timbuktu Keeps Embassy Niamey Staff Fit

The place most U.S. Embassy people in sandy Niamey go running is a course around the main stadium. But it was declared off limits to joggers in preparation for the 5th Francophone Games, a politically and culturally important event for this impoverished but stable and democratic country. (Niger is the poorest country in the world, according to the U.N. Development Index.)

Facilities Manager Clifford Adams sent out an e-mail asking how many people would be interested in a walking/jogging path and was pleasantly surprised with the overwhelming support for the idea. With the help of his maintenance team, he discovered that a basic walking path could be laid out with minimal capital outlay. In a matter of days, the team created a good, safe path within the 11 acres of the embassy compound.

To encourage full use of the new track, the health unit distributed pedometers and announced its "Walk to Timbuktu" fitness program, a simple and fun way to get fit and manage weight.

Foreign Service Health Practitioner Jim Dickey modeled this walking program on a similar program developed by the health unit in the U.S. Embassy in Dhaka called "Walk to Katmandu" (*State Magazine*, September 2004). Coincidentally, the distance from Dhaka to Katmandu and the distance from Niamey to Timbuktu are virtually the same—450 miles or a million steps, ideal for a pedometer-based exercise program.

The goal is to induce participants to gradually increase their daily walking, aiming for an average of 10,000 steps a day. Studies have shown that this degree of exercise, when coupled with sensible eating, will result in sustainable weight loss in most people. The catch phrase for the Niamey program is "Walk those pounds to Timbuktu."

More than 50 people have gone to the health unit to receive pedometers and get their blood pressure, weight and height measured, and their body mass index calculated. Mr. Dickey helps them set a target and gives them ideas



Embassy staff members take advantage of the new walking path during their lunch break. From left, Heather Watson, Salamata Ayite, Amina Aboul-Moumni and Jennifer Bowens.

for getting fit and managing their weight. He then sets them off on their virtual way to Timbuktu.

Participants are taking those healthy extra steps to reach Timbuktu and cross the million-step frontier, possibly in a few months' time or even sooner. The person who gets there first will receive a specially designed T-shirt. In any case, the community itself is a winner, thanks to the efficient work of the facilities maintenance staff and medical unit.

RECYCLING HELPS FAMILIES SEND KIDS TO DILOTOTS

State Department recycling of paper, cans and glass is not just good for the environment—it helps families cover the cost of quality child care at Diplotots, the Department's child care center.

Diplotots costs from \$700 to \$1,000 per month, depending on the age of the child. The Diplotots board of directors manages a program that provides tuition assistance each year for 15 to 20 children. The program is funded primarily by Combined Federal Campaign contributions and the Department's recycling program.

Last year, recycling efforts generated \$63,000, making it possible for parents from a wide range of income levels to send their children to the same high-quality program. In

2005, nearly one-quarter of families receiving tuition assistance earned less than \$20,000. The board covers about 65 percent of the tuition for those families. The average annual income for a family with one child receiving assistance is \$33,000. The average award given to a family is just over \$300 per month.

Funds are also used to permit children who receive tuition assistance to participate in the day care center's extracurricular activities, such as gymnastics, swimming and field trips, and to provide special learning opportunities for all the children in the center.

So toss paper, cans or glass into a recycling bin. It's good for the earth and good for children.

LAST CALL FOR 2006 AFSA AWARD NOMINATIONS

The American Foreign Service Association urges Department personnel to take the time to nominate someone who should be recognized publicly for having the initiative, integrity and intellectual courage to take risks and go against conventional wisdom to stand up for his or her beliefs.

AFSA's Constructive Dissent Awards honor people who have exhibited the courage to speak out and challenge the system from within. The four awards are: the Christian A. Herter Award for senior Foreign Service officers, the William R. Rivkin Award for mid-career officers (FS 1-3), the W. Averell Harriman Award for junior officers (FS 4-6) and the Tex Harris Award for Foreign Service specialists.

The awards, established in 1968, recognize extraordinary achievement and integrity not covered by the extensive awards program of the Department or other foreign affairs agencies.

The deadline for submitting nominations is Feb. 24. Further information on criteria and format is available on the AFSA web site, www.afsa.org/awards.cfm, or from Barbara Berger, AFSA's coordinator for professional issues, at berger@afsa.org or (202) 338-4045, ext. 521.

AFSA also offers three other awards: the Delavan Award for a Foreign Service office management specialist who has made an extraordinary contribution to effectiveness, professionalism and morale; the M. Juanita Guess Award for a community liaison officer who has demonstrated outstanding dedication, energy and imagination in assisting families of Americans serving overseas; and the Avis Bohlen Award for a family member of a Foreign Service employee whose relations with the American and foreign communities at post have done the most to advance the interests of the United States.

Embassy Cambodians Extend a Helping Hand to Others

As everybody who has served in an embassy knows, the Locally Employed staff play a critical role in supporting American Foreign Service personnel. The Cambodian LE staff in Phnom Penh take this support one level further.

Through an organization called the Local Employee Community, the Cambodian staff have created a mechanism to give financial support to Cambodian causes and also help with disasters in the United States and elsewhere. The LEC recently presented Ambassador Joseph Mussomeli with a \$1,000 check to help victims of Hurricane Katrina (Page 6). It has also reached out to LE staff in other parts of the world, supporting colleagues after the terrorist attacks in Jeddah, Nairobi and Dar es Salaam.

The LEC helps Cambodians, as well. It was created to "link the enclosed embassy community to the outside community," says Chea Sokha, the founder. The LEC provides food and clothing to families and has built 24 wells in impoverished communities. It is working with Greg Buford, the spouse of an American officer who got a grant from the J. Kirby Simon Trust, to build 12 more wells and a library for a rural school. In the future, the LEC hopes to build more libraries and perhaps purchase playground equipment for rural schools.



The Local Employee Community in Phnom Penh presents Ambassador Joseph Mussomeli with a \$1,000 check to help victims of Hurricane Katrina.

The LEC provides support to the Cambodian LE staff. Staffers can take out low-interest loans from the LEC, the interest of which is used to support the charitable projects and organize occasional community social functions. Financial support is also provided to those in the community during an emergency.

The Cambodian LE staff have raised more than \$120,000 since 1996. This tremendous sum is even more impressive, considering that Cambodia has a per capita income of only \$321 a year.

A Basotho horseman wearing a traditional Lesotho blanket surveys the countryside.



POST OF THE MONTH



LESOTHO

'KINGDOM IN THE SKY' COULD BE AN AFRICAN MODEL

By Jed Dornburg

Basotho in blankets and hats celebrate visit of food security administrators.



Noka e tlatsoa ke linokana (A great river is made up of little ones)—Sesotho saying.

The legendary 19th-century King Moshoeshoe—an innovator, warrior, diplomat, populist and democrat—brought together disparate groups to form a fledgling nation at a time of strife when Shaka Zulu, the Boers and the English were colonizing an area that would become modern South Africa.

Moshoeshoe raised his small but great nation, characterized by a leadership style of community meetings. By entering into diplomatic ties with England, Lesotho, or Basutoland as it was called then, became a British protectorate, thereby preventing its incorporation into South Africa. Lesotho was thus spared South Africa's period of apartheid and became a sanctuary for many South Africans fighting discrimination.

Lesotho is one of the most homogeneous countries in Africa, with 99.7 percent of the population identifying themselves as Basotho. It is also one of the most mountainous. The capital, Maseru, rises to approximately 5,500 feet above sea

level and lies in a crescent-shaped area known as the “lowlands,” that runs along the eastern and southeastern border of the country. The Maluti Mountains run from north to center and along the western regions, with the highest point a towering 11,316 feet.



Christmas Party at the CMR. From left, Special Projects Assistant Malipholo Sepitla, Special Projects Coordinator Barbara Albrecht, Deputy Chief of Mission Karl Albrecht, Ambassador June Carter Perry, Econ/Comm Specialist Moresi Akhionbare, Public Diplomacy Assistant Mamosa Mapeshoane and Office Management Specialist Connie Baker.

PHOTOGRAPHS: JED T. DORNBERG

Seasonal rivers form all over the mountains, provide the source of the Orange River and fill the Katse and Mohale reservoirs. Lesotho is home to Maletsunyane Falls, the highest single-drop waterfall in southern Africa, thundering from a height of 624 feet. The lofty highlands give Lesotho its popular epithet, "Kingdom in the Sky."

Lesotho is a good fit with U.S. policy goals in Africa such as promoting democratic values, free market economies and health.

The country got high marks on the Millennium Challenge Account evaluation in government effectiveness, rule of law, public voice, accountability and control of corruption. It is the largest African textile exporter to the U.S., netting more than \$450 million in both 2004 and 2005, and is one of the success stories of the African Growth and Opportunity Act, which President Bush extended to 2015.

Democracy, health and economics are interdependent; the development of a national health plan requires sustained economic growth and an accountable government. A healthy population will provide the voting and working base to support democracy, a vibrant civil society and economic growth.

HIV/AIDS is perhaps the most pressing challenge. This country of 2 million people has a 20 to 30 percent infection rate, third highest in the world. Women between the ages of 15 and 24 have an HIV-positive rate of almost 40 percent.

Lesotho's leadership is outspoken in its dedication to combating HIV/AIDS. The President's Emergency Plan for HIV/AIDS Relief has more than doubled the resources to combat the pandemic to \$7 million in the past year. This figure is significantly supplemented by assistance from the U.S. Agency for International Development, State and other government agencies.

Lesotho has nearly 200,000 orphans and vulnerable children, accounting for a tenth of the country's population. Traditionally, Basotho society supported needy children, but it has become apparent that a society decimated by HIV cannot provide for the needs of so many children.

The embassy is assisting children who have been orphaned or victimized by HIV/AIDS. In addition, the Ambassador's Girls Scholarship Program provided \$37,000 in scholarships to 110 girls in 2005, giving them a chance to pursue their dreams and become AIDS free.

The embassy is joined in the fight to stem the tide of HIV/AIDS in Lesotho by a number of American universities and nongovernmental organizations, that are working on behavior change, testing and counseling, and income-generating activities for affected populations. Bristol-Meyers Squibb and the William Jefferson Clinton Foundation have established pediatric clinics and facilities for the care and treatment of children afflicted by HIV/AIDS.

In less than a decade, the country has gone from a military junta to a democratically elected government. Since the election-related political turmoil of 1998, Lesotho has made great strides in democracy and governance. The 2002 general elections were judged by international, regional and local observers to be free, fair and without violence.

AT A GLANCE



Country name: Lesotho

Capital: Maseru

Government: parliamentary constitutional monarchy

Independence: October 4, 1966 (from the United Kingdom)

Languages: Sesotho, English, Zulu and Xhosa

Population: 1.8 million

Total area: 30,350 square kilometers

Approximate size: Slightly larger than Maryland

Currency: loti (LSL) and South African rand (ZAR)

HIV/AIDS rate: 28.9 percent

Export partners: United States (97 percent) and Canada (2.1 percent)

Export commodities: Clothing, footwear, vehicles, wool and food products

SOURCE: CIA World Factbook 2006

Right: Political Specialist Thabang Tlalajoe and Public Affairs Officer Jed T. Dornburg conducting observation of historic first Local Government elections. Below left: Tseliso Lipholo in traditional Lesotho blanket chats with Procurement Clerk Tebalo Letseka at a staff barbeque party. Below right: Ambassador June Carter Perry greets a young Special Self-Help Fund beneficiary at a school supported by the Embassy.



In April 2005, Lesotho began a process of decentralization of power, holding the first local government elections since independence. The elections were conducted peacefully and brought a startling development to Lesotho's political culture. Of the roughly 2,000 locally elected government councilors, more than 50 percent were women. The embassy supported training and sensitization programs before the election and is engaged with the newly elected councilors, one of whom will visit the United States on an International Visitor grant to study local government.

Gender equity remains a challenge. Basotho women hold cabinet seats, occupy positions of influence in all the ministries, sit as judges, pilot aircraft in the Lesotho National Defense Forces and own many of the businesses, but work within a constraining traditional social structure. Through customary law, married women are considered legal minors, although in practice professional women are on equal footing with male colleagues. The embassy is working with the

Lesotho is a depository of impressive cave wall art.



PHOTOGRAPHS: (TOP): JOHN MASOTSA; (ALL OTHERS): JED T. DORNBURG



River gorge near Malealea village.

government and international community to advance change in the legal status of women.

In important ways Lesotho has been a success story in Africa. AGOA has brought growth in the textile industry. In early 2005, Ambassador June Carter Perry led the first trade delegation of Lesotho government officials and manufacturing and union representatives to the United States to boost the textile industry and promote diversification. The trip solidified U.S. companies' orders from Lesotho.

Lesotho's eligibility to compete for Millennium Challenge Account funds in 2004, 2005 and 2006 reflects the country's progress on democratization and economic reform. Work is proceeding toward a potential compact that would address poverty reduction.

After a successful 2004 visit by Deputy Secretary Robert Zoellick, the U.S. Embassy in Maseru is expected to grow in coming years to promote presidential initiatives such as the President's Emergency Plan for AIDS Relief and AGOA.

As in any developing country, Lesotho presents challenges for embassy families and the nearly 100 Peace Corps volunteers and staff. High crime rates and limited services can sometimes be trying, but these same challenges also provide opportunities. Information Management Officer Daniel Siebert has spent many hours volunteering to set up a com-

puter lab for Lesotho Opportunities Incorporated. The community liaison officer is developing a training program in cultural heritage management for the Morija Museum and Archives, the only functioning museum in the country. Deputy Chief of Mission Karl Albrecht, Special Projects Coordinator Barbara Albrecht and Frederick Perry, husband of the ambassador, volunteer with Habitat for Humanity.

The spectacular mountains, scenery and native Basotho culture offer rich rewards. Many staff members have enjoyed hiking, pony trekking and staying in Lesotho's friendly lodges. The Basotho's mesmerizing dances, colorful blankets and hats and rhythmic verse provide a unique cultural experience.

Lesotho has the potential of becoming a model in Africa during the 21st century. The country recognizes future achievements are possible in partnership with the United States and other development partners to overcome the challenges of HIV/AIDS, enhance democracy and good governance and boost economic development. Progress in each of these "tributaries" can turn Lesotho into a great river.

Khotso! Pula! Nala! (Peace and rain bring prosperity)—Basotho saying. ■

The author is the public affairs and consular officer as well as a political officer at the U.S. Embassy in Maseru.



Honduras Desk Officer Marcos Mandojana, right, briefs Honduran DCM Ramon Custodio, left, and Ambassador Norman Garcia.

CENTRAL AMERICAN AFFAIRS: KEEPING PEACE IN THE NEIGHBORHOOD

The Bureau of Western Hemisphere Affairs enjoys a well-deserved reputation as the responsible caretaker of the relationships with our closest neighbors. While North America is the hemisphere's broad shoulders and the Southern Cone the swinging hips, Central America is the hemisphere's abdomen, its heart and soul. And the Office of Central American Affairs has the challenging task of managing the heartbeat of the bilateral relationship with the seven countries of the isthmus: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama.

No longer the region of the "guayabera and gunfire," Central America's evolving democracies enjoy bilateral relationships with the United States characterized by maturity and serious give-and-take.

In fact, the relationship is so close that CEN's staff of 13—director, deputy, eight desk officers and three office management specialists—deals with issues increasingly transcending foreign policy. Close human and economic ties make many Central American issues as much U.S. domestic issues as international. Together with our ambassadors and superb embassy staffs, CEN works hard to highlight the positive relationship with our regional friends and allies.

Growth Engine

The United States–Central American Free Trade Agreement is a prime example of the kind of transformational diplomacy that characterizes our engagement with the region. CAFTA passage and implementation will strengthen

STORY BY THE CENTRAL AMERICAN AFFAIRS OFFICE STAFF

the ability of Central American nations to remain democratic, stable and prosperous economic partners. The United States and five of the six other signatory countries have now passed CAFTA.

The freer trade resulting from CAFTA will be an important engine for regional growth and investment as U.S. products and companies enter more easily into those economies. More important, the agreement requires institutional changes aimed at encouraging broad-based growth and reform within the signatory countries.

Central America is also a marquee region for Millennium Challenge Account agreements. In June 2005, Honduras became the second country in the world to sign an MCA compact, which will provide \$215 million over five years for improving road infrastructure, agricultural diversification and market access. Together with CAFTA ratification and significant debt relief, Honduras now has a concrete opportunity to reduce its extreme poverty.

Nicaragua also signed an MCA compact for \$175 million designed to overcome obstacles to economic growth by securing property rights, improving business productivity in the agricultural sector and building infrastructure. Fifteen years after its democratic transition, Nicaragua has made important strides in developing democratic institutions and promoting a market economy, and our top bilateral priority

A T A G L A N C E

Office name: Office of Central American Affairs

Symbol: WHA/CEN

Office Director: David Lindwall

Deputy Director: Benjamin Ziff

Staff size: 13

Office location: Harry S Truman Building, Room 5906

there—as in the rest of Central America—remains strengthening democracy through the development of transparent, accountable and professional government institutions.

Immigration Issues

Immigration is an issue of increasing importance to CEN. Central America comes in second only to Mexico in the number of immigrants living in the United States, which strongly colors the bilateral relationships with most countries in the region. Estimates have one of every four Salvadorans living in the U.S., sending home remittances that account for almost 20 percent of El Salvador's gross national product. Large communities of Hondurans and



Panama Desk Officer Greg Schiffer, left, shows a photo of the Panama Canal to Nicaragua Desk Officer Brendon Baird.



Top: Desk officers Melissa Kopolow, left, and Jason Mack, far right, congratulate new Ambassador and Mrs. Mark Langdale just after his swearing-in ceremony. Bottom: From right, intern Whitney Noel, OMS Cindy Prince and OMS Esther Mayberry check in guests for one of six ambassadorial swearing-in ceremonies.



coming year, Costa Rica, El Salvador and Nicaragua will have important national elections. CEN is working closely with the Organization of American States and the donor community to support election observation and infrastructure support.

But democracy is more than elections; it is also making sure that elections are not just a façade for “corruption as usual.” While Central America does not lead the world in corruption, CEN does lead the Department in the application of 212(f) visa revocations for corruption, depriving corrupt officials of their treasured privilege of visiting the United States.

On the domestic front, this past summer was especially challenging for our small team, with CEN preparing six new ambassadors and five new deputy chiefs of mission to take the helm of their embassies.

CEN is proud of our recently created SIPRNet web page. It serves as a fact sheet and newsletter, updated regularly, to share information with our embassies abroad. CEN also keeps an electronic

Guatemalans also play a role in the United States and in the human and economic relationship with the region. This extensive human connection involves CEN deeply in interagency discussions on immigration, consular representation, labor and tourism.

As Central American democracies distance themselves from the domestic conflicts of the 1980s, CEN encourages and supports democratic elections in the region. Over the

photo gallery of news and noteworthy events that occur in the Central American region and here at home, all in the name of spotlighting our contribution to the Department’s objectives of strengthening democracy and economic opportunity globally. ■

All 13 members of the Office of Central American Affairs staff contributed to this article.

OBO Industry Day Draws Record Crowd

BY ROB WILEY

The fourth annual Overseas Buildings Operations Industry Day late last fall drew a record crowd to the Crystal City Marriott Hotel. Focusing on new embassy construction, the event drew almost 1,000 industry contractors who provide services for OBO's nation- and worldwide operations.

OBO director General Charles E. Williams noted in fiscal year 2005 that OBO spent more than \$1.5 billion with a sizable amount going to small businesses. Participants in the 8(a) Business Development Program received \$153 million; HUBZone small businesses received \$92 million; and small firms owned by service-disabled veterans and by women each received \$37 million.

Industry participants had ample time to visit and interact in the exhibit hall, which featured booths from all OBO and several other Department agencies and offices. The official program and exhibit hall brought industry contractors face-to-face with government decisionmakers, acquisition officers and other high-level officials to discuss and review currently available contracts. Government officials, in turn, learned about the latest trends in private industry.

Following the official welcome and opening remarks by Gen. Williams, participants were treated to presentations that centered on how all contractors, small and large, can compete for government contracts. Walter Cate, division director of Facilities Design & Construction in the Office of Acquisitions Management, spoke on the contracting process; Gregory Mayberry, operations director from the Office of

Small and Disadvantaged Business Utilization, discussed the Department's record with small businesses; and Kimberly Baugher, industrial security specialist with the Office of Diplomatic Security, detailed the security clearance process for contractors doing business with the Department.

Gen. Williams also spelled out the scope of OBO's worldwide operations, noting that his bureau served more than 35 agencies with more than 17,000 properties in 265 cities scattered through 176 countries.

"Our portfolio is wide and diverse," said Gen. Williams. "We touch every aspect of the globe, and we maintain and preserve history along with the host countries' traditions so that our presence blends in beautifully and seamlessly."

Part of the portfolio includes replacing 140 embassies throughout the world, a 13-year project funded at approximately \$1.3 billion a year. Gen. Williams unveiled to the audience "The Williams 20," or "New Ways to Think, New Ways to Build 2006 and Beyond". That document is available on the OBO web site at <http://obo.state.gov/Williams-Think-Build%2020.pdf>.

Gen. Williams also presented the 2005 Green Building Award to the design team representing FLOUR/JAJI. Charles Lynn and John Chatman accepted the award, which was presented to recognize the team's performance, teamwork and dedication in making the new embassy compound in Port-au-Prince, Haiti, a success in sustainable design. ■

The author is the editor of State Magazine.



Left: OBO Director General Charles E. Williams, left, presents the 2005 Green Building Award to Charles Lynn, center, and John Chatman.

Right: Elke Muzikar of Malcolm Pirnie, Inc., left, visits with Sherrill Abramson of OBO's Safety/Health and Environmental Management Division.



Assistant Secretary Maura Harty, center, is surrounded by New Orleans passport specialists: from left, supervisor Rosemarie D'Antonio, Ryan New, Andy McGuire and Stacy Boisvert.

Welcome Back

NEW ORLEANS PASSPORT AGENCY GOES HOME **BY ROB WILEY**

*Cities and Thrones and Powers
Stand in Time's eye,
Almost as long as flowers,
Which daily die:
But, as new buds put forth
To glad new men,
Out of the spent and unconsidered Earth
The Cities rise again.*
—Rudyard Kipling

Written decades ago, these simple words took on new meaning for those gathered in the New Orleans Passport Agency office on a balmy December day near the end of 2005.

Temporarily forced from their homes by the double fury of Hurricanes Katrina and Rita late last summer, the Agency staff, reduced to about a third of its full strength, met to reconfirm to the world its commitment to providing continued passport service to American citizens. It also reconfirmed its commitment to help heal the wounded city of New Orleans.

They gathered to celebrate not just the reopening of one of the Department's busiest and most productive offices, although that was the official reason. They gathered to celebrate a Department family reunion and, on a grander scale, what Deputy Assistant Secretary for Passport Services Frank Moss called one small but significant step in "the renaissance" of New Orleans.

Keynote speaker Assistant Secretary for Consular Affairs Maura Harty centered the celebration in "today," paid tribute to those who survived the horrors of "yesterday" and firmly set the Agency's eye on a rejuvenated "tomorrow."

"We gather today to open ceremonially the doors of the New Orleans Passport Agency and to write the next chapter in the history of this agency," Ms. Harty said. "I believe very firmly and strongly that the recovery of this city will stand on these kinds of efforts, and that authorities and private citizens at all levels in all fields will work together to restore housing, employment and opportunity."

The office actually reopened on a reduced schedule three months after Katrina struck the Gulf Coast. Normally staffed



Top: Celebrating the Passport Agency family reunion: from left, Vickie Kates, cash clerk supervisor; Fannie Gunter, contact representative; Trenton Kates, Vickie's son and local high school student; Dieldra Square, contact representative; and Paulette Lewis, contact representative. Bottom: Assistant Secretary Harty helps New Orleans Passport Agency Regional Director Darrell Smith, left, and Deputy Assistant Secretary Frank Moss cut the ceremonial cake.

with 165 employees, the office staff was up to 60 percent of normal by mid-January. The pre-Katrina staff processed between 7,000 and 10,000 passport applications a day and accounted for 20 percent of passport production for passport services. By mid-January, they were processing more than 3,000 applications a day.

New Orleans is home to about 70 federal agencies and field offices. By mid-December, about half those agencies and offices had at least partially reopened, according to the New Orleans Federal Executive Board.

“Our goal is to get back to full strength as soon as possible and hopefully expand in the near future to meet the needs of the Western Hemisphere Travel Initiative,” said Darrell Smith, regional director of the New Orleans Passport Agency. “As people come back and find places to live or rebuild their homes, we will grow by leaps and bounds.”

Other passport agencies pitched in for the stricken New Orleans agency in the aftermath of the disaster. Even before the floodwaters receded, Mr. Moss led a task force into the high-rise building on the outskirts of the French Quarter and

rescued 120,000 applications that were in process and more than 150,000 blank passports. The Charleston office alone processed more than 115,000 of those applications in less than three weeks.

Mr. Smith, meanwhile, wasted little time in organizing the rescue effort for his office. Despite setbacks—levees failing, unprecedented flooding, lack of hotel and other services throughout the city—he was talking with field operations within passport services the day after Katrina struck. The first priority was to track down his staff; the second was to develop a plan to reopen the office.

“We kept pushing and pushing until we finally had a skeleton crew in here in early November,” he said. “We officially opened the office on November 28.”

While taking care of business tops the priority list, taking care of the still displaced family members is a very close second.

“We know where everyone is, and we call them once a week,” Mr. Smith said. “We keep track of where they are and what they need, and make sure they are up to date on policy changes and resources available to them. We are going to take care of them until they can come back to us.”

The employees who made it back were a welcome sight for Don Hutchinson, executive assistant for Mayor Ray Nagin’s Office of Economic Development. He called the New Orleans Passport Agency a key element in the revitalization of New Orleans.

“Welcome back. Welcome home,” he said. “This reopening is proof positive that New Orleans is getting back on the map, that our city is again recognized as one of the great

international cities on the planet. The Office of Economic Development connects people and businesses to opportunity; you guys help us do that by opening up international travel for us.

“You could have gone anywhere in the country, but you chose to come back to New Orleans. We really appreciate that.”

That choice, said Assistant Secretary Harty, was easy.

“In a very real sense, the Department of State never left this city,” she said. “This agency started in this city on Aug. 6, 1921, and since then it has become indispensable to the Department’s ability to deliver courteous, efficient passport services to the American public. We want to see you come roaring back to that rightful place you held among the passport agencies, and we will be with you every step of the way.”

“You have been called upon in every way to demonstrate courage and heart and imagination. You will not and have not been beaten.” ■

The author is the editor of State Magazine.



Department Inner-View

Q&A WITH UNDER SECRETARY FOR MANAGEMENT HENRIETTA FORE **BY ROB WILEY**

Henrietta Fore has a big job.

Sworn in as Under Secretary of State for Management on August 2, 2005, Ms. Fore leads six major bureaus and several offices responsible for the people, resources, facilities, technology and security of the Department of State. She serves as the Secretary's principal adviser on management issues.

The bureaus and offices that report to Under Secretary Fore are responsible for management improvement initia-

tives; security; the Department's information technology infrastructure; support services for domestic and overseas operations; consular affairs; and personnel matters, including retirement programs, recruitment, career development, training and medical services. She is the State Department's representative on the President's Management Council.

Prior to her appointment, Under Secretary Fore served as the 37th

Director of the United States Mint in the Department of Treasury. From 1989 to 1993, she served as a presidential appointee, first as Assistant Administrator for Private Enterprise in the U.S. Agency for International Development and then as Assistant Administrator for Asia.

Under Secretary Fore has also held leadership positions in numerous international nonprofit organizations and was a successful businesswoman

in private industry. In 1987, the State of the World Forum recognized her with the Women Redefining Leadership Award.

As the Department official responsible for implementing the President's Management Agenda, Under Secretary Fore is deeply involved in guiding the Department through the five PMA initiatives designed to make government more customer oriented, efficient and effective: human capital, competitive

hard on making sure that everyone can follow a career track and develop depth in two languages and in two regions. We keep working on making sure there is time for training, whether it's at the Foreign Service Institute or at your desk.

We are looking hard at quality of life overseas and at issues such as family assignments, financial resources and junior officer assignments. We want to be sure that the entire package is a very

best practices and benchmarking well, you will see systems that really do reward top performance and train for flexibility. The world today is fast changing; you need real-time information and already developed skills. When we send a diplomat out, we want him or her to have all the necessary skills to react to the situation in front of them and do well.

We want to be sure that we are on the front edge. We want to look after our

“It is not just what you know, it is what you do with what you know that is going to be important.”

sourcing, financial management, e-government and budget and performance integration.

In early January, Under Secretary Fore gave *State Magazine* a wide-ranging interview concerning the PMA human capital initiative at the Department.

SM: *Under current budgetary pressures, what is the Department's biggest human capital challenge in fulfilling its mission?*

Under Secretary Fore: First, we need to find the right people with the right skills and put them in the right place at the right time. We have the challenge of overseas equity competitive pay. That is our first challenge for FS 01s, 02s and 03s. We want to be sure that we have a good basic pay system for us and for other Foreign Service agencies.

Our challenge for 2006 funding has been to retain some growth in the number of positions that we have over and above attrition. It's been a very tight budget year, but it's very important that we do retain those positions. If we can, then we have much more flexibility in how and where we deploy people.

We also have some challenges on career development. We are working

good one. We now have more than 600 positions overseas that are unaccompanied, and it's very important that we have a package that works for the whole family.

SM: *Where does the Department stand in preparing to modernize its workplace rules and management practices?*

Under Secretary Fore: We are enthusiastic about the concept of pay for performance. We feel very strongly that the Department has been a leader, especially on the Foreign Service side. We are studying best practices for the Civil Service, and we are looking at other agencies and other systems that are doing performance-based pay. We want to ensure that we have the best systems and harmonize them between Foreign Service and Civil Service.

As much as possible, we want to look after our locally employed staff. They are very important to our entire operation.

SM: *You had successful careers in private industry and the nonprofit sectors before joining government. How does that shape your perspective on modernizing the federal workplace?*

Under Secretary Fore: I think there are very good systems in a number of organizations, and if you do

people while we put in place the best practices we can adapt from every sector. I believe strongly in taking stock of corporate models, other government agency models, nonprofit models and other countries' models.

You learn in business that you don't always have to invent the new system. You can use best practices and make them work within your culture, within your mission and for your people.

SM: *The Department's work force has more different components—Foreign Service, Civil Service, Locally Employed Staff, contractors—than almost any other government agency. Can you name some specific steps the Department can take to ensure that each segment gets its share of the best and brightest candidates?*

Under Secretary Fore: We are after the best and the brightest. Secretary Rice has committed to excellence and diversity in our work force. Let me mention a few things we are doing on the recruitment side.

We have formed partnerships with a number of institutions—from historically black colleges and universities to environmental entities—that allow us to recruit from their pools of talent. We have also participated in conferences, we have advertised in media; we target



Left: Under Secretary Fore, waving, and her special assistant Elizabeth Moore fly over Baghdad in a Blackhawk helicopter. Right photo: Under Secretary Fore inspects the new consular annex site in Jerusalem.

audiences so we can get our message to particular groups.

For instance, we know that we would like to reach out to people who already are fluent in a language, such as Arabic, Chinese or Russian. We have 17 diplomats who are in residence at various universities around the country. They identify good students; they counsel, they mentor, they respond to e-mails and so on. They encourage applicants for both the Foreign Service and the Civil Service pools of potential employees.

We have other fellowship programs for students of all levels, including the Thomas R. Pickering Foreign Affairs Fellowship Program, the Graduate Foreign Affairs Fellowship Program and the Cooperative Education Program. All of these programs are designed to encourage the best and the brightest to enter our system.

For our locally employed staff, the Overseas Employment Office in the Western Hemisphere area developed a new manual that covers everything from

synergy and dedication to doing the best job. We can exchange ideas on best practices and help each other create centers of excellence that can be used in the entire M area.

We always keep in mind customer service, efficiency and effectiveness; we always look after our people, because the people get you through all the challenges and opportunities that lie ahead.

We have an excellent senior team here, and we meet on a daily basis in the mornings with a conference call. We

“We are after the best and the brightest.”

We also want to be sure that we are directing applicants to our web site, www.careers.state.gov. At that site, viewers can sign up for a free e-mail subscription so we can update citizens when an area of interest pops up with a vacancy announcement or of some other news. We have added a section to the careers web site—Assignment Abroad—that gives viewers an interesting look at a typical Foreign Service Officer’s experience.

We are just as active on the Civil Service side. For example, in 2005 we enrolled 51 new Fellows in the Presidential Management Fellows program. Through the end of January, we had 150 employees in the Career Entry Program, and 38 of them are graduates of our intern program.

vacancy announcements to placing advertising in local newspapers. All of this helps regulate our recruiting system.

SM: *Like the work force, your particular management portfolio is very broad, ranging from medical services to passport services to overseas schools. How do you balance the needs of such a wide variety of activities?*

Under Secretary Fore: A chief executive officer in private industry balances the needs of the organization and the people within the organization, and then allocates resources to where they are needed. I have good practice and good training for this. Here at the Department, our management family fits together very nicely. There is much

also have one-on-one meetings where we talk about the objectives of each area and what they are trying to accomplish in the short and long terms.

Shortly after I arrived, we completed a two-day off-site summit with our senior management team, and we created six priorities to focus on in fiscal year 2006:

- The President’s Management Agenda—We want to achieve green in every area.
- Rightsizing and Regionalization—We want to increase efficiencies in how we accomplish our mission.
- Secure Borders, Open Doors—Secretary Rice and Homeland Security Secretary Chertoff made a joint announcement on this initiative in mid-January.

- Career Development, Training and Operational Readiness—We want to provide the right training at the right time for the entire work force.
- Quality of Life—This includes everything from schools to pay to eligible family members' employment.
- Knowledge Management—We want to get real-time information in the hands of our people; if people have current information, they can act with the greatest amount of knowledge we can arm them with.

talents, energy and leadership to create a better world. It's a remarkable challenge, an inspirational challenge to help create freedom and democracy, encourage prosperity to fight terrorism and advance American ideas and ideals.

We have been calling for ideas from everyone from every corner of the Department, and that affects us in Management because our people have lots of ideas. We want to have a good forum to identify best practices. We want to explore what's available, what our people can use worldwide and

speak confidently on television in many languages as they represent the United States throughout the world.

We are also looking at deeper immersion in languages so that our people can speak a language in the country before actually beginning their tour, either at the junior officer, mid level or senior officer.

FasTrac has available 3,000 commercial courses. Learning has literally come to everyone's desktop. We want to change FSI's center of gravity from the campus to the desktop and digital video

“We always look after our people, because the people get you through all the challenges and opportunities that lie ahead.”

By next September, we will see how we did. We are doing well so far. We have met or exceeded several goals, such as number of completions of FasTrac Distance Learning courses. Our goal is 5,500 completions in fiscal year 2006.

It's vital that we know what people are doing. Each job is important. We have extremely bright and capable people, so we want to be sure that we structure the jobs and opportunities to match their capabilities.

SM: *How do you interpret the concept of “transformational diplomacy” as it relates to the different segments of the work force?*

Under Secretary Fore: I was a history major, and I loved my diplomatic history course. At that time, a traditional diplomat was one who was an interlocutor with a host country government. A traditional diplomat reported on events, analyzed things and formed policy. This is a new world. Secretary Rice and President Bush are action oriented and committed to results.

The Secretary has asked us to adopt a hands-on approach. It is not just what you know; it is what you do with what you know that is going to be important. The Secretary has called for transformation diplomacy as a way to use our

what we in the U.S. can do to support their efforts.

FSI put together a class on transformational diplomacy, and it has been very successful. I'm sure we will have a continuing group of courses and modules that will be added to regional courses. We also want to develop a computer-based course that will come to desktops so everyone—locally employed staff, Civil Service, Foreign Service—will be able to take coursework on transformational diplomacy.

SM: *FSI gets high marks among federal educational institutions. Can you discuss plans to enhance the effectiveness of its programs?*

Under Secretary Fore: We do think of FSI as being the best in the world, but you have to work hard to stay there. FSI has the ability to be one of four centers for e-government. That is a very strong accreditation and acclamation for their work. But it also means that we now need to encourage our colleagues in other agencies to use FSI's e-learning courses and systems.

This is a good time for people to talk about FSI. We now train for more than 70 languages at FSI. We are focusing on deeper expertise in each language; our goal is to improve language proficiency above the 3 level so our people can

conferencing. More posts are installing secure digital video conferencing, so professors can teach from FSI to students at post. Again, moving the center of gravity out to our people fits with transformational diplomacy.

Leadership and management courses will continue to be vitally important. When our people are at FSI for language training, for example, we encourage them to add on management and leadership courses so they get that training before they go to post. We'll also try more e-learning in leadership and management.

We encourage innovation and imagination, so I'm interested in any ideas that people have. We also want to be sure that we are pairing our book learning with our assignments. Junior officers taking a leadership and management class may get the opportunity to actually lead a group, lead a task force or lead an initiative. I would be very interested in ways that posts are pairing book learning with actual experience. We want to do that on the Civil Service side also.

FSI is our key to learning in the Department. I think all our employees will see a very exciting year with the number of courses we offer. ■

The author is the editor of State Magazine.



The New Color of Money

U.S. EMBASSIES HELP EDUCATE
THE WORLD ABOUT THE
REDESIGNED \$10 NOTE

BY ELLEN GANO

Late last year, U.S. embassies across the world joined the U.S. Treasury's Bureau of Engraving and Printing and the Federal Reserve to unveil a new \$10 note and help inform the global public about its new security and design features.

From Latin America, where the \$10 note is widely used, to Russia, Asia, Europe and the Middle East, embassies have led and participated in a number of public education activities prior to the introduction of the new note into circulation, planned for March 2.

For example, embassy and consulate officials in numerous cities in Latin America and the Caribbean, including Quito, Guayaquil, San Salvador, Panama City, Mexico City, Lima, Bogotá, Montevideo, Santo Domingo and Kingston, participated in press conferences to unveil the new design in late September. Attendees included top media outlets and key stakeholders for each country, such as banking, tourism and law enforcement representatives.

Remarks from embassy officials about the new \$10 note focused on how it is safer, smarter and more secure. In Mexico City, U.S. Ambassador Antonio O. Garza Jr. said, "To stay ahead of counterfeiters as advances in technology make digital counterfeiting easier and cheaper, the U.S. government expects to redesign its currency every 7 to 10 years." In Lima, U.S. Ambassador J. Curtis Struble noted that the U.S. Embassy network "will play an important role in educating stakeholders around the world."

The press conferences helped generate immediate awareness about the new note. Within the first two days following the unveiling of the design, hundreds of print and broadcast articles were tallied, more than 400,000 web site hits generated and more than 800 orders for educational materials placed.

The public education effort is not new to embassy officials. Over the past two years, embassies have assisted the BEP, the Federal Reserve and the U.S. Secret Service in its global public education program called "The New Color of Money," which began in 2003 with the introduction of the new \$20 note. The redesigned \$50 note followed in 2004. The \$100—the most widely used denomination outside the United States—will be the next note to be redesigned after the \$10 note.

Embassy efforts have been central to ensuring that international audiences recognize and accept new U.S. currency. With more than \$650 billion in U.S. currency circulating around the world, embassy activities to educate the public in

specific countries, particularly in Latin America's dollarized economies, focus on reaching key audiences, such as foreign governments, central banks, currency handlers, exchange agencies, financial institutions and, most important, law enforcement agencies.

For example, the embassies in Ecuador, El Salvador, Colombia, Mexico and Panama recently helped organize training seminars for cash handlers and law enforcement agencies with a Federal Reserve representative, who explained the new \$10 note's design and security features. A similar seminar was organized in Toronto. These seminars



U.S. Ambassador J. Curtis Struble unveils the design of the new \$10 note in Lima, Peru.

help ensure that local officials will recognize the new note once it enters circulation and can work to prevent counterfeiting.

The embassy team in Russia helped develop an electronic newsletter, *Banknote*, that is distributed to all key stakeholders in the country. In the Philippines, the embassy organized a speaker for the annual convention of the Philippines Travel Agents Association to alert the tourism industry of U.S. currency changes.

Additionally, all over the globe, embassy staff have ordered and distributed free public education materials in more than 24 languages.

More information about the public education program can be found online at www.moneyfactory.gov/newmoney. On this web site, Department personnel can request access to the online Public Education Resource Kit, which provides detailed information about how to prepare for the introduction of the new \$10 note. ■

The author is a public affairs specialist with the Bureau of Engraving and Printing.



The African-American Heritage

A HISTORICAL PERSPECTIVE

BY MARC J. SUSSER AND KATHLEEN B. RASMUSSEN

The 19th Century

The first full-time African-American employee appears in Department records in 1817. Joseph Warren was an assistant messenger, while his wife Louisa worked for the Department as a laundress. The Warrens' experience is representative of the roughly 20 African-Americans employed by the Department between 1820 and 1867 as laborers, custodians, or messengers.

Before the Civil War, only one African-American broke this discriminatory pattern. In 1845, during the Mexican War, William Leidesdorff was sent as Vice Consul to Yerba Buena, modern-day San Francisco, where he served until U.S. troops took control of the city in 1846.

It would be more than 20 years before another African-American was sent on a diplomatic mission. In 1869, President Grant sent Yale graduate Ebenezer Bassett to Haiti as Minister Resident and Consul General, making him the first African-American chief of mission. Two years later, President Grant appointed another African-American chief of mission, sending James Milton Turner to Liberia. In 1889 came perhaps the most famous minority appointment of the era, President Harrison's choice of abolitionist Frederick Douglass as Minister Resident and Consul General to Haiti, and Chargé d'Affaires to the Dominican Republic.

A handful of African-Americans also served in the Consular Service. In 1897, George Jackson passed the Consular Service exam and was appointed Consul in Cognac, France, making him the first African-American career consular officer and also the first African-American to serve at a European post. In 1898, President McKinley sent Richard Greener, the first African-American Harvard graduate, to be Consul in Vladivostok, where he served until 1905.

The Early 20th Century

In 1906, three African-Americans were made career consuls: James Carter, William Yerby and James Weldon Johnson. Johnson, a poet, songwriter, and later field secretary of the National Association for the Advancement of Colored People (NAACP), served for seven years in Venezuela, Senegal and Nicaragua. Yerby served for 26 years in Sierra Leone, Senegal, France and Portugal. Carter served for 36 years at posts in Madagascar and France.

However, Carter, Yerby, and Johnson were the exception, not the rule. While African-Americans were not excluded from the Diplomatic and Consular Services, they never served in great numbers. In 1908, for example, there were only 11 African-Americans in the Diplomatic and Consular Services. Those who did serve tended to be assigned to a narrow range of either racially distinct or low-profile posts in places such as Liberia, Haiti, French- and British-controlled Africa, Latin America, France, and Portugal.

In 1924, the Rogers Act combined the Consular and Diplomatic Services into a single professional corps, with entry through examination and promotion based on merit. Under the act, Yerby, Carter, and William Hunt, who had begun service as a consular clerk in Madagascar in 1899, became the first three African-American Foreign Service officers. They were soon joined by Clifton Wharton, who had begun working at the Department in 1924 as a law clerk—the only African-American employed in a professional position in the Department at that time. Wharton was 1 of 144 people who took the very first Foreign Service exam and 1 of only 20 who passed it.

However, despite the legal provisions of the Rogers Act, discrimination remained the order of the day. During



Above: President Truman congratulates Dr. Ralph Bunche after presenting him the Outstanding Citizenship Award in 1949. Below: Clifton Wharton, with Secretary Dean Rusk, at his swearing in as Ambassador to Romania.

Wharton's time as a law clerk, his co-workers generally ignored him. Only one colleague ever ate lunch with him. Even had others wished to do so, it would have been difficult: the Department's cafeteria was segregated (and would remain so until 1945), as was the rest of the nation's capital. Wharton fared no better after he passed the Foreign Service exam. He was dispatched to Liberia without the training that his fellow FSOs received. Initially, he and his wife were slated to travel via cargo ship; they secured more suitable travel arrangements only when he threatened not to take the job. Wharton spent the next 25 years at posts traditionally reserved for African-Americans. In 1946, after receiving yet another



undesirable assignment, he told a personnel officer: "You're not only discriminating against us in the Service, but you're exporting discrimination abroad."

Even more troubling, Wharton would be the last African-American to enter the Foreign Service for the next 20 years. From the mid-1920s until the mid-1940s, new African-American Departmental employees held either clerical or messenger jobs, or served in noncareer positions. By the end of 1942 Wharton was the sole African-American Foreign Service officer.

Post-World War II

After World War II, mounting pressure from the African-American community, the growth of the civil rights movement, and the increasing realization that America's claim to be the land of equal opportunity was being undermined abroad by its discriminatory practices at home, prompted the Department to begin to act. After 1945, African-Americans were again admitted to the Foreign Service; nevertheless, in 1948 there were still only five African-American FSOs.

Ralph Bunche was the most prominent African-American diplomat of the time. He earned high praise for his wartime work in the Office of Strategic Services and the Department of State. In 1945, he was Associate Chief of the Division of Dependent Area Affairs and an adviser to the U.S. delegation to the San Francisco conference that led to the creation of

the United Nations. In 1946, Dr. Bunche accepted a position at the United Nations, where his work earned him the 1950 Nobel Peace Prize, making him the first African-American recipient of that honor. In 1949, Bunche declined an offer to return to the Department as Assistant Secretary for Near Eastern, South Asian, and African Affairs, telling President Truman that not only did he wish to continue his work at the UN, but that he did not want to live in segregated Washington, D.C.

Also in 1949, Edward Dudley, a lawyer and NAACP Legal Defense Fund member, became the first African-American ambassador when his mission in Liberia was elevated to embassy status. That same year, Clifton Wharton, who had spent his career in posts traditionally filled by African-Americans, broke this tradition when he was made Consul General and First Secretary in a European capital, at the U.S. mission in Lisbon. He soon became Supervisory Consul General for all of Portugal.

Other African-Americans also received non-traditional postings. Giles Hubert became a Foreign Service officer in 1947 and was initially assigned to Port-au-Prince, but later moved on to Kabul, New Delhi, and Bombay. In 1948, Charles Hanson, Jr., was told that he could not serve at a European post because Europeans would not accept him. He was sent to Monrovia. However, in 1950 he was posted to Zurich—where he endured substandard housing and a cool reception from some FSOs. In 1953 he was sent to Calcutta. William George, who became a Foreign Service officer in

1945, after 16 years as a clerk and non-career consular officer, served in Copenhagen and Montreal before retiring in 1956.

In 1958, President Eisenhower chose Clifton Wharton to be Minister to Romania. This choice ended the practice of limiting the appointment of African-Americans as chiefs of mission only to posts in Liberia, Haiti, and the Dominican Republic. Wharton not only became the first African-American chief of mission in Europe, but also the first African-American FSO to head a mission. In 1959, Wharton was promoted to the rank of career minister.

Nevertheless, despite the advances in the careers of individual diplomats since 1945, by the end of the 1950s, fewer than two dozen African-Americans were serving at the officer level in the Foreign Service.

This pattern continued into the 1960s. In 1961, President Kennedy appointed Wharton as Ambassador to Norway. That same year, journalist Carl Rowan was appointed Deputy Assistant Secretary for Public Affairs, the highest Departmental post held by an African-American to that date. President Johnson appointed six African-Americans to a total of eight ambassadorial posts, including sending Patricia Harris as Ambassador to Luxembourg, the first African-American female ambassador. That same year Hugh Smythe was named as Ambassador to Syria; 2 years later he was sent as Ambassador to Malta. Nonetheless, despite such individual achievements, under-representation remained a serious problem. In 1968, there were still fewer than two dozen African-Americans in the Foreign Service.



BREAKING THE 'NEGRO CIRCUIT'

BY AMBASSADOR HARRY K. THOMAS JR.

Assignments and promotions in today's Department are based on merit. All Americans are welcome to join the Civil Service and Foreign Service. The Department's leadership is committed to diversity and excellence, but that was not always the case.

Gone are the days when Ralph Bunche "chafed at how he was lionized as a safe token black while talented black professionals were held back." The Foreign Service exam is no longer administered by Alger Hiss, who was ordered to fail all takers with the caveat that he take test takers names and backgrounds to senior officers for selection. African-Americans were routinely rejected.

Fifty years ago, America had the world's best Foreign Service and Ronald Palmer wanted to join it. Palmer later served as ambassador to Togo, Malaysia and Mauritius, but a protective Howard University professor thought his quest quixotic because the State Department had few openings for blacks and limited their assignments to the so-called "Negro Circuit" of small third-world posts.

Charles Hanson, a brilliant linguist, was shipped off to Liberia without the benefit of being able to bid on other

posts. Ollie Ellison, who retired after serving as a deputy chief of mission, was told during his initial background investigation that the Department did not approve of mixed marriages; he was a Protestant marrying a Catholic. Ulrich Haynes, an Amherst and Yale graduate who served at the National Security Council and as ambassador to Algiers during the Iran Hostage Crisis, recalls meeting spouses at this welcome party who were angry at what State "had sent them," a black ambassador.

Shirley Barnes, later ambassador to Madagascar, was discouraged from serving in NEA by superiors who told her that the locally employed staff would never work for a black woman. They were wrong. And John Withers Sr., who became AID Mission Director in India and Ethiopia, was told to bring a bag lunch on his first day at work because he would not be permitted to join his colleagues who were lunching at a drug store across from State.

Nevertheless, both Withers' and Ellison's sons have joined the Foreign Service and excelled. Why? It is a chance to serve their country in an America that is far better than the one their fathers were born into.

The author is the Department's Executive Secretary.



Patricia Harris at her swearing-in ceremony to be Ambassador to Luxembourg.

The Late 20th Century

During the 1970s, African-Americans began to receive more—and more diverse—high level assignments, both abroad and at home. Presidents Nixon and Ford sent 13 African-Americans to 16 different ambassadorial posts, including Jerome Holland to Sweden and Beverly Carter to Tanzania. Terence Todman received three postings during these two administrations. Todman entered the Civil Service in 1952 and transferred to Foreign Service Officer status in 1957. An outstanding linguist, Todman served in New Delhi, Beirut, Tunis, and Lomé.

In 1969, President Nixon named Todman as Ambassador to Chad. In 1972, he appointed him as Ambassador to Guinea. In 1974, President Ford sent Todman as Ambassador to Costa Rica. Todman had insisted that he receive a non-African post, based not only on his linguistic abilities, but, as he later said, on “the importance of world-wide assignments being made available for all officers.” In 1977, Todman became Assistant Secretary for Inter-American Affairs, the first African-American to lead a geographic bureau.

President Carter and Secretary of State Vance came to office committed to increasing the diversity of the Foreign Service. In 1977, Carter appointed 9 African-Americans as ambassadors, and a total of 15 over his 4-year term. He sent Andrew Young and Donald McHenry to the United Nations, Ulrich Haynes to Algeria, David Bolen to East Germany, Maurice Bean to Burma, and Todman to Spain. Mabel Murphy Smythe was made Ambassador to Cameroon and later Deputy Assistant Secretary for African Affairs. In 1977, Barbara Watson returned as Administrator of the Bureau of Security and Consular Affairs, having previously held the position from 1968 to 1974. Later in 1977, she was promoted to Assistant Secretary for Consular Affairs, and in 1980 became Ambassador to Malaysia.

Nevertheless, a basic problem remained. Despite the advances of the 1970s, the under-representation of African-Americans in the Foreign Service as a whole persisted. In January 1981, African-Americans constituted only 3.5 percent of all FSOs.

President Reagan appointed African-Americans to 18

ambassadorial posts, including sending Todman to Denmark. In 1986, Edward Perkins, previously Director of the Office of West African Affairs and then Ambassador to Liberia, was sent as Ambassador to South Africa. In 1989, during President George H. W. Bush’s administration, Perkins became Director General of the Foreign Service, later serving as Ambassador to the UN, and then Australia. That same year, Todman was sent to Argentina. He was also made a Career Ambassador.

In 1993, President Clinton named George Moose, who had previously served as Ambassador to Benin and to Senegal, Assistant Secretary for African Affairs, while Conrad Harper became the Department’s first African-American Legal Adviser. In 1995, Ruth Davis, who had served as Ambassador to Benin since 1992, was named Principal Deputy Assistant Secretary for Consular Affairs. Two years later, she became the first African-American Director of the Foreign Service Institute, and in 2001, the first African-American woman Director General. Also in the 1990s, Aurelia Brazeal became the first African-American woman to rise from the entry



Above: Carl Rowan at his desk, as Deputy Assistant Secretary for Public Affairs. Right: Secretary Condoleezza Rice and former Secretary Colin Powell.

level to the most senior rank of the Foreign Service, serving as Ambassador to Micronesia and to Kenya, and Deputy Assistant Secretary for East Asia and the Pacific. Brazeal most recently served as Ambassador to Ethiopia.

However, by the end of the 20th century, the overall representation of African-Americans in the Foreign Service remained low. During the 1990s, only 71 African-Americans joined the Foreign Service, compared to 121 Hispanic-Americans and 83 Asian-Americans. In 1983, 6.5 percent of all FSOs were African-American; by the end of 2000, that number was 5.6 percent.

In 2001, President George W. Bush appointed Colin Powell as the first African-American Secretary of State. In 2002, Ruth Davis and George Moose were made Career Ambassadors. In 2005, Condoleezza Rice became the first woman African-American Secretary of State. That same year, Harry Thomas Jr., then Ambassador to Bangladesh, became the Department's first African-American Executive Secretary and Johnny Young became a Career Ambassador. In 2005, African-Americans constituted approximately 31 percent of Civil Service employees and 6 percent of Foreign Service employees; however, 7.4 percent of all new Foreign Service hires are African-American.



Many of the achievements recounted in this article are of the “firsts” variety. Clifton Wharton Jr., son of Ambassador Clifton Wharton and himself the first African-American Deputy Secretary of State, once said of the meaning of being a “first”: “There may be significance in being the first, but there’s more significance in being the second, third, fourth, fifth.” ■

Dr. Susser is The Historian of the Department and Dr. Rasmussen works in the Office of the Historian.

Cultural Outreach Tells Story of African-American Artists

BY GARY MONROE

As part of the U.S. Embassy in Warsaw's Black History Month cultural outreach program, Cultural Affairs Officer Patrick Lahey invited me to Poland to lecture about "The Highwaymen," African-American landscape painters about whom I've recently published a book.

I had a lot of fuzzy, preconceived notions about Eastern Europe. I was somehow expecting something out of the gulags, with bears wandering the streets and swarthy, unshaven men in long overcoats offering to sell me whatever I wanted. So modern, cosmopolitan downtown Warsaw was a real comeuppance. The meetings and venues Mr. Lahey and his staff arranged for me with university educators, students, museum curators and the general public were as civilized as the most cosmopolitan venues anywhere.

The story of the Highwaymen is one that tells itself. With the odds stacked squarely against them, these disenfranchised young African-Americans nonetheless realized the American dream. In the process, they left a visual legacy of modern Florida as the place to realize one's hopes and aspirations. It is a story of transcendence that typifies the best of American values, and Polish audiences were quick to grasp the social/cultural milieu and consider issues of the artwork.

Among my most enthusiastic fans was the director of Ethnic Studies at Warsaw University, Professor Bonena Chylinska, who has spent time in the U.S. researching black culture. She and her standing-room-only classes of students were attentive and inquisitive, remaining well into their lunch hour to ask me questions.

The audience and staff at Warsaw's Ethnographic Museum were no less receptive. First, the museum curator gave me a tour of his own collections, showing me everything from farm tools to folk art. Then, in my presentation in the museum auditorium, the audience once again demonstrated an appreciation for the triumph of human spirit, despite seemingly insurmountable obstacles.

I later visited the old industrial side of Warsaw known as Praga, which is becoming Warsaw's Soho. Space is affordable, but the area is rapidly gentrifying. Buildings, pockmarked by bullet holes and the occasional bricked-in starburst pattern of an exploding artillery shell, contrast profoundly with the inside spaces that might as well be in Manhattan.

At the private Atelier Foksal, I shared my own photography, mostly images of America. Again, I was impressed by the sophistication of the students, teachers and guests. Their questions and comments exposed a depth of understanding that I would be thrilled to be able to bang into the heads of too many of my American students. Although I was warned that Poles are not demonstrative, especially with their emotions, I was taken aback by their warmth and openness.

In the fairy-tale environment of Krakow, I had the opportunity to talk to guests at the Massolit Bookshop, an



Gary Monroe lectures to an audience in the embassy's multipurpose room.

English-language used bookstore and café that attracts young intellectuals and others interested in everything American. Their perspectives made them seem like 60's college students from Berkeley, even though most of them missed that era by a good 20 years.

I worked hard on my brief visit and was rewarded by being invited back to Poland this past summer. I started out as a guest at Ambassador Victor Ashe's 4th of July party, then Mr. Lahey whisked me off to some dozen towns and villages far off the beaten path. Along the bumpy roads, we saw crumbling palaces as well as cows and goats wandering about unattended. As I think of the richness of the experience, and the embassy's challenge of presenting America to these faraway persons and places, I can see that this is clearly the subject of another story. ■

The author is a photographer, writer and lecturer living in Florida.

Ambassador Thomas Hull, center joins Thomalind Polite and her husband Antawn in the Bunce Island slave quarters for women.



Lost Sister Found

EMBASSY HELPS FAMILY BRING PRISCILLA HOME **BY RODMIRE TAYLOR-SMITH**

Thanks to a public diplomacy grant from the U.S. Embassy in Sierra Leone, some corporate support and donations from schoolchildren in Rhode Island and South Carolina, Thomalind Martin Polite completed an evocative journey in both distance and time.

A speech therapist from Charleston, S.C., and a seventh-generation descendent of a slave named Priscilla, Ms. Polite symbolically returned her ancestor's spirit last year to this African nation, where her family traces its origin. Records show that Priscilla, just 10 years old, was on April 9, 1756, placed on the slave ship *Hare*, which was registered in Newport, Rhode Island, and taken to a new world and her new home, a South Carolina rice plantation where she was awarded a new name and a lifetime of servitude.

The young Priscilla's last view of her true home was the notorious Bunce Island, where slaves were held before being transported throughout the British Empire during the 17th and 18th centuries. The English Parliament abolished slave trading throughout the Empire in 1807 and in 1833 abolished slavery itself.

Ms. Polite, her husband, Antawn, as well as a group of U.S. journalists, academics and artists were invited to Sierra Leone by the ministry of tourism and culture.

"There's every reason to believe that your ancestor, Priscilla, came from our country, and that Sierra Leone is your ancestral home," the invitation stated.

The weeklong visit generated lots of fanfare, starting with her arrival in the nation's capital, Freetown.

Sierra Leone's president and vice-president as well as Freetown's mayor offered tributes. Cultural groups welcomed her with traditional songs and dance and a local chief dubbed her "n'mahkoyah" or "great mother." The community called her a "long-lost sister." A local dramatist, Raymond De Souza George, and his students from Fourah Bay College performed an original play depicting Priscilla's life.

Priscilla's legacy came alive the day Ms. Polite visited the Bunce Island yard where Africans were purchased by British and American slave traders. Sitting in the area where the slaves were held and standing on the jetty where thousands touched African soil for the last time, she tried to imagine the trauma a young girl might have experienced.

“Words cannot describe how I felt to walk into that area where so many women and children were held—not knowing why they were there or where they were going or if they would ever see their families or land again,” Ms. Polite says. “However, seeing Bunce Island has made me proud to know that Priscilla, just 10 years old, was strong enough to survive the horrible trip to South Carolina and then endure 55 years of slavery before she died. She was a survivor.”

Recalling the rice plantation destination of her ancestor, Ms. Polite visited rice farms in Sierra Leone’s upcountry that reminded her of the Gullah community near her home. The African-American Gullah communities in coastal South Carolina and Georgia trace their rice-growing skills to the slaves from Sierra Leone and neighboring areas.

Joseph Opala, an expert on Sierra Leone’s slave trade with America and the Gullah connection and a professor at James Madison University, lectured at the embassy on how Priscilla’s descendants were discovered and contacted. He played a key role in

researching documents at the New York Historical Society that linked Priscilla to the *Hare*. Ron Daise, a Gullah performer from St. Helena Island, S.C., and a local choral group, the Freetong Players, performed songs specifically written about Priscilla.

Ms. Polite presented the embassy with Priscilla’s portrait, as imagined by an African-American South Carolina

Syracuse University anthropologist Christopher DeCorse to conduct a historical survey of the island.

“The preservation of Bunce Island is very important because it honors those who died and those who endured the horrors of the slave trade,” says Thomas Hull, the U.S. ambassador.

For more information, visit www.yale.edu/glc/priscilla/index.htm,

Seeing Bunce Island has made me proud to know that Priscilla, just 10 years old, was strong enough to survive the horrible trip to South Carolina and then endure 55 years of slavery before she died. She was a survivor.

artist, to symbolize the ties between Sierra Leone and the United States.

Because Bunce Island is such an important landmark for African-Americans, the embassy approved a grant from the Ambassador’s Fund for Cultural Preservation for

www.projo.com/sharedcontent/east/priscilla and www.charlestonmag.com/pop_archives.html (*Long Journey Home* by Suzannah Smith-Miles). ■

The author is a media assistant at the U.S. Embassy in Freetown.

FINDING ROOTS BY AMBASSADOR THOMAS N. HULL



Thomalind Polite presented this African-American artist’s perception of Priscilla in bondage to the U.S. Embassy in Freetown as a symbol of the ties between Sierra Leone and the U.S.

The U.S. Embassy in Freetown was deeply involved in Priscilla’s homecoming. In the late 1970s, then Ambassador Michael Samuels told Joe Opala, then a Peace Corps volunteer in Sierra Leone, that he should get involved with Bunce Island, and Mr. Opala has been involved with the island ever since.

Joe had arranged two previous homecomings of African-Americans with roots in Sierra Leone, but neither was as well documented as the Priscilla homecoming. The American Embassy supported both visits at the time.

The embassy became involved in Priscilla’s homecoming partly through my own interest in the Bunce Island connection to the U.S. I first visited the island in 1969 when I was a Peace Corps volunteer, and the

impact of visualizing the horrors of the slave trade there had a lasting impact. Former Secretary Colin Powell also describes in his autobiography the impact Bunce Island had on him during his first visit more than a decade ago.

After coming to Sierra Leone as Ambassador, I met with the Bunce Island Preservation Committee, a group of Americans and Sierra Leoneans in the U.S., including Joe Opala. That group brought the Priscilla homecoming event to my attention, and I knew the embassy had to be a part of the homecoming.

Today, we are proud to have Priscilla’s portrait in the embassy’s Information Resource Center.

The author is the U.S. Ambassador to Sierra Leoné.



Frequent Traveler

THE PRESIDENT'S "FIRST AMBASSADOR" SUPPORTS EDUCATIONAL EMPOWERMENT

SPECIAL TO STATE MAGAZINE

First Lady Laura Bush has logged quite a few miles since her husband was sworn in to a second term last year.

In 2005, Mrs. Bush visited 27 countries on five continents. President Bush views the First Lady as a "good ambassador for our country" and an effective spokesperson for some of his key foreign policy initiatives. Her travels have highlighted the challenges faced by citizens of underdeveloped countries and the crucial role the United States plays in helping to improve conditions on the ground.

As a teacher and librarian, Mrs. Bush has been particularly vocal about the need to raise literacy rates and to share with young people the gift of reading. In her capacity as Honorary Ambassador for the United Nations Decade of Literacy, and in her many visits to schools and institutions of learning throughout the world, she has emphasized the power of education to transform a society.

SUPPORTING MUSLIM WOMEN

For Mrs. Bush, the liberation of Afghanistan presented unprecedented opportunities for promoting women's empowerment in the Muslim world. In November 2001, she became the first First Lady to deliver the President's weekly

radio address and called attention to the Taliban's oppression of women.

Since then, through the U.S.-Afghan Women's Council and Afghan teacher training programs, she has worked to mobilize support for expanding women's opportunities in Afghanistan. In March 2005, Mrs. Bush realized a long-held dream by visiting Afghanistan, meeting with President Karzai, visiting with the first class of graduates at the women's Teacher Training Institute on the campus of Kabul University and seeing how women have been given new opportunities to participate in society since the fall of the Taliban.

Laura Bush shares her husband's strong belief in America's responsibility to help others aspire to freedom and democracy. She sees her message of empowerment through education as being crucial to democratic development.

One of the continuing themes of her visits abroad is that early reading is a key component of building an informed and engaged citizenry. As she noted in her May address to the World Economic Forum in Jordan, "[E]ducation helps freedom thrive. Citizens who are educated can choose for themselves, make up their own minds and assume their responsibilities as citizens."

Mrs. Bush spoke, for example, of a new program sponsored by the State Department's Middle East Partnership Initiative



Opposite page: Mrs. Bush and Zanzibar First Lady Shadya Karume (left) enjoy quality time with students at the Al Rahma Madrasa Preschool in Zanzibar, Tanzania. Mrs. Bush also visited the USAID-supported Kiembe Samaki Teacher Training Center and helped inaugurate a new library built as part of USAID's program to improve the quality of learning in Zanzibar. Above: Mrs. Bush, accompanied by Her Majesty Queen Rania Al-Abdullah (seated with the First Lady), joins in a discussion in the Swaifiyeh Secondary School for Girls in Amman, Jordan.

(*State Magazine*, October 2005) called “My Arabic Library,” which aims to put two million translated books in libraries throughout the Arab world. And she highlighted the vital link between education and economic opportunity and political participation for women in Middle Eastern countries.

FIGHTING AIDS IN AFRICA

In a weeklong trip in July 2005, Mrs. Bush traveled to Africa and visited Rwanda, South Africa and Tanzania, where she witnessed both the challenges and the hope that mark the continent. In Cape Town, she met with people who are benefiting from the President’s Emergency Plan for AIDS Relief to successfully prevent the transmission of HIV/AIDS from pregnant women to their children.

The women at the Mothers-to-Mothers-to-be clinic told Mrs. Bush how hopeful they were that one day a generation of South Africans would be born HIV-free. With the help of the State Department’s International Visitor’s Program, Mrs. Bush looks forward to welcoming several of the mothers to Washington in spring 2006.

Throughout Africa, the United States is working with local groups and nongovernmental organizations to prevent the spread of HIV. One such group is Pastoral Activities and Services for People with Aids (PASADA), a Catholic charity in Dar es Salaam that provides anti-retroviral treatment to thousands of AIDS patients free of charge. Today, PASADA—with U.S. government support—provides anti-retroviral therapy

and other services to 13,000 people affected by AIDS, including more than 3,000 AIDS orphans.

Mrs. Bush also met with students whose schools receive funds through the Africa Education Initiative. President Bush proposed new funding for AEI that would make 300,000 scholarships available for African girls through the Ambassador’s Girls Scholarship Program. Scholarships are typically funded through the U.S. Agency for International Development, which coordinates program activities on behalf of U.S. Embassies.

In Kigali, Rwanda, Mrs. Bush visited the Forum for African Women Educationalists’ school, where 29 girls receive U.S.-sponsored scholarships. The girls who attend FAWE were small children when the Rwandan genocide devastated their country. Many lost one or both parents.

These horrific events left deep impressions. During her visit, Mrs. Bush met with the senior class and took questions from students. The very first question asked was how the United States healed after its Civil War. Ten years removed from the genocide, Rwanda’s children are trying to heal, and they are looking to the United States for guidance.

Discussing her trip to Africa, Mrs. Bush said, “It’s life-changing for me to see the real scope of what the problems are. But not only that, to be inspired by people who are dealing with these problems, who live here... I was inspired by the individual stories of the individuals who are making such a huge difference.” ■

Virtual Presence

NEW OFFICERS GET LEADERSHIP CHANCE ON VIRTUAL COUNTRY TEAM

BY JOHN WILCOCK

“It’s not just a web site!” That’s a message regularly reinforced by leaders of the innovative Virtual Presence Post programs at missions worldwide. A VPP is not simply an Internet presence, it’s an overall engagement strategy that supports transformational diplomacy via a “real” foreign service post, albeit of a special type.

In the November 2005 issue of *State Magazine*, consular officer Manu Bhalla described in the article “Virtual Reality” his experience as the virtual principal officer of the U.S. Embassy in Manila’s VPP program.

As the coordinator for Mission Brazil’s active and growing VPP program, I would like to discuss a dimension to VPP coordination that backs up the work of the virtual principal

program was lost. Faced with this challenge, the DCM conceived of the virtual country team as a means to facilitate intra-mission dialogue and coordination and to provide entry-level officers with leadership opportunities.

Mission Brazil’s virtual country team is comprised predominantly of entry-level officers and locally employed staff representing all agencies and sections with a stake in the VPP program. The team includes participants from our consulates general in Rio de Janeiro and São Paulo, which between them have responsibility for managing three out of our four current VPPs. To facilitate coordination among the different posts, meetings take place via digital video conference, thus reinforcing one of the main objectives of the VPP

program—overcoming physical barriers through the use of new communication technologies.

What results have we seen? Mission officers are traveling more, and as better-coordinated interagency teams with a deeper focus on strategic objectives. In April, I traveled to Fortaleza, the site of the first VPP in the Western Hemisphere, as part of a delegation that included the DCM, the public affairs section and the U.S. Agency for International Development. Our itinerary included visits to renewable energy and youth-at-risk projects supported by USAID, speeches by the DCM and U.S. entrepreneur Chuck Mills to the state federation of industry and a ceremony at the State Secretariat of Education honoring recent participants in the Principals Exchange and Youth Ambassadors programs.

The DCM and I returned to Fortaleza in September with the Military Liaison Office

to inaugurate water cisterns donated by Southern Command to drought-affected communities in the semi-arid interior of Brazil’s northeast. During this visit, Recife Principal Officer Diana Page met with the commander of the state corps of firefighters. He had recently returned from the United States, where he participated in an MLO-sponsored visit to disaster first-responders in Florida.

These visits are examples of the kind of cross-agency collaboration that has been enhanced through our virtual country team. As the concept of the virtual posts gained recognition, our visits took on deeper significance and had



A wind band welcomes the embassy delegation to a school for low-income children supported by USAID in Aquiraz, Ceará.

officer—the virtual country team. Front office authority and mission-wide input and commitment are needed for a VPP to really succeed. This is where the virtual country team comes in.

The virtual country team concept was promoted by the U.S. Embassy in Brasília’s Deputy Chief of Mission, Phillip Chicola, in 2004, when the mission launched its first three virtual posts in Fortaleza, Belo Horizonte and Porto Alegre. The launch was very successful, but our coordination of post-launch engagement was, in retrospect, somewhat ineffective, and much of the initial momentum behind the

greater impact among local audiences. We were able to use the VPP web site to distribute information about the visits and leverage our media contacts in Fortaleza to obtain wide coverage of events.

Aside from the benefits the virtual country team brings to external outreach, the team has also engaged in effective dialogue within the mission. Team members have acted as advocates within their agencies and sections, so that



What results have we seen? Mission officers are traveling more, and as better-coordinated interagency teams with a deeper focus on strategic objectives.



Above left: This water cistern was donated by SOUTHCOM to the community of Muquem, near Fortaleza. Above right: USAID Brazil Director Richard Goughnour, rear, and DCM Phillip Chicola visit a school for low-income children supported by USAID in Aquiraz, Ceará. Left: Brazil VPP coordinator John Wilcock visits a child care center supported by the corps of firefighters in Fortaleza, Ceará.

what was once a program with little visibility now enjoys an increased profile among mission constituents.

Secretary Rice defined transformational diplomacy as meaning that “we are doers. We’re activists in this effort to change the world. We have to be able to really engage and get it done.” We have all been issued clear instructions from the Department to think in broader terms to engage more effectively with foreign audiences. Clearly Mission Brazil is practicing what Secretary Rice preaches.

Editor’s Note: *This is the second in a three-part series on the role that Virtual Presence Posts are playing to support the vision of transformational diplomacy. The third article will discuss the critical role that local employees play in developing this novel concept.* ■

The author is the assistant information officer and Virtual Presence Program coordinator at the U.S. Embassy in Brasilia.

Taxpayer Value

COMPETITIVE SOURCING CUTS COSTS, NOT JOBS **BY PATRICIA A. POPOVICH**

As Ombudsman, I have been asked to discuss the impact of competitive sourcing on the Civil Service work force. In recent years, budgeting priorities have forced government to seek the most effective means of providing the best and most efficient services to the American public, leading to more emphasis on competitive sourcing. In fact, competitions completed in fiscal year 2003 are expected to save the government an estimated \$1.1 billion over the next three to five years, according to the Office of Management and Budget.

In 2003, Department senior management made a series of strategic decisions to define the Department's road map for competitive sourcing. Management identified key officials responsible for the Department's public and private competitions, established a Department-wide competition council to sustain alignment with our mission and strategy and created a separate competitive sourcing staff to be the central contact point on implementation-related policies.

Two years later, all bureaus participate as the Department forges ahead to ensure timely and informed competitive sourcing decisions. The Department reinforces its commitment to competitive sourcing through targeted training for managers and staff.

FACTS AND FICTION

Competitive sourcing principles in government go back to 1955, when President Dwight D. Eisenhower established a policy requiring federal agencies to determine whether the commercial activities performed in-house could be provided more efficiently by other government, nonprofit or private sector competitors. The rule of thumb for what is considered commercial in nature is the "yellow pages" test. If a service is found in the yellow pages, it is commercial. Current competitive sourcing policy uses competition to bring cost control to functions that support government operations, in essence allowing federal managers to become better stewards of taxpayer dollars.

The President's Management Agenda contains a set of programs for improving management and performance within the federal government. Competitive sourcing is the second of the five govern-

ment-wide Agenda items. In the Agenda first released in August 2001, President Bush stated, "Government should be market-based—we should not be afraid of competition, innovation and choice. Our government must be open to the discipline of competition."

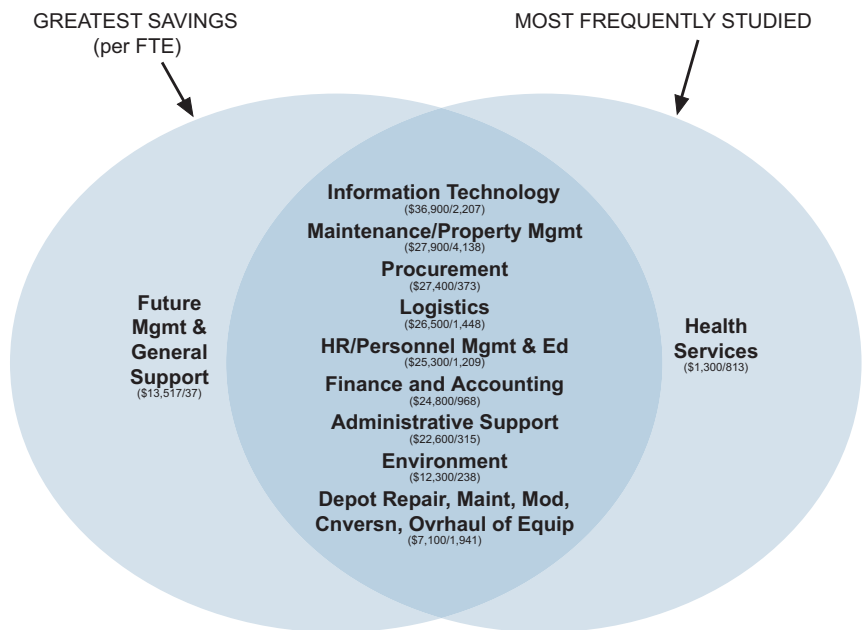
This focus is the catalyst to the government-wide priority to use competitive sourcing to improve performance and lower costs.

Competitive sourcing should be distinguished from outsourcing, which assumes the private sector can perform the work better than anyone else. Competitive sourcing allows a cost or best-value comparison to determine the service provider.

Competitive sourcing is also not privatization; it does not transfer government ownership of equipment and facilities to the private sector, and no government employees perform the function. In competitive sourcing, in-house service providers are compared on cost and performance to external service providers.

Competitions Generating the Greatest Savings

Activities generating the greatest savings and studied most frequently ^a



^a Parenthetical figures represent the following: monetary figures indicate annualized gross savings per FTE; nonmonetary figures indicate FTE competed.

“The focus of competitive sourcing is to determine who can perform the requirements efficiently and effectively at a lower cost to the taxpayer.”

One major myth says the goal of competitive sourcing is to reduce the number of government employees. Although the competition process may alter the numbers of staff needed, there are no prejudged reduction goals. The focus of competitive sourcing is to determine who can perform the requirements efficiently and effectively at a lower cost to the taxpayer. If sourcing specialists determine it more effective, work can be taken from external sources and brought back in-house, even if it is commercial in nature and readily available in the marketplace.

THE COMPETITIVE SOURCING PROCESS

The competitive sourcing process begins by identifying positions that are commercial in nature. Once a function is designated as commercial, the road to competition is not

straight and narrow. As the next step, a function management team creates what is called a “business case” to determine whether or not a competition would make business sense.

ance improvements to be achieved. The team submits its findings to the Department’s Competitive Sourcing Official, who approves or disapproves the recommendation to proceed with a competition. The competition process begins with a formal announcement to all stakeholders, unions, employees and other interested parties. The process involves three phases: (1) identifying agency requirements, which results in a Performance Work Statement; (2) developing the agency’s bid or formulating its most efficient organization; and (3) source selection, where the final winner is determined.

THE REQUIREMENTS PROCESS

During this process, the team gathering the requirements identifies and describes the “whats”—what work is performed, how often, when, how much, at what quality and what work will be required in the next five years. All these requirements are contained in the Performance Work Statement.

The team then helps write the source selection plan, which explains how potential bidders will be evaluated. The team also helps define the residual organization, which is the business unit that will provide oversight and quality assurance. Typically, the requirements process can take anywhere from six weeks to almost a year.

THE BIDDING PROCESS

After publication of the Performance Work Statement, the government prepares its bid and/or develops its most efficient organization that can provide the services requested. The bid can be vastly different from the current operation in terms of size, structure, systems, processes and leadership. One of the most positive aspects of this phase is that most agencies provide government teams with the resources needed to make a competitive bid.

At the same time, interested private sector parties develop and submit a bid based on the same criteria. Both

The Competitive Sourcing Process



straight and narrow. As the next step, a function management team creates what is called a “business case” to determine whether or not a competition would make business sense.

The business case evaluates potential increased efficiency, performance, flexibility, innovation, costs and risks of conducting a competition. The management team may conclude that a commercial function is inappropriate for competition because there are either no savings or perform-

government and external bids are simultaneously submitted to a contracting officer and are evaluated by a source selection team in accordance with OMB guidelines. Typically, all bidders have between 90 and 120 days to prepare their proposals.

Finally, once a source selection authority makes a decision, the winner is announced and begins gearing up to provide the service.

DEPARTMENT COMPETITIONS

To date, the Department has held nine small competitions. Four of the competitions were within the Bureau of

career tracks, most Foreign Service personnel are easily reassigned to other Foreign Service positions within their career track.

For Civil Service employees, their respective bureaus and the Bureau of Human Resources will attempt to identify other opportunities within the individual's occupational series and grade. The Department provides career transition services and placement consideration for positions elsewhere inside their bureaus, in other bureaus and in other federal agencies.

Some employees even receive training in other occupational areas. Separated employees receive placement

"Historically, the federal government wins competitions more than 75 percent of the time."

Administration, three at the Foreign Service Institute and one each in the executive offices of the Bureau of Public Affairs and Bureau of European Affairs.

The selection board decided to keep the functions in-house in seven of the competitions as the most efficient way to provide the given service, maintaining the full-time equivalent of 113 positions. In two cases, the board chose an external service provider, thereby affecting nine full-time equivalents. All the affected employees were either reassigned or were retirement-eligible and voluntarily retired.

Currently, competitions are under way for the printing and publishing functions in the Multi-Media Services Office of the Bureau of Administration, for bus and sedan services and for travel-order processing within the Human Resources Bureau.

WHEN THE PRIVATE SECTOR WINS

The best news for workers is that historically, the federal government wins competitions more than 75 percent of the time. In cases where the nonprofit or private sector wins a competition, federal employees identified with that activity could be adversely affected. Unfortunately, some of the impacted employees may have very specialized or technical skills that are required only for the specific function involved in the competition and are not transferable to other areas of the Department.

However, the Department protects employees in many ways. It has put in place a series of supports to reduce the adverse impact on employees through early outs, buy outs, retraining and severance packages. The affected bureau and the Bureau of Human Resources will look first for other job opportunities within the Department for those employees, both Foreign and Civil Service, who have transferable skills. Given the Foreign Service assignment system and generic

assistance for up to one year after separation. In addition, many employees take advantage of the "right of first refusal" provision, which demands that the contractor first hire qualified government employees.

Finally, some employees may receive severance pay and unemployment compensation. State and local employment services also provide numerous benefits. These supports are collectively known as the "soft landing" package.

The Department is committed to providing a supportive atmosphere to help employees deal with career transitions. Each competition has a human resource adviser who is responsible for keeping employees up to date on any actions that may affect their jobs and to assisting them throughout the competitive sourcing process. Listed below are additional resources for information on competitive sourcing.

PMA:

www.whitehouse.gov/results/agenda/index.html

OMB Circular A-76:

www.whitehouse.gov/omb/circulars/index-procure.html

Competitive Sourcing Program Office:

<http://aope.a.state.gov/competitivesourcing/compsource1.htm>

Competitive Sourcing Program Office HR concerns:

<http://aope.a.state.gov/competitivesourcing/HR.htm>

See also: 6 FAH-2 H-220 COMPETITION IN CONTRACTING. ■

The author is the Department's Ombudsman for Civil Service employees.

Ounce of Prevention—Creative Play Teaches Safety First

BY LORRAINE STANTON

Living overseas offers Foreign Service families exciting opportunities to learn other languages, cultures and history. But it may expose them to increased danger. Following Ben Franklin's advice "An ounce of prevention is worth a pound of cure" the Bureau of Diplomatic Security places a high priority on raising family awareness and encouraging preparedness.



A child holding a flashlight navigates an obstacle course during the earthquake simulation.

In 1986, DS created the A-OK (Alert Overseas Kids) security program to provide safety information and educational materials for children at posts overseas. These materials are designed to teach children to avoid danger and react appropriately in response to threatening situations or emergencies. Security awareness messages for adults are reinforced through participation in the children's activities.

At the U.S. Embassy in Lima, an A-OK program has been developed that incorporates learning through play. Educators increasingly incorporate imaginative play and experiential hands-on learning methods in their curricula. They have discovered that through play, children expand their understanding of themselves and

others, increase their knowledge of the world and learn to communicate with other children and adults.

In October, the U.S. Embassy in Lima's regional security office, supported by the Marine detachment and a host of volunteers, organized a half-day A-OK program designed to acquaint mission children with particular risks and encourage appropriate behaviors in confronting them. Fifty-two children, ages 5 through 12, participated.

The children, divided into three age groups, visited seven stations during the course of the program: earthquake preparedness, fire safety, gun safety, stranger danger, first aid, preparing a disaster kit and radio waves. Skilled embassy personnel, assisted by teen volunteers, staffed each station. For example, an EMT offered instruction in basic first aid, Marines taught proper radio use and the regional security officer gave lessons in gun safety.

The children rotated through the different stations about every 10 minutes. Most stations included a lecture followed by an experiential component.

For the emergency preparedness relay, Deputy Regional Security Officer Mike Perkins offered a brief lecture on earthquakes and reminded the children

to protect their heads and keep a pair of sturdy shoes and a flashlight near their beds at night. An earthquake simulation followed and the children had to "duck and cover," put their shoes on, pick up the flashlight and navigate an obstacle course through hazards designed to resemble the risks they might encounter in a real earthquake. Tables, sheets, refrigerator boxes, tires and netting replaced the tree limbs, electrical wires and other impediments that might exist in an actual earthquake.

In other scenarios, the children bandaged wounds created with red magic markers, ran a relay race that required them to select appropriate supplies for a disaster kit and used balloons and string to practice a "drop and roll" exercise in case of fire.

The annual A-OK security drawing contest followed, with the kids incorporating ideas from the various stations. The drawings of the winners—Chloe Patterson, Paul Rodriguez and Andrew Whiteis—will be included in the international competition among all posts around the theme "Living Safely Overseas." The winner's art will be displayed in the 2006 DS A-OK calendar, copies of which will be supplied to all posts to reinforce safety and security messages to embassy families throughout the year.

Regional Security Officer Jim Lemaire and Ambassador James Curt Struble presented each child with a certificate and gifts donated by local American companies.

To bolster the children's newly acquired skills, the following month each child was invited to conduct a radio check with the Marines. In earthquake-prone areas such as Peru, radios may be a family's only source of communication with the embassy in the event of a disaster.

The Embassy in Lima's interactive program gives children opportunities to learn skills and develop confidence to confront the unexpected. ■

The author is the emergency preparedness coordinator at the U.S. Embassy in Lima.



STATE OFFICER STUDIES 'BROWN' STYLE OF MANAGEMENT **BY MICHELLE BURTON**

This past fall I spent six weeks with United Parcel Service as the first participant in a management immersion pilot program. Sponsored by the Bureau of Administration and funded by a Una Chapman Cox Foundation grant, the program helps Department management professionals learn from successful private industry companies.

My program included everything from physical labor—unloading trucks, sorting packages and making deliveries—to meeting with members of the management committee and Chief Executive Officer Mike Eskew.

UPS is consistently recognized as one of the best places to work in America and is a leader in its industry. The

employees are intensely proud of, and loyal to, their company. The ones I talked to all sheepishly admitted to “bleeding brown.”

On Message

UPS trains its managers early and often throughout their careers. New recruits start by reading “legacy books”—a series of speeches by the UPS founder and past presidents. Staff meetings everywhere begin with a reading from a little blue policy book. Every manager I spoke to reiterated the same five principles:

What gets measured properly gets done. UPS measures everything. The company has standards for its package

unloaders and its human resources professionals, for its drivers and its lawyers. It seeks to measure the critical elements in any job and then look for ways to improve results.

What gets rewarded gets repeated. Reward those who exceed goals, break records and improve processes.

When something goes wrong, look at whether it was the people or the process. If it is the process, fix it. Reengineering is the key to constant improvement. If it is the people, retrain them. Give them the skills to be successful.

The questions you ask dictate the answers you get. Don't be afraid to look beyond the surface. Ask the tough ques-

Program Participants Gain Skills While Promoting the Department

The Management Immersion Program is a professional development opportunity that enables Foreign Service management officers to learn about innovative management models and best practices from well-managed private sector companies and municipalities.

In addition to providing an opportunity to gain skills and insights that will improve the Department's management, the program introduces the Foreign Service and Department to the hosting organizations and heightens public awareness of Foreign Service careers.

Pilot program participants and hosts besides Ms. Burton and UPS were Sarah Hall, general services officer in Ecuador, and Tom Doherty, financial management officer in Colombia, both with the City of Phoenix.



tions. Don't wait for people to come to you with a problem. Keep the lines of communication open. Ask why and ask why not.

If what you are doing isn't working, do something different and better. Don't wait for someone above you to improve the process. Figure out what isn't working and find a solution. Status quo isn't good enough; constructive dissatisfaction is essential.

State and UPS are alike in many ways. Both are fairly conservative organizations, both have very low turnover in management ranks and both demand mobility from their employees.

Similar Challenges

The two organizations are struggling with many of the same issues. Spouses want careers of their own and aren't necessarily content to follow when the company or Department says it's time to move. UPS strives for diversity and works hard to make its management ranks look more like a reflection of America. Traditionally, UPS managers have been generalists, but the company relies more and more on specialists with expertise in areas like information technology and accounting. The challenges UPS faces in remaking itself for the 21st century are remarkably similar to the Department's.

One of the highlights of my experience was a visit to the air hub in Louisville, Ky. The building is relatively quiet during the day, but at night planes from all over the world arrive,

carrying next-day air packages that must be unloaded, sorted, put on another plane, sorted again and delivered by the next morning.

The pace is frantic, the industrial engineering is amazing and the facility is enormous. It can sort 304,000 packages per hour, and UPS barcode technology is so sophisticated that no human need touch a package during the sort except to move it from the last conveyer belt into the airfreight container that will carry it to its final destination. The 102 miles of belts, along with a system of bar code readers, do the rest of the work, resulting in virtually no wrongly directed packages.

Other highlights included riding in a package car in two cities, talking with industrial engineers in Atlanta about process improvement and measurement techniques, attending an executive leadership seminar, discussing customer service strategies with customers and visiting the operations center in Louisville. It is a large, dimly lit room with a platform in the middle, called the bridge, from which dispatchers make last-minute adjustments to plane schedules all over the world. UPS even has three meteorologists on staff to monitor the weather for takeoffs and landings at every airfield into which a UPS plane flies.

While in Washington, I attended an air strategy meeting. It was an excellent opportunity to contemplate the interaction between government and the private sector, as participants consid-



"Captain" Burton at the controls of a UPS plane.

ered how best to present the company position on air rights issues to State and the Department of Transportation.

Most applicable to my current assignment as a general services officer was a visit to the UPS supply chain solutions arm, which provides third-party logistics services. I toured facilities that specialize in warehousing medication, others that focus on freight forwarding and customs brokerage and some that provide laptop and cell phone repair services for customers. ■

The author is a management cone officer, currently assigned as the supervisory general services officer in Singapore.

Poor posture and long hours in front of a computer screen can lead to degenerative spine disease in young patients.



Ergonomics for Kids

Parents provide their children with entertaining educational diversions, such as a home computer, to nurture their interest in learning. In addition to focusing on what kids see on the computer, parents need to pay attention to how they use it to protect them against ergonomic injuries.

Ergonomics involves properly fitting the work or play environment, tools,

ADJUST THAT
COMPUTER SETUP

BY REGINA
McCLELLAND

equipment and furniture for the user. Classrooms, playgrounds and toys should be designed so that children can easily reach desks or equipment and grasp objects with their small hands.

Like adults, children should be comfortable while at the computer. If parents and children share a computer, adjustments and modifications for kids are possible. There is also a variety of

kid-size computer products. Teaching children proper computer workstation set-up and encouraging good habits are essential to preventing injuries.

We should know how to adjust our office computer workstations (*State Magazine*, November 2003). The same rules apply to kids. Observe your child and follow the checklist below to help reduce the risk for developing ergonomic injuries:

- Does your child's neck noticeably tilt forward or backward? Adjust the height of the monitor so it's about 24 inches away, with the top of the screen approximately at eye level. Angle the monitor so there is no glare on the screen. If glare is a problem, orient the monitor away from windows and lighting sources or consider a flat panel monitor.
- Are the computer's keyboard and mouse within easy reach without stretching?
- Does the mouse fit the child's small hands? Consider a child-size mouse.
- Does the chair lift the child high enough? Typical kitchen or dining room chairs do not. Preferably, use an adjustable chair, especially since they've become more affordable. Otherwise, look for a cushioned chair that can recline slightly. The seat should not press behind the knees. To elevate a child to the computer, place sturdy pillows that won't slide or tip on the seat rather than telephone books.
- Are feet flat on the floor? If not, use a foot support. Supporting the feet helps prevent soft tissue compression behind the knees.

With growing kids, you'll need to observe them regularly to ensure that the workstation is still a good fit. Frequent checks also provide opportunities to encourage good habits. These guidelines for neutral work posture are the same for adults. Use them to assess and teach your child. Your child should

- Sit in a slightly reclined position with the chair supporting the back.
- Plant both feet firmly on a surface for support.

- Refrain from wrapping legs around the base of the chair or sitting on feet.
- Keep the angle behind the knees open.
- Stabilize the head and avoid tilting back or far forward.
- Relax the upper arms and, when using a keyboard, maintain the angle of the elbow at a little greater than 90 degrees, with the forearm slightly below horizontal.
- Keep the wrists and hands level with the forearm.

Even with a great ergonomic computer setup, the time children spend at the computer needs to be limited. They may not complain of fatigue or muscle strain, but over time they can develop the same aches and pains that

breaks from the computer at least every hour. Regular exercise is important, as well.

By the way, if your children play video games or watch a lot of television, note the position of the screen. They are sometimes positioned too high, particularly for the newer HDTV flat panels that can be mounted on the wall. Flexing the neck back to view a television mounted higher than eye level can cause neck discomfort or injury for the entire family.

An orthopedic specialist recently reported an increase in degenerative spine disease among young patients. He linked this problem to young people spending long, uninterrupted



This child has a comfortable position at the computer.

adults experience. Working in static postures for long hours can cause muscle tension, and prolonged staring at the monitor can lead to eyestrain. Eye conditions tend to develop during childhood, so watch your child for signs of vision problems, such as craning the neck and squinting to see the monitor. Children should take

hours with their necks in non-neutral positions while reading, playing video games and working at the computer. Don't let this happen to your children. Begin protecting them today! ■

The author is a safety specialist with the Division of Safety, Health and Environmental Management.



Shirley Simms after her weight loss.

'Healthy Hero' Beats the Bulge

"Healthier State Hero" Shirley Simms has found a way to win the battle of the bulge. "This has been such a wonderful experience that I have to share my story with everyone I come in contact with," says Shirley, who comes from a family with a history of diabetes and was diagnosed with the disease in 1996.

Although many in her family take insulin, she took oral medication for years and frequented the offices of her doctor and dietician. She saw firsthand the devastating effects of the disease as family members lost their sight, limbs

and lives. She was advised repeatedly to that she needed to lose weight, but never really learned how.

At the urging of a concerned nephew, Shirley started what she thought would be a typical weight loss program with a certified nutrition lifestyle coach in August. Within the first few minutes of the class, however, she realized it was about much more than weight loss—it was about lifestyle.

"I had no idea what a lifestyle change meant or what it was all about," she says. "I only knew that my normal

routine and habits were about to change."

Change they did. During the six-week course intended to inspire lasting lifestyle changes, Shirley kept a daily journal. She learned about the glycemic index of foods, how to eat in a healthier manner and avoid eating in reaction to emotional ups and downs, and how to increase her exercise level.

By December, Shirley had shed three inches off her waist, four inches off her hips, 26 pounds and five dress sizes—and she has no intention of seeing those inches ever again.

Perhaps the most telling change is that her physician, who is very pleased with her progress and resolve, no longer prescribes her diabetes medication. Shirley, who is studying to become a lifestyle coach herself, exemplifies the goals of the Healthier State program as she enthusiastically continues on the path to a healthier lifestyle.

Are you or is someone you know a Healthy Hero in the Department of State? Do you know someone who has made significant progress toward becoming healthier and is willing to share his or her experience? If so, please contact the Healthier State program at callinansg@state.gov. ■

Editor's note: State Magazine will share the stories of other Healthy Heroes in coming issues.

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 or <http://fsiweb.fsi.state.gov/fsi/lms>.

FasTrac Distance Learning Program: 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 complete 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 FSI 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.

Security		MAR	APR	Length
MQ911	SOS: Security Overseas Seminar	6,13,27	3, 24	2D
MQ912	ASOS: Advanced Security Overseas Seminar	21	18	1D

Foreign Service Life Skills		MAR	APR	Length
MQ104	Regulations and Finances		25	3D
MQ107	English Teaching Seminar	15		2D
MQ116	Protocol and U.S. Representation Abroad		22	1D
MQ200	Going Overseas for Singles	18		4H
MQ203	Singles in the FS		29	4H
MQ210	Going Overseas for Families	18		4H
MQ220	Going Overseas Logistics for Adults	1		2.5H
MQ220	Going Overseas Logistics for Adults	18		4H
MQ230	Going Overseas Logistics for Kids	18		4H
MQ500	Encouraging Resilience in FS Children		26	2.5H
MQ703	Post Options for Employment and Training	23		1D
MQ704	Targeting the Job Market		4, 11	2D
MQ801	Maintaining Long Distance Relationships	11		4H
MQ803	Realities of Foreign Service Life		7	1D
MQ855	Traveling with Pets		19	2.5H
MQ915	Emergency Medical Care and Trauma Workshop	29		1D

Career Transition Center		MAR	APR	Length
RV101	Retirement Planning Seminar		18	4D
RV102	Job Search Program	6		8W
RV103	Financial Management and Estate Planning	2	20	1D
RV104	Annuities, Benefits and Social Security	1	19	1D

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

For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

APPOINTMENTS



U.S. Ambassador to Singapore. Patricia Louise Herbold of Washington, an attorney and political activist, is the new U.S. Ambassador to the Republic of Singapore. She began her career as an analytic chemist and later served as an attorney in the insurance and banking industries and with Taft, Stettinius & Hollister in Cincinnati. After moving to Washington, she was chairman of the

King County Republican Party from 2002 to 2004. She is married and has three children and five grandchildren.



Assistant Secretary for Western Hemisphere Affairs. Thomas A. Shannon Jr. of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new Assistant Secretary for Western Hemisphere Affairs. Previously, he was senior director for Western Hemisphere Affairs at the National Security Council and before that he was deputy assistant

secretary for Western Hemisphere Affairs. His overseas assignments include Caracas, Johannesburg, Brasilia and Guatemala City.



U.S. Ambassador to Zambia. Carmen Maria Martinez of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Zambia. Previously, she was chief of mission in Rangoon from 2002 to 2005. Her other overseas assignments include São Paulo, Maputo, Quito, Bangkok and Caracas. She is married and has a son.



U.S. Ambassador to Romania. Nicholas F. Taubman of Virginia, a businessman, is the new U.S. Ambassador to Romania. Previously, he was president of Mozart Investments of Roanoke, Va., and before that he was chairman and director of Advance Auto Parts. His long record of public service includes serving as a member of the Roanoke City Council from 1976 to 1978. He is married.



Assistant Secretary for International Narcotics and Law Enforcement Affairs. Anne W. Patterson of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new Assistant Secretary for International Narcotics and Law Enforcement Affairs. Previously, she was deputy permanent representative and then acting permanent representative at

the U.S. Mission to the United Nations. She served as ambassador to Colombia and El Salvador. Her other overseas postings include Geneva and Saudi Arabia. She is married and has two sons.



U.S. Ambassador to Iceland. Carol van Voorst of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Iceland. Previously, she was deputy chief of mission in Vienna. Her other overseas assignments include Helsinki, where she was also DCM; Sarajevo; the Netherlands; the Sinai and Panama. She is married.

RETIREMENTS

CIVIL SERVICE RETIREMENTS

Allaire, David R.	Padilla, Joan D.
Arya, Savita R.	Prosser, Norman P.
Eaton, Sharon C.	Reynolds, Abigail A.
Gomes, Robert	Scott, Joseph Louis
Green, Damion D.	Suggs, Melba G.
McCray, Ivor Jean	Tinsley, Carol M.
McManus, Loretta J.	West, Mary B.
Murphy, James L.	

FOREIGN SERVICE RETIREMENTS

Boone, Mary L.	O'Neal, Sharon	Smith, Pamela H.
Buentello, Irene	Oliver, Jerry C.	Snell, Terry R.
Cohen, Harlan K.	Pergrossi, Charles E.	Wagner, David A.
Hedges, William L.	Scaletta Jr., Thomas F.	Walker, Sally M.
Johnson, Cynthia Farrell	Scroggs, Patricia Hanigan	Weant, Dana M.
Keane, John F.	Siebert, Craig A.	Wiener III, Howard C.
Maddox, James Marion	Smith, Joellis	Zuehlke, Robert B.

O B I T U A R I E S



William F. X. Band, 84, a retired fighter pilot, FBI agent and Department employee, died Nov. 25 in Cape May, N.J. A veteran of World War II and the Korean War, he flew more than 100 combat missions. After joining the Department, he was posted to Vietnam, the Philippines and Thailand. He also worked for various intelligence agencies and, after leaving the government, served as executive secretary of the New Jersey Casino Control Commission. He wrote two books, including an award-winning autobiography.



Everet F. Bumgardner, 80, a retired Foreign Service officer, died Dec. 18 in Arlington, Va., after a short illness. A naval veteran of World War II, his U.S. Information Agency postings included Laos and Vietnam, where he earned a reputation in field operations as a candid and courageous leader. After retiring in 1976, he was known as an accessible source of knowledge about recent history in Southeast Asia.

Frank N. Burnet, 84, a World War II veteran and retired Foreign Service officer, died Dec. 30 of congestive heart failure in Bethesda, Md. His overseas assignments included Vietnam, Thailand, Laos, the Philippines and Taiwan. He was staff assistant to Averell Harriman when the latter was assistant secretary for Far Eastern Affairs.



William "Bill" Ira Cargo, 88, a retired Foreign Service officer and former Ambassador to Nepal, died Dec. 13 in Baltimore, Md., following a short illness. A college professor, he joined the Department in 1943 to help produce *Foreign Relations of the US, 1931*. After a stint with the Navy, he rejoined State and worked on the formation and early meetings of the United Nations, the creation of the state of Israel and the SALT talks. He served in France, Switzerland, Austria, Pakistan, Belgium and Nepal.

John H. Clemmons, 74, a retired Diplomatic Security specialist, died Aug. 16 of complications from aortic aneurysm surgery. He served in the Army before joining the Department in 1956.

He served abroad in Ottawa and was assistant director for Protective Security when he retired in 1985. He was living in his hometown of Greensboro, N.C., at the time of his death.

John D. Coffman, 70, a retired Foreign Service officer, died Nov. 9. His overseas posts included Chile, Brazil, Peru and Colombia. He designed and founded the training center known as ConGen Rosslyn. A former teacher, he returned to his hometown of Indiana, Pa., after retirement, where he taught social studies and coached basketball. He also taught at Indiana University of Pennsylvania.

Theresa L. Dombroski, a retired Foreign Service specialist, died June 2 in Buffalo, N.Y. She served as an administrative assistant in Tokyo, Cairo, Warsaw, Brussels and Toronto. Upon retirement, she received a B.A. in English from the University of Buffalo, enjoyed gardening and participated in many community and church activities.

James Ackerman "Jim" Elliot, 87, a retired Foreign Service officer, died of lung cancer Nov. 26 in Harrisonburg, Va. His overseas posts for the U.S. Information Agency and Department included Kunming, Chengdu, Guiyang, Hangzhou, Taipei, Surabaya, Sapporo, Singapore and Kuala Lumpur. He retired in 1970.



Janet Halsten Grover, 74, wife of retired Foreign Service officer Charles W. Grover, died Dec. 25 of Alzheimer's disease in Gaithersburg, Md. At the time of her marriage, she was a senior secretary in the Exchange of Persons Program at State. She accompanied her husband on overseas assignments to Spain, Brazil, Bolivia, Colombia, Chile and Ecuador. After retirement in 1985, she was a realtor. Her son, Charles H. Grover, is also a Foreign Service officer.



Robert Louis Humbel, 59, a retired Foreign Service employee, died Dec. 3 of Thymic cancer. He served in the Navy in Vietnam and then worked as a commercial printer before joining the Department in 1988. He retired with 34 years of government service. He was a member of the Amateur Radio Relay League.

O B I T U A R I E S



Samuel L. King, 87, a retired Foreign Service officer (Reserve), died of cardiovascular disease Sept. 16 in Takoma Park, Md. He was deputy chief of protocol and assisted in the planning of President John F. Kennedy's funeral. He often traveled with foreign heads of state. He was both a World War II and Korean War veteran. He volunteered with the Palisades Citizens Association and belonged to the Coast Guard Auxiliary.



James A. Phillips, a retired Foreign Service officer, died Nov. 5 of complications from a lung transplant in Falls Church, Va. He served overseas in Saudi Arabia and Kenya and was an officer in the Navy prior to joining the Department. After his retirement in 1993, he enjoyed world travel and worked as a tax preparer.

Margaret Skinner, 81, a retired Foreign Service specialist, died Oct. 31 in Jacksonville, Fla. She worked as a secretary for the Department from 1951 to 1986 before retiring to Jacksonville. She served in the Coast Guard "Spars" during World War II.



Cristin K. Springet, 54, wife of Foreign Service officer William F. Mooney, died Aug. 2 of cancer in Bethesda, Md. She worked on participant-training and education programs for the U.S. Agency for International Development. She accompanied her husband on overseas tours to Bridgetown, Paris and Tel Aviv.



James Nelson Tull, 85, a retired Foreign Service officer, died Dec. 23 in Fairhope, Ala. He served in the U.S. military before joining the Department. His overseas postings included Vietnam, Manila, Vientiane, Okinawa, Accra, Kinshasa and Rabat, Morocco, where he was instrumental in transforming the American Legation in Tangier into a museum and study center. After retirement, he was active in the Fairhope Sail and Power Squadron and the Fairhope Unitarian Fellowship.



Laddie Valis, 71, a retired Foreign Service officer, died Nov. 15 in Mt. Dora, Fla. He served in the Army before joining the Department. His overseas postings included Guatemala, Moscow, Nicaragua, Lima, Nova Scotia, Paris, Naples, London, Nigeria, Port-au-Prince and Bogotá. After retiring in 1997, he accompanied his wife on her assignment to Guangzhou.



Simon J. Weinger, 84, a retired Civil Service employee, died Nov. 18 of lung cancer in McLean, Va. He served in the Army during World War II. His overseas assignments included Ecuador and Peru.

IN THE EVENT OF 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.

LYING IN STATE: OVERHEARD AT THE RITZOVIAN EMBASSY NATIONAL DAY RECEPTION...

... SO WHAT WE MUST PURSUE IS A MEANINGFUL DIALOGUE OF LISTENING, ATTENTIVELY WITH OPEN AND SINCERE HEARTS!

RIGHT-HEY, DO YOU THINK THE WINTER WILL BRING ANY MORE OF THOSE FRIED BADGER PUFFS?

... AND THIS ONE IS FOR HEROIC ATTENDANCE OF NATIONAL DAY RECEPTIONS!

WELL, IF YOU'RE THE THIRD SECRETARY WHERE ARE THE FIRST TWO?

YOUR TALKING POINTS INDICATE THAT AT THIS POINT YOU QUAFF DEEPLY FROM YOUR RUM AND FRESCA AND GLOWER SIGNIFICANTLY...

(I SAY YOU ARE A RUNNING DOG AND A MENACE TO WORLD PEACE! GIVE UP YOUR WARMONGERING!)

HE SAYS HE'D LIKE TO WALK DOGS WITH YOU, THEN GET PIZZA. ALSO, HE WANTS YOU TO GIVE HIM A WARTHOG, I THINK...

MAYBE IT'S THE DRAMBUIE TALKING, BUT I'M JUST ENCHANTED BY YOUR POSITION ON SUBSIDIES OF NON-DAIRY CREAMER PRODUCTS!

I'D LOVE TO CHAT MORE, BUT I HAVE TO RUSH BACK TO MY EMBASSY AND WRITE UP A CABLE REPORTING YOUR OUTRAGEOUSLY INDISCREET REVELATIONS.

OKAY, SO YOU'RE NOT THE ONLY ONE HERE WHO'S BEEN AWARDED THE HIGH ORDER OF THE GOLDEN CARP - BUT NOBODY ELSE HAS THE MERITORIOUS LEGION OF THE RUBBER DUCK!

AGGELER 2006



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