

UNITED STATES DEPARTMENT OF STATE

March 2002

# State

Magazine

A photograph of the Chicago skyline at dusk, with the city lights reflecting on the water of the Chicago River. The sky is a deep purple and pink. Several tall skyscrapers are visible, including the Willis Tower (now known as the Trump Tower) on the right. A bridge spans the river in the foreground, and a boat is visible on the water.

**The Chicago  
Passport Agency**  
*In the Loop*

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Department of State • United States of America



*A vegetable vendor in Chad's capital greets a potential customer with a smile.*

Photo by Hala Laas

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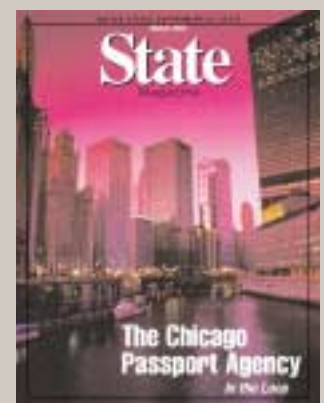
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*A Department retiree recalls tense moments on Capitol Hill on Sept. 11.*

Photo by Doug Mills/AP Photo



### On the Cover

*The Chicago Passport Agency settles into new quarters in the Windy City.*

Photo by Peter Griffith/Masterfile



## FROM THE SECRETARY

SECRETARY COLIN L. POWELL

# Rebuilding Afghanistan

Since the tragic events of Sept. 11, President Bush's top priority, and our top priority at the State Department, has been the war against terrorism. You have performed magnificently in this global campaign, and I know you will continue to do so.

The initial focus of our campaign has been Afghanistan, a country hijacked by the Taliban and al-Qaida for their terrorist ends. The brave men and women of the United States and coalition military forces, with our full support, have helped the Afghans escape the yoke of the Taliban regime. We have destroyed the al-Qaida terrorist infrastructure in Afghanistan and an international security force is on the scene. The al-Qaida and Taliban leaders are now captured, killed or on the run.

Now that the military campaign has borne fruit, and an interim authority is in place under Chairman Hamid Karzai, it is time to turn toward winning the peace and helping the Afghan people rebuild their country.

I visited Kabul last month, where I had the privilege of reopening our embassy, meeting Ambassador Crocker's team and thanking our Foreign Service National colleagues there for their incredible loyalty and devotion to service during the nearly 13 years that the embassy was empty.

Although my visit to Afghanistan was brief, the impact was vivid. I was struck by the immensity of the devastation wrought by over two decades of war and five years of Taliban misrule. At the same time, I couldn't help being impressed by the sights of a city returning to life. Once deserted market places are bustling. Music fills the air. Women are in the streets. Children are flying kites.

Most of all, I was impressed by the eagerness of the Afghan people to make up for lost time. They are determined not to lose another generation to war, exile and misery.

But this burgeoning hope for a better future would wither without generous international assistance to help Afghans rebuild their country. The task ahead is immense. We must help the Afghans revitalize their once vibrant agricultural economy, which has been stunted by drought, destroyed by war, or deliberately laid waste by the Taliban.

We must ensure they have alternatives to growing the opium poppies that provide the raw material for narcotics that poison European and American markets.

We must help the Afghans repair roads and bridges and reconnect all the parts of their sundered country. We must bring books to a generation of Afghan children—the hope of Afghanistan—which has known only the gun.

A crucial task in rebuilding the health and education sectors is providing rehabilitation and vocational training for a million disabled Afghans, an appalling number of them victims of land mines. There must be vastly expanded efforts to clear this terrible legacy of Afghanistan's wars that daily takes a fresh toll of the innocent.

We have taken the first steps toward giving the Afghans the means to rebuild their country. Last month, I was in Tokyo to join the European Union, Saudi Arabia and Japan in co-chairing the International Conference for Reconstruction Assistance to Afghanistan. There, representatives from some 60 nations, along with experts from the multilateral development banks and relevant United Nations institutions, promised support for meeting the critical needs of the Afghan people.

The Tokyo conference pledged real resources, not merely good intentions. On behalf of the United States, I announced a contribution of \$296 million in this fiscal year, part of total pledges of \$4.5 billion made by the participants, including \$1.8 billion for the first year. Of course, these sums are just a down payment on what necessarily is a long-term effort that will require a decade or more and billions of dollars.

In Afghanistan today, hope competes with destruction and the legacy of war. Everything is broken. Everything needs to be fixed. But we will not turn our backs on the daunting tasks of reconstruction that lie ahead. The price of old failures has already been paid by too many.

All of you on the State Department team will be called upon to continue your sterling performance as the reconstruction of Afghanistan proceeds, as the war against terrorism continues, and as we continue to conduct the foreign policy of the American people. I know I can count on you. ■

## Disbursing, Not 'Dispersing'



Your January issue brought the good news of the substantial increase in State's budget. I was distressed, however, to read in the People Like You section that a financial assistant can be seen at the cashier's window "dispersing" money to employees.

The idea of scattering State funds, instead of applying them to well-conceived programs, is hardly what the Congress intended.

**James R. Wachob**  
*Foreign Service Officer (ret.)*

## Remembering Max Robinson

I am seeking your readers' help for a dear friend and colleague, Max Robinson, and his family.

Many will remember Max from his service in various consular positions, as deputy chief of mission in Helsinki and as deputy executive

secretary. His stellar record was interrupted when he was diagnosed with a degenerative brain disease that forced him to retire in 1998.

Since then his condition has worsened and his ability to communicate and interact with others is extremely limited. His wife Anne seeks stories, anecdotes and reminiscences about Max and his career that she can share with their young children. She would welcome personal or professional events, recent or long ago, serious or humorous, accomplishments or mishaps so that their children, aged 5, can know their father as he was when he was well.

Letters may be sent to Mrs. Anne Robinson, 18519 W. Lakeview Lane, Mount Vernon, WA 98274, or [ACDR@att.net](mailto:ACDR@att.net).

**Mary A. Ryan**  
*Assistant Secretary*  
*Bureau of Consular Affairs*

## Corrections

In January's feature on Guadalajara, the captions with the photos of Foreign Service National employees Yolanda Macias and Graciela Manzanares were reversed.

In our December issue, in a photo with the story about the new consular telephone answering service in Warsaw, we incorrectly identified John L. Hopkins, an information management specialist, as Ambassador Christopher Hill.

### Letters to the Editor

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request. You can reach us at [statemagazine@state.gov](mailto:statemagazine@state.gov).

## From the Editor

The Chicago Passport Agency is now "in the Loop" in more ways than one. In addition to moving into much needed new space, the agency—our Office of the Month—also has gone digital. The paste pot and glue days are history. They have been replaced with "PhotoDig," a highly secure upgrade introduced in 1998 that permits the agency to monitor, track and record all activities associated with issuing a U.S. passport—long recognized and respected as an international travel document.

The future of Chad, our Post of the Month, is looking brighter as a huge oil project is due to come onstream in late 2003. The advent of the oil project and the influx of U.S. citizens are adding to the mission's agenda in this poor, landlocked country of 8 million people with 200 distinct ethnic groups speaking 128 languages.

You don't have to join the Navy or Foreign Service, for that matter, to see the world. Instead, try a hard-to-fill job as a Civil Service employee in a distant land—like India. That's what one employee did, and she shares with us in this issue her experience working in the busy consular section of the U.S. Embassy in New Delhi.

We are still remembering Sept. 11. We would have run the recollection in this issue sooner had it not taken a detour through Lima, Ohio, where the U.S. Postal Service continues to treat for anthrax mail bound for federal agencies in the Washington, D.C., area. The package, postmarked Nov. 13, arrived yellow and crisp on Jan. 30. We are happy to share it now.

### Visit Us on the Web

[www.state.gov/m/dghr/statemag](http://www.state.gov/m/dghr/statemag)



## Foreign Affairs Day Set for May 10



Foreign Affairs Day will be held at the State Department on May 10, according to Bureau of Human Resources officials coordinating the event.

All State Department retirees, Civil Service and Foreign Service, are invited. Invitations have been mailed to those invited last year as well as all employees who have retired since April 2000.

The Secretary is looking forward to greeting attendees, officials said.

For more information about Foreign Affairs Day, please contact the Special Events Coordination Office at (202) 663-3600 or by e-mail at [foreignaffairsday@state.gov](mailto:foreignaffairsday@state.gov).

## New Bureau Announced

A new bureau of Resource Management has been established at the Department of State to assist foreign affairs agency heads with developing policies, plans and programs to achieve foreign policy goals.

Christopher B. Burnham, assistant secretary for Resource Management and chief financial officer, will head the bureau. In this role, he will also coordinate resource requirements so that the Secretary of State can submit integrated international affairs resource requirements to the Office of Management and Budget and the Congress.

Resource Management includes the Offices of Strategic and Program Planning; State Programs, Operations and Budget; Financial Services and Deputy CFO; and Foreign Assistance Programs and Budget.

## CFC Enters Home Stretch



At press time, the Department's 2001 Combined Federal Campaign was winding down—with 90 percent of the dollar goal pledged.

The campaign has raised more than \$1.6 million of the dollar goal of \$1.8 million, according to CFC coordinators in the Office of Employee

Relations in the Bureau of Human Resources.

Pledges and contributions came from approximately 4,000 active duty and retired employees for a participation rate of about 28 percent. Historically, the rate is about 30 percent.

The coordinators reported that 16 bureaus reached or exceeded their goals, and an awards ceremony has been scheduled for March.

## Team Seeks Information on Hanssen

An intelligence community team has begun assessing the damage to U.S. national security caused by the espionage of FBI Special Agent Robert Phillip Hanssen.

The damage assessment team needs to establish the details of Mr. Hanssen's access to classified information but would also be interested in information on the full range of his official and unofficial activities, including his computer skills, relationships with others and potential motivation.

Anyone who remembers contact with Mr. Hanssen—and has not already reported that information to the FBI—please call toll free 1-866-819-5319. The team will arrange personal interviews to handle classified information.



*President Bush has nominated three senior Foreign Service officers for the rank of Career Ambassador. They are, from left, Jeffrey Davidow, U.S. Ambassador to Mexico; Ruth A. Davis, director general of the Foreign Service and director of Human Resources; and, far right, George E. Moose, senior fellow for international affairs at Howard University. The nominations are subject to Senate confirmation. With the nominees are Secretary Colin L. Powell and Ambassador Mary A. Ryan, assistant secretary for Consular Affairs and the only serving Career Ambassador.*

## Computers Get Free Flu Shots

The State Department's anti-virus team can't help you with the flu that's invaded the Washington, D.C., area lately. But they can help you protect the Department's automated information infrastructure from home.

Like a high-tech CDC battling an epidemic, the Department's anti-virus SWAT team launched several software giveaways in January throughout the Washington area.

The Bureau of Information Resource Management's Systems Integrity Division has distributed more than 2,400 anti-virus software CDs to employees who eagerly lined up not only for the CDs but for a variety of other freebies—from calendars and candy to flags and pens.

When the goodies were gone, the still waiting unlucky employees were instructed to send their names and interoffice addresses to the team's e-mail account ([virus2@state.gov](mailto:virus2@state.gov)) so that the software can be sent on a first-come, first-served basis.

Distribution sites included the Harry S Truman Building, Foreign Service Institute, Warrenton Training Center, SA-44 and Defense Telecommunications Service Program Office.



*Employees take anti-virus software.*

Photo by Ann Thomas

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## DIRECT FROM THE D.G.

AMBASSADOR RUTH A. DAVIS

# 'Tis the Season for Assignments

In my last column, I talked about the importance of customer service. This month, I want to go from the general to the specific and talk about a process that is at the heart of what the Bureau of Human Resources does—the staffing of our diplomatic missions overseas. It is a process that affects literally thousands of our colleagues—Foreign Service specialists and generalists as well as Civil Service employees.

Some of you may not realize just how involved our Civil Service colleagues are. They not only participate by bidding on and serving in excursion tours, they also are a vital link in processing assignments here in Washington and helping all of us with the related travel work. So the assignments process is a family affair, encompassing all sectors of our official State Department family.

Here is a snapshot of what is involved. This year, in Washington and at our more than 200 posts worldwide, there will be more than 3,000 people changing jobs or, in the case of new employees, moving into jobs for the first time. They range from information management and office management specialists, several hundred new junior officers, dozens of Civil Service personnel on excursion tours, deputy chiefs of mission and principal officers to more than 30 chiefs of mission.

They'll be coming and going from posts as varied as Austria and Zimbabwe, from our northernmost post of Reykjavik to our southernmost mission in Wellington. And when we talk of moving our people, we are not just talking about employees. We must also take into account the needs and requirements of family members who accompany us in this nomadic life.

We started the process for 2002 last summer. By design, we decided to begin with the chief of mission and dcm/principal officer assignments, not only because these assignments have long clearance processes, but also so that officers hoping for or competing for these assignments would know early on whether they needed to continue the bidding process.

The D Committee made nearly all of the chief-of-mission decisions involving career officers before the end of summer. Then we moved to the dcm/po assignments, going bureau by bureau, and also filled the Senior



Seminar and more than a hundred other year-long training slots. Despite the massive disruptions caused by the events of Sept. 11 and the anthrax problem, we completed the majority of these by December. Bids also flowed into our career development officers for all the other jobs that are rotating in 2002. These had to be compiled, collated and reviewed.

As you can see from this snapshot, the assignment process is a juggling act. The challenge of sheer volume, however, real though it is, is not the most critical one we face. The real challenge for us in HR is to handle this process with a real “customer service” attitude.

We want to find the best fit between a given specialist, generalist or Civil Service “excursionist” (I didn’t invent this word, but it’s now entered our official vocabulary) and the jobs that the Department needs to fill. The process needs to be fast, fair, family-friendly and transparent. We need to match institutional requirements with individual preferences. The balance isn’t always easy, but it is what we strive for every day and in every assignment. We are not dealing with “cases.” We are working with people—people who share our commitment to public service and want to reach their maximum potential.

In 2002, the first wave of people hired under the Diplomatic Readiness Initiative has started to move through the assignment system. This large group of new colleagues brings an infusion of new energy and capability to our Department, and that’s wonderful. The hiring initiative is also giving us the opportunity to ensure that we do necessary training. Working with FSI, we are assigning employees to leadership and management courses as part of the mandatory training continuum for all State Department employees. Training, both short courses and long-term ones, is now achieving the importance that it deserves.

By the time this reaches you, we will be nearing the end of the 2002 cycle and already planning for 2003. For those of you assigned in 2002, I welcome your feedback. Feel free to use DG Direct to let me know. For those of you up for assignment in 2003, be assured that I’m going to do everything in my power to serve you even better. ■

Post of the Month:

# Chad

N'Djamena

## New Hope in a New Millennium

*A shopkeeper in N'Djamena  
displays souvenirs for  
tourists in Chad's capital city.*

By Christopher Goldthwait

**F**unding a women's cooperative that makes mango and guava jams.

Supporting the first government-private sector commission to distribute Chad's oil revenues among development priorities.

Keeping an embassy and residences running in an environment where hot season highs exceed 115 degrees and where city power comes and goes several times a day.

These are only a few of the challenges the U.S. Embassy in N'Djamena faces each day in one of the most diverse of the Sahelian countries.

Photo by Hala Laas



*Elephant Rock is a popular day-trip destination for embassy employees.*



Photos by Tim Laas

A nation of only 8 million people, Chad encompasses 200 distinct ethnic groups speaking 128 languages. If the \$3.5 billion, U.S.-led oil project is state-of-the-art, the 80 percent of the people who are subsistence farmers and herders live under conditions little changed in a thousand years. The country's three climatic zones range from the Sahara Desert in the north to open forest in the south, where half again as much rain falls as in Washington, D.C.

Like most African countries, Chad's borders date from the period of colonial conquest when France claimed the

***The embassy's health unit prepares for another day's sick call. They are, from left, Foreign Service health practitioner Marty Surface, nurse Haoua Abisso and cleaning staff member Peter Majok.***



Photo by Connie Brown

territory at the beginning of the 20th century. But people have lived on this land forever. In fact, archaeologists debate whether the fossils of three australopithecine hominids, found near Faya Largeau in the northern part of the country, are older than those discovered in East Africa. A crossroads for trans-Saharan trade routes, parts of Chad were incorporated in several pre-colonial Central African empires. Among their relics are the 17th century ruins of the brick city of Ouara in the center of the country and the still-inhabited, 200-year-old palace of the Gong (presiding chief) on Chad's southwestern edge. Centuries of trade and conflict account for the amazing patchwork of peoples.

Pre-colonial political and ethnic rivalries were exacerbated by European-imposed artificial boundaries. Divisions between herders and farmers, the educated and the uneducated and different religious sects became stronger under foreign rule and in the immediate aftermath of independence. As a result, Chad has endured more than 25 years of civil war in the 40 years since independence, with relative peace coming only in 1990.

The future looks brighter, however, with the huge oil project due to come on-stream late in 2003. Together, the government of Chad and the donor community have identified infrastructure, rural development, health and education as development priorities. An unprecedented commission, with representatives of civil society and the government, has been established by law to oversee the investment of up to \$125 million in anticipated annual petroleum revenues. Already, cellular telephones have arrived and the country's paved roads have doubled to 500 kilometers in the past two years.



Photo by Hala Laas



Photo by Connie Brown

**Katidje Djibrine Samedi, the embassy's switchboard operator, has worked 25 years for the U.S. government.**

Not surprisingly, the work and lifestyle at the U.S. Embassy in N'Djamena reflect both the country's turbulent history and renewed promise. Concerns about effectiveness and security caused the U.S. Agency for International Development and the Peace Corps to leave in the mid-1990s, ironically just as things were beginning to stabilize. Today's embassy has a complement of about 25 Americans who rely heavily on FSN staff and a handful of locally engaged North Americans of long service.

The embassy supports the development of Chad's democratic institutions and econ-

omy from the grass roots up. Senior embassy officials maintain an active dialogue with government officials, parliamentarians, jurists, political party leaders and a civil society composed of more than 300 registered interest groups. Freedom of speech and press are on par with any on the continent.

The economic policy dialogue is supplemented by modest but effective investments in development. The popular self-help program has sponsored projects ranging from reforestation in Sahelian villages to women's sewing cooperatives and small-scale food processing. The embassy's largest effort is humanitarian demining to rid the country of an estimated 1 million mines and pieces of unexploded ordnance. Agricultural development projects are supported through monetized food aid.

In a landlocked hardship post at the end of a long supply line, much of the embassy's energy is devoted to sustaining the mission itself. The advent of the oil project and the resulting influx of U.S. citizens are also adding to the embassy's agenda.



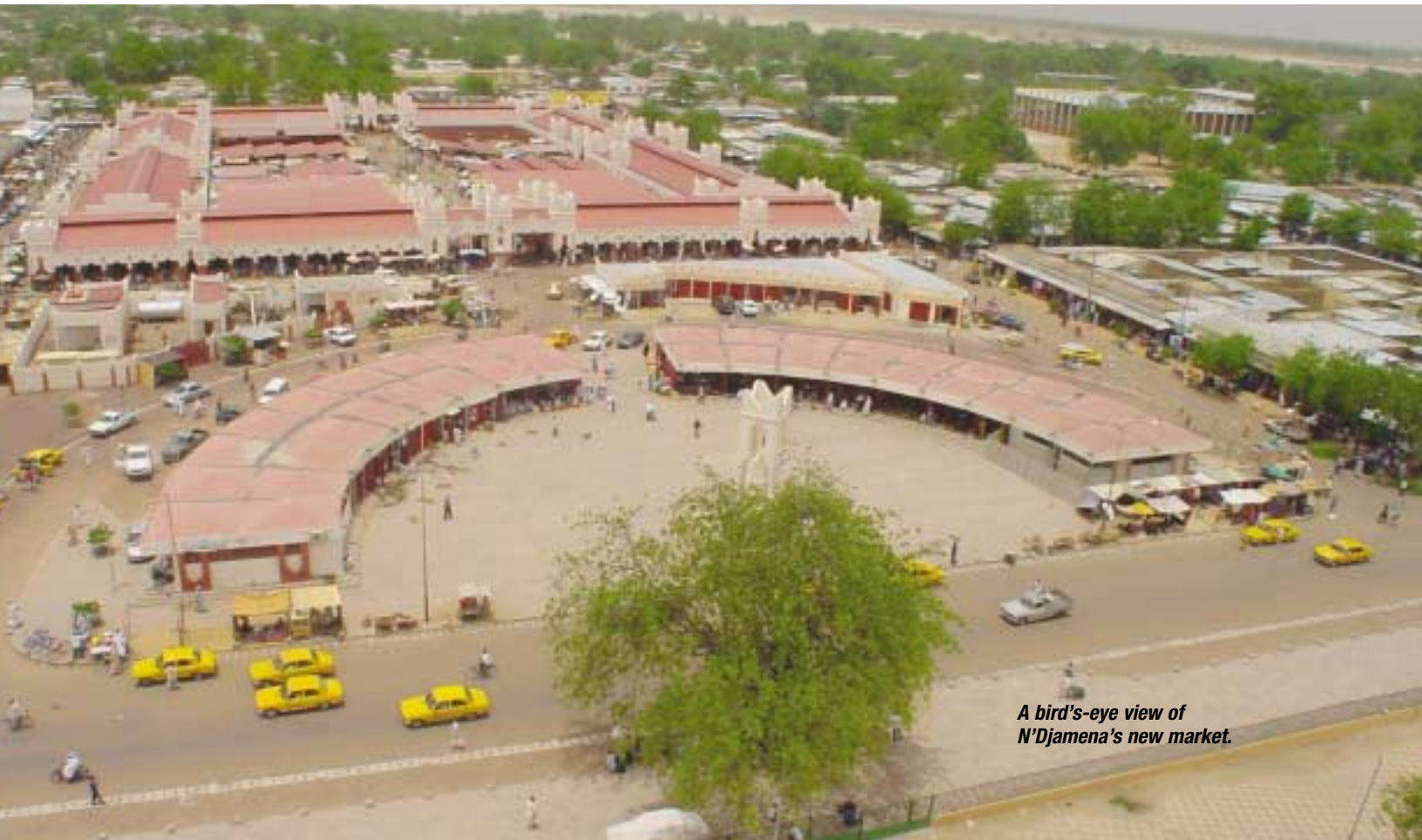
**A popular high-end grocery store caters to the capital's expatriates.**

Photo by Hala Laas



**The all-pervasive cell phone is one sign that a more modern Chad is on its way.**

Photo by Hala Laas



**A bird's-eye view of N'Djamena's new market.**



Photo by Tim Laas

**The embassy security and guard staff pose for a group portrait.**

Services remain limited in one of the world's dozen poorest countries. Only about 25,000 of the capital's 800,000 residents have running water and perhaps 15,000 have electricity in their homes. The prevailing architecture is mud brick and only the major arteries are paved.

The city has little industry, but in season hundreds of women are employed sorting and packing gum arabic, Chad's leading export to the United States and an ingre-

**The embassy's self-help fund contributes to the women's hand-loom weaving cooperative, an enterprise that generates work and income for almost 70 women.**



**Off-duty Marine security guard Jesse Norton chats with students before taking a boat ride on Lake Chad.**  
Photo by Cpl. Kiel Gillis



**Potters fashion giant jugs in the nearby village of Gai.**

Photos by Hala Laas

dient in an amazing range of products from Coca Cola to cosmetics and pharmaceuticals.

Smack-dab in the middle of the Sahelian zone, N'Djamena's daily highs climb to 115 degrees in the warmest months of April and May. The climate is a little like the Southern Californian desert, except for the three-month rainy season thrown in for comic relief. While the surrounding countryside dries to a sandy tan and the river contracts to a narrow blue ribbon, embassy grounds and compounds benefit from their own boreholes and remain lushly green.

Life in N'Djamena is like many hardship posts, with limited access to museums, theater or western music. But as the oil project develops, the capital is acquiring an increasing variety of good restaurants, and there are many opportunities to hear live local music, a curious blend of traditional and modern western themes.

There are several interesting tourist sites in and around N'Djamena: the women's weaving and embroidery cooperatives use designs based on indigenous rock art; the little riverine resort of Bougia is near easily scaled Elephant Rock; the Sao culture museum offers pottery-making demonstrations; the Sunday market and the seasonal livestock market are worth a visit; and, of course, there's always the boat ride on Lake Chad.

The real Chad, however, begins an hour's drive beyond the capital. Perhaps the highlight is the game park of Zakouma, the best in Central Africa, and a preserve that shelters most major African game animals and nearly 200 bird species. The U.S. Departments of Defense and Interior are assisting in upgrading tourist facilities

**The author visits a class of women studying Arabic.**



Photo by Tim Laas



Photo by Lt. Col. Christopher Brown

**An oasis in the middle of the Sahara Desert near the village of Ounianga Kebir, where Americans are participating in demining activities.**

**Women arrive in the capital with their colorful fresh vegetables and head for the market.**



Photo by Hala Laas

and enhancing radio communication systems for the wardens. The countryside is also where the embassy's development efforts have had the greatest impact. A visit to the people in their villages shows the dramatic effect a self-help project of a few thousand dollars can have on the lives of thousands of residents.

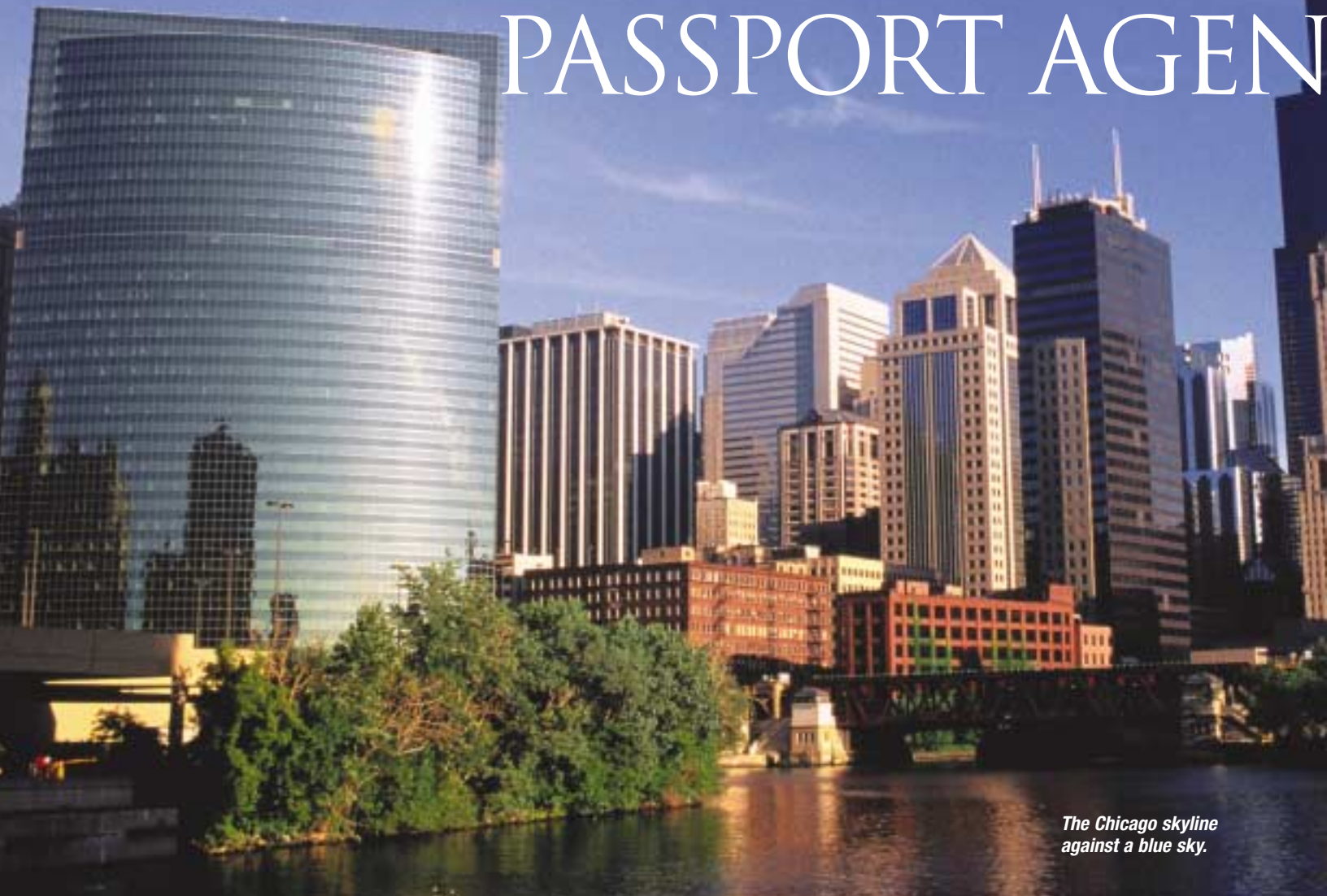
There is striking variety in Chad's countryside. Traveling 200 miles north, east or south from N'Djamena, you can see differences in village structure and architecture. Further to the north and east you discover the rugged mountains in the Guera and eventually the seemingly endless steep cliffs of the Ennedi.

It is a sharp reminder of the diversity of people who are struggling to be a nation as they make their way into the new millennium. ■

*The author is U.S. Ambassador to the Republic of Chad.*

Office of the Month:

# THE CHICAGO PASSPORT AGENCY



*The Chicago skyline  
against a blue sky.*

**By Steve Moses and Andy Sisk**

**T**he U.S. passport has long been one of the most widely recognized and respected international travel documents. As the number of Americans traveling abroad continues to rise, demand for secure U.S. passports increases. In each Fiscal Year 2000 and 2001, more than 7 million passports were issued, an increase of 27 percent over the 5.5 million issued in 1996.

To help meet this demand, the Chicago Passport Agency, one of 14 passport agencies and two passport centers in the country, began 2000 with a new home and passport photo system that will improve service to thousands of customers in the agency's Illinois and Michigan region.

Housed in the Kluczynski Federal Building in downtown Chicago, or "the Loop," the Chicago Passport Agency was responsible for 274,000 passports out of the 7.1 million

issued by Passport Services during FY 2001. The office, located in the heart of the Midwest, is convenient and accessible to a large segment of the U.S. public.

The Chicago Passport Agency's staff consists of 58 employees. Of these, 49 are U.S. State Department employees and the rest are contract employees. The regional director, Terry Green, enjoys serving the traveling public.

"Helping people make trips they planned, be it for business or pleasure, gives me genuine pleasure."

Kathryn Gilbert, adjudication manager, credits the staff of passport specialists for the way they've coped with the move and installation of new equipment and kept standards of customer service high.

"I have a talented group of people to work with," Ms. Gilbert said. "They're very helpful and very dependable. They rose to the challenge and everything went pretty smoothly."

# CY



Photo by Miles Ertman/Masterfile

The agency moved Dec. 17 into new quarters on the 18th floor of the federal building. First housed in 1976 on the 3rd floor of the Dirksen Federal Building, the Chicago Passport Agency soon outgrew its space and moved across the street to the 3rd floor of the Kluczynski Federal Building. The demand for passports has increased throughout the years, and the agency once again found itself needing more space.

Ms. Green is very excited about the new accommodations that include new work spaces and state-of-the-art computers. The new photodigitized passport-issuing system is proof, she said, that the Chicago Passport Agency has "come a long way since the days of the glue pots employed to place pictures in passports and the old flexo-writer machines that were used to print the books."

Employees, like Jacque Bruce, a passport specialist, also praised the mid-December move.

"It's a big improvement. We've got more space and better equipment," Ms. Bruce said. "It's just a total face-lift."

With Chicago's change to photodigitization, all domestic

*Passport Specialist Bernice Brewer, foreground, staffs the public counter while Cashier Lenore Conway reviews receipts.*



passport-issuing facilities are now issuing the technologically advanced passport. "PhotoDig" is the latest upgrade of the Travel Document Issuance System, a highly secure technology that allows Passport Services to monitor, track and record all activities associated with the issuance of U.S. passports. The system was implemented in 1981 when the United States produced the world's first machine-readable passport. PhotoDig was first installed at the National Passport Center in Portsmouth, N.H., in 1998.

*Clerk Ivan Quarles sorts the mail.*



With PhotoDig, the passport photograph that had been laminated in each passport is replaced with a digitized image that is printed in the document. This improves the security of the U.S. passport, making it highly difficult to substitute the photograph in the new passport. With the photodigitized passport comes several noticeable changes.

For example, the laminate on the data page has been replaced by a thin but durable film overlay securely bonded to the passport. Various security inks have also been changed. New hardware and software improvements have been made. High-speed scanners are used to obtain quality color images, and new passport printers reproduce the color photo onto the data page of the passport in a one-step printing process. These advancements



*Regional Director Terry Green, left, discusses ribbon cutting with Diane Hayden, secretary, and Jackie Harley-Bell, assistant regional director.*



collectively are helping the staff to better assist the residents of this populous region.

As a part of PhotoDig, Multiple Issuance Verification provides the capability to check every customer's name against the passport database to ensure that customers possess only one valid passport. This will help deter many types of passport fraud, and it may also be used to assist customers who have lost a previous passport.

***Above, Navy band performs at ceremony; Assistant Secretary Mary Ryan, right, addresses audience, below.***



The Chicago Passport Agency hosted a ribbon-cutting ceremony Jan. 16 to celebrate both its relocation and its conversion to PhotoDig. Guest speakers included Grant S. Green, under secretary of State for Management; Mary Ryan, assistant secretary of State for Consular Affairs; Georgia A. Rogers, deputy assistant secretary for Passport Services; and Tom Gauza, director of constituent

services and legal counsel to U.S. Sen. Peter Fitzgerald of Illinois. Other State Department and local officials attended the ceremony.

The Chicago Passport Agency's goals include supporting the Department's mission to issue secure, high-quality passports, exercising sound judgment in adjudicating claims to U.S. citizenship and providing excellent customer service to the American traveling public.

On a routine day, the Chicago Passport Agency is a happening place. The staff provides passport service to customers from its region of Illinois and Michigan. For customers traveling within 14 days, the Chicago Passport Agency provides service by appointment only, from 9 a.m. to 4 p.m., Monday through Friday. Since the Chicago Agency is the only passport agency in the Midwest and because of its proximity to O'Hare International Airport, customers with emergency travel plans journey there from all over the Midwest as well as other parts of the country to obtain passports.

Each passport region has acceptance facilities that include post offices, clerks of court and many municipal offices that accept passport applications from the traveling public and forward them to the different passport agencies. There are more 5,300 acceptance facilities throughout the United States.



***Processing Supervisor Dollie Turner, in the BookPrint Room.***

To support its mission of providing excellent customer service, the Chicago Passport Agency has made a concerted effort to solicit more acceptance facilities in its region to provide more convenient service to the traveling public. In the past two years, approximately 100 new acceptance facilities have come on board as part of Passport Services, most of them this past year alone.

To accommodate all the new acceptance facilities in 2001, the agency conducted 12 acceptance agent-training seminars held at the agency as well as in Springfield, Ill., and Flint, Detroit and Traverse City, Mich. Approximately

300 people attended the seminars throughout the course of the year. The Chicago Passport Agency has a strong commitment to cooperate and communicate with all the vitally important acceptance facilities in its region.

With more than 8 million residents calling the metropolitan area home, Chicago is the leading commercial, financial, industrial and cultural center of the nation's interior. It also has one of the most recognizable skylines



***Contact Representative Jeannie Powell, standing, confers with Supervisor Carolyn Cochran.***



***Shirley Calhoun, passport specialist, adjudicates applications in her new work space.***

with some of the world's tallest skyscrapers, such as the Sears Tower and the John Hancock Building.

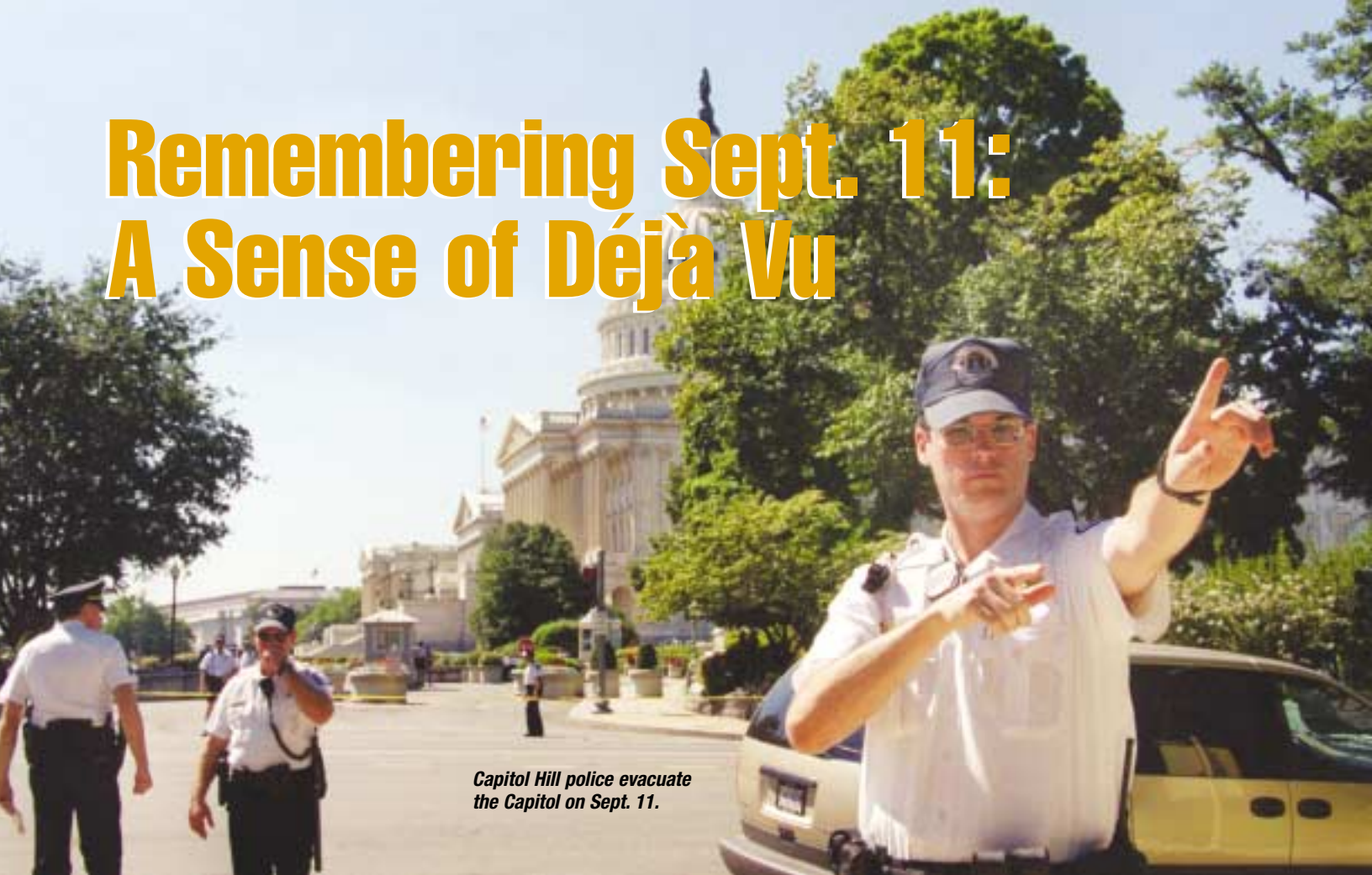
A fun town, the Windy City hosts such cultural institutions as the Art Institute, Orchestra Hall, the Civic Opera House, the Harold Washington Library, the Adler Planetarium, the Field Museum and the Museum of Science and Industry. Serious sports fans cheer for the Bears, Bulls, Cubs and White Sox. ■

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*Mr. Moses is the customer service manager for the Chicago Passport Agency and Mr. Sisk is a passport operations officer in the Bureau of Consular Affairs. For information on how to apply for a U.S. passport, visit [travel.state.gov](http://travel.state.gov).*



# Remembering Sept. 11: A Sense of Déjà Vu



*Capitol Hill police evacuate the Capitol on Sept. 11.*

Photo by Ron Thomas/AP Photo

## How can this be happening in America?

By Anne-Marie Gabor

**T**hat was my thought as we were evacuating the Dirksen Senate Office Building in Washington, D.C., on Sept. 11 following the terrorist attacks on the World Trade Center and Pentagon. I was with a group from the American Foreign Service Association for our first annual Day on the Hill, organized by AFSA President John Naland. We were scheduled to meet with our senators and representatives to urge appropriate funding for Department of State operations.

At 9 a.m., we had convened in Room 409, the Senate Foreign Relations Committee Hearing Room. Greg Aftandilian, an aide to Sen. Paul Sarbanes (D—Md.), began talking to us. No sooner had he said, “Diplomats are our first line of

defense,” when an assistant entered the room with a message that he read to us. A plane had crashed into New York’s World Trade Center.

We were appalled at this terrible accident. The meeting continued. Sen. Sarbanes entered the room and began talking about his work with the State Department authorization bill. An assistant again entered the room with a message. The senator informed us that a second plane had crashed into the World Trade Center and another plane into the Pentagon. He said America was under attack and we were to evacuate the building.

As I hurried outside, I had a strange sense of déjà vu. This was not the first time I had fled a terrorist attack. My thoughts went back to Dec. 2, 1979, when I was in Tripoli, Libya, my first post. It was a month



*Visiting the Hill on fateful day are, from left, AFSA President John Naland, the author and Ambassador Bert Tollefson.*

Photo courtesy of the author

after the attack on the U.S. Embassy in Iran where 66 U.S. Embassy employees and visitors were taken hostage. Libyan militants, intent on doing the same to us, broke down the door of the U.S. Embassy and stormed the building. Thanks to Ambassador William Eagleton Jr., we escaped safely down a hidden stairwell and through a secret passageway. The next day we were flown out of the country to safe haven.

And now terrorists were striking again, only this time in America. The streets of Washington, D.C., were crowded with people, many talking on cell phones. As I hurried along, I noticed that I was in the company of Ambassador Bruce Laingen, who was one of the Americans held hostage for 444 days in Iran. I could only imagine what he must be thinking.

I went directly to the Department of Labor, where my sister Monica works as an economist. She had already left, so I made my way across the crowded street to Union Station in search of a train out of the city. A security official there told me that there had been a bomb threat to Union Station and that train service had been suspended.

I hastened back outside and managed to get a cab. We sat gridlocked for almost half an hour. I kept staring up at Union Station, wondering if

the building would come crashing down on our heads.

Finally, we began to move. Four people ran up to my cab and began pounding on the windows. The driver lowered the window and asked, "Where are you going?" "Baltimore," they said. I shouted, "Get in!"

They crowded in and thanked us for accommodating them. We were on our way again, listening the entire journey to news reports about the devastation at the World Trade Center and Pentagon and about United Flight 93 downed in western Pennsylvania. There was also a report, later proved to be erroneous, that a car bomb had detonated outside the State Department. I told my fellow passengers that this was like Orson Welles' 1939 radio broadcast, "War of the Worlds." Only this time it was real.

Finally back home, I sat glued to the television, as did all of America. In the days that followed, news

Police evacuate Union Station.



reports revealed the incredible bravery and heroism of many people—firefighters, police, elected officials, airplane crews and the passengers of United Flight 93. Those brave passengers who overwhelmed the hijackers may have saved my life, too, as speculation grew that their ultimate destination was the U.S. Capitol.

On Oct. 31 my sister and I drove to Shanksville, Pa., where United Flight 93 went down. The public was restricted from the actual crash site, but a memorial had been established nearby. As a remembrance to the flight's heroes, I left a sign honoring their bravery. As long as there are valiant Americans like Todd Beamer, Jeremy Glick, Mark Bingham, Thomas Burnett Jr. and Sandra Bradshaw, among many others, America will endure and remain free, a shining example to the world. ■

*The author, a retired Foreign Service specialist, lives in Joppa, Md.*

A memorial to United Flight 93 in Shanksville, Pa.



Photos courtesy of the author

# FSNs

## Gain a Sense of Belonging

Story by **Stuart Hatcher**

Photos by **Bob Kaiser**

**“W**e no longer feel on the fringe of the State Department. We have a real sense of belonging,” said Joao Mutambe, a Foreign Service National employee in the consular section of the U.S. Embassy in Maputo and a participant in a mid-December consular training course held at the Foreign Service Institute.

Mr. Mutambe’s African FSN colleagues in the week-long course seemed to agree. For most, it was their first trip to the United States, their first opportunity to view the country up close.

When he met with the workshop participants during their visit to the 7th floor of the Harry S Truman Building, Deputy Secretary Richard Armitage emphasized why it is important that FSN employees have firsthand exposure

to and understanding of the United States. He said they were often the first U.S. government employees to meet with the overseas public. “You are our frontline representatives,” Mr. Armitage said.

The Bureau of Consular Affairs and FSI have long recognized the importance of FSN training, but it has only been since the mid- to late 90s that the Department has had the resources to bring consular FSNs in large numbers to Washington. Previously, FSN consular training was conducted at a distance through correspondence courses or regional workshops abroad.

Two terrorist incidents caused the Department to bring FSNs to Washington. The first World Trade Center bombing in 1993 accelerated the development of the machine-readable visa and automated name-checking. Congress mandated that a fee be collected for every nonimmigrant visa application to fund the automation, generating the money to pay for FSN travel and training.



*Secretary Powell welcomes Foreign Service National employees to his conference room.*

**Preparing their crisis management presentation are, from left, FSNs David Kaptuom, Martine Kaly, Ida M'Boob, Riquita Sampaio and Brigitte Kacou-Amondji.**



Security concerns following the 1998 bombing of the U.S. Embassies in Nairobi and Dar es Salaam forced the relocation of an FSN workshop from Africa to Washington. Bringing FSNs to Washington proved so successful that it became standard practice. Since then, the consular training division has brought more than 650 consular FSNs from around the world to FSI for functional and regional workshops.

Assistant Secretary for Consular Affairs Mary Ryan and FSI Director Katherine Peterson welcomed the African FSNs to Washington. Ms. Peterson had special affection for one participant, Mampheteng Nkuatsana, with whom she had worked in Maseru when the director was U.S. Ambassador to Lesotho.

In the wake of the Sept. 11 attacks, consular work is more important than ever, Ms. Ryan told the FSNs. She said senior managers in the bureau understood that many of the participants came from understaffed posts where there was only one U.S. consular officer, usually a junior officer. She assured them that the increased intake of new officers will provide some relief for the staffing problem but that these new officers will need lots of help from the FSNs.

"You have excellent knowledge and local contacts," Ms. Ryan told them. "We hope our junior officers will take advantage of that."

The participants represented a variety of experience in different kinds of posts. One of the most valuable aspects of the workshop was the opportunity for FSNs to learn from their African col-

leagues and to share their experiences with each other.

Eunice Sandema from Lusaka, the senior member of the group with 22 years of service, spoke with authority on a variety of issues.

Riquita Sampaio from Luanda is training her sixth junior officer in her one-officer consular section, where new officers rotate every year.

Belinda Adika joined the staff of the consular section in Nairobi in May 1998, three months before the catastrophic blast hit that embassy. Speaking during a

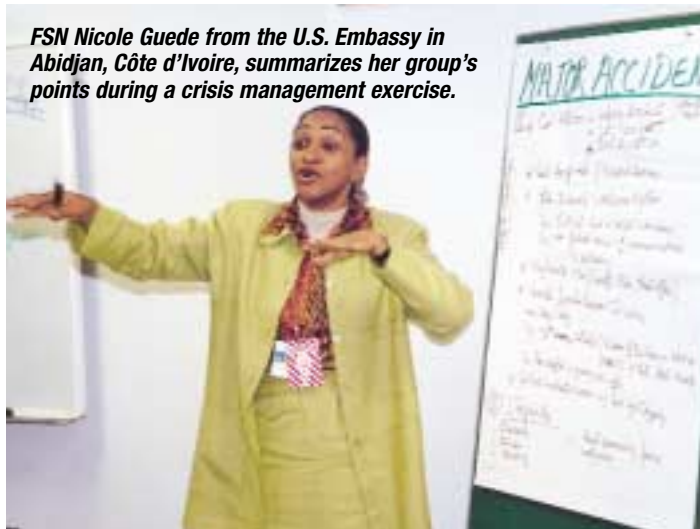
crisis management exercise, she credited her survival to the cool head of another consular FSN "who was like our Marine guard."

Ronke Orunesajo works in the beleaguered Lagos visa section. She described with passion her dedication to fighting fraud. Confronted with an applicant she had seen before, but who claimed he was applying for a visa for the first time, she explained how she sat amid the files for hours until she found his photo attached to an application showing he had been refused before under a different name.

Participants in this short course also left FSI with a better understanding of how much their work is appreciated by the Department at all levels. While they were on the 7th floor, Secretary Powell greeted them and ushered them into his conference room, where he stood for a photo with each FSN. Later, Africa Bureau desk officers graciously hosted a reception for the entire group.

Of course, not every FSN who attends one of the many workshops offered each year gets a chance to meet the Secretary or Deputy secretary. But the public affairs, economic, political, information technology and other specialists who visit the United States for training appreciate the attention they receive and are grateful for the opportunity to meet people they knew only by e-mail. As one recent FSN participant summed it up: "As a result of this trip, we work harder." ■

**FSN Nicole Guede from the U.S. Embassy in Abidjan, Côte d'Ivoire, summarizes her group's points during a crisis management exercise.**

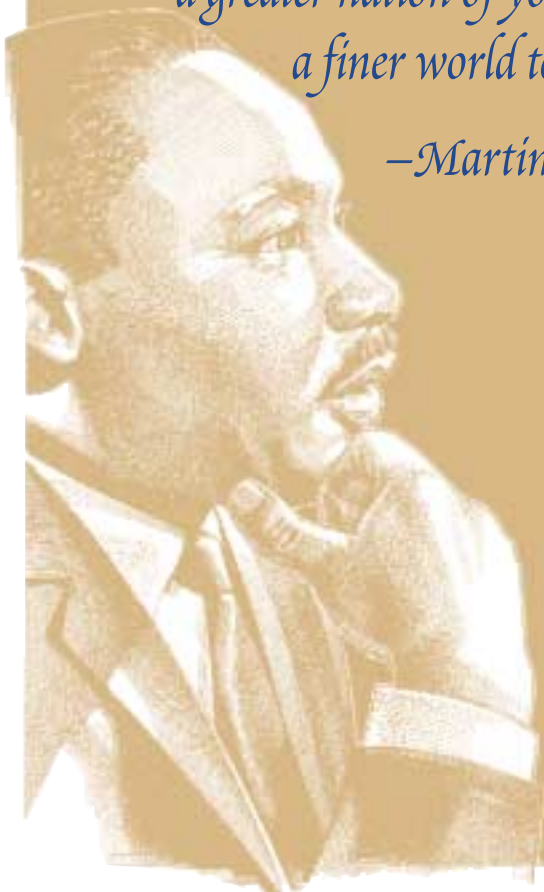


*The author is deputy coordinator for consular training in the Foreign Service Institute's School of Professional and Area Studies.*

# Department Observes King's Birthday with Special Guest

*"Make a career of humanity. . . and you will make a greater person of yourself, a greater nation of your country, and a finer world to live in."*

*—Martin Luther King Jr.*



**Story by Brenda Ross**

**Photos by Michael Gross**

**H**ollywood came to the State Department Jan. 17 when actor-humanitarian Danny Glover gave the keynote address at the Department's official observance of the Martin Luther King Jr. holiday.

Mr. Glover, known for his many movie and stage roles, joined the United Nations Development Program in 1998 as the first global goodwill ambassador. In this capacity, he travels the world educating the public on the

HIV/AIDS crisis in Africa and raising awareness of the disease in underserved communities in the United States. He has coordinated many successful fundraisers to benefit the U.N. program.

Ambassador Aurelia Brazeal, dean of the Department's Leadership and Management School at the Foreign Service Institute, introduced Mr. Glover and asked the audience to reflect on Dr. King's words: "Life's most persistent and urgent question is: What are you doing for others?"

In the standing-room-only Dean Acheson Auditorium, Mr. Glover spoke eloquently of the life and legacy of Dr. King. He described the civil rights leader's commitment to reconciliation and redemption and quoted Dr. King in saying, "Everybody can be great, because everybody can serve."

Joining State and U.S. Agency for International Development employees were more than 100 children from the Department's adopted school, Miner Elementary. The Department has had a year-round tutoring "partnership" for the past four years with Miner, one of the District of Columbia's "targeted assistance" schools. In addition to the reading tutoring program involving some 100 State volunteers in a three-day-a-week after-school program, partnership activities have included a range of special classes and other activities at the school and visits and performances by Miner stu-

dents at the Department. Following the initial success of this partnership, State employees also spearheaded a successful effort, with White House assistance, to involve other federal agencies in similar partnerships with District elementary schools.

Also attending the King observance were students from Bell Multicultural Senior High School in Washington, D.C. A multicultural and multilingual academic school, Bell's programs go beyond the traditional definition of high school to include adult literacy, parenting skills, drop-out prevention, vocational-technical training and career development activities.



*Actor Danny Glover addresses audience.*

Mr. Glover and Deputy Secretary Richard Armitage acknowledged these special young guests and admonished them, as well as the entire audience, to make the holiday a “day on, not a day off.”

In his remarks, Mr. Glover suggested that each person in the room go to a bookstore or library to obtain and read a book—one book—written by, not about, Dr. King, and feel the power of his words. He also said Dr. King was a truly great American—not perfect—but great. At the conclusion of his remarks, Mr. Glover received a standing ovation.

“Let My People Go,” a litany of commemoration of Dr. King, was read by employee representatives of the Department and USAID.

The program was sponsored jointly by the Department’s Office of Civil Rights, the U.S. Agency for International Development’s Office of Equal Opportunity Programs, the Thursday Luncheon Group and three chapters of Blacks in Government: the Foreign Affairs chapter, the USAID chapter and the Carl T. Rowan chapter. ■

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*The author is an equal employment opportunity manager in the Office of Civil Rights.*

*Miner Elementary School students encircle Mr. Glover for autographs after the actor’s talk on Martin Luther King Jr.*



# The Taj Mahal Up Close

One Civil Service  
Employee's Experience in a  
Hard-to-Fill Job

*The author and her husband, Phil Budig, visit the Taj Mahal in Agra.*



Photos courtesy of the author



**By Nyda Budig**

I joined the State Department right out of college, and I always knew that someday I would want to work overseas.

The idea lingered for years.

Although I liked to travel and wanted to see the world, spending a Foreign Service career moving from place to place every three or four years seemed too hard of an adjustment for me. I'm from a small family, and I was convinced I would be too homesick living outside the country. To be sure, those were pre-e-mail days when keeping in touch with family and friends was not instantaneous. Once I married and settled into my comfortable lifestyle, joining the Foreign Service appeared to be even more distant.

I first heard of the hard-to-fill program from a colleague who had done a three-year excursion tour as a consular officer in Pakistan. I admired her for it and thought to myself, before I retire I want to do that. There was little information available about the program. I did know that, at the time, to apply for overseas jobs, Civil Service employees needed written permission from their supervisors and a guarantee in writing from their bureaus' executive directors of reemployment rights in their bureaus after their tour of duty. This was a significant disadvantage to Civil Service employees worried that there might be fewer job opportunities in their own bureaus when they returned several years later.

In February 2000, the Bureau of Human Resources gave two informational briefings to answer questions about the hard-to-fill program. Restless after 15 years as a press officer, I decided to attend a session. I found there had been a number of changes in the hard-to-fill program. First, you

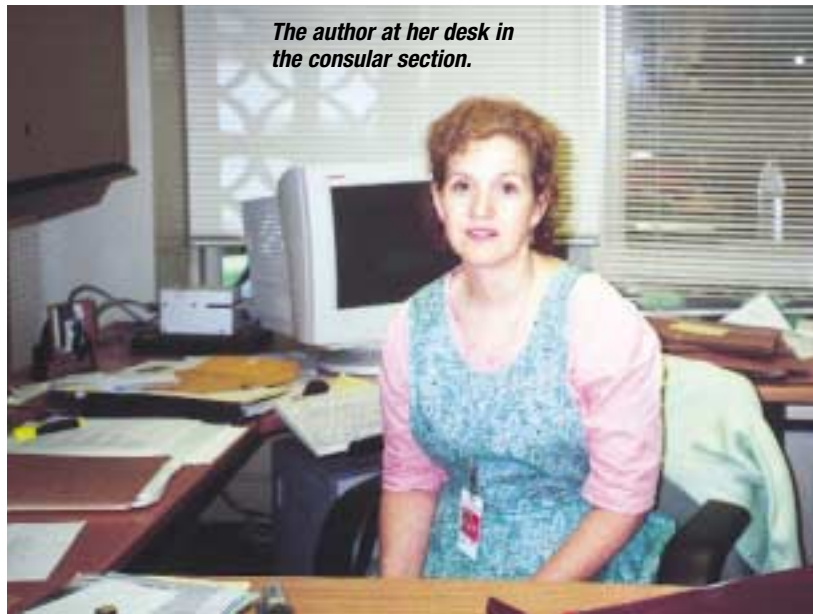
no longer needed your current bureau's written permission to apply. Instead, you needed to inform your supervisor. And second, if you were selected, the Department guaranteed you reemployment at your same grade, though not necessarily in your previous bureau.

I also learned that many of the hard-to-fill jobs were available at the mid-level because hiring freezes and lower intake of new officers had created vacancies over the past 10 years. Because some officers decided to leave the Foreign Service after only one or two tours, there was a significant gap, particularly at the FSO-3 level. Most of the hard-to-fill jobs were in the consular and administrative areas, and there were few qualified Foreign Service officers bidding on them.

The briefing was very informative. I learned, for example, that it is a mistake to take a hard-to-fill job right before retiring. That's because locality pay is considered part of an employee's base salary in calculating the highest three years for retirement. Post differential is not. Until the legislation changes, it pays employees to work their last three years in the Washington, D.C., area.

I also learned that while overseas, you are in a limited Foreign Service appointment. Civil Service employees are rated as Foreign Service officers but are ineligible for promotions. Also, five years is the maximum period Civil Service employees can stay overseas. While you are ineligible for home leave, you may qualify for rest and recuperation travel at government expense after each year of service.

Another benefit for Civil Service employees is that annual leave ceilings increase from 240 hours to 360 hours. Although you lose your locality pay when you're abroad, in many countries you may get a hardship differential. That, coupled with free housing and utilities, enables many people to save money while posted overseas. The biggest advantage is the chance to see whether or not you like living overseas, without making a lifetime commitment. If you decide the Foreign Service is for you, after 40 months you may become eligible to apply for a



*The author at her desk in the consular section.*

*The biggest advantage is the chance to see whether or not you like living overseas without making a lifetime commitment.*

skill code change, and depending on staffing needs at the time, you may be able to convert.

The list of open assignments came out in March 2001, and we were given three weeks to bid. The list was long, but I quickly eliminated a number of the language-designated jobs that required a year of study at the Foreign Service Institute. Once I decided to go abroad, I suddenly didn't

want to wait a whole year. For me, there were four consular jobs that looked interesting. Before bidding, we were encouraged to get post reports. Some geographic bureaus held open houses that gave me a chance to learn about the specific jobs I was interested in.

The post that caught my eye was New Delhi.

Coincidentally, I had a picture of the Taj Mahal on the wall of my office. I looked at it every day. My husband took the photo when he visited India in 1983. I never dreamed I would be paneled for that job or even selected. Yet, here I am writing from India, where I have been since September 2000, interviewing hundreds of nonimmigrant visa applicants, responding to a backlog of cor-

respondence and overseeing the anti-fraud and American Citizens Services units. In the latter job, I have visited detained Americans in jail and arranged medical evacuation and treatment for a number of injured U.S. citizens.

The opportunity to experience consular work abroad has broadened my perspective. While I have not yet decided whether to apply to convert to Foreign Service, serving as a consular officer in India has been a career challenge that will help me whether I go to another post or ultimately return to the Department.

There are times when I really miss my family and friends back home. But the chance to live overseas for a few years and visit places in the world I would not otherwise see makes it all worthwhile.

And yes, I did finally get to see the Taj Mahal. ■

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*The author is a consular officer at the U.S. Embassy in New Delhi. Prior to doing a hard-to-fill tour, she worked as a public affairs officer in the Bureau of Consular Affairs.*



# U.S. Firms Recognized for Their Overseas Operations

Story by Nancy Smith-Nissley  
Photos by Michael Gross

The Department presented its annual Award for Corporate Excellence this year to two U.S. companies for their corporate citizenship and exemplary business practices overseas.

Ford Motor Co. of Dearborn, Mich., was chosen for the innovative HIV/AIDS programs of its Ford South Africa subsidiary.

Solar Electric Light Co. of Chevy Chase, Md., a small business with 300 employees worldwide, was recognized for the contributions of its subsidiary, SELCO-Vietnam, in supplying electricity with wireless solar power to rural households in Vietnam.

Speaking to an audience from business, labor, environmental and human rights groups as well as from the diplomatic corps at the Jan. 16 award ceremony, Marc Grossman, under secretary of State for Political Affairs, said the values and the practices of U.S. companies abroad serve as powerful models to others working to build democratic societies, market-based

economies and institutions for peace and prosperity.

Mr. Grossman said the awards “symbolize the Department’s partnership and commitment to working with the U.S. business community, a priority of Secretary Powell.” The Secretary was traveling to South Asia and Japan and unable to present the awards.

In accepting Ford South Africa’s award, Lewis Booth, president of Ford Motor Co., Asia-Pacific and Africa, said, “Good companies provide excellent products and services at competitive prices, but great companies do the same thing and make the world a better place.”

Neville Williams, chairman and CEO of SELCO, echoed Mr. Booth’s sentiments. “We all feel blessed to put responsible capitalism to work, knowing that besides generating revenues we are also achieving other objectives” such as improving the lives of rural families; eliminating their need to use dirty, dangerous kerosene for lighting; reducing carbon emissions; lessening dependence on Middle East oil; and helping to stem migration to the cities.

After the awards were presented, there were live audio-video links between principals in Washington and the winning posts. Tony Wayne, assistant secretary for Economic and Business Affairs, led the program’s interactive session with Cameron Hume, U.S. Ambassador to South Africa, and the Ford South Africa team, and Raymond Burghardt, U.S.



Attending awards ceremony are Lewis W. K. Booth, left, president of Ford Motor Co., Asia-Pacific and Africa; Ambassador Makate Shelia Sisulu, Republic of South Africa; and Marc Grossman, under secretary of State for Political Affairs.

Ambassador to Vietnam, and the SELCO-Vietnam team in Ho Chi Minh City.

Last year, chiefs of mission nominated 62 candidates for the corporate excellence award—more than double the number in years past. The selection committee, chaired by Alan Larson, under secretary for Economic, Business and Agricultural Affairs, included Under Secretary for Management Grant Green and senior officials from the Bureaus of Economic and Business Affairs; Democracy Human Rights; and Labor, Oceans and International Environmental and Scientific Affairs, as well as the Overseas Private Investment Corp.

For more information about the Department’s Award for Corporate Excellence program, please see [www.state.gov/e/eb/cba](http://www.state.gov/e/eb/cba) under “Business Support.” ■

*The author is senior adviser for business outreach in the Office of Commercial and Business Affairs.*



Marc Grossman, left, under secretary of State for Political Affairs, congratulates Neville Williams, chairman and CEO of Solar Electric Light Co. of Chevy Chase, Md., for its subsidiary’s work in rural Vietnam.

# Assisting Deaf Children in Bangladesh

By Ralph Hamilton

**W**hen posted to one of the world's poorest countries, diplomats must learn to cope with the extreme poverty. When I arrived in Bangladesh, Jo Fuller, the community liaison officer, suggested I select a small group of individuals and work with them to improve their lives.

On the first day of my daughter's 5th grade class, she learned some sign language. Little did I realize that my daughter's sign language experience would lead me to the group I would be assisting.

A few weeks later, the school hosted the new parents' orientation. During one session, the 5th grade teacher commented about their Service Learning Project working with the Salvation Army Deaf School. She was teaching her 5th graders some simple sign language for them to use when they visited the school. In passing, she mentioned that the school taught Bengali lip reading and that the kids had a hard time communicating.

Several months later, the J. Kirby Simon Foreign Service Trust fund requested proposals. As the AFSA representative at post, I circulated the notice. Encouraged by Jo Fuller, I contacted my daughter's teacher about requesting funding for the Salvation Army Deaf School. The school lacked several things—from manipulative toys for counting,



*The author, above, with deaf students and, below, with their teachers.*

ing, telling time and hands-on learning to simple sign language material that could be translated easily into Bengali.

I drafted a proposal, and in May the J. Kirby Simon trustee notified me that they had approved the project.

In ordering the materials, I mentioned to the companies that the supplies were for deaf children in Bangladesh. As a result, one company offered additional materials, one discounted the prices and another covered shipping costs. The savings were substantial enough to cover hearing aides for four kids who needed them.

In the fall, the Salvation Army Deaf School visited the American International School in Dhaka, where they received the manipulative toys. The 5th graders showed the deaf children how to play with the various counting blocks, puzzles, gears and a host of other hands-on learning toys. In December, the American school visited the Bangladesh school and presented the sign language materials.

The Bangladesh school has begun introducing sign language. The kids will be taught both simple sign language and lip reading. Other deaf schools using lip reading have expressed interest in sign language.

The grant has touched the lives of not only the 20 deaf Bangladeshi children, but also the teachers and the 90 5th graders at the American International School in Dhaka. ■



Photos courtesy of the author

*The author is the financial management officer at the U.S. Embassy in Dhaka.*

## Safety Scene

# Reducing Pests and Pesticides

By Claire Huson

*If spring comes, can gardening be far behind?*

**W**ith the unusually warm winter, many people already have gardening on their minds. Not only will your family likely consume vegetables grown there, children and pets may play in the garden as well.

For those reasons alone, pesticides should be held to a minimum and you can accomplish that through integrated pest management principles. They are ideal for the home garden since they promote a healthy garden, make it less inviting to pests and reduce the use of pesticides.

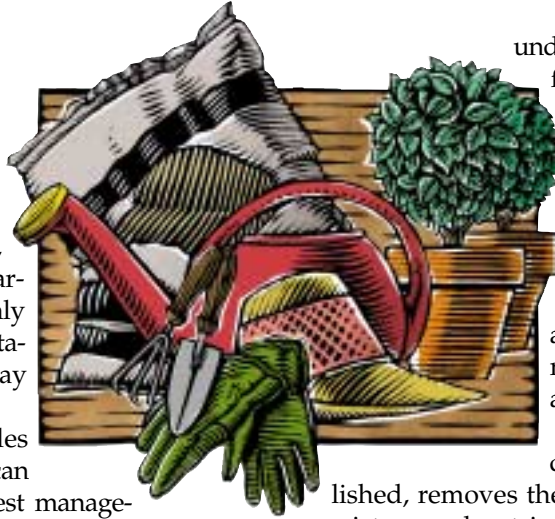
Where do you begin? Avoiding pest problems begins with assessing your garden's location. What's the soil like? Does it need to be enriched? How much sunlight exposure is there? What's the local climate? While some garden characteristics can be modified, others, like climate, cannot. Accept what won't change and move on. And remember that approximately one-third of plant losses have nothing to do with pests or disease anyway.

The backbone of a healthy, pest-resistant garden is fertile soil. You can test the soil for pH and nutrient content with test kits or soil testing services. Findings may indicate that enrichment is needed and a tailored prescription can be devised.

The next step is designing a plan based on how the garden will be used and then selecting appropriate plants. Perhaps there are high-traffic areas where a sturdy grass or walkway is best suited. In addition to answering the design goal, plant selections must be well suited to the soil, light, moisture and climate.

Design considerations should also anticipate common pest problems. Look for plants that are resistant to common pests, be they deer, other wildlife or a plant disease. Combine plants vulnerable to pests with others that deter them. For example, planting basil near tomatoes deters tomato hornworms and garlic planted among vegetables deters aphids, weevils and spider mites.

Similarly, include plants that attract such beneficial insects as lacewings and ladybugs. Decreased pesticide use will also protect beneficial insects that are part of nature's way of controlling pests. Don't overlook physical design considerations and the potential impact on pest problems. For example, don't plant too close to buildings since the irrigation requirements for the plants could invite termites to feed on the structure. Installing landscape fabric or plastic sheeting



under a new walkway will help block future weeds.

While good preparation and design will give the garden an excellent start, the following proper maintenance is critical, too.

Frequently mowing the lawn so more than one-third of the height is trimmed, yet the grass is at least three inches, encourages root growth, moisture retention and competition with weeds.

Manual weeding, preferably done before the weeds get established, removes these undesirables that compete for moisture and nutrients.

Mulching helps retain soil moisture, deter weeds and conditions the soil.

Avoiding physical damage—for example, from string trimmers or lawn mowers cutting into tree trunks—prevents injury that makes plants more vulnerable to pests.

Monitoring for early signs of pests allows for prompt action while the pest population is small.

When pests are detected, identify them and use the least toxic means of control first. Control measures may include traps, barriers, beneficial insects and pesticides. Traps such as small pools of stale beer to catch slugs can make a dent in, as well as indicate the size of, the pest population. Some pests, such as aphids, can be physically removed by hand or with a jet of water spray, suffocated with spray oils or killed from contact with insecticidal soap.

Physical barriers can be established, too, to deter slugs by encircling plants with diatomaceous earth, lime or sawdust. The demand for greener pest control products is on the rise, making them more widely available than ever. Even “organic” pesticides can be hazardous, however, and users should always read and follow the pesticide labeling.

There are many sources of guidance for integrated pest management. In the United States, agricultural extension services are an excellent resource. Their advice is tailored to the plants, climate and pests of the region and offered at little or no cost. Extension services often do soil testing as well. In addition, university agriculture or entomology departments have helpful information, including easy-to-use web sites with photographs or drawings to help diagnose pest problems.

Of course, there are many reference books on gardening, and many are touting integrated pest management practices that organic gardening has long embraced. ■

*The author is an industrial hygienist in the Office of Safety, Health and Environmental Management.*

# People Like You

Photo by Barbara DeJournette



Children respond during story hour in the Middle Eastern setting they helped to construct.

When Barbara DeJournette and her husband Ted returned to the Washington, D.C., area from an assignment in Amman a few years ago, they were looking for a church to join. They found one, an inner-city congregation deeply committed to linking less fortunate young people with adult mentors.

The DeJournettes soon joined the Tuesday evening mentoring sessions. Ted worked to build the kids' computer skills while Barbara encouraged her group to broaden their understanding of the world beyond the District. She conducted Spanish language classes and led discussions about life in the Middle East.

The students were so fascinated by the region that they constructed a model Middle Eastern setting in the church's community room. They brought to life biblical scenes, even one in which they served Mideastern food they had prepared themselves. In the course of researching the project, they improved their reading, writing and public speaking skills.

"It's rewarding work," Barbara says. "When you spend time with city kids, you soon discover they have dreams and aspirations just like other young people. What they need is adults who have confidence in them and are willing to spend time to help them achieve." She speaks glowingly of two young ladies in her church program who are attending college, modestly giving the girls all of the credit for their own progress. One of the girls, who hopes to

## Passing on a Mentor's Legacy

enter Georgetown University next fall, says, "If you believe it, you can do it."

Barbara remembers herself as a shy, timid 8th grader in Mr. Jones's class. He told the North Carolina farm girl that the future was wide open for her if she was willing to make the effort, and he gave her the confidence to

overcome her shyness by speaking up in class. She sees her own mentoring as passing on Mr. Jones's legacy.

When asked what makes a good mentor, Barbara says, "First and foremost, you've got to be a good listener. You also have to be open-minded, have a strong desire to help others and share time and resources with them."

There are plenty of mentoring opportunities in every community, according to Barbara, a career development officer for mid-level specialists in the Bureau of Human Resources. People interested in mentoring should contact their church, school or local youth organization.

"You do it because you care about people," she says. ■

Barbara DeJournette



## STATE OF THE ARTS

### Upcoming Calendar

Pianist Anastassia Ivanova



- ◆ March 13 Sirocco, a women's woodwind quintet; Li-Ly Chang, pianist
- ◆ March 27 José Sacin, tenor, and Anastassia Ivanova, pianist
- ◆ April 10 Wayne Dorsey, classical pianist
- ◆ April 24 Marcos Galvany, composer-pianist; Naomi Burns, violinist; and Karla Rivera, soprano, performing music by Mr. Galvany
- ◆ May 8 Piano students from Georgetown University and State
- ◆ May 22 James Wilson, cellist

**Performances are on Wednesdays at 12:30 p.m.  
in the Dean Acheson Auditorium.**

## Artist Premieres Poe Work

By John Bentel

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association ended their 2001 concerts and ushered in the New Year with talented musicians from the Peabody Conservatory of Music in Baltimore and the Department.

In a return appearance, Peabody composer-pianist Benjamin Boyle premiered his *Lenoriana*, a song cycle for baritone and piano based on Edgar Allan Poe's poem. James Rogers sang the work, consisting of eight songs and an intermezzo. The cycle portrays the epic works of the poet as well as the pain and tragedy that inspired them.

Violist William Johnston and pianist Laura Johnson, also from Peabody, performed works of German com-

poser-violinist Paul Hindemith, many based on Middle East folk tunes laced with humor, along with Astor Piazzolla's *Le Grand Tango*.

Nick and Mary Greanias presented their popular Christmas concert, a perennial favorite. The program also featured vocalists Betsy Erickson, Amy DeLouise and the a cappella vocal octet, Venus d Minor. Guitarist Ronald Hoehn and pianist Daniel Ernst accompanied the performers.

Employee Anjum Khilji read in Arabic *Sura 1* from the *Qur'an*, while the audience followed the program's English interpretation. As a welcome addition to the concert, the FSI Men's Glee Club, a 10-member ensemble, blended harmoniously under Mr. Greanias's able direction.

The colorful concert consisted of music from a multitude of traditions and faiths. In addition to the soloists, the audience joined in singing many familiar and traditional holiday songs. In keeping with the universality of the season, Mr. Greanias led the audience in rounds (similar to "Row, Row, Row Your Boat") of the traditional Hebrew song *Shalom Chaverim*, as well as Giovanni Pierluigi da Palestrina's *Dona Nobis a Pacem*.

Some ever-popular Broadway selections were also included.

Mr. Greanias characterized the content of the music and program as focused on "the great hope of Christmas: peace and goodwill for all." ■

FSI Men's Glee Club



*The author is a computer specialist in the Executive Secretariat.*

## O B I T U A R I E S

*Michael Buzan Jr.*, 83, a retired Foreign Service officer, died Jan. 15 of a stroke in a suburb of New Orleans, La. Mr. Buzan served in Miami and New Orleans as director of the Department's reception centers before being assigned in 1959 to the U.S. Embassy in Havana. Two years later, he oversaw the evacuation of U.S. personnel when diplomatic relations with Cuba were severed. He was the last U.S. diplomat to leave the island. He later served in India and Honduras. He retired in 1969.



*Michel Cieplinski*, 95, a retired Civil Service employee, died Dec. 29 in Washington, D.C., after a short illness. During his tenure at State, he served as deputy administrator of the old Bureau of Security and Consular Affairs and later as acting administrator of the Bureau of Consular Affairs. He later served as

a special assistant to the under secretary for Management and deputy assistant secretary for Administrative Affairs. He helped form the Overseas Schools Advisory Council in 1967 and served as a special assistant to the council until his retirement in 1997.

*Piltti Heiskanen*, 89, a retired Foreign Service officer, died Sept. 14 of natural causes in Hanover, N.H. He worked for the Voice of America in New York and Munich before joining the State Department. He was posted to Iran, Israel and Finland before retiring in 1973. He served as an officer in the Finnish Army before moving to the United States.



*Alexander Roy Mackay*, 74, a retired Civil Service employee, died Oct. 20 of complications from surgery at George Washington University Hospital in Washington, D.C. A resident of Arlington, Va., he served as attorney adviser in the Bureau of Consular Affairs' passport division and visa office from 1962 until 1995.



*Edgar L. McGinnis*, 94, a retired Foreign Service officer, died of sepsis Dec. 27 at Friends Home in Sandy Spring, Md. During his 37 years of government service, he served in South and Central America, London and Tehran. His service in Washington included representing the Department on the Board of Economic Warfare and the War Production Board. He retired in 1967.



*Helen Foose Petersen*, a retired Foreign Service officer, died July 14 in Coronado, Calif. She served in Bermuda, Portugal, Saigon, Paris, Tehran, Seoul and Singapore before retiring in 1971.



*Z. Kathryn Sodersten*, a retired Foreign Service secretary, died of cancer Oct. 12 in Dallas, Texas. She joined the Foreign Service in 1964 and served in Rome, Naples, Izmir, Kingston and Mexico City. She retired in 1980.

*State Magazine* welcomes contributions to the obituaries. Text is limited to the employee's career with the Department. The magazine publishes obituaries of State employees, retirees and immediate family members at the request of the family or a representative. Submissions may be e-mailed, faxed or mailed to the addresses on the inside front cover. Photos are returned upon request.

## APPOINTMENTS



**Designated Chief of Mission to Curaçao.** Deborah A. Bolton of Pennsylvania, a career member of the Senior Foreign Service, class of Counselor, has assumed her duties as designated chief of the U.S. Mission to Curaçao. She opened the U.S. Consulate General in Ho Chi Minh City in 1997 and served there as acting principal officer

until May 1998, when she became deputy principal officer until her departure in 1999. From 1999 to 2001, she served as deputy chief of mission in the U.S. Embassy in Valletta, Malta. She joined the Foreign Service in 1974 and has also served in Quito, Buenos Aires, Madrid, Budapest, Havana and Hanoi.



**Assistant Secretary for Resource Management and Chief Financial Officer.** Christopher B. Burnham of Connecticut, a former investment banker, state legislator and treasurer, is the new assistant secretary for Resource Management and chief financial officer. The Bureau of Resource Management is a new bureau created to enable the

Secretary of State to present integrated international affairs resource submissions to the Office of Management and Budget and to Congress. Mr. Burnham returns to government after serving as the chief executive officer of a leading asset management and mutual fund company, PIMCO's Columbus Circle Investors, and as vice chairman of PIMCO's mutual fund group. In 1994, he was elected treasurer of Connecticut. Previously, Mr. Burnham was an investment banker with Credit Suisse First Boston and Advest Corporate Finance. He was elected to the Connecticut House of Representatives three times. He is a lieutenant colonel in the U.S. Marine Corps Reserve and, as an infantry platoon commander in the Gulf War, led one of the first units to liberate Kuwait City in 1991. He and his wife Courtney have three children.

**Designated Chief of Mission in Havana, Cuba.** James C. Cason from New Jersey, a career member of the Senior Foreign Service, class of Minister-Counselor, will assume his duties in September as designated chief of mission of the U.S. Interest Section in Havana. Director of policy and coordination in the Bureau of Western Hemisphere Affairs since 2000, Mr. Cason was deputy chief of mission in Kingston from 1997 to 2000. He was political adviser to

the U.S. Atlantic Command and to NATO's supreme allied commander Atlantic from 1995 to 1997. From 1991 to 1995, he was deputy chief of mission at the U.S. Embassy in Tegucigalpa. Mr. Cason has also served in San Salvador, La Paz, Panama City, Montevideo, Milan, Maracaibo and Lisbon. He was a Fulbright Scholar in Uruguay from 1968 to 1970. He and his wife Carmen have two sons.

**Designated Chief of Mission in Hong Kong.** James R. Keith of Virginia, a career member of the Senior Foreign Service, class of Counselor, is scheduled to report to Hong Kong in early August to serve as consul general. He is currently director of the Office of Chinese and Mongolian Affairs, a position he has held since July 2000. He directed Asian affairs at the National Security Council from 1999 to 2000 and served in the NSC's Asian affairs directorate during the early 1990s. Mr. Keith has served in Beijing, Jakarta and Seoul and in Taipei, for Chinese language training. He and his wife Jan have six children.

**U.S. Ambassador to Swaziland.** James D. McGee of Indiana, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to Swaziland. He served as administrative counselor in Abidjan from 1998 to 2001, Kingston from 1995 to 1998 and Bridgetown from 1992 to 1995. He has also served in Bombay, The Hague, Lahore and Lagos. During his service as an officer in the U.S. Air Force from 1968 to 1974, Mr. McGee earned three Distinguished Flying Crosses in Vietnam. He is married to Shirley Jean French McGee.



**U.S. Ambassador to the Republic of Namibia.** Kevin J. McGuire of Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Namibia. He directed the office of senior assignments in the Bureau of Human Resources from 1999 to 2001 and served as diplomat-in-residence at Howard University

from 1997 to 1999. Mr. McGuire directed the office of economic, social and human rights affairs in the Bureau of International Organization Affairs from 1994 to 1997. He was minister-counselor for economic affairs in Rome from 1990 to 1994 and in Seoul from 1987 to 1990. He has also served in Canberra, Adelaide, Athens, Dublin and Libreville. He and his wife Kay have three children.

## APPOINTMENTS

**U.S. Representative to the Organization for Security and Cooperation in Europe, with the rank of ambassador.** Stephan M. Minikes of the District of Columbia, a partner in the Washington, D.C., office of the law firm of Thelen Reid & Priest L.L.P., is the new U.S. Representative to the Organization for Security and Cooperation in Europe. He has chaired the firm's government affairs department and served as managing partner of the Washington office. Prior to joining Thelen Reid in 1984, Mr. Minikes established the Washington office of the Houston firm of Butler & Binion in 1977, serving as that office's managing partner for seven years. In 1974, he joined the Export-Import Bank of the United States as senior vice president of the management committee, where he served until 1977. From 1972 to 1974, Mr. Minikes served as legal counsel to the chief of Naval Operations. He and his wife Dianne have one daughter.



**U.S. Ambassador to the Republic of Madagascar.** Wanda L. Nesbitt of Pennsylvania, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Madagascar. She was deputy chief of mission in the U.S. Embassy in Dar es Salaam from 1999 to 2001 and in Kigali from 1997 to 1999.

Since joining the Foreign Service in 1981, she has also served in Port-au-Prince, Paris and Kinshasa. Ms. Nesbitt is married to James E. Stejskal.



**U.S. Ambassador to Norway.** John D. Ong of Ohio, chairman emeritus of the BFGoodrich Co., is the new U.S. Ambassador to Norway. He joined the company as an assistant counsel in 1961, rising to the post of president in 1975, to president and chief operating officer in 1978, to chairman of the board and chief executive officer in 1979 and to

chairman of the board, chief executive officer and president in 1994. Mr. Ong retired from BFGoodrich as board chairman in 1997 after 36 years of service. He is credited with transforming the tire-manufacturing firm into a leading provider of aircraft systems and services and a producer of specialty chemicals. Mr. Ong joined the U.S. Army Reserve as an enlisted man in 1954 and was commissioned as a first lieutenant after graduating from Harvard Law School. He served on active duty from 1959

to 1961 and on reserve duty from 1961 to 1964. He was a captain in the Ohio National Guard from 1964 to 1965. He and his wife Mary Lee have three children.



**Assistant Secretary for Western Hemisphere Affairs.** Otto J. Reich, president and co-founder of RMA International, Inc., is the new assistant secretary for Western Hemisphere Affairs. RMA International, Inc., advises U.S. and multinational clients on government relations, market access and strategic planning. From 1990 until

co-founding RMA in 1997, Mr. Reich headed the Latin American practice at The Brock Group, an international consulting firm based in Washington, D.C. From 1986 to 1989, he was U.S. Ambassador to Venezuela. As special adviser to the Secretary of State from 1983 to 1986, he managed the interagency office of public diplomacy for Latin America and the Caribbean. In 1991 and 1992, he was an alternate U.S. Representative to the U.N. Human Rights Commission in Geneva. From 1981 to 1983, he was assistant administrator for Latin America in the U.S. Agency for International Development. Earlier, he was Washington director of the Council of the Americas, community development coordinator for the City of Miami, international representative of the State of Florida Department of Commerce and staff assistant in the U.S. House of Representatives. Mr. Reich has two grown daughters.



**U.S. Ambassador to the Republic of the Philippines and the Republic of Palau.** Francis J. (Frank) Ricciardone Jr., a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of the Philippines and the Republic of Palau. He directed the Department's task force on the coalition against terrorism and was a senior adviser to the director general of the Foreign Service. From 1999 to 2001, he was special coordinator for the transition of Iraq. Mr. Ricciardone has served two tours in Turkey, most recently as deputy chief of mission from 1995 to 1999. He has also served in Cairo, Amman and London. He served in two multinational military deployments: as chief of the civilian observer unit of the multinational force and observers in Egypt's Sinai Desert and as political adviser to the U.S. and Turkish command-



ing generals of Operation Provide Comfort, based in Turkey and operating in Iraq. He and his wife Marie, a molecular biologist who works in the office of the environment in the Bureau of Oceans and International Environmental Scientific Affairs, have two grown daughters.

**U.S. Representative to the European Union, with the rank of ambassador.** Rockwell A. Schnabel of California is the new U.S. Representative to the European Union, with the rank of ambassador. He was a general partner in Trident Capital, a private equity firm in Los Angeles, from 1993 to 2001, and chaired the Los Angeles Convention and Visitor's Bureau from 2000 to 2001. From 1993 to 1996, Mr. Schnabel was president of the Los Angeles Fire and Police Pension Fund. He was an under secretary of the U.S. Department of Commerce from 1989 to 1991 and deputy secretary from 1991 to 1992. Mr. Schnabel was U.S. Ambassador to Finland from 1986 to 1989. He was vice-chair of Morgan Olmstead Kennedy Gardner (Wedbush Securities) in Los Angeles from 1983 to 1986. He was president, senior vice president and vice president of Bateman, Eichler, Hill, Richards Group, Inc. (First Union Securities). He and his wife Marna Belle have three children.



**U.S. Ambassador to the Republic of Moldova.** Pamela Hyde Smith of Washington state, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Moldova. She was minister-counselor for public affairs in the U.S. Embassy in London from 1997 to 2001 and directed the Bureau of Information in the U.S. Information Agency from 1995 to 1997. Since joining the Foreign Service in 1975, Ms. Smith has also served in Bucharest, Belgrade and Jakarta. She has two daughters by her deceased husband Sidney Smith and two stepsons.

**Alternate Representative of the United States of America for Special Political Affairs in the United Nations, with the rank of ambassador.** Richard S. Williamson of Illinois, a partner in the Chicago law firm of Mayer, Brown & Platt, is an Alternate Representative of the United States of America for special political affairs in the United Nations, with the rank of ambassador. Mr. Williamson was part-time chairman of the Illinois Secretary of State Merit Commission from 1994 to 1999. He was a member and then chairman of the board of directors of the Federal Home Loan Bank of Chicago from 1990 to 1996. He joined Mayer, Brown & Platt as a partner in 1986, left the firm to serve as assistant secretary for International Organization Affairs from 1988 to 1989 and rejoined the firm at the completion of his assignment with the Department. From 1985 to 1986, Mr. Williamson was senior vice president for corporate and international relations at Beatrice Co., Inc. He was U.S. Ambassador to the U.N. offices in Vienna from 1983 to 1985 and deputy U.S. Representative to the International Atomic Energy Agency. He was assistant to the President for Inter-Government Affairs from 1981 to 1983. Mr. Williamson and his wife Jane have three children.

## PERSONNEL ACTIONS

### Civil Service Retirements

Baker, Newton Charles	Haneles, Ellen Gail	McGlinchey, Lucilla A.
Baker, Rabb Stevan	Irby, Marian E.	McLaughlin Iii, Charles
Brabham, Delores T.	Jackson, M. Celeste	Rice, Joann
Corden, Pierce S.	Jacobs, Leslie E.	Rogers, Doris J.
De La Garza, Alexander D.	Jordan, Sophie S.	Sheaks, Owen J.
Dyer, Ellen D.	Kimmel, James K.	Shields, Brenda A.
Gregory, Bruce N.	Leslie, Willie L.	Wanner, Raymond E.
Gvozdas, Kathleen D.	Lowery III, Leroy	Zielkowski, Donald W.

### Foreign Service Retirements

Ackerman, David A.	Greene, Frank P.
Bennett, David C.	Hecklinger, Richard E.
Burkhardt, Paul G.	Hess, David M.
Collins Jr., John A.	Murray Jr., Daniel Thomas
Dempsey, Gerard M.	Newman, Cynthia J.
Einik, M. Michael	Painter, Rodney G.
Gelbard, Robert S.	Shaeffer, David T.

# THE WARM AND FUZZY AMBASSADOR BLUESTONE

MYRON, I NEED TO ASK YOU SOMETHING...

AMBASSADOR BLUESTONE, IF ITS ABOUT THE CLASSIFIED YOU LEFT IN YOUR BATHROOM, NOT TO WORRY! I ATE ALL 68 PAGES AND I'LL GET MY STOMACH PUMPED AND SHREDDED!



MYRON, WHAT'S THE MOOD OF THE EMBASSY?

WHY, CONTINUOUS, GIDDY DELIGHT AT SERVING AN AMBASSADOR WE WORSHIP WITHOUT QUESTION, OF COURSE...



SOMETIMES I THINK YOU ONLY TELL ME WHAT I WANT TO HEAR...

UNLESS YOU TELL ME YOU WANT TO HEAR SOMETHING DIFFERENT!



MAYBE I SHOULD HAVE AN OPEN DOOR POLICY...

JUST BECAUSE YOUR DOOR IS ALWAYS CLOSED DOESN'T MEAN IT'S NOT TO BE OPENED - WELL, EXCEPT WHEN THE DRAWBRIDGE IS UP...



PAGGELER 2002

PERHAPS MY LACK OF CONCERN WITH MORALE HAS LEFT MY STAFF BITTER AND SAD...

I'LL DRAFT A STERNLY WORDED MEMO FROM YOU!



MAYBE A GESTURE - YES, TELL EVERYONE TO TAKE SATURDAY OFF!

AMBASSADOR, YOU ARE JUST TOO GENEROUS! BUT WE CAN MAKE IT UP WITH A HALF DAY ON SUNDAY...

