

UNITED STATES DEPARTMENT OF STATE

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State

Magazine

EGYPT

AN ANCIENT
NATION ENTERS
A NEW
MILLENNIUM



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Department of State • United States of America



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Photo by John McGuire

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Sunset in Cairo.

Photo by Glen Allison



FROM THE SECRETARY

SECRETARY COLIN L. POWELL

Our Ambassadors Play a Crucial Role

President Bush's first group of new ambassadors recently completed the Foreign Service Institute's training program. Although they and their spouses were an experienced group—two senators, a governor, former ambassadors, State Department officials and successful business executives—they all found the FSI briefings helpful and expressed gratitude for the chance to attend the course. We all recognize that FSI's programs in management or language training, as well as conferences and crisis-gaming, are why the institute is one of the U.S. government's most valuable resources.

On the last day of the FSI course, I spoke to the ambassadors and told them to take seriously their role as the President's personal representatives. At the same time, I encouraged them to have great fun in their new assignments. Fortunately, the two are not mutually exclusive.

To emphasize the breadth of their responsibility, I described my own schedule that day—four foreign ministers had been in for meetings, while on the previous day there had been five. I mentioned to them that in years past such visitors might have wanted to discuss ideology or strategy or arms sales. But these foreign ministers had sat there across from me all wanting to talk about the same subject—economics. They wanted to know how to attract business, jobs, trade and investment.

Something similar had happened a few weeks earlier on my Balkans trip. At a meeting of regional foreign ministers, I spoke first, followed by the other ministers. Each seemed to be saying the same thing—words strongly endorsing democracy, open markets and trade.

What I heard was so uplifting that I asked for another "intervention," as remarks in such meetings are called. I reminded my counterparts that only 10 years ago, when I chaired the Joint Chiefs of Staff, they were all on my target list—every single one of their countries—all of them in the old Eastern Bloc.

The point I was making to the new ambassadors with these stories was that so much has changed in virtually every corner of the globe—and all for the better. Never have the fundamental ideas underlying American foreign policy been more welcome.

My final point about this new world of ideas had to do with being corrected recently on something I had been saying. I received an e-mail from someone who took issue with my statement that diplomacy is our nation's first line of defense. My cyber correspondent correctly said there is nothing "Maginot-Line" or fortress-like about our advocacy of these new ideas; our foreign policy and our diplomats are not a first line of *defense* but rather a first line of *offense*. That more accurately reflects the claim that democratic institutions and free markets can liberate the minds and spirits of human beings everywhere, a case for democracy we are making to the world.

Part of this effort means having qualified ambassadors who understand the crucial role they play in our mission. Just as important is making sure diplomatic efforts get the support and back-up they need. FSI's preparatory and refresher programs are perfect examples of such able assistance.

I have routinely emphasized the importance of getting the financial resources the Department needs to provide the necessary support structure. I have been testifying before Congress about our immediate priorities: people, embassies and information technology. Some specifics include: \$134.5 million to recruit, hire and train sufficient personnel; \$1.3 billion for embassy construction, refurbishment and security; and \$210 million for universal access to the Internet and modernized classified networks.

Reorganization is another priority. For example, State has a chief financial officer who has no control over the foreign operations portion of the budget, two thirds of the entire budget. So we are establishing an assistant secretary for Resources and Management. This person will oversee the full budget and financial planning for the Department as a whole.

No better example of the important nature of our work exists than the support our new ambassadors have gotten from the Department prior to their assignments. I know they will also receive the support from all of you in the field once they arrive. That's why I felt so good about wishing them well. I knew some great professionals and dedicated Americans would soon be welcoming them warmly and giving them the best of advice and help. ■

Peacemakers, Not 'Troops'

In your April column, you noted the impact of language. Why, then, be pleased at the designation of diplomats as "troops"?

Troops perform military missions, fight battles and wars and increasingly keep the peace with the threat of force. Diplomats are peacemakers who work to resolve issues and prevent differences from careering into violence between states. The words you quoted from President Bush recognized the distinction: "You resolve a crisis before a shot is fired."

Borrowing a phrase used to describe the members of a different organization with a very different mission blurs important distinctions. If the American public doesn't understand what its Foreign Service does, it may be because we haven't yet defined our mission for ourselves as well as for the public.

With all due respect to Secretary Powell, let me suggest that my former colleagues in the Foreign Service be called peacemakers rather than "troops."

Nick Mele
Retired FSO
Bellingham, Wash.

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.

Let's Accent Preventive Role

I appreciated the insert on the inside back cover of your April issue declaring that "Diplomacy Is America's First Line of Defense."

It's a compelling idea, especially with the experience and reputation of our current Secretary. My only question is why isn't diplomacy's preventative function emphasized? The most important reason why we are the first line of defense is that we help to prevent conflict. We are often the first to know of threats to U.S. security because of our close interaction with relevant actors, long-term vision and understanding of complex situations around the globe.

Another line might be added: "We interact closely with friends and foes to foresee threats to U.S. security."

David Searby
Assistant Cultural Affairs Officer
U.S. Embassy
Mexico City



From the Editor

Crisis management training is modifying behavior at posts and giving our employees skills they can use in handling crises, reducing personal risks and encountering physical danger. This change is due in large measure to the Foreign Service Institute's aggressive CMT team, which has circled the globe, conducting exercises at every post they could reach.

The Herculean crisis training effort began in Cairo nearly three years ago, following the embassy bombings in East Africa. The cycle began anew in Egypt in March. The exercises, for both U.S. and Foreign Service National employees, help protect employees' safety and U.S. diplomatic facilities.

Egypt is also our Mission of the Month. The largest of our posts, Cairo forms a 42-agency U.S. team working closely with our strategic ally to bring prosperity and peace to the region.

Emergency medical evacuations are nothing new to the Foreign Service. What's unusual about the one reported in this issue is that it happened to the Foreign Service health practitioner in Tel Aviv. Seriously injured while hiking in the Negev Desert, Susan Kalma provides a firsthand account of her rescue and recovery. Perhaps her wisest decision was to take the regional medical officer along on the hike. In a companion article, Kristin Allison from the Office of Medical Services describes official procedures for medical evacuations.

The Regional Support Center in Ft. Lauderdale, Fla., is a hub of activity, hosting conferences and meetings of every description in addition to providing logistical and human resources support throughout the Western Hemisphere. Staff writer Paul Koscak visited the center recently and compiled several articles. They include highlights of a human resources conference sponsored by the Bureau of Western Hemisphere Affairs, a feature on the center itself and a meeting with some active retirees.



Photo by Roberto Ribeiro

Ambassador Luis Lauro, left, U.S. Representative to the Organization of American States, and OAS Secretary General Cesar Gaviria escort President Bush to the Hall of the Americas to address ambassadors and representatives of western hemisphere nations at the Summit of the Americas. The President praised the growth of democracy and encouraged member nations to expand free trade in the Americas.

ing their day working with Chinese officials on matters that are important to us.”

Secretary Powell asked the children to observe how people use the English language. “Look at how important it is to read, write, communicate and listen properly,” he said. “You can acquire all kinds of other knowledge once you’ve mastered English.”

Before the young visitors headed off to all the planned activities, they were sworn in by the Secretary as “honorary employees for the day.”

While he held their attention, it was the mine-sniffing dog, Rosa, who drew the most interest. Demining dogs like Rosa are trained to search out the hidden explosives in a methodical, back-and-forth grid. When a mine is located, the dog sits. The mine search demonstration took place in a courtyard flower bed.

Other activities included a mock Security Council session, a sign-language demonstration and a presentation on Department careers.

The event, open to children ages 9–15, was coordinated by the Office of Employee Relations.

Kids Get Lesson in Diplomacy and Work

April 26 was a day for kids, a day for learning what mom, dad and others do when they leave the house each day to put food on the table.

They learned about spies, about dogs that sniff mines and about child refugees. By day’s end, more than 300 children learned that the State Department is where the United States is represented to the world and where peace is its most important product.

This year’s Take Your Child to Work Day began with a special welcome by Secretary of State Colin Powell. The Secretary told the children that Department business never ends since embassies are scattered throughout the globe.

“Right now, we are sitting here this morning at about nine o’clock,” he said. “Our embassy people in Beijing are 12 hours in the other direction, and they are already end-

Photo by Ann Thomas



One of the most popular participants in this year’s Take Your Child to Work Day was Rosa, a mine-sniffing dog, who demonstrated how dogs save lives by locating deadly landmines.

FLO Puts Families First

I am pleased to follow in Under Secretary Marc Grossman's footsteps by introducing to you another member of the leadership team in the Bureau of Human Resources: Faye Barnes, director of the Family Liaison Office.

The McKinsey Study and the Overseas Presence Advisory Panel report suggested that to win the War for Talent, State would need to pay more attention to quality-of-life and family issues. Spouse employment opportunities were identified as especially critical to successful recruitment and retention. Such issues have been FLO's focus since its founding in 1978.

Faye's team has extensive overseas experience and conducts a comprehensive program of advocacy and client services for spouse employment, education and youth support and crisis management. FLO also manages the Community Liaison Office program of training and guidance for more than 160 posts worldwide.

Faye's division chiefs include Judy Ikels, deputy; Marjorie Bigelow, education and youth; Ginny Boney, support services; Paula Riddle and Debra Thompson, employment; Catherine Salvaterra, CLO support; Sarah Genton, publications; and Vanja Huth, expeditious naturalization.

A native of Canada, Faye became FLO director in June 1998. She has worked in the science and the food industry and in public relations at the National Press Club, and she volunteered her time during 20 years of living abroad. Faye served eight years as CLO coordinator in Bonn, Mexico City and London while accompanying her husband, a Foreign Agricultural Service officer.

FLO serves clients from the Department and all U.S. government agencies sending employees on assignments abroad. FLO's liaison role extends to more than a dozen federal agencies, through individual contacts and participation in an Interagency Roundtable. In FY 2000, FLO processed 17,000 client interactions and reached more than 3,000 individuals through briefings.



Under Faye's leadership, FLO has moved to larger offices, gained new staff and responsibilities, and is expanding employment support for spouses seeking work in the local economy with a new pilot program in Mexico.

In the past two years, FLO successfully advocated raising allowances paid to evacuees, creating the Casualty Assistance Office, increasing attention to eldercare and childcare issues and FLO's assuming responsibility for the Expeditious Naturalization portfolio for foreign-born spouses.

The 2001 FLO agenda includes:

- Expanding employment opportunities for spouses inside and outside missions by piloting a private-sector spouse employment project in Mexico and expanding the Professional Associate Program to enable family members to fill mid-level hard-to-fill positions;
- Developing a soon-to-be-tested, redesigned Family Member Employment Report that features an electronic jobs bulletin board component;
- Supporting legislation allowing former PIT employees enrolled in a U.S. government retirement program to buy back retirement credit, which is currently disallowed by the 1989 FERS law;
- Strengthening the CLO corps through more professional training, online support and publishing a CLO 101 primer;
- Counseling on education choices, special needs, home schooling, and boarding school options;
- Supporting employees and family members during crises such as evacuations or personal crises, such as divorces.

The Foreign Service is more than a job. It is a commitment to a way of life. To be successful, the employee's family also must be committed to the mobile lifestyle, requiring repeated adjustments with each move. There is a lot of talk about winning the War for Talent. Today, a large portion of the victory will depend on how we treat family members.

Faye and her FLO team lead in this effort. ■

EGYPT:

AN ANCIENT NATION
ENTERS A
NEW MILLENNIUM

*Temple of Amun and Berber
Mosque Minaret, Siwa Oasis.*



A market in the Siwa Oasis.



Photos by Tim Alexander

By James Cohen and Suzanne McGuire

For centuries, Egyptians have called their land “Umm Al Dunya,” an Arabic expression meaning Mother of the Universe. Visitors to the U.S. Embassy in the Arab Republic of Egypt learn quickly that the U.S. government takes this nickname seriously. There are 42 U.S. agencies represented and a combined workforce of more than 2,000 people, making this the largest U.S.

Mission in the world and a place where both the challenges and the rewards seem monumental.

The Missions of the Mission

Since resuming full diplomatic relations in April 1974 (they were suspended for nearly seven years after the 1967 Arab-Israeli War), the United States and Egypt have expanded their relationship in complexity, importance and scope. The U.S. presence in Egypt has kept pace. The landmark 1979 Peace Agreement between Egypt and Israel signaled the beginning of coordinated efforts by Egypt and the United States to bring peace and stability to the region. The October 2000 Summit convened by President Hosni Mubarak at Sharm-el-Sheikh symbolized Egypt’s leading role. That historic event was made possible, in part, because 140 embassy employees—U.S. and Egyptian—rushed to the port on the Gulf of Aqaba on two days’ notice to ready the site for the Summit’s participants.

Contributing to the Middle East peace process is only one of the mission’s goals. The Egypt-Israel Peace Agreement was the catalyst that created the embassy’s Office of Military Cooperation and increased military ties between Egypt and the United States. Today, more than 400 employees administer \$1.3 billion in annual U.S. military assistance to Egypt.

U.S. ships pass through the Suez Canal and countless aircraft transit Egyptian installations. Egypt’s increased ability to participate in coalition warfare and its willingness to send peacekeepers to UN undertakings help make Egypt a critical military ally. The embassy’s economic and political sections and the Office of the Defense Attaché work closely to maintain this special relationship, an integral component of overall U.S. military and security strategy.

U.S. assistance has helped to build Egypt’s infrastructure for communications, water distribution and electric

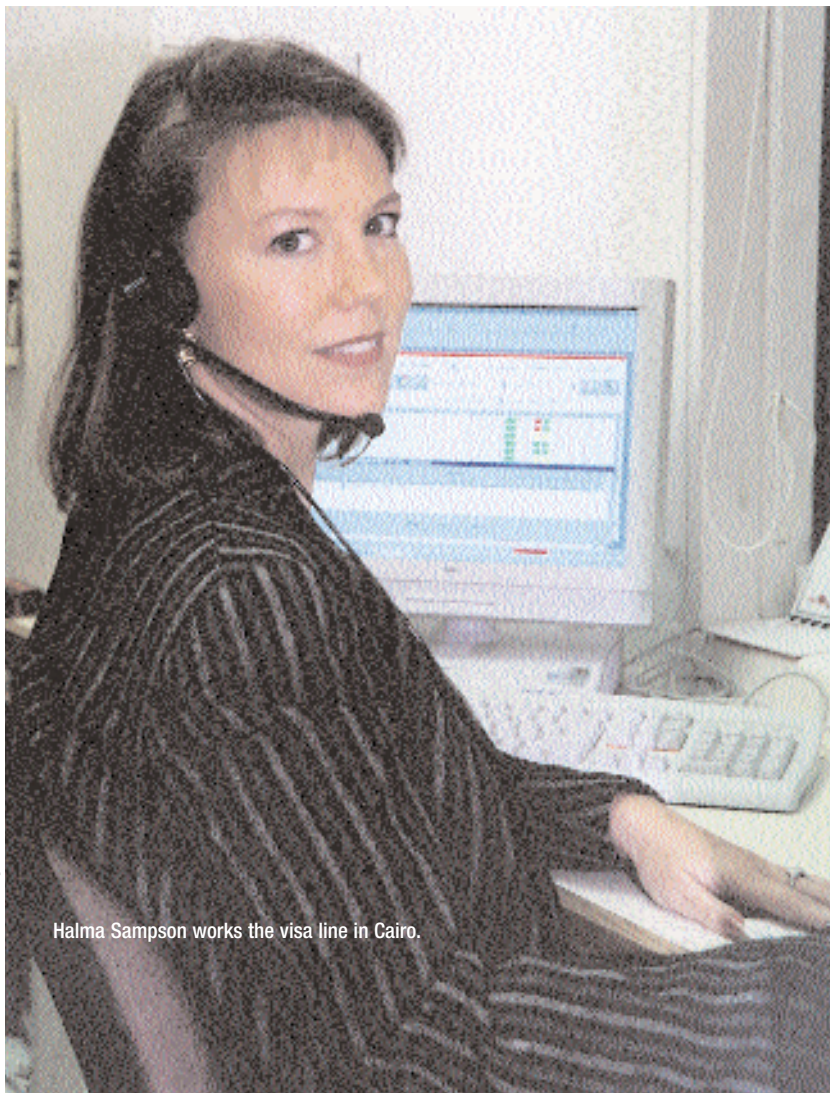
power. Millions of Egyptians enjoy a higher quality of life because USAID-sponsored projects have rehabilitated and re-opened the Suez Canal, quadrupled Egypt's electric capacity and built more than 2,000 schools. USAID celebrates its 25th anniversary in Egypt this year.

The embassy also works with the Egyptian government on economic and commercial fronts. Egypt is the second largest U.S. trade partner in the region (after Saudi Arabia). Statistics illustrate the benefits to both countries. While U.S. exports to the Middle East and North Africa region declined from 1999 to 2000, exports to Egypt rose 10 percent, from \$3 billion to \$3.3 billion.



FSN Amany N. Riad, left, familiarizes new arrival Michael Brown with services of the Community Liaison Office.

Photo by Carl Goodman



Halma Sampson works the visa line in Cairo.

Don't Forget Alexandria!

Alexandria, Egypt's second largest city and the third largest city on the African continent, stretches along 20 kilometers of azure Mediterranean coastline. The U.S. Consulate General there was closed in 1993, but Alexandria remains a vital and vibrant part of U.S. activity in Egypt.

Today, the United States is officially represented in this historic seaside city by the American Center in Alexandria. Staffed by a full-time public affairs officer and 10 Egyptian employees, the center houses a 7,600-volume library and hosts a full range of workshops, lectures, films and distinguished speakers. The Department of Commerce's Foreign Commercial Service maintains a permanent office at the center. USAID is housed in a separate building. Most imports to Egypt come through the port of Alexandria, and the city remains the center for Egypt's cotton industry, textile manufacturing and oil, chemical and paper production.

Diplomacy on a Large Scale

Talk about the size of the U.S. Embassy in Cairo has almost become a cliché. As of February 2001, excluding subcontractors

Photo by Carl Goodman

and temporary duty employees, 534 direct-hire Americans and 1,469 FSNs report to work each day at three major compounds and a number of smaller ones. The embassy compound, located in downtown Cairo, is as imposing as it is functional. The larger of the compound's two towers, known by its inhabitants as Cairo I, opened its doors in 1988 and serves as the chancery. The smaller of the towers, Cairo II, opened in 1994 and houses the consular section, much of the administrative section and the public affairs section.

The mission is the United States' principal outpost in the region. On average, Cairo receives one cabinet-level visitor and often two or three congressional delegations monthly, not to mention frequent Presidential and Secretary of State visits. High-level U.S. government visitors often use Cairo as a springboard to travel to other countries in the region. The embassy also serves as the regional base for such varied



Gay Lee Potere, director of the Community Liaison Office, spearheaded a wellness survey of U.S. and local national employees.

Photo by Carl Goodman



Pavilion director Sheila O'Toole cuts the ribbon opening the USA Pavilion at the Cairo International Fair, the 26th consecutive year of U.S. presence. Assisting her is Bobette Orr, commercial counselor.

Lab technicians Kristy McVey, foreground, and Salwa Abdel Meguid work in the Medical Unit.



Photo by Carl Goodman

agencies as the Drug Enforcement Administration, the Library of Congress, and the Naval Assistance Medical Research Unit. Cairo's consular section is at the forefront of the consular best practices initiative. Most recently, an offsite appointment and information system has helped free up time for both officers and FSNs to handle an increasingly challenging visa workload. The section also engages in extensive outreach, with regular consular visits to Alexandria to provide U.S. citizen services and opportunities for voter registration at community events.

The embassy's extensive facilities make it a logical location for regional conferences. Recently, junior officers throughout the Middle East came to Cairo to attend the

Participants in the NEA Junior Officers' Conference in the main assembly hall of the Arab League.



first-ever NEA Junior Officers' Conference. High-level speakers from Washington, D.C. and the region spent two days with the junior officers discussing policy and administrative matters that will affect their careers in the coming decades. The participants also had the opportunity to tour the Arab League and meet with its secretary general.

Managing a mission this large poses unique challenges. To coordinate the exchange of information among the many agencies at post, the embassy has created a thematic "cluster" system for interagency networking. Diplomacy, democracy and governance, counter-terrorism, consular and economic/commercial interagency cluster groups meet regularly to discuss the latest developments, make policy recommendations and plan joint activities to coordinate action.

Keeping morale high is a priority at all posts. Cairo faces the additional challenge of looking after the welfare of so many people from such a variety of institutional backgrounds. In addition to an outstanding Community Liaison Office and an embassy employees' association, a group of volunteers recently established an innovative Health and Wellness Committee. The committee surveyed health and wellness needs, inviting Egyptian and U.S. employees alike to comment on the wellness and morale issues that affect them the most. Responses varied widely in scope. The committee is drafting a plan to help all employees create a healthier lifestyle and work environment.

Beyond 9 to 5

As a travel destination, Egypt requires little advertising. Embassy employees never lack for interesting and exotic destinations to spend evenings and weekends. On the well-beaten path are the Sphinx and pyramids at Giza, the wondrous temples in Aswan and Luxor and the Valley of the Kings.

Off the beaten path but less than two hours from Cairo are Roman, Islamic and early Christian historical sites. Dimeh is an ancient Roman desert settlement of stone and mud brick buildings that have endured two millennia in the desert sun. A vast burial ground of golden mummies recently was discovered outside the desert oasis village of Baharia to the west of Cairo. St. Katherine's monastery at the foot of Mt. Sinai, the oldest



Invited to toast America's new President, Alexandrians ended up watching the drama in Florida instead. Public Affairs Officer Juliet Wurr, second from left, joins FSNs Omneya Serry, reference librarian; Nadia Nassef, administrative assistant; and Laila Abbassy, cultural affairs assistant.

continuously inhabited monastery in Christianity, is only five hours from Cairo.

For a taste of modern Cairo, there's the "city of the dead," a vibrant and endless network of mausolea, where residents shop and pause at the tomb of Pasha Mohammed Ali's children. Ending the day with a relaxing felucca (sailboat) ride on the Nile or enjoying friends at a local café make the Cairo experience complete.

Egypt is a complex and fascinating country. On a daily basis employees of the U.S.

Embassy in Cairo and the American Center in Alexandria witness firsthand this ancient civilization as it moves forward into its seventh millennium. ■

James Cohen is the staff aide to the ambassador.

Suzanne McGuire edits The Niler, the embassy's weekly newsletter.



Photo by Carl Goodman

Sculpture in the courtyard of the Egyptian Museum.

In Cairo, the 'Crisis' Is Under Control

TRAINING PROGRAM CIRCLES THE GLOBE

Text and photos by Carl Goodman

Rain is rare in Cairo. Only the Nile River makes life possible in this desert-bound urban oasis of an estimated 16 million people in North Africa.

On this March morning, the previous evening's rain has collected in shallow

and deep wells on the streets between my hotel and the U.S. Embassy. The walk is but a few short blocks, but the pavement is slippery and my footing uncertain. The traffic and noise are deafening. Once inside the embassy compound, the noise abates and I feel safe and secure.

Safety and security cannot be taken for granted, however, even within an embassy compound. During the next two days that message comes through as U.S. and



*U.S. team assembles
for exercises in
crisis management.*



Hany Hamroush, scientific affairs specialist, makes a point during crisis management training for Foreign Service National employees in Cairo.

Foreign Service National employees alike simulate crises and their responses to them as part of a rigorous crisis management exercise conducted by the Foreign Service Institute.

The bombings in August 1998 of the U.S. Embassies in Nairobi and Dar es Salaam, so-called “soft embassy targets” few would have expected terrorists to attack, catapulted security to the top of the list of the Department’s priorities and drove home the lesson that “high threat” embassies aren’t the only ones that need to be prepared for crises.

At the controls in this earthquake scenario is Reno Harnish, deputy chief of mission, who describes the scene in the exercise as very “plausible,” considering the tremors that rocked Egypt in 1992. On his left is Gentry Smith, assistant regional security officer, who outlines the parameters of the Emergency Action Committee, or EAC, and refers to the Emergency Action Plan from time to time for the benefit of the controller and participants.

Mr. Harnish challenges the EAC, composed of representatives from throughout the mission—military and civilian—to “think creatively.” The discussions, he says, “should flow freely and be our best thinking.” The discussions are robust,

with give-and-take among military and civilian members as well as interagency participants. Many of them were involved in planning for Y2K, the computer glitch that threatened to wreak havoc worldwide.

A veteran diplomat, Mr. Harnish reminds his team, assembled in the part of the embassy compound known as Cairo I, that in such a scenario the U.S. Mission is only one of many elements in Egypt working on the problem. It’s essential, he said, that the embassy gather information from Egyptian sources as well.

He also stresses the importance of providing information to the U.S. community. An estimated 16,000 Americans live in Egypt, and the ambassador is charged with taking care of the “official community,” those associated with the embassy, and other

Americans throughout the country.

To maintain credibility, he says, there can be no “double standard” as to what information is provided. Even though the ambassador cannot order private U.S. citizens residing in the country to leave during a crisis, he is



Participating in crisis management workshop are, from left, FSNs Reham Soliman, political and economic assistant, Alexandria; Nadia Nassef, administrative assistant, public affairs, Alexandria; and Magda Barsoum, cultural affairs specialist, Cairo.

Trainer Murray Lewis, center, briefs Deputy Chief of Mission Reno Harnish on the crisis management exercises as FSI's Patricia Schmid observes.



responsible for informing them of the possible consequences of remaining.

The exercise emphasizes taking care of "your people," U.S. and Foreign Service National employees alike. Recognizing that employees' immediate concern in such a crisis is the safety and welfare of their families, the committee agrees that all but the most critical employees should be released to locate and help their loved ones.

As the situation goes from bad to worse, only a core crew remains at the embassy to maintain security, monitor events and communicate with the Operations Center.

Within a few days, the Foreign Service Institute will cable the post and encourage embassy management to reconvene the EAC and use the EAC's observations to critique the overall exercise in a "Lessons Learned" cable to the Department.

The exercises are conducted on a "no fault" basis, according to trainer Murray Lewis, and no formal evaluation report "scores" the post's performance. The "no fault" environment encourages participants to examine problems rationally. "Time may be more critical to responding to the emergency at hand," Mr. Lewis said, "than seeking a textbook solution."

Statistics reinforce Mr. Lewis's message. The Department released a report on global terrorism in May showing 206 acts of violence against U.S. citizens or property in 2000. The attacks claimed 43 lives, including 17 sailors aboard the USS Cole.

The Crisis Management Training Program operated at a low level before the East Africa bombings, according to Ambassador Aurelia E. Brazeal, dean of the Leadership and Management School, whose portfolio at FSI includes CMT. The program was reinvigorated, she noted, when Congress approved a security supplemental for the Department after the East African attacks. Funds were earmarked specifically for crisis management training. Since then, training has been in full swing. In fiscal years 1999 and 2000, for example, the crisis management staff at FSI conducted more than 200 separate exercises overseas.

The March exercises in Cairo marked the beginning of a new training cycle.

"We've circled the globe and started over again," observed Nedra Overall, who coordinates crisis management training at FSI.

The exercises have changed over the years. Before 1998, for example, they did not include training for Foreign Service National employees. The Nairobi and Dar es Salaam tragedies demonstrated dramatically that FSNs are as much at risk as Americans and are vital links to local government authorities in the aftermath of a crisis. Now, most posts include host country employees.

The benefits from including local national employees are many. For one thing, they serve as institutional memory, knowing details about a host country and post that are useful in a crisis. They augment the staffing at posts where there are few officers. They are often the ones

Crisis Management Training Continuum

Crisis management training is serious business. It's so serious that most employees must update their crisis-management skills during each stage of their careers.

Basic-level training provides the essential Department doctrine or crisis management fundamentals. This usually explains the Emergency Planning Handbook, the Emergency Action Plan and Emergency Action Committee. In addition, participants are expected to

- Understand key crisis definitions
- Understand the functions of committee members and their accountability
- Understand how to prepare for a crisis and know the role of the post, Operations Center, regional and functional bureaus, and task force

Mid-level training targets supervisory personnel with several overseas assignments. This level expects basic knowledge of crisis management fundamentals and key definitions and provides students with working skills to build intuitive responses during a crisis.

Among the expectations are to

- Identify critical skills for the members of the Emergency Action Committee
- Build and maintain effective teams
- Understand how to identify resources
- Understand the embassy's leadership role
- Understand how to plan and assign duties
- Understand the media's role in crisis management

Senior-level training provides personnel in top management positions the opportunity to use a full range of crisis management leadership skills to

- Build and maintain effective teams
- Delegate and provide guidance to subordinates
- Delegate according to ability, not position
- Provide leadership to the U.S. community

For a full description of the crisis management training continuum and associated FSI courses, visit the Intranet at <http://fsiweb.fsi.state.gov/lms/cmt>.

—Patricia Schmid

responsible for carrying out decisions. Moreover, their inclusion in the training fosters a "team atmosphere."

It is obvious from the interaction among participants that what is readily available is a wealth of experience with crises in almost every embassy community—from earthquakes and bombings to air crashes, rocket and grenade attacks, arson, kidnapping, fires and floods. Some Foreign Service National employees recall a hotel fire and an air crash involving American casualties. They are grim reminders that crises can strike anywhere at anytime.

All posts have an Emergency Action Plan and an Emergency Action Committee. Mr. Lewis encourages embassies to make the unclassified portion of the plan available to all mission employees.

Mr. Lewis, who has more than 30 years' experience in counterterrorism, calls the training "interactive theater." The employees are the actors. Scenarios are post-specific and are based on a combination of fact and fiction, with participants being asked to suspend disbelief.

"We're not trying to predict the future," Mr. Lewis said.

His audience knows full well that while today's exercise may be simulated, tomorrow's crisis could be the real thing. ■

The author is editor of State Magazine.

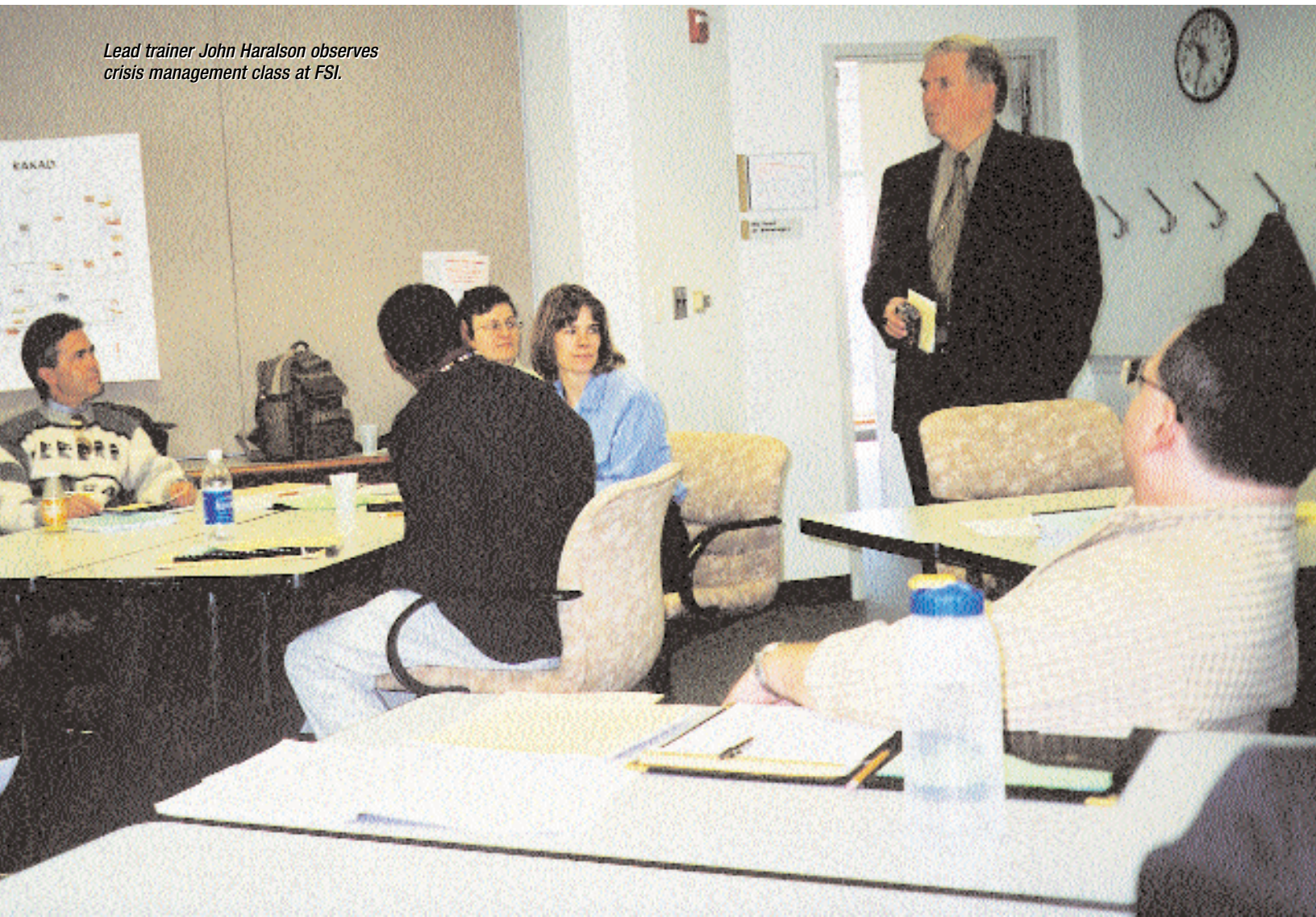


Marcella Wahba, center, public affairs officer, reviews strategies with team.

The 4 Components of Crisis Management Training

- Classroom Instruction
- Crisis Management Exercises
- Task Force Exercises with the Operations Center
- Special Capabilities Exercises

Lead trainer John Haralson observes crisis management class at FSI.





Crisis management exercise at the U.S. Embassy in Cairo.



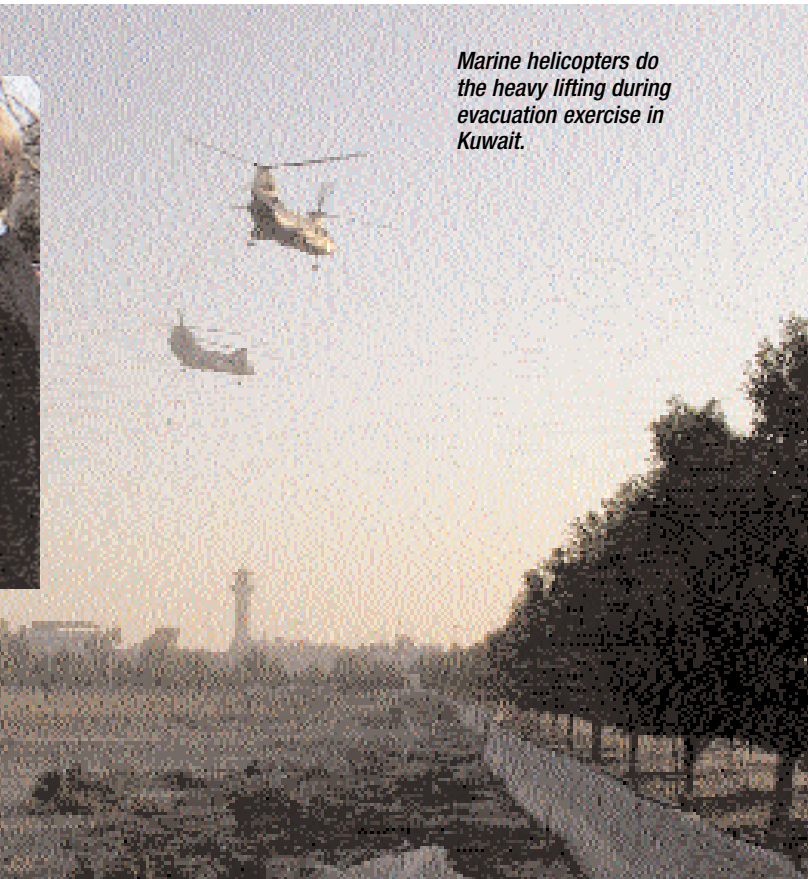
Task force exercises with the Operations Center.



In mock exercise at Camp Lejeune, N.C., "Ambassador" Douglas Hartwick, right, meets the "press" as Marine Maj. Gen. Ronald Richard, commander of the 2nd Marine Div., observes.



Evacuees depart USS Boxer in exercise at Camp Pendleton, Calif.



Marine helicopters do the heavy lifting during evacuation exercise in Kuwait.

Office of the Month:

Regional Center Provides Bargain Services

Story and photos by Staff Writer Paul Koscak

From the street, it's just a drab office building in one of Ft. Lauderdale's older business districts.

If it wasn't for the sign out front or maybe the abundance of rooftop antennas, the Department's Florida Regional Center could pass for just another industrial warehouse so common to the area.

The Department bought the building, a former BellSouth telephone exchange, because it was built to withstand hurricanes. In the stairwell leading to the

director's office is the framed, tattered American flag that was flying over the first Florida Regional Center when it was destroyed by Hurricane Andrew in 1992.

And that's where the comparison ends.

Managed by the Bureau of Western Hemisphere Affairs, the center is a service hub for 50 posts throughout Latin America, the Caribbean and Canada. Haiti, Barbados and Trinidad—posts too small to justify maintaining a resident human resources specialist but large enough to require employee support—rely on the center for personnel and emergency services. Larger posts, such as those in Mexico and Brazil, benefit from telecom-





Budget Analyst Nellie Woodard ensures travelers are compensated.

munications, security and courier support as well as other services.

Throughout the center's two-story building are specialists handling everything from telephone repair to medical evacuations, essentially any service a post needs to stay in business but at a fraction of what it costs to hire a full-time employee. In many ways, the center is the region's mini-Truman Building, and with nearly 100 employees, contractors and military staff, it's the largest and busiest of the Department's regional centers, according to Director Cliff Tighe.

"It can cost up to \$250,000 per year to keep an employee overseas," he said. "But to base them here, the Department pays only travel. It isn't practical to have an officer assigned to a post."

The arrangement allows one officer to service multiple posts, usually through scheduled visits or by request. Training, dispute resolution, pay and benefits—all the standard personnel services—keep the center's support staff busy and on the road.

"Seventy-five percent of our staff travel," Mr. Tighe said. "About a third of their time is travel. Some spend one out of two weeks traveling."

The center coordinates health services, particularly for employees with unexpected medical conditions, said Donna Thompson, the center's nurse. She coordinated 125 medical evacuations last year. Requests for a doctor, she said, usually begin with a call from the post nurse. That's when Ms. Thompson makes arrangements for either a coach or charter flight to Miami, depending on the employee's condition.

"Nobody wants to have surgery in developing nations," she said.

From air conditioners to security guards to computers and supplies, the posts depend on

the center's procurement office when purchasing a wide array of products and services, including multi-million-dollar building projects. Lately, most of the spending is for computers. "Ninety percent of the time we deal with computers," said Leslie Rush, who processes orders.

And protecting those computers from hackers is part of what the center's security engineering office does. The office, boasting a contingent of Navy Seabees, not only evaluates the security of buildings and grounds but installs and maintains security systems. In fact, the engineers can handle everything from installing computer networks to maintaining and upgrading the myriad combination locks found on nearly all Department doors, according to James Frank, director of security engineering.

Like its civilian counterpart, the center's Marine Corps company headquarters provides personnel services to Marine guard detachments stationed throughout the region, said Lt. Col. Jeff Bolander, the company's commander.

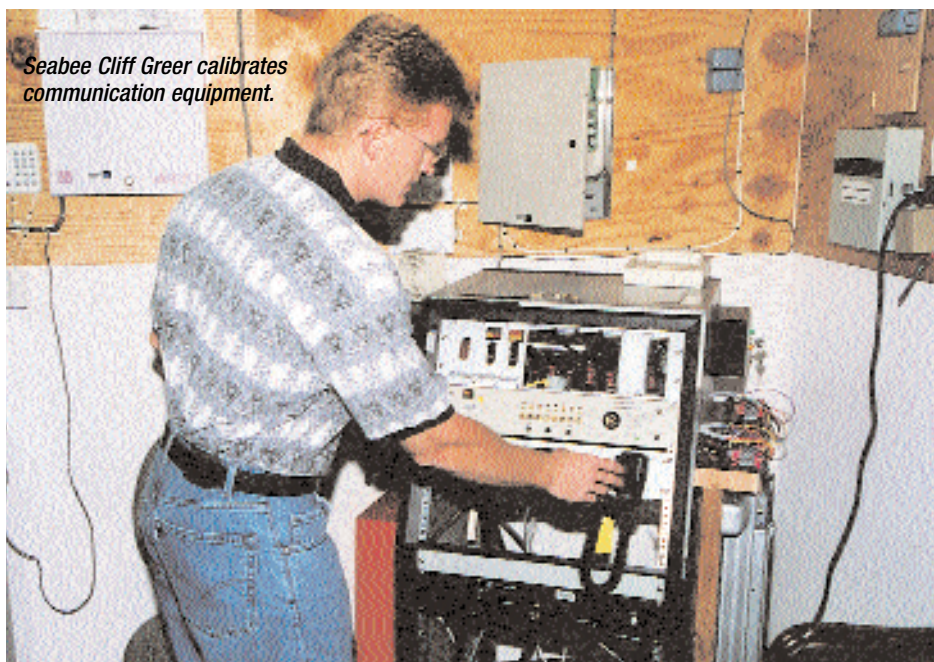
In addition to providing the traditional pay and assignment support, the regional headquarters ensures that the Marines receive continual training in anti-terrorism, martial arts and other protective services.

Col. Bolander said Marines who volunteer for Department assignments must pass psychological screenings and—with the exception of the most senior ranks—must be single.

"They can have social relationships, but they can't be married," he said.

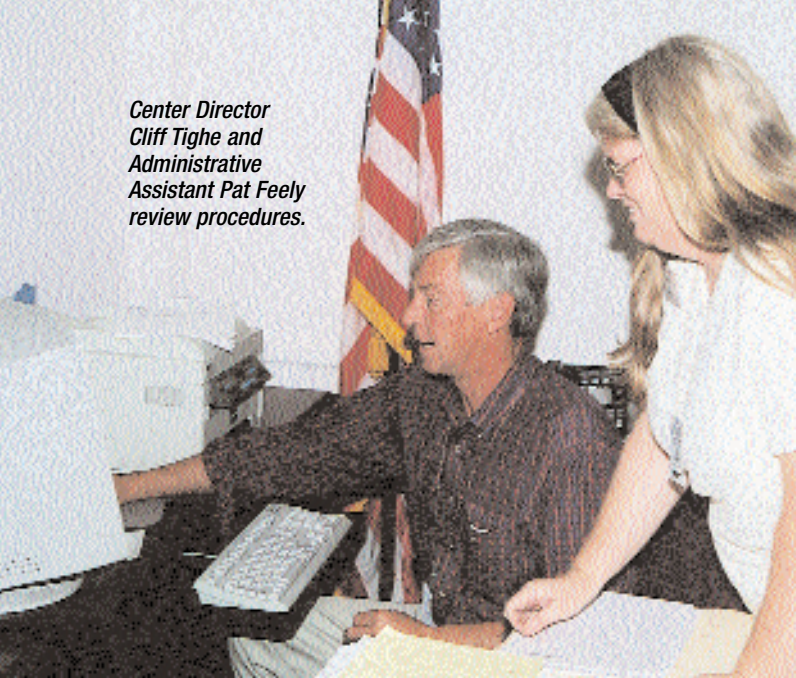
Perhaps the most traveled staff is the center's 13 couriers. The couriers use a classified vault in Miami when making deliveries throughout the Western Hemisphere.

Compensating travelers is a never-ending task handled by the center's information management center. Preparing travel orders, processing vouchers and ensuring there's enough money to cover expenses are part of the services it provides to more than 30 traveling specialists,



Seabee Cliff Greer calibrates communication equipment.

Center Director
Cliff Tighe and
Administrative
Assistant Pat Feely
review procedures.



said Budget Analyst Nellie Woodard. A 35-year Department veteran, she retires this month.

While the focus is definitely South of the Border, the center couldn't function without keeping its own facility in order. Maintaining the grounds and the center's infrastructure, such as the building's electrical, air conditioning and plumbing systems, is Chuck O'Meara's responsi-

bility. He also oversees a pilot program that harnesses solar energy for domestic hot water and outdoor lighting.

"This is the showcase for other facilities," he said of the solar project.

With most of its staff traveling, the center is working to make each trip more productive. An assessment, for example, will soon be under way to determine the needs of each post, said Bill Francisco, the center's deputy director.

"We can set up goals for each visit," he said. "Without a plan we're just putting out fires."

Another innovation is to assign a post with substantial resources to service a smaller post in a bordering nation. Panama would service Costa Rica and Santo Domingo, Haiti, for example. The reshuffling would eliminate the center's three roving human resources officers' visits to those posts but would increase the number of visits to the remaining posts from four to six, Mr. Francisco said.

The center even has a few staff who never seem to get home. These are the five roving employees who are computer and administrative specialists. These nomadic workers wander from post to post filling vacancies created by employees who, for one reason or another, are temporarily away. When they do manage to get back to Florida, they're given training for career advancement.

"They're an important part of what we do," Mr. Francisco noted. ■

Specialists Service Posts the Old-Fashioned Way

By Paul Koscak

Like many of the roving experts who work out of the Ft. Lauderdale Regional Center, Betty Frankfather saves the Department loads of money by living out of a suitcase.

As one of three traveling human resources officers, Ms. Frankfather services posts throughout Latin America, the Caribbean and Canada on a wide range of issues.

It's no job for homebodies.

More than 75 percent of her time is spent away from Florida. April's schedule was especially grueling: leave home on Sunday, return Saturday and then leave on Sunday again, spending less than a day per week at home.

"I don't have a cat. I don't have plants," she confessed.

But she does have extensive experience dealing with local compensation, career planning and job classification, saving posts the expense of a human resources officer.

What makes the job particularly tough is applying those skills in a region of diverse labor laws and roller-coaster economies. Inflation in some countries, she said, can make this year's compensation seem like pikers' pay the next.

Posts are usually given two-weeks' notice before the center's roving personnel specialists drop by. That gives

the post's administrative officer time to draw up a list of issues that need attention. Tasks can be anything from upgrading a driver's job to confidential meetings with employees to mentoring a junior officer.

In many instances, Ms. Frankfather evaluates a situation and draws up a local personnel policy for clearance. But in all cases, decisions must comply with local labor laws, said Ms. Frankfather, who joined the Department in 1979 as a secretary and advanced through the ranks to her current job.

That's what makes the job so unique, explains Stephanie Gillespie, another human resources officer who spends about a week every three months at each of her six assigned posts. Some countries, she said, such as Belize and Uruguay, allow for generous time off the job for a birth or funeral, while others, such as Honduras and Jamaica, have either no retirement plans such as Social Security or such dysfunctional systems that workers would never collect a cent after years of contributions.

"It makes it difficult to establish benefits," said Ms. Gillespie, who also joined the Department in 1979. "What we may try to do is offer life insurance with an annuity" in nations with poor retirement systems.

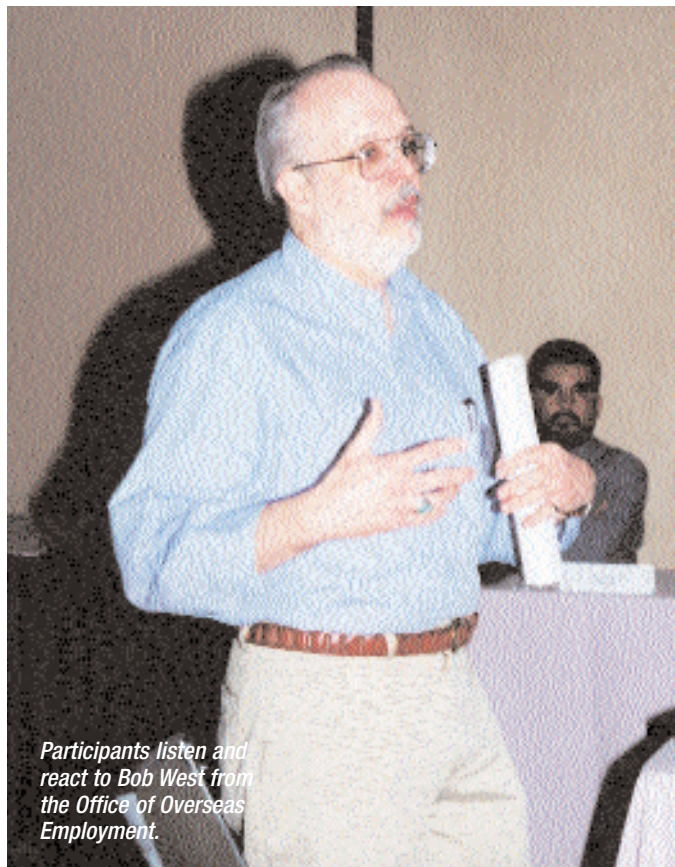
"We're references to run things by," Ms. Frankfather said of their roles as she packed her suitcase for another post.

Workshop Tackles Thorny Issues

Story and photos by Paul Koscak

Keeping posts as competitive employers can be daunting. Offering employees retirement benefits where a national system doesn't exist can be tricky. And keeping employees and managers motivated and focused can be the most challenging task of all.

Those and other issues surfaced recently at a rare gathering of human resource specialists in Ft. Lauderdale, Fla., sponsored by the Bureau of Western Hemisphere Affairs.



Participants listen and react to Bob West from the Office of Overseas Employment.

Classifying jobs was one topic that dominated the March workshop, the first in several years, which drew as many Foreign Service Nationals as Civil Service and Foreign Service employees. An effective, credible job classification system is a basic building block of good human resources management, according to Bob West, chief of the Bureau of Human Resources management division in the Office of Overseas Employment.

"We really need a new evaluation system," he said. He compared the way jobs are classified to "a '53 Chevy pickup: It will get you there, but it's hard to operate and maintain and it's slow. It beats walking, but it doesn't meet our needs."

With the workplace becoming more complex and new technology changing the way some jobs are performed, a new classification system would allow the Department to offer competitive salaries to employees, he said.

Positions such as aircraft mechanics or computer network installers are typical of the jobs that need regular review. "Here you need to capture the complexity of the job to offer the proper compensation," said Christopher Wilks, who classifies jobs for the bureau.

Those challenges became realistic during a break-out session on compensation and benefits requiring participants to hammer out salary adjustments at an overseas post.

"We need to tell Foreign Service National employees: 'This is how your salary will be changing over the next few years'", said Joe Furgal, the human resources manager who moderated the session.

The scenario was particularly challenging because participants wrestled with not only the host nation's labor laws but the interagency policies of the Peace Corps, Department of Agriculture and the U.S. Agency for International Development.

As for realism, there was one rule: "There's no money coming from Washington, D.C.," Furgal said.

Classification weighs heavily in determining a competitive salary. But what happens when inflation isn't under control? In Suriname, for instance, a dollar was exchanged for 495 guilders in 1998. Today, it fetches 2,500 guilders.

The solution to a stable paycheck, said Marilyn Tsie-A-Foeng, a former high school teacher, commerce and industry official and now a Foreign Service National employee in Paramaribo, is to offer split compensation—60 percent American currency and 40 percent local. “The 60 percent is stable,” she said.

Providing Foreign Service Nationals with a pension is a priority issue, particularly when the host country has no national pension system or the system is so dysfunctional it’s worthless, said Robert Morris, who directs the Office of Overseas Employment in the Bureau of Human Resources.

“We are focusing our efforts at the moment on countries where social security systems take our money but give zero return,” he said. “We try to provide a replacement benefit for the host country’s pension.”

Some plans provide for a Department contribution only, so the employee receives an added benefit. Since the employee can’t touch the funds until retirement, he said, the money belongs to the U.S. government and upon withdrawal would be subject to normal taxes.

Underscoring all the issues confronting human resource specialists is successful management, according to Brian Majewski, a human resources officer from Ottawa, who gave a passionate presentation on decisionmaking.

Management, he said, is based a lot on technique, such as strong personal negotiating skills. But below the veneer of personality is character. “You can have technique, but if there are no values, you’re just a manipulator,” he said. “What you are is more than what you say and do.”

It’s more important, he said, to manage events and delegate so there’s more time for planning. Most people are driven by urgent events, “things that must be done now,” or things that are not important but urgent.

“For instance, the phone rings and when you pick it up you find it’s a total waste of time,” Mr. Majewski said.



Brian Majewski of Ottawa and Ivonne de Galo of El Salvador tally up salary figures.

He said those who delegate can spend more time planning, a critical part of leadership. “Leadership is setting a direction,” he said. “Management is accomplishing the logistics to go in that direction. You can’t manage time, but you can manage the decisions you make.”

Wayne Logsdon, the WHA’s deputy executive director, said delegation is about empowerment, the ability to entrust subordinates with tasks they are better experienced to perform.

“Isn’t it great when you have a supervisor that lets you do your job?” he said. “Let them succeed or fail.” ■



Pressing a point, Monica Rivera of Chile, left, engages Maria Teresa Barrios of Argentina and others during a breakout session.

When It Comes to Hiring, Local Talent Wins Out

Story and photos by Paul Koscak

The Bureau of Western Hemisphere Affairs maintains posts of all sizes throughout Latin America, the Caribbean and Canada, and one thing that seems to stand out is an abundance of Foreign Service National employees.

Take Laura Paolillo. She's one of the nearly 100 FSNs working at the U.S. Embassy in Montevideo, but she's only one of two people managing human resources at the embassy, which also employs about 40 Americans. With so few people handling workplace issues, Ms. Paolillo stays busy.

Although Ms. Paolillo has been with the Department less than two years, she brings lots of experience to the job after a dozen years in personnel at a public utility company.

With such limited staff, it's not surprising she gets involved in nearly all facets of human resources—from job classification and compensation to recruitment and performance evaluations. Orientation for new hires, both local nationals and Americans, and mediation are also her responsibility, she said. She's one of the first people American staff encounter when arriving at the embassy.

"I advise Americans on Spanish classes, health services and the schools," she said.

Recruiting FSNs isn't too hard right now, Ms. Paolillo said, because Uruguay's unemployment rate is high. In fact, high-level positions are advertised in newspapers.

"It's so easy to get qualified people," she added.

Angel Garcia is one of 180 FSNs working at the U.S. Embassy in Caracas, where Foreign Service Nationals make up more than half of the embassy staff.

A human resources specialist, Mr. Garcia handles job classification and compensation and supervises four assistants. Like Uruguay, Venezuela is experiencing high unemployment and inflation. The latter makes it difficult to keep salaries competitive.

One of his challenges is finding applicants with good English skills, particularly for high-level jobs. "We need bilingual people, but many of them are getting hired by the multinational companies," he said.



Laura Paolillo



Angel Garcia



Monica Rivera



Marilyn Tsie

Mr. Garcia, who has worked for the Department for three years, recently completed a handbook for Foreign Service Nationals. The manual contains everything from the latest changes in labor laws to training and discipline policy.

"The United States and Venezuela have a great relationship," he said. "America is one of our top oil buyers."

Unlike her contemporaries in Venezuela and Uruguay, Monica Rivera is a seasoned Department veteran at the U.S. Embassy in Santiago, which employs 170 nationals and about 80 Americans.

Ms. Rivera joined the Department in 1978 as a receptionist and advanced through the ranks to her present position as a human resources supervisor, handling everything from job classification and salary to benefits.

Since Chile's economy is now stable, she said, salary adjustments are done by schedule. "Each year, everyone gets an adjustment," Ms. Rivera said. "Before that, we never knew."

In contrast to some other Latin American nations, Chile also has its own pension system, she added.

WHA is streamlining much of the human resource work performed by Foreign Service Nationals. All hiring, for example, is now done locally. Traditionally, a post needed permission to create a job. It then needed another authorization to recruit and fill the position.

"The embassy just advises us when they've filled the position," said Sharon Hardy, a human resources officer in the bureau.

Another shortcut, she said, would allow an embassy to immediately put new hires to work in jobs not requiring a security clearance while the worker's clearance is being processed.

"This would allow them to do meaningful work," she said.

While these measures will certainly make work a little less stressful, one thing's for certain: without the expertise, support and dedication of the Department's FSNs, a lot of work wouldn't get done at all.

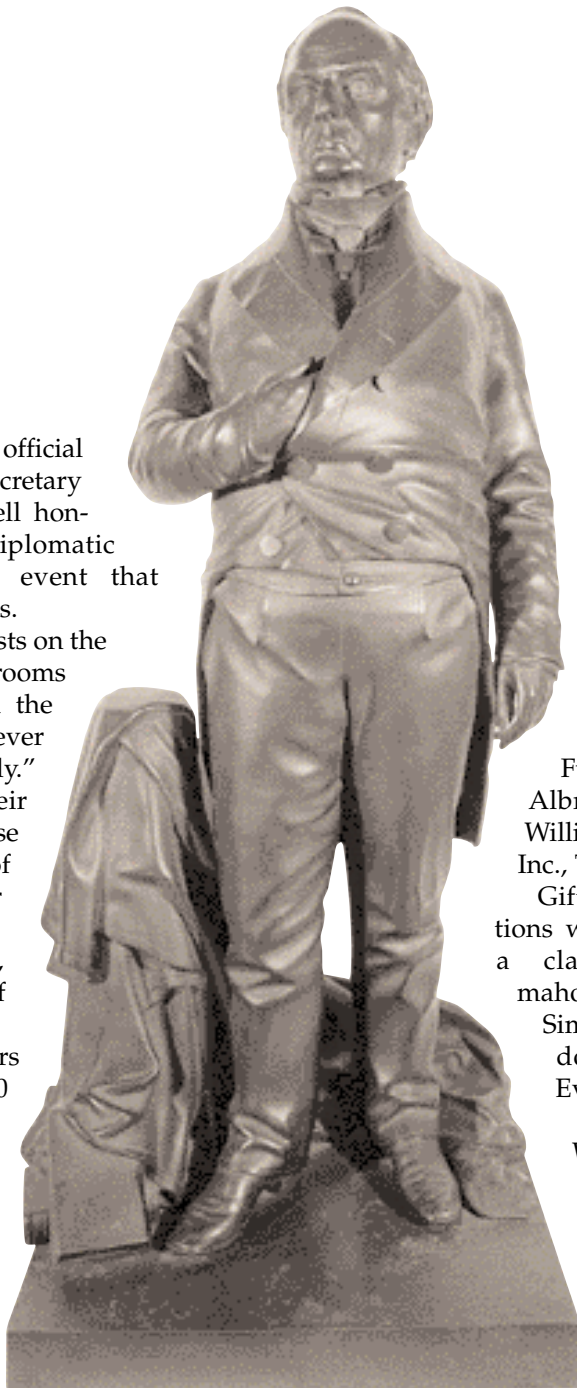
Donors Receive Warm Welcome

In one of the first large official receptions of the year, Secretary of State and Mrs. Powell honored donors to the Diplomatic Reception Rooms, an event that attracted some 350 guests.

Secretary Powell told his guests on the March 30 occasion that the rooms had become his “favorite in the whole building, and I am forever showing up here unexpectedly.” Thanking the donors for their generosity, he said that “these rooms serve the advancement of our national interests and our ideals. They capture our history, they capture our culture, they capture the spirit of America.”

During the year 2000, donors contributed more than \$480,000 to the Reception Rooms. Major financial contributors were:

Helen Harting Abell of Louisville, Ky.; Hugh Trumbull Adams of New York City; Goerlich Family Foundation (Mr. and Mrs. Edward H. Alexander) of Toledo, Ohio; Marshall B. Coyne, Washington, D.C.; Edmond de



Bronze standing figure of Daniel Webster, a gift of John Gleiber of Washington, D.C., and William Gleiber of St. Louis, Mo.

Rothschild Foundation, New York City; Mr. and Mrs. Clement E. Conger (John Jay Hopkins Foundation), Arlington, Va.; Mr. and Mrs. Norman Kinsey, Shreveport, La.; Masco Corp. (Richard Manoogian), Taylor, Mich.; John McShain Charities, Inc., Philadelphia; Mrs. D. Williams Parker, Thomasville, Ga.; Arnold and Marie Schwartz Fund (in honor of Secretary of State Albright), New York City; and the Williams Family Foundation of Georgia Inc., Thomasville, Ga.

Gifts of furnishings and new acquisitions were on view. Among the gifts was a classical ormolu-mounted figured mahogany lighthouse clock, circa 1815, by Simon Willard & Sons, Roxbury, Mass., donated by Mrs. Thomas Mellon Evans of New York City.

Mr. and Mrs. Hermen Greenberg of Washington, D.C., donated a textile of the Great Seal of the United States made in China, circa 1900. The style of the eagle is known as the Boxer Rebellion Eagle.

On display in the Thomas Jefferson State Reception Room was an 1827 painting, *Still Life with Watermelon*, by James Peale, loaned by Mr. and Mrs.

Richard A. Smith Jr. of Rome, Italy.

John S. Gleiber of Washington, D.C., and William L. Gleiber of St. Louis, Mo., contributed to a bronze standing figure of Daniel Webster made by Thomas Ball in 1853. The statue is at the Foreign Service Institute in Arlington, Va. The Diplomatic Rooms Endowment Fund donated the funds to acquire a federal carved and inlaid mahogany card table, circa 1810, attributed to the workshop of Duncan Phyfe, of New York City.

Recent acquisitions through purchase in-

Classical ormolu-mounted mahogany lighthouse clock, circa 1815, by Simon Willard & Sons, donated by Mrs. Thomas M. Evans of New York.



cluded a dinner plate from the china service purchased by Secretary of State James Madison, which later was used by President and Dolley Madison at the White House; a traveling desk owned by John Quincy Adams, which he used while on diplomatic assignments; and a classical card table owned by Henry Clay while serving as Secretary of State.

Funds donated to the Diplomatic Reception Rooms are used to conserve the collection, preserve the rooms and select acquisitions to enhance the collection. ■



Alma Powell, left, greets Suzanne McKown of Berryville, Va., while Gail F. Serfaty, director of the Diplomatic Reception Rooms, introduces Secretary Powell to Lilburn and Nancy Talley of Millwood, Va., at a reception honoring donors in the John Quincy Adams State Drawing Room.

Photo by Michael Gross

7 Finish Leaders' Course

By Claire Votaw

Building leadership skills might be easier than expected.

Seven Department employees just proved it.

During four one-week sessions they, along with 140 other government colleagues, completed the Executive Potential Program, a Department of Agriculture Graduate School course aimed at sharpening people skills while shaping future leaders.

It begins with a personal assessment by peers, supervisors and subordinates to gauge a candidate's leadership potential as well as a Myers-Briggs test, which evaluates personality and attitudes.

The evaluation identifies personal weaknesses and strengths, providing the framework for a leadership development plan that a student follows throughout the year-long course at Hagerstown, Md.

The course offers students exposure to leaders, either through formal meetings or shadowing opportunities. Students are required to interview at least five senior executives in government or private industry. The meetings, or "executive interviews," as they're called, provide valuable insights and networking opportunities.

The students interviewed such senior officials as Secretary of State Colin Powell, Ambassador Thomas McDonald, Assistant Secretary for Consular Affairs Mary Ryan and Ambassador Kenton Keith. Senior executives from the National Transportation Safety Board; the Peace Corps; the Departments of Education, Energy and Transportation; and the National Academy of Public Administration also participated in the program.

Leaders are doers. The most important part of the program calls for students to shadow top-level directors on the job.

Bernice Sturdavant from the Bureau of Information Resource Management spent three days accompanying Wade Henderson, director of the Leadership Conference on Civil Rights, through the halls of Congress. Ms. Sturdavant listened as the civil rights leader expressed his views on election reform to a Senate committee and pushed the Democratic position on President Bush's tax plan.

"By the end of the day I was tired out but exhilarated because I had seen firsthand our democracy at work," Ms. Sturdavant said.

Another assignment, an "experimental learning project" throughout the course, required a team of eight to examine "a problem or issue facing an organization." Max Aguilar's experiment was developing a database for America's



Executive Potential Program participants discuss course outcomes, from left, Dehab Ghebream, Bureau of Educational and Cultural Affairs; Claire Votaw, Bureau of Information Resource Management; Max Aguilar, Office of the Inspector General; Lee Rainer, Bureau of Administration; Bernice Sturdavant, IRM; Robert House, IRM; and Bobby Pickett, ECA.

Dehab Ghebreab, far right, visits a World Bank computer center in Zimbabwe.



Promise. The Office of the Inspector General employee worked with others to determine why the youth organization is more successful in some communities than others.

Dehab Ghebreab's development plan took her to Africa. The course requires a "developmental assignment" designed to meet the goals outlined in each student's development plan. The Education and Cultural Affairs employee formed a peace organization with 16 African women. During the three-day workshop, the group received training in organizational skills, ratified a constitution and developed a strategic plan.

"I was deeply touched by the emotions that flowed during the workshop," Ms. Ghebreab said. "Most of these women work for human rights organizations and are not afraid to speak out despite concerns about their safety."

Another employee, student Lee Rainer of the Bureau of Administration, worked with the Department of Transportation's inspector general on the Firestone tire case. The work involved examining how the National Highway Traffic Safety Administration's Office of Defects Investigation identifies vehicle safety problems. He also assessed the office's efficiency and the way it issues consumer alerts and safety recalls.

The findings were eventually presented to Senator John McCain.

Robert House from Information Resource Management and Bobby Pickett from Education and Cultural

Affairs were the other Department employees who completed the course.

While the course is enriching for the students, it also benefits the Department. The experimental learning project, for example, offers offices short on staff needed manpower to solve problems, assess business practices, evaluate customer satisfaction or study work processes.

Since development assignments last from 60 to 90 days, bureaus can offer students projects that, while important, usually never get done because of staffing shortages. Both the student and Department gain: the student gains foreign policy experience and the Department gains some gratis help, since the students' salaries are picked up by their own agencies, according to Laura Sells, Department coordinator for the Executive Potential Program.

The program is open to GS 13-15 employees who have demonstrated exceptional leadership potential and seek senior management positions. Applications are submitted through bureau training offices and can be obtained through Department notices. Applications submitted in late fall are screened for the spring 2002 class.

For more information or for bureaus interested in offering team projects or individual development assignments, call Laura Sells at (202) 663-2144. ■

The author, a program manager with the Bureau of Information Resource Management, is a graduate of the Executive Potential Program.

Retirees Strive to Stay Tuned

Story and photo by Paul Koscak

What began in 1962 with a small band of Department retirees thinking it would be great every now and then to gather for coffee is now a vibrant advocacy organization almost 900 members strong. In fact, the Foreign Service Retirees Association of Florida is the largest and most active group of former State Department employees.

"It started as a social organization," said Irwin Rubenstein, the association's chairman, who lives in Plantation and was the counsel general in Mexico and later the U.S.-Mexico border affairs coordinator when he retired in 1993. "The newer leadership thought we could do a little more."

That's exactly what happened.

The group, which exists to promote "a better understanding of U.S. foreign policy," has a constitution, board of directors and speaker's bureau.

"We try to speak out on issues," said vice chairman Ford Cooper, the former deputy chief of mission in Helsinki before retiring in 1996, who now lives in Punta Gorda.

He emphasized that retirees are "very selective" when taking a policy position, avoiding partisan issues. The association, however, rallied against being shut out of Department buildings without an escort when tighter security measures were imposed last summer—a "slap in the face," Mr. Cooper charged. And it protested the appointment of a Civil Service employee to fill the Foreign Service deputy chief of mission position at the U.S. Embassy in Lima. The retirees also want stepped-up recruiting of Foreign Service officers.

Secretary Colin L. Powell modified the escort policy in February, giving retirees unescorted access to the basement, the first two floors and library of the Harry S Truman Building.

Through an active speaker's bureau, the association has made retired Department experts a hot commodity as high school and college classroom guests and civic club keynote speakers. "There's more demand than availability," said Al Perlman, who manages the bureau.

The association also draws a variety of outside experts and personalities to keynote its meetings. Everyone from newspaper editors to hospice directors to Marc



From left, retirees Al Perlman, Frank Divine, Irwin Rubenstein and George Barnard.

Grossman, the new under secretary for Political Affairs, have been featured guests, said Mr. Rubenstein, who continually seeks new speakers. "We're looking to get a congressman, and we've invited Secretary Powell to our November banquet," he said.

The association's latest project, being developed by Mr. Perlman and Mr. Cooper, is a university elder hostel in St. Petersburg featuring prominent policymakers. "We hope to do two or three hostels in February," Mr. Perlman said.

In another move to stay involved, the association donated \$1,000 to aid Foreign Service National employees after an earthquake devastated El Salvador and another \$1,000 to the Senior Living Foundation, a humanitarian organization for Department retirees.

Still, in many ways, the organization preserves its roots as a social club, holding luncheons throughout the Sunshine State four times a year as well as an annual banquet. Since its members live in more than 100 Florida cities, association activities are purposely planned in different regions of the state.

For instance, the group recently organized a trip to Splendid China, an Orlando theme park owned and operated by the People's Republic of China. "The director of the political department from the Chinese Embassy flew in to talk to us," Mr. Cooper said. "We were given a tour and an acrobatic show."

In April, the group held a luncheon at Miami Beach's Ramada Plaza Marco Polo Resort, featuring retired ambassador Cresencio Arcos, complete with an open bar hosted by the State Department Federal Credit Union.

In September, the retirees are planning a luncheon and trip to the Kennedy Space Center.

The heaviest concentration of members lives in Sarasota, followed by the Tampa-St. Petersburg region, Orlando and the East Coast.

"Many of our members are still active," Mr. Rubenstein added. "They're into businesses, teaching, real estate."

Ironically, he credits computers and the Internet—tools just being introduced to the workplace as many members retired—for the association's cohesiveness.

"Most of us keep in touch through e-mail," Mr. Rubenstein said about the messages he occasionally calls cables. ■

Distance Learning Is Closer Than You Think

By Thomas J. McMahon

Advances in technology make it easy for the Foreign Service Institute to help employees sharpen their language, professional and technical skills by offering more courses outside the classroom. All you need is a computer and you're in business.

FSI's School of Language Studies, for instance, launched an innovative self-study Russian advanced reading course. Similar offerings are planned for French, Portuguese and Spanish.

FSI is also expanding its distance learning through partnerships with other institutions.

For those who can't fit classes into their schedules, FSI offers another program called Out and About, a multimedia course that focuses on difficult-to-learn languages. The first Out and About—Moscow Out and About—debuted at the U.S. Embassy in Moscow last January. Other targeted posts are Athens, Bangkok, Beijing, Cairo and Tokyo.

The school has also sponsored training for nearly 100 employees and family members through the University of Maryland's elementary and intermediate online Spanish courses. Students can then take the FSI Spanish test and have their scores added to their personnel record. For FSNs looking to improve their English, FSI offers an imaginative selection of online writing labs. More sessions are available for the growing number of FSNs, thanks to a pair of university instructors in New York.

To enhance its computer training, FSI unveiled its SmartForce courses in 1999. The instruction is available 24 hours a day on OpenNet, the Internet, CD-ROM or through a commercial vendor. More than 600 employees now use this program.

For work-specific electronic courses, check out <http://fsiweb.fsi.state.gov/vfsi/menu/logon.asp>. For consular correspondence courses as well as a fire safety module, go to <http://www.fsiweb.fsi.state.gov>.

With more than 900 courses in management, leadership, professional skills and information technology, FSI's FasTrac program offers even more career-growth

opportunity. Students simply log on to the web site, pick their courses and work independently. Posts and bureaus nominate individuals for this pilot program. More than 500 students worldwide are enrolled in FasTrac programs.

So, what's ahead?

Consular Management at a Small Post will soon become a computer-based training program, available on CD-ROM.

FSI's Leadership and Management School is looking at commercial interactive technologies to support crisis management training overseas. The school also intends to add more general leadership and management training to its distance-learning portfolio. Distance-learning courses, similar to the eight-week FAST (familiarization and short-term training) classroom offerings, are also planned.

The Korean language section is developing a stand-alone, multimedia, task-based course in Korean. Designed for self-study, this course uses technology to enhance listening, comprehension, speaking and pronunciation skills.

Although the distance-learning revolution is still in its early stages, FSI is gearing up to meet the growing demand. One thing, however, is clear: FSI's distance-learning program will profoundly change the work and work force in the next ten years. ■

The author manages information resources at the Foreign Service Institute.



Photo by Bob Kaiser

Computers allow FSI to offer more traditional training outside the classroom than ever before.

After the Fall:

Hikers negotiate the Negev's rocks, near where the author fell and was seriously injured.

A Practitioner Gets Plenty of Practice

By Susan Kalma
Photos by Alex Veit

Accidents test our resourcefulness and teamwork. Little did the staff of the U.S. Embassy in Tel Aviv suspect that the new Foreign Service health practitioner would injure herself seriously in a fall during a hike in the Negev Desert, putting the post's emergency medical system to the test.

Reading instructions on how to survive a jump from a building into a dumpster must have helped. My first thought after losing my balance, ricocheting off a narrow ledge and finding myself airborne again was, "How did this happen?" My second was, "How can I land most auspiciously?" My friend Karen says she saw me curl into a ball on the way down. The next thing I knew, I was on my back in mud, shivering uncontrollably.

My right shoulder had taken the brunt of the blow. In seconds,

regional medical officer Dr. Jason Trego was at my side, having somehow negotiated the 10-meter drop in better form. Reassuring me and checking for damage, he asked, "Do you feel any burning pain in your neck?" I did—a bad sign. My bloody, muddy, heavy camera bag became a block to stabilize my head, and hikers peeled off their jackets to cover me.

The trip guide, Gunnery Sgt. Ken Thomas, and the three other Marine hikers hit their cell phones to call for help. No luck. From deep in the gully, signals couldn't get out. They climbed back out and from a clear spot higher up reached the embassy. The Marine on duty contacted the local guard, whose best friend was in charge of the Israeli Army's medical rescue teams. He immediately dispatched a team to the rescue.

Shaking, it seemed, two inches with every shiver, I lay in the mud in the gully. Although I was not in severe pain, my right shoulder, my left hand, both legs and the back of my head were bleeding. Tammie, our gunny's wife, was at my side,



"Susan of the Negev" rests unsuspectingly during her hike, shortly before her fall.



Author Susan Kalma almost onboard the rescue helicopter after being hoisted from a crevice in the Negev.

reassuringly letting me squeeze her hand.

There was no way for me to measure time in that dark cleft. But what a relief it was when the faint sound of chopper putt-putting reached us. Marines guided the helicopter in, sig-

nalizing with a mirror. In a swirl of sand and gravel, it hovered over us, then hopped to a suitable spot to unload its cargo of khaki-clad angels of mercy. With efficient compassion, they hooked me up to an electrocardiograph and intravenous line. Then they signaled for the giant green polliwog and, with the help of the regional medical officer and the Marines, lifted my cold, shaking body onto a metal scoop stretcher.

Flying sand prevented me from watching until, moving for once against gravity, I could view my slow ascent on a cable no thicker than a pencil to the hovering chopper's side door. Onboard, with my head at one open door and my feet at the other, the "angels" continued their monitoring and briefed me. We would stop first to pick up needed supplies and then fly on to Beersheva Hospital in about 20 minutes.

That hospital visit was rough, as X-ray after X-ray sought to reveal damage. Dr. Trego intervened to remind the radiologist that the neck is composed of seven vertebrae, not just the three that had been CAT-scanned. The right collarbone itself was in seven pieces and the shoulder joint was separated 15 degrees. Fortunately, there was no neurological damage. Jean Bowskill, my British registered nurse colleague, arranged my transfer back to Tel Aviv with a manic ambulance driver who seemed addicted to sudden stops.

As I lolled in the luxury of that hospital for two days, awaiting surgery and eating cream of wheat and cucumbers, Jean and Dr. Trego arranged a medevac flight and schemed to find someone to cover my position, even if it meant changing their own hol-

iday plans. Georges McCormick, the regional medical officer in Cairo, flew in to cover for a few days around New Year's. The ambassador and administrative officer paid welcome visits to the hospital in Tel Aviv, and one of our communicators volunteered to fly with me to Washington.

Meanwhile, the Office of Medical Services' foreign programs team in Washington found a hospital bed and slipped me into the busy holiday schedule of their consultant orthopedist. Dr. Cedric Dumont and Susan P. Smith visited me, and the foreign programs staff called frequently. As natural healing, coupled with physical therapy, brought daily progress, I began focusing my attention on returning to Tel Aviv. Back there, our health unit receptionist continued to help patients find other caregivers and kept me informed of new challenges with her calls.

When I returned to Israel, an embassy driver met my plane and assisted with my luggage. Marines and the community liaison officer brought flowers, friends shopped or assisted with cleaning chores, and gradually I resumed my normal life. After countless hours of physiotherapy with a skilled Israeli professional and daily practice at home, I have nearly reached 100 percent recovery of function. Glorifying in my ambassadorially bestowed name, "Susan of the Negev," I'm grateful for how lucky I have been and for the teamwork of my friends and colleagues around the world. ■

The author is the Foreign Service health practitioner at the U.S. Embassy in Tel Aviv.



The author's companions watch as the rescue helicopter begins her flight to safety from the Negev to Beersheva Hospital.

The Ins and Outs of Medical Evacuations

By Kristin Allison

Evacuating an employee or family member from an overseas post to a place where medical or dental care can be safely delivered is one of the most important services provided by the Office of Medical Services.

The Department's medical professionals understand that all medical evacuations are stressful because of the severity of the illness, the separation from family or because the diagnosis may be uncertain. In the rare event of a serious medical emergency such as a car crash, the emotional toll is great on the patient, the family and the entire embassy community. For those going through the experience for the first time, there is no such thing as a routine medevac.

Foreign Service families should ask their post's regional medical personnel for the latest in travel regulations and benefits if and when medical evacuation is needed.

Here are frequently asked questions about medical evacuations:

What is a medevac?

The Department may authorize a medical evacuation if a medically cleared employee or eligible family member posted abroad requires medical or dental care that cannot be adequately given at a post and cannot be postponed. The Department or employee's agency pays for travel to the nearest facility where suitable care is available. In most cases, this location will be one of the medevac centers designated by the Office of Medical Services: London, Pretoria, Singapore, Miami, Bangkok, Hong Kong, and Nairobi.

Who recommends a medevac and when?

The regional medical officer or regional Foreign Service health practitioner recommends a medevac after considering the condition of the patient, the availability of care at the post and the urgency of the need for treatment. They decide whether commercial air or air ambulance will be used. Most medevacs are scheduled in advance and involve outpatient appointments. These patients travel by commercial air. Air ambulance evacuations are rare and are used when the patient requires intensive in-flight medical attention.

Elective medical or dental treatment should be scheduled with other official travel. Since dental evacuations are limited in scope, employees



should schedule dental care during home leave or other official travel. For problems that cannot be managed at a post, the patient may choose to stay with family in the United States when the dental treatment is extensive and time-consuming, since only one to three days of per diem are authorized for dentevacs.

May I be medevac'd to the United States to see my own physician?

If the patient's medical condition is stable enough for travel to the United States, the Department may authorize "cost-construct" travel. The ticket to the medevac site is paid by the Department and the patient pays the difference between the cost of travel to that site and to the actual destination. Per diem will be paid at the medevac center rate or the actual destination rate, whichever is lower. Some medevacs authorize full cost travel to the United States. For example, pregnant women are authorized travel to any city in the United States for delivery. Most patients with cancer, psychiatric conditions and substance abuse problems are flown to Washington, D.C., so the Office of Medical Services can oversee the care and monitor the patient's recovery.

What should I do if I or a family member needs a medevac?

Provide the medical unit staff with a credit card number and expiration date to allow staff at the medevac site to reserve a hotel. Give them information about your health insurance plan. They will notify the medevac site to make the necessary medical appointments. The health unit will advise you about travel orders. Arrange for a travel advance before departing your post. Take a valid credit card, all applicable medical records, travel orders and the post-issued Authorization for Hospitalization form to the regional medevac site.

In the case of an emergency medevac, where time is limited, it may be impossible to get a travel advance. Health unit staff coordinate all aspects of emergency medevacs, whether by commercial air or air ambulance. Even in an emergency medevac, the basics are the same: credit card, insurance carrier, medical records and orders.

May my family come with me on a medevac?

It depends on the patient's clinical need for assistance during travel. Three days' per diem will be paid for non-medical or medical attendants, if necessary. Minor children patients are authorized one parent attendant for the duration of their medevac. Other children may travel with a medevac'd parent if arrangements cannot be made



for the child's care at post. The principal officer must certify that child care is unavailable.

Who pays the medical bills when I am on medevac?

Outpatient bills are the responsibility of the patient and the patient's insurance company. While the Department pays inpatient bills initially because hospitals overseas do not accept American insurance, the U.S. government

remains a secondary payer and requires patients to submit their bills to their insurance provider. Patients are obligated to reimburse their agencies for the amount of the hospital bill covered by their insurance.

Who oversees my care at the medevac site, and who decides when I can return to post?

The regional medical officer, Foreign Service health practitioner or medevac coordinator. The patient's physician at the medevac site will inform the Department's medical professionals and the medevac coordinator will tell you when to return to post.

Does per diem decrease after the first 30 days of a medevac?

No, full per diem is paid for the duration of the medevac.

When does the medevac end?

When the medical professional supervising your medevac decides you are well enough to return. If it becomes clear during the medevac that you have a condition that exceeds the medical care available at your assigned post, the medical professional will not clear you to return to post. If treatment will improve your condition sufficiently to allow a return to post, then per diem will continue until treatment is completed and you are cleared to return.

Are all pregnant women encouraged to deliver in the United States, no matter where they are posted?

Yes. The Office of Medical Services supports the medical evacuation of all pregnant women to the city of their choice in the United States approximately six weeks before estimated delivery date. Per diem is paid for up to 90 days, or approximately six weeks before delivery and six weeks after delivery.

Questions should be directed to your regional medical officer or Foreign Service health practitioner. ■

The author is a Foreign Service health practitioner and deputy chief of foreign programs in the Office of Medical Services.

Eldercare Supports Long-distance Caregivers

By Sydnee Tyson

“They say bad things come in threes,” writes Political Officer Richard Hawkins, now serving in Abidjan, along with his wife, Patricia, a public affairs officer.

“Pat’s mother was diagnosed with Alzheimer’s, my infirm parents were about to move from a cluttered farm to a three-room, assisted-living apartment, and we were facing substantial personal travel expense to perform our back-home duties.”

Thanks to the Department’s new eldercare Emergency Visitation Travel (EVT) benefit, however, Mr. Hawkins noted that they were able to go to the assistance of their parents “with no irreparable dents in our budget.”

The Hawkinses were among the first Department employees serving overseas to use the new support program in caring for their parents. In the first 12 weeks following implementation last January, more than 80 employees received eldercare EVT. Most travelers needed to help a parent devise a better living situation following a serious decline in health, while some assessed the quality of care a parent was receiving from a facility. Regardless of the family details, employees say they appreciate a travel benefit that acknowledges that more American families are caring for aging parents than ever before because more Americans are living longer than ever before.

Woody Staeben, a consular officer serving in Guadalajara, visited his mother in northern Wisconsin to help speed her recovery from injuries suffered in a serious car accident and to encourage her to reconsider her housing situation before the next severe winter. He says, “I believe that my presence helped turn her around. And I know my father appreciated the help.” He also said he was glad to be able to support his siblings, who live nearby and were bearing more of the care-giving burden.

“As you can imagine, I heard plenty from both siblings about how much they had to do in terms of parent care while I got out of it. This alone was well worth the trip,

For more information on LifeCare and eldercare

EVT from State’s OpenNet Web site, go to:

1-Domestic Links

2-select Human Resources, M/HR

3-select “HR Office Index”

4-select “ER”

5-select “Work/Life Programs”

6-select “Dependent Care”

7-select “Eldercare”

8-print “LifeCare Fact Sheet” and other eldercare information

See HR/ER Web site.



Tunis human resources officer Barbara Ensslin with her mother Ruth Beecher.

Ensslin family photo

and for once there were no complaints about how their tax dollars are spent,” Mr. Staeben added.

Sometimes LifeCare, the Department’s resource and referral service, can help an employee reach out to a far-away parent who needs more help. When Barbara Ensslin, human resources officer in Tunis, learned that her mother had suffered serious injury in a fall, she turned to LifeCare for information and referral to dependent care services that could help her mother in Ft. Lauderdale, Fla. Ms. Ensslin reports that LifeCare responded to her request within one work day, providing a summary of care providers near her mother’s home and guidance on choosing services. With a couple of phone calls and some e-mails, she hired home health care that enabled her mother to get help with her activities of daily living and remain in her own home.

She says her mother is pleased with her new caregiver. Other family members later marveled at how she was able to identify and hire exactly the right kind of help for her mother from her distant overseas post, saying that even though they lived nearer, getting the needed information would have been a struggle.

It will remain difficult to plan ahead for helping parents whose health may decline suddenly and unpredictably. But now there are more care options with LifeCare and eldercare EVT. Employees can use LifeCare to research the issues to be faced—housing, health care directives and wills—assuring good medical care and other services for elderly parents who remain at home and, in a crisis, to get quick referral to care programs and providers in any U.S. locality. In the most worrying situations, employees have two EVT trips available during their careers that can mean immediate relief for a parent who needs support. ■

The author manages the Eldercare program.



A Nation Remembers...

In a solemn ceremony marking the 25th anniversary of the assassination of Athens Station Chief Richard Welch, members of the embassy community dedicated a plaque honoring Mr. Welch, four other embassy employees killed and dozens injured since 1975 by members of the "17 November" terrorist organization. No member of the group has ever been arrested for any of the murders.

Russian FSN Sentenced in Visa Fraud Case

Igor Galitskiy, a Russian Foreign Service National employed by the Foreign Agriculture Service at the U.S. Consulate General in St. Petersburg, was sentenced in U.S. District Court in Chicago to 10 months' imprisonment. Federal Judge Harry Leinenweber also ordered Mr. Galitskiy to forfeit \$4,600 and to pay a \$600 special assessment. Following the completion of his sentence, he was referred to the Immigration and Naturalization Service for deportation proceedings.

A federal jury found Mr. Galitskiy guilty on six counts of visa fraud, conspiracy and false statements last September. The same jury also found two co-defendants guilty for their role in the conspiracy. The two were sentenced earlier to five and six months, respectively, and ordered deported from the United States following the completion of their sentences. Charges against three other individuals were dropped

in exchange for their cooperation and testimony at trial.

Diplomatic Security agents arrested Mr. Galitskiy and his two co-defendants in Chicago last May after they attempted to enter the United States at O'Hare International Airport. Mr. Galitskiy was charged with conspiring with several individuals to fraudulently obtain U.S. nonimmigrant visas in St. Petersburg. He submitted their visas to the consulate via the referral system, stating in an official memorandum that he had established the bona fides of the applicants and their companies in order for them to attend a USDA-sponsored trade show in Chicago.

Diplomatic Security, which conducted its investigation in cooperation with Consular Affairs, revealed that none of the companies existed and that the individuals had lied about their employment for purposes of obtaining the visas. All of the individuals arrested were found to have paid anywhere from \$3,500 to \$5,500 for their visas. The investigation began when DS discovered several Russian organized crime figures had earlier obtained visas through Mr. Galitskiy and had committed a series of financial crimes in Colorado.

People Like You

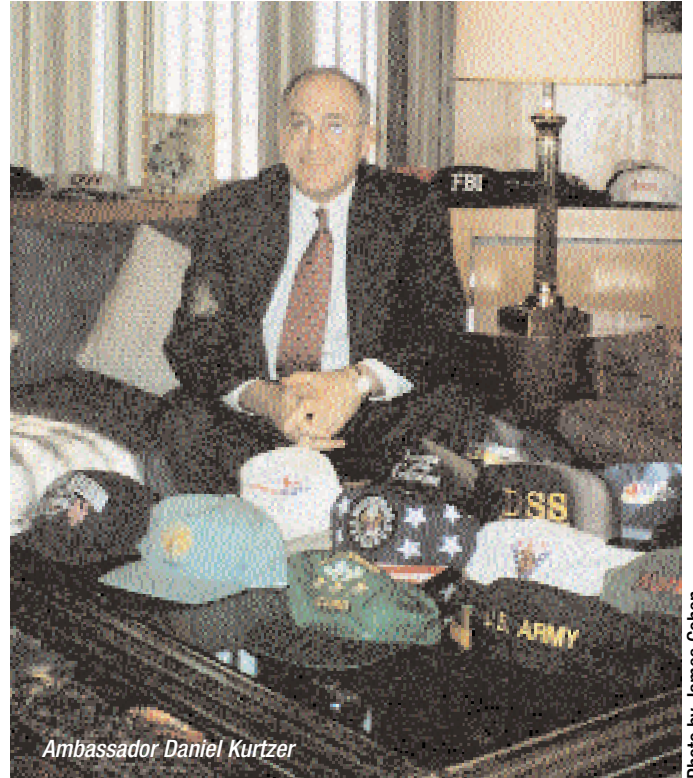
Please Remove Your Hat And Leave It, Too!

When Ambassador Daniel C. Kurtzer arrived in Cairo in January 1998, he learned that his predecessor, Ambassador Ned Walker, had a small collection of baseball hats. A lifelong baseball fan, he liked the idea so much he decided to start one of his own.

What was once a "small" collection of baseball hats may now qualify in the *Guinness Book of Records* as the world's largest ambassador's cap collection. The more than 200 caps that adorn his office and residence represent ships that have passed through the Suez Canal, most U.S. businesses in Cairo, agencies represented at post and, more important, the New York Yankees.

"Now people feel guilty if they don't send me a hat or bring one to a courtesy call," the ambassador said, seated in his office surrounded by caps. "They bring a sense of informality and Americana to the office and serve as a really nice conversation piece."

When the ambassador leaves this summer, his hat collection will follow and so will the conversations.



Her Credentials Are Sought After

Officially, Narguis Andrawes is the secretary for the assistant information officer in the public affairs section in Cairo and backup for the embassy's web site manager.

But Ms. Andrawes' talents extend beyond her normal office duties. During her decade with the U.S. Embassy, she has created her own trademark by designing and creating special press credential badges for the many official visits her section assists at the Department of State's largest embassy.

To create her special badges, she draws on the treasures of her own country, using photos of Egyptian art or scenery, and superimposes the credential language on them. For Secretary Powell's first visit in March, for example, she used a photo of a statue of a great pharaoh-general from Egypt's past. While Ms. Andrawes' creations are useful for controlling access to press events, they're also attractive souvenirs for journalists who cover the events.

And it's not uncommon for non-journalist members of an official party to stop by the press center seeking a souvenir credential.



Photo by Carl Goodman

FSN Narguis Andrawes

APPOINTMENTS

Deputy Secretary of State. Richard L. Armitage of Virginia is the new deputy secretary of State. Before assuming his position, Mr. Armitage was president of Armitage Associates, a private consulting firm. As coordinator for emergency humanitarian assistance, he held the rank of ambassador during the administration of President George H.W. Bush. He was presidential special negotiator for the Philippines Military Bases Agreement; special mediator for water in the Middle East; special emissary to Jordan's King Hussein during the 1991 Gulf War; assistant secretary of Defense for International Security Affairs and deputy assistant secretary of Defense for East Asia and Pacific Affairs. He was administrative assistant to then-Sen. Robert J. Dole. A Navy Seal and a graduate of the U.S. Naval Academy, Mr. Armitage served three tours in Vietnam.



U.S. Ambassador to Canada.

Paul Cellucci of Massachusetts is the new U.S. Ambassador to Canada. He was governor of Massachusetts from 1997 to 2001. Elected lieutenant governor in 1990 on the ticket with William Weld, Mr. Cellucci assumed the office of governor when Mr. Weld resigned in 1997. He was elected to the office in 1998. He entered public service in 1970 when he was elected to the Hudson Charter Commission. Later, he won a seat on the Hudson Board of Selectmen, where he served for six years. In 1976, Mr. Cellucci was elected to the first of four terms in the Massachusetts House of Representatives. In 1984, he was elected to the state Senate from Middlesex and Worcester district and served three terms. His private sector experience includes 30 years of work with his family's auto dealership and 17 years in private law practice, eventually serving as a partner in the Hudson firm of Kittredge, Cellucci and Moreira, P.C. Mr. Cellucci and his wife have two daughters.



Under Secretary for Global Affairs.

Paula Dobriansky of Virginia is the new under secretary for Global Affairs. Prior to her appointment, Ms. Dobriansky was vice president and director of the Washington office of the Council on Foreign Relations. She served as associate director of the Bureau of Programs in the U.S. Information Agency from 1990 to 1993 and as deputy assistant secretary for Human Rights and Humanitarian Affairs from 1987 to 1990. She

also served in the National Security Council's Office of European and Soviet Affairs from 1980 to 1987.



Under Secretary for Management.

Grant S. Green, Jr., of Washington state was recently sworn in as under secretary for management. Mr. Green was chairman and president of GMD Solutions, Inc., a global marketing and consulting firm. He previously served as assistant secretary of Defense for Force Management and Personnel, as special assistant to President Ronald Reagan for National Security Affairs and as executive secretary of the National Security Council. He is a 22-year veteran of the U.S. Army. Mr. Green was born in Seattle and is married with three children.



Under Secretary for Political Affairs.

Marc Grossman of Virginia is the new under secretary for Political Affairs. A career member of the Senior Foreign Service, Class of Career Minister, Mr. Grossman was previously director general of the Foreign Service and director of Human Resources. He served as assistant secretary for European Affairs from 1997 to 2000 and as ambassador to Turkey from 1994 to 1997. He was principal deputy assistant secretary for Political-Military Affairs and deputy chief of mission in Turkey. Mr. Grossman also served at NATO and in Islamabad. His wife Mildred is a Foreign Service officer. They have one daughter.



Legal Adviser.

William H. Taft IV of Virginia is the new legal adviser. Previously, Mr. Taft was a litigation partner with the Fried Frank law firm in Washington, D.C. Before joining Fried Frank, he was U.S. permanent representative to NATO from 1989 to 1992 and deputy secretary of Defense from 1984 to 1989. Mr. Taft was acting secretary of Defense from January to March 1989. From 1981 to 1984, he served as general counsel for the Department of Defense. Before his service in the Defense Department, he practiced law and held various positions with the Federal Trade Commission, the Office of Management and Budget and the Department of Health, Education and Welfare, where he was general counsel.

PERSONNEL ACTIONS

Foreign Service Retirements			Civil Service Retirements		
Adams, Frank R.	Klekas, John Louis	Muth, John J.	Suddath, Joseph M.	Durham, J.W.	Lyman, Helen C.
Bunn, Charles P.	Marquis, Alphonso	Parris, Mark Robert	Sullivan, Daniel	Elben, John C.	McHugh, Nena E.
Crenshaw, Carole	George	Sady, Edward L.	Van Heuven, Ruth M.	Gilsenan, John T.	Riggs, Floyd A.
Hall, Robert B.	Mazer, Ronald M.	Samuel, Edward Bryan	Villegoureix-Ritaud,	Holland-Walker,	Ulmer, Sandra Y.
Ikegami, Russell M.	McNaughton, Betty	Satcher, Sylvester	Patrick	Evelyn I.	
Kartman, Charles	Louise	Scarlett, Barbara A.			

Foreign Service Grievance Board Summary

In this issue, *State Magazine* continues publishing summaries of selected Foreign Service Grievance Board decisions. Our aim is to help employees better understand the important role the board plays in resolving disputes between employees and the Department, as well as to highlight examples of board decisions that might be of particular benefit to employees and supervisors.

Reported cases will provide general information about matters that can be grieved, remedies available through the grievance process and significant board precedent. As a principle of good management, disputes and grievances should be resolved through discussion among the parties or mediation at the lowest possible level. An employee whose grievance has been denied by the agency or has not been resolved within the 90-day statutory period for agency review, however, may appeal to the Foreign Service Grievance Board.

Further information on the grievance process is available in 3 FAM 4400-4470 and at the grievance staff (HR/G) home page on the Department's OpenNet at <https://hrweb.hr.state.gov/grievance/index.html>.

Claims of Prejudiced Evaluations Lack Support

A Foreign Service employee appealed his pending separation from the Foreign Service to the Grievance Board, alleging that the action resulted from prejudicial information in his personnel file.

The employee asserted that his supervisors had created an intolerable working environment, had sought to deny him promotion and had willfully sought to punish him through his evaluation reports in retaliation for his objections to their waste, fraud, mismanagement and falsification of government records.

The appeal was denied.

The Department said the employee had not shown that his evaluations were falsely prejudicial or that there were any procedural errors in the selection or performance boards' actions. The Department also noted that the grievant had previously experienced difficulties in working with supervisors and that the Performance Standards Board had cited as reasons for his separation a lack of interpersonal skills and an inability to get along with colleagues and supervisors.

In its decision, the Grievance Board said the employee had based his grievance almost entirely on the proposition that he was a victim of supervisors who engaged in misconduct that he resisted or exposed, resulting in retaliation against him by a variety of means, including his EERs. The board noted, however, that the grievant had failed to support his charges of mismanagement, fraud and abuse.

The board agreed with the grievant that there was little doubt that there was a strained relationship between the grievant and his supervisor. But the board said "the fact that a supervisor-subordinate relationship was strained or contentious does not establish a presumption that an evaluation prepared by the supervisor is per se inaccurate or falsely prejudicial."

The board said that the grievant had not substantiated claims of his superiors' wrongdoing, and he did not prove that the comments in his evaluation reports were inaccurate or falsely prejudicial. The board said the employee had presented no corroborative testimony from any third party to support his claims. Under the circumstances, the board concluded that the grievance lacked merit.

O B I T U A R I E S



Madison (Mac) M. Adams Jr., 69, a retired Foreign Service officer, died March 24 in Spencer, N.C. He joined the Foreign Service in 1957 and served in Costa Rica, Liberia, Mexico, Ecuador, Chile and Australia. He retired in 1987.



Douglas Miller, 73, a retired Foreign Service employee, died March 9 in Lanham, Md. Mr. Miller joined the Foreign Service in 1956 and was stationed in the Philippines, Vietnam, India, Burma and Mexico. He retired in 1988. He served in the Marine Corps during World War II.



Paul J. Hoylen, 89, a retired Foreign Service officer, died of pneumonia April 8 in Deming, N.M. He served in posts in Europe and South America before retiring in 1971. During World War II, Mr. Deming served with the U.S. Army in North Africa and Italy.

Mary Stewart Pollock, 79, a retired Foreign Service secretary, died April 9 in Elmira, N.Y. She joined the Foreign Service in 1951 and was stationed in Japan, France, Iceland, Egypt, Yugoslavia and Belgium. She retired in 1981.

Alice Mundt, 78, a retired Foreign Service secretary, died March 25 in Muskegon, Mich. She joined the State Department in 1953 and entered the Foreign Service in 1954. She served in Naples, Toronto, West Berlin, Rio de Janeiro, Moscow, Paris, Yaounde and Cairo.

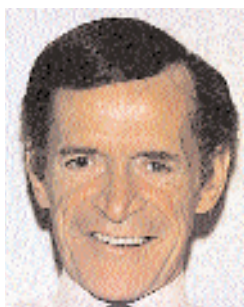


Lawrence John Kennon, 76, a retired Foreign Service officer, died last December in Oakland, Calif., after a long illness. He joined the State Department as a mail clerk in 1946 and the Foreign Service in 1956. His posts included Canada, the Netherlands, Israel, Pakistan and India. Mr. Kennon was duty officer at the U.S. Embassy in Tel Aviv in 1967 when the Mideast

war broke out, and he was airlifted in 1979 from a burning U.S. Embassy in Pakistan besieged by militants sympathetic to the Iranian revolution. He retired in 1984. Mr. Kennon was a U.S. Army veteran of World War II.



James W. Reeves, 65, a former Foreign Service officer, died Jan. 13 in Sturgis, Mich., of complications from brain cancer. He joined the Foreign Service in 1961 and served in Madrid, Mexicali, Nairobi and Colombo. He left the Foreign Service in 1973.



Frank T. Lyons, 76, husband of retired Foreign Service personnel officer Lynn Hacking Lyons, died Jan. 30 of pneumonia after quadruple bypass surgery. Mr. Lyons took a leave of absence from his job on the surveys and investigations staff of the House Appropriations Committee to join his wife on her assignments to Ouagadougou and Riyadh.



Francis R. Starrs, 78, a retired Foreign Service officer, died in Walnut Creek, Calif., March 9 after a long illness. He joined the Foreign Service in 1954 and served in Martinique, France, Spain, Guatemala, Mexico, the United Kingdom and Washington, D.C.

Embassy in Rangoon Honors a Great Teacher

The staff of the U.S. Embassy in Rangoon held a memorial service in honor of Mrs. Than Hlaing (Daw Yin Hla), who taught Burmese at the Foreign Service Institute for more than 30 years and died unexpectedly in the United States in the summer of 1999.

Family, former students and friends gathered to dedicate a marker to the revered teacher. The marker, situated on the shores of Rangoon's Inlay Lake among a grove of fragrant jasmine bushes near the chargé's residence, pays tribute to Daw Hlaing's contribution to a generation of U.S. Foreign Service employees.

"Her untimely death was a deep loss for her family and her many friends, but we are comforted knowing that she passed away happy and fulfilled," remarked Chargé Priscilla Clapp.

"One could not help but love this lady and through her, the country and people she represented," noted Public Affairs Officer Ron Post.

Rose Hlaing told the gathering how proud her mother was to have brought so much of Burma into the hearts of those who knew her.



1st Annual Foreign Affairs Day Sept. 10, 2001

The 1st annual Foreign Affairs Day will be celebrated Sept. 10, 2001. Retired Civil Service and Foreign Service employees are invited to participate. To register for the event, please complete and return the form below:

Foreign Affairs Day
HR/EX – Room H1103, SA-1
U.S. Department of State
Washington, DC 20037

Please call 202-663-3600, if you have any questions.

NAME _____

ADDRESS _____

TELEPHONE NUMBER (____) _____

AT THE DAWN OF TIME,
THERE WAS
EMBASSY
ONE MILLION
B.K.!

DIPLOMACY TAKES SHAPE...

WE'LL CALL THIS
"A FRANK EXCHANGE
OF VIEWS"...

AM I THE
NOTETAKER?

THE BIRTH OF BUREAUCRACY...

SAY, GREAT JOB
INVENTING THE WHEEL!

NOW IF ONLY
SOMEONE WOULD
INVENT TRAVEL
ORDERS...

MANAGEMENT STYLES EMERGE...

AMBASSADOR UC IS A
REAL NEANDERTHAL...

WE'RE NOT JUST
CAVE MEN - WE'RE
CAVE PEOPLE!

UC

TRANSFERS BETWEEN POSTS ARE PRIMITIVE...

SORRY, BUT ACCORDING
TO THE NEW REGULATIONS
IT'S TOO HOT TO SHIP
YOUR MASTODON.

HOW LONG DO
YOU HAVE TO
WAIT FOR AN
ICE AGE?

THE FIRST I.D. BADGES ARE ISSUED...

YOU THINK THESE ARE HEAVY-
WEIGHT UNTIL THE BRONZE AGE...

AGGIER 2001