

U.S. DEPARTMENT OF STATE

DECEMBER 2005

State

MAGAZINE



More than a million people a day cross the U.S.-Mexico border, including here at Matamoros.



IN OUR NEXT ISSUE: Mexico Border Consulates

State MAGAZINE

Rob Wiley
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Bill Palmer
WRITER/EDITOR

Jennifer Leland
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David L. Johnston
ART DIRECTOR

ADVISORY BOARD MEMBERS

Teddy B. Taylor
EXECUTIVE SECRETARY

Larry Baer

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Pat Patierno

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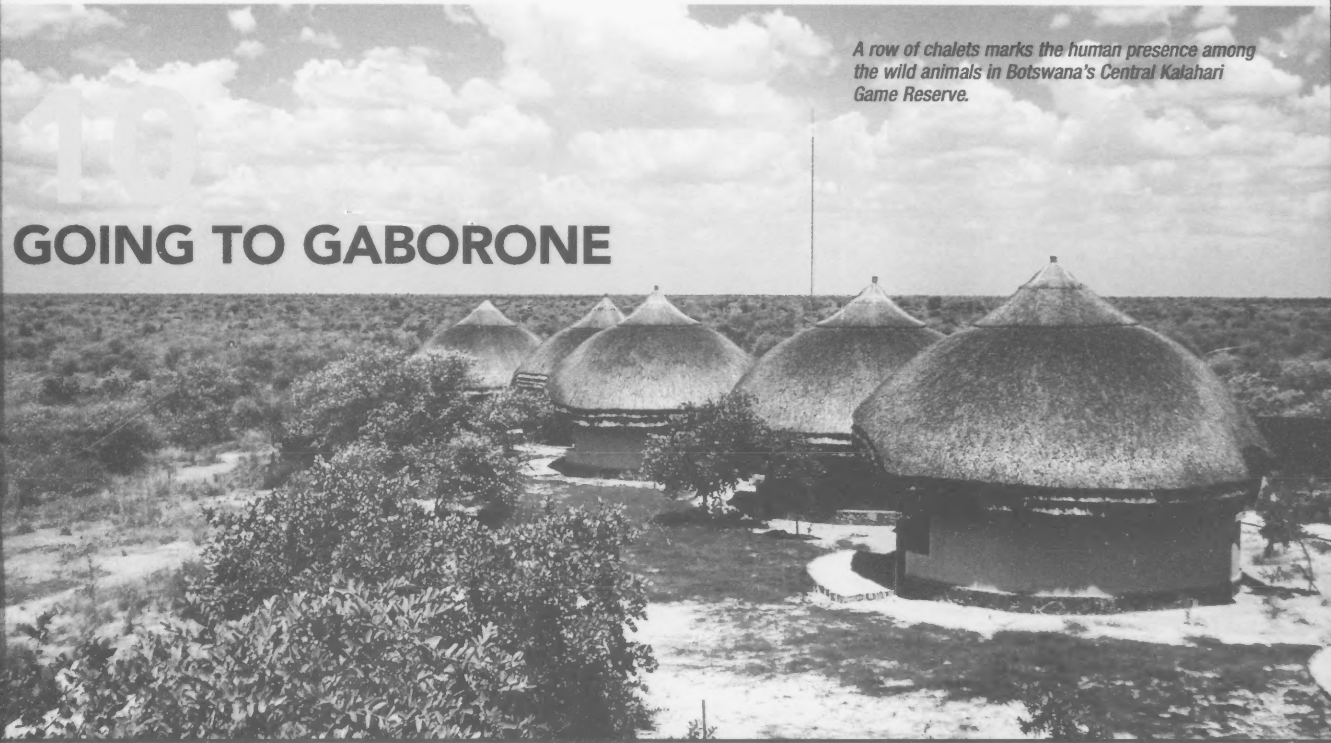
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ON THE COVER

A painting of a dove above a circle of the world's children calls forth the holiday season's eternal theme: "Peace on Earth." *Painting by Katie S. Atkinson*

FROM THE SECRETARY

SECRETARY CONDOLEEZZA RICE



A Holiday Message from the Secretary

In this holiday season, I want to send my best wishes to every member of our extended State Department family.

The holidays are a time to be thankful for what we have—most of all for our families and friends, who enrich our days and remind us why we have chosen the noble calling of public service. All of us in Washington are especially grateful for our colleagues overseas, many of whom are serving far away from their families.

The holidays are also a time to be mindful of what, and whom, we have lost. We will never forget our friends and co-workers who died this year while advancing our nation's diplomacy. We remember their names, we honor their sacrifices, and we send our deepest condolences to their loved ones.

As this year draws to a close, we take stock of the many great goals we have achieved. Our State Department is realizing President Bush's vision of a world where liberty and prosperity, democratic principles and human rights enrich the lives of all people—a world of greater justice in foreign lands and greater security in ours.

All of you have helped to shape unprecedented progress for democracy this year in places like Ukraine, Afghanistan, Iraq, Lebanon, and the Palestinian territories. You are also strengthening America's global efforts to feed the hungry, to cure and care for the sick, and to assist those less fortunate than us in building better lives for themselves and their families. Throughout the world, you are helping others to transform their own lives.

We continue to approach all of our diplomatic missions, however, with absolute humility. We remain humble in our support of democratic aspirations, because we recall how much time and sacrifice was needed for all Americans finally to secure our democratic rights. We are humble, as well, because this year has reminded us that certain forces will always remain beyond our control, capable of causing immense devastation, both overseas and here at home. At these times, as we have seen this year, your efforts to rally the world's support and generosity are essential to saving lives and easing suffering.

No matter what the challenge, I believe in all of you and your ability to succeed. I see the fruits of your success every day in the Department and in all of my travels. Now, if we remain true to our principles, I know that we can leave behind a world that is changed for the better.

I wish all of you, and your families, a safe and happy holiday, and I look forward to continuing our good work in the new year. ■

LETTERS TO THE EDITOR

Sports and Diplomacy

The photo of Secretary of State Condoleezza Rice on the cover of the September issue of *State Magazine* with the notation "Building Bridges Through Baseball" gives courage to those of us who valued sports as contributors to both national and international mutual understanding throughout our Foreign Service careers.

During over four years in Togo, I encouraged Operations Crossroads to put together a group of athletes not only for training the Togolese, but to encourage competition with other countries. In time, the concept of East-West African

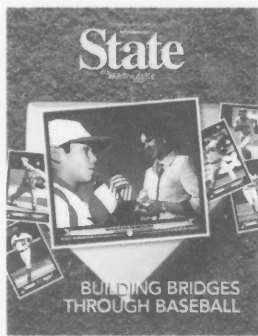
Games resulted in Ghana, Togo, Dahomey and Nigeria sending teams in soccer, boxing, track and field and tennis to Kampala, Uganda. The games

turned out sufficiently well that the Nigerian Sports Council was eager to plan a similar sports festival for spring of the following year.

Along with the merits of good health and development of moral character learned in training, there was the gradual understanding that despite cultural differences, politics or economic conditions,

lasting friendships could be made. The exchanges also offered good opportunities for open discussions about our own country.

William B. Hussey
Retired Foreign Service Officer



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.

FROM THE EDITOR

We have learned that the story "The Art of Diplomacy" published in the November issue contains some information requiring clarification. We thank Anne Johnson, director of the Department of State's ART in Embassies Program of the Overseas Buildings Operations, for the following information:

Not all of the photographs in the November article are actual or accurate images of current or planned installations.

The Foundation for Art and Preservation in Embassies is a nonprofit, nongovernmental private foundation that supplements the ART in Embassies Program with its mission of visual diplomacy abroad, by generously donating primarily site specific sculpture to selected new embassy buildings, and supporting preservation projects in significant buildings. Additionally, FAPE has contributed major works of art for permanent installation in our Embassies abroad with both the Lee Kimche McGrath Original Print Collection and the millennium Gift to the Nation, in which two hundred works of art by prominent American artists were donated to our Embassies worldwide. The goal of both programs, according to Ms. Johnson, "is to share the best of American culture, created by some of our most important citizens, our artists."

The ART in Embassies Program was founded more than 40 years ago by an act of Congress and has been in continuous service to U.S. embassies since 1964. The projects mentioned in the article, the Art in New Embassies

Program, do not constitute a new ART in Embassies Program. They refer instead to the sculptures purchased so far by FAPE for several New Embassy Complex buildings, as well as other planned signature works to be donated by the foundation for selected buildings currently under construction.

The Department's in-house ART in Embassies Program is both a loan program for the residences of American ambassadors, curating about 60 new exhibitions a year, and a purchase program, buying most of the art for the NEC buildings. Currently, 3,500 works of art by prominent American artists are on loan to ART for exhibitions in residences of U.S. ambassadors. Additionally, ART has in the last year purchased 60 works of art by American, Armenian-American and Armenian artists for the NEC in Yerevan; 72 works of art for Tashkent by Native-American, American and Uzbeki artists; and 30 works of art by African-American and Cameroonian artists for Yaounde. Thirty-five newly initiated NEC projects are currently on the ART in Embassies list for the purchase of new permanent collections to be acquired both from American artists and artists living in host countries.

We regret any confusion this article might have caused.

Rob Wiley

Culture WITH A Cause

Lima Art Night Benefits Peruvian Woman and Children

What is the connection between USEA article art exhibitions and pediatric burn victims? In Lima, Peru, it is clear and direct. The United States Embassy Association uses its annual Noche de Arte as a fund raiser to provide relief to burn-scarred children, as well as support other charities that benefit poor and challenged women and children. The association's efforts over the past 36 years have provided more than \$1.2 million to those in need.

Noche de Arte is a highly renowned cultural event where the best of Peruvian art can be appreciated and purchased. Participating is an honor for Peruvian artists, whether celebrated or little known.

This year, Noche de Arte changed its formula. "In order to expand the event and generate more money for the children, we had to change venues," said USEA President Harold Price. "We had to break with the tradition of hosting the event at the Ambassador's residence and move to the larger and more easily accessible Museo de la Nacion."

Ambassador Curtis Struble gave media interviews, which resulted in articles and broadcast coverage that fueled the anticipation.

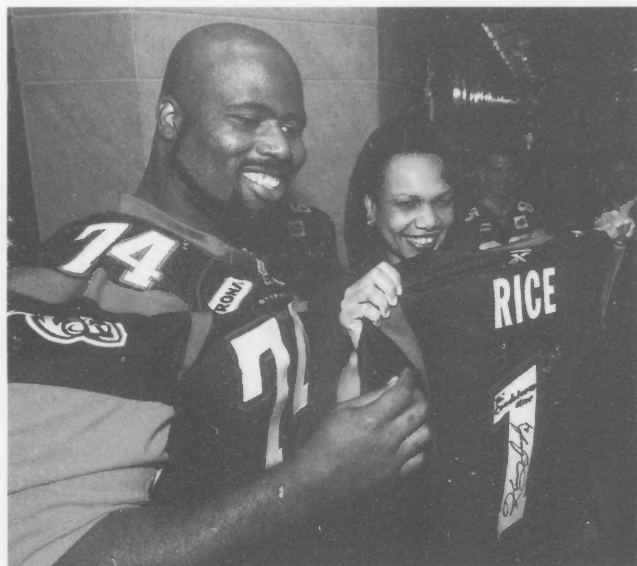
He and his wife Susan, along with Alvaro Roca Rey, president of the Museo de la Nacion, welcomed guests, who

appreciated the more than 500 oil paintings, sculptures, ceramics and batiks on display. Performance artists mingled with the crowd, adding to the festival atmosphere.



Attendees enjoy the art and performing mimes.

Some 4,000 art aficionados attended over two nights, the highest attendance ever for Noche de Arte, which has already decided to hold its 2006 event at the Museo de la Nacion again.

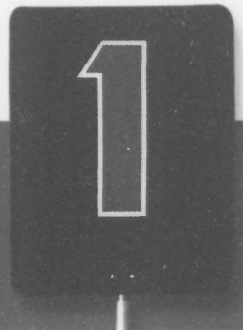


Secretary Rice Plays Ball to Register Americans in Canada

Secretary of State Condoleezza Rice and Ambassador to Canada David Wilkins joined with Consul General Keith Powell during the Secretary's recent visit to Ottawa to encourage American citizens residing in Canada to register with the embassy.

American citizen team members and managers of the Canadian Football League's Ottawa Renegades answered the call to register and took the opportunity to make some new fans, including Secretary Rice, who received a team jersey.

Secretary Rice receives a jersey from Renegade team member Johnny Scott.



Unlike American football, which allows only 11 men to be on the field, Canadian football requires 12 men to be on the field and gives only three chances to make a first down.

DACOR FOUNDATION OFFERS GRANTS TO FS CHILDREN AT YALE, HOTCHKISS

Several scholarships and fellowships will be available in academic year 2006–2007 for children and grandchildren of Foreign Service officers, active or retired, for study at the Hotchkiss School and Yale University.

These Dreyfus Awards, sponsored by the Diplomatic and Consular Officers Retired Bacon House Foundation, are made possible by a bequest from the late Ambassador Louis G. Dreyfus, Jr.

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

Awards to Yale students, based on merit, will be made by the foundation in consultation with Yale. At Yale, the awards are coordinated by the Yale Center for International and Area Studies, Henry R. Luce Hall, 34 Hillhouse Ave., New Haven, CT 06520. Aspirants may apply for the award at the time of

their application to Yale. Awards to undergraduates may be up to \$5,000. Awards to graduate and professional students may be up to \$10,000. There is no restriction as to field of study, but if there are many applicants, preference will be given to students pursuing a master's degree in a field related to foreign affairs.

To apply, students should send a copy of the parent's or grandparent's most recent Foreign Service appointment or promotion document, a brief letter of interest with full contact information, resume, most recent transcript and one-page statement of academic goals, work experience, awards and non-academic achievements to DACOR Bacon House Foundation, Attn: William C. Hamilton, 1801 F St., N.W., Washington, DC 20006. Applicants for graduate fellowships should include a page outlining career goals.

The deadline for applications is March 15, 2006. For more information, contact Sherry Barndollar Rock at prog.coord@dacorbacon.org.

NEW SOFTWARE UNVEILED AT ANTIVIRUS EVENT

The AntiVirus program celebrated 10 years at the Department on Sept. 15. The event, held in the Exhibit Hall of the Harry S Truman Building, featured AntiVirus Program Manager Valerie Canty; the program's first manager, Ted Payne; Acting Chief Information Officer Jay Anania; Under Secretary for Management Henrietta Fore; and the anti-virus vendors Symantec Corp., Trend Micro and gTech Solutions.

Mr. Payne, who founded the Virus Incident Response Team,

gave a brief introduction, then Mr. Anania stressed that the most important part of computer

security is not the software but the end-user. Under Secretary Fore said she was impressed by the amount of spam and viruses that was stopped at the gateway. She praised the work that the VIRT does daily.

Symantec AntiVirus 10.0 was unveiled. In addition to antivirus protection, it also offers real-time scanning, detection and eradication for adware and spyware threats. The AntiVirus staff distributed more than 2,200 home-use antivirus CDs.



Muslim Chaplain Promotes U.S. Freedoms in Italy Tour

With support from the U.S. Consulate General in Milan, Georgetown University Muslim chaplain Imam Yahya Hendi put the crowning touches on a summer speaking tour in Italy by underscoring the freedom of religion, education and speech in the United States and the welcoming nature of U.S. society.

He was speaking at a conference titled "Islam in Europe—European Islam," which looked at Islam's effect on cities, its

impact on education systems, its cultural impact and its legal status. After Imam Hendi spoke, panel moderator Professor Paolo Branca of Milan's Catholic University said, "No matter what one may think of U.S. policy, no one can question the freedom and welcome that the United States gives immigrants—and especially those whose religions place them in the minority."

Imam Hendi also spoke with students in a Milan Catholic University course on intercultural mediation and led Friday prayers for 3,000 faithful at Milan's Viale Padova mosque. At each public speaking opportunity, he provided examples of cooperative efforts carried on by U.S. Christian, Jewish and Muslim communities in support of one another.

"Inter-religious dialogue is not a matter of choice, it is a must," he said, adding, "We must make a win-win situation of the opportunity to overcome differences and work together by finding the similarities that all people of faith possess."

More than 1 million Muslims live in Italy, the majority in northern Italy. During his U.S. Speaker tour, Imam Hendi also spoke in Rome and was received by authorities on inter-faith dialogue at the Vatican.

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BELARUSIANS PROFILED IN PHOTOS

Dian McDonald took an eight-year-old camera that fit into her purse and made it a public diplomacy tool.

While serving as the public affairs officer at the U.S. Embassy in Belarus, Ms. McDonald spotted a middle-aged woman with “a long, graceful neck and high cheekbones...with her hair pulled back from her face...her profile as striking and unforgettable as Nefertiti’s [an ancient Egyptian queen].”

The stranger’s profile, she recalls, inspired her to capture the emotions and culture of this former Soviet republic by photographing the profiles of its people.

Her photos were so evocative, 97 were displayed at the Minsk Regional Library from June 21 to July 12 in an exhibition called simply “Profiles of Belarus.”

“I believe a profile can reflect a lot about a person—sometimes more than a photograph showing the front view of the face,” she says.

Profiles require more interaction with the subject but are usually rich with emotion—pride, joy, intellect, enthusiasm, patience, she explained. “My experiment brought me in touch with people from many walks of life,” she says. “I was delighted by the cooperation I received. No one ever said ‘no.’”

“Dian’s indefatigable efforts to promote good will and mutual understanding between Americans and Belarusians will long outlast her stay in Belarus,” George Krol, the U.S. ambassador, remarked at the exhibit’s opening.

After 35 years with the State Department, Ms. McDonald retired in September.



The above photo of two women in native costume appeared in the Minsk exhibit featuring the work of Dian McDonald, shown at right.



From left, Ambassador Margaret McMillion, deputy commandant for international affairs at the Army War College, and Susan Swart, dean of the School of Applied Information Technology at FSI, pose with graduates David Luna, Oscar De Soto, Robert Hugins and Todd Brown. Third from right is Major General David Huntoon, commandant of the War College.

FSI TEAMS WITH ARMY WAR COLLEGE ON DISTANCE EDUCATION

Four Department employees were among the first group to graduate from the Distance Education Program at the U.S. Army War College on July 29.

The students were enrolled as part of a pilot program under the auspices of the Foreign Service Institute. They completed a Master of Strategic Studies through online classes and two two-week in-residence programs while continuing in their regular assignments.

Seven Foreign Service officers are in the class of 2006, and seven more joined the class of 2007 in May.



Susan Moore is flanked by AFSA President Tony Holmes and Vice President Steve Kashkett.

AFSA Honors Susan Moore at Farewell Luncheon

During a farewell luncheon on Oct. 25, American Foreign Service Association President Tony Holmes and AFSA State Vice President Steve Kashkett presented a plaque to Susan Moore, the Department's outgoing labor-management negotiator, to acknowledge the productive and cordial relationship that AFSA had with her during her tenure. Ms. Moore has been named director of the U.S. Passport Office in San Francisco.

Donated Computers Help Parents Learn and Grow

When Mark Wilson arrived in Skopje as the information management officer, he started a volunteer effort called "Computers to Classrooms," intended to solicit new or used information technology equipment for refurbishment and donation.

Once the donated equipment is in good working order, he places it in mental health institutions and underprivileged schools. He also helps to set it up and train recipients.

In Macedonia, people with serious mental illnesses are traditionally viewed as unable to participate in community life. After mental health reforms in 2000, attitudes started to shift away from custodial care toward treatment in the community. However, the government has few if any financial resources, so training programs to help patients learn skills for possible deinstitutionalization are nonexistent.

Mr. Wilson saw a chance to help. He spends a lot of his off-duty time and his own financial resources in soliciting donations and refurbishing equipment.

His latest donation was to the critical-care mental health facility in Demir Kapija. As a result of his efforts and generous donations from the embassy community, the facility now has new computers and Internet connectivity for use in educating residents with special needs. Technology can be especially useful in enabling them to reach their full potential and perhaps be deinstitutionalized, a goal of the facility.

The director of the facility, Ljube Tegova, said, "It is the hope that the use of these computers will give the hospital's residents and faculty new methods of teaching, learning, discovering and growing."



Tired but happy walkers pose by the 100-kilometer marker.

24-Hour Walk Nets Pledges for Medical Needs

In late September, several employees at the U.S. Embassy in Manila and local mountaineers embarked on a 24-hour, nonstop, 100-kilometer walk. They weren't out to beat the Guinness world record of 142.25 miles in 24 hours set in 1976. Unlike the record walk, which was done under controlled conditions, this one was done over rugged terrain while fighting traffic during typhoon season.

The goal was to raise funds to support children and poor people suffering from various medical conditions. One, with a rare face cancer, needed reconstructive surgery; another needed an operation to repair a hole in the heart; a third needed a heart valve implant.

After the walk, which three people successfully completed in 24 hours, many embassy employees pledged donations. To date, \$1,000 has been collected.

DIRECT FROM THE D.G.

AMBASSADOR W. ROBERT PEARSON



Winning the War for Talent

If we are to fulfill the Secretary's vision of transformational diplomacy and meet the challenges of 21st century diplomacy, the Department must do all it can to build and retain its extraordinarily talented workforce. We must ensure that we continue to recruit, develop and retain the best of the best, which, in today's world, also includes providing support for families—particularly while employees are abroad doing interesting, meaningful work.

The Una Chapman Cox Foundation, which is celebrating its 25th anniversary, continues to be a true partner in our effort to win the war for talent. Dedicated to helping create a strong, professional Foreign Service, the Foundation has generously funded special projects related to recruitment, operational readiness, family member employment and improvement of services to our colleagues. It has helped us to enhance morale, improve training and increase public awareness of the work that we do. In these challenging times, its partnership with us is more important than ever.

In particular, I am grateful for the Foundation's recent support in updating the 1999 McKinsey & Company "War for Talent" report. The initial McKinsey report identified five specific areas on which State needed to focus: talent management, expectations, job satisfaction, performance and retention.

This year, I asked McKinsey & Company to evaluate the progress we have made since 1999 in recruiting and hiring, professional development, compensation, benefits and family support, performance evaluation and leadership. I also asked them to determine what it would take for the Department to move to the next level of talent management.

From February through May, McKinsey & Company interviewed more than 45 current and former employees, conducted focus groups with more than 100 Civil Service and Foreign Service employees and met with top members of Secretary Rice's leadership team. McKinsey briefed the Secretary on the report in November.

The Secretary outlined her human resource management priorities as

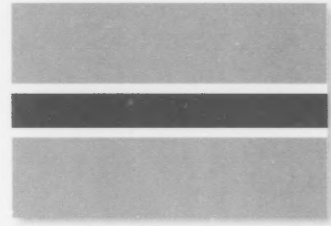
- improving the diversity of our workforce
- having employees with broad skills and the flexibility to deploy them as needed
- ensuring that our employees receive the training and support they need
- securing the resources to take care of our people, to secure our facilities and to modernize our system of communications

The results of the 2005 report are encouraging. They show that the Department has made significant progress in improving talent management, particularly in the areas of recruiting and hiring and in the overall commitment to leadership. There is, as you might expect, still work to be done. This report has given us a critical road map for making further improvements in the Foreign Service and will help us to develop a comprehensive implementation plan. For a more detailed description of the report's findings, see the article on page 32. ■

*The rising sun signals a
new day in Botswana.*



POST OF THE MONTH



GABORONE

SUCCESS WITH A CLOUD

By Jacqueline Holland-Craig



Above: Traditional dancers perform at the Ambassador's residence. Below: The yellow-billed hornbill is a common site around Gaborone.

The U.S. Embassy in Gaborone sits in a country made famous as the home of Mma Ramotswa of Alexander McCall Smith's "No. 1 Ladies Detective Agency" series. McCall Smith portrays Botswana as a sleepy and neighborly country of another era, and in many ways it is. You can still find the places mentioned in the book and the personalities typified exist widely: solid, honest and caring folk.

But visitors who go in search of that old-fashioned world are usually disappointed, because Botswana has moved out of the past and into the 21st century. High-rise office buildings have begun to predominate in Gaborone, along with late-model cars and large, modern shopping complexes.

Botswana has modern goals—diversification of the economy, attracting tourism, security—and modern problems, the foremost being that approximately 37 percent of pregnant women of childbearing age and many other citizens carry the HIV virus.

Another image conjured up at the mention of Botswana is the vast, sandy desert and inquisitive bushmen of *The Gods Must Be Crazy*. That image, too, would be mostly incor-

rect. Botswana is indeed largely made up of the Kalahari Desert, but it is a semi-desert covered in tall grasses and bushes. The bushmen, more properly called the San, for the most part do not lead the back-to-nature life portrayed in the film, but are being integrated into the broader society, however painfully.



The San were the first inhabitants of Botswana. Bantu-speaking tribes then moved into the area before 1000 B.C. Botswana is one of the few African countries that were never colonized. At the request of local leaders, the British administered Botswana as a protectorate, Bechuanaland, from 1885 to 1966, when the country achieved full independence. The discovery of diamonds a year later brought wealth and growth.

Botswana has maintained a full multiparty democracy since independence. Government officials have proved good custodians of the country's diamond income by investing in infrastructure, education, health and tourism. They have wisely opted for high-cost/low-impact ecotourism to maintain the pristine Okavango Delta, a unique environment where the large Okavango River from Angola empties into the Kalahari Desert, creating an inland "swamp" inhabited by the full range of African wild animals. Hollywood stars and other wealthy travelers fork over \$300-\$500 per night to experience the beautiful wilderness. Embassy families usually brave the expense once in a tour, just to say they've done it.

Botswana and the United States have a warm relationship. The U.S. regularly cites Botswana as an example of good governance—an African success story. President Bush and, before him, President Clinton and Vice President Gore paid visits. The post hosts eight U.S. government agencies. Botswana was chosen in 1995 as the U.S. Agency for International Development's regional center for Southern Africa.

Due to the high incidence of HIV in this Texas-sized country of only 1.7 million people, the mission focuses on assisting Botswana to confront its HIV/AIDS crisis. Botswana was the first country in the world to publicly fund anti-retroviral drugs for infected citizens, even though the expense threatens to eat up its entire budget. The President's Emergency Plan for AIDS Relief this year provided \$40 million to fund programs targeting prevention, treatment and care.

Though all sections of the mission—State, Centers for Disease Control and Prevention, USAID, Peace Corps and Defense—contribute, the CDC is the primary HIV/AIDS implementing agency, with offices in Gaborone and Francistown, Botswana's second largest city. A staff of 150 monitors the work of partners and conducts extensive medical research into tuberculosis and HIV. In 2001, the U.S. established a network of voluntary counseling and testing centers for HIV/AIDS so that all citizens would be able to know their status.

This vibrant and busy mission also concerns itself with many other issues. The ambassador is Secretary Rice's representative to the Southern African Development Community, whose secretariat is in Gaborone. State and USAID work together to broker transborder wildlife conservation agreements. The International Broadcasting Bureau transmitting station in Selebi-Phikwe sends Voice of America programs all over Africa. The International Law Enforcement Academy trains African police officers.

AT A GLANCE



Country name: Botswana

Capital: Gaborone

Government: Parliamentary republic

Independence: September 30, 1966 (from the United Kingdom)

Languages: Setswana, Kalanga, Sekgalagadi, English and others

Population: 1.7 million

Total area: 600,370 square kilometers

Approximate size: Slightly smaller than Texas

Currency: pula (BWP)

Per capita income: \$9,200

Adult HIV/AIDS rate: 37.3 percent

Airports: 85 (10 with paved runways)

Television stations: 1

SOURCE: CIA World Factbook 2005



USAID operates the Southern Africa Global Competitiveness Hub, which is improving the competitiveness of products and services in southern Africa and promoting regional trade and exports to the U.S. under the African Growth and Opportunity Act. The ambassador and embassy commercial officer work with the Hub, the government and private institutions to stimulate and diversify the economy. This

Above: Information management specialist Michael Donovan and Theresa Davis of the Centers for Disease Control pet a cheetah at a game reserve near Gaborone. Right: Embassy systems employees Eddie Amankwah, Ronald Modisaemang and Emma Assey, consult with temporary-duty visitor Mohamed Ndiaye.

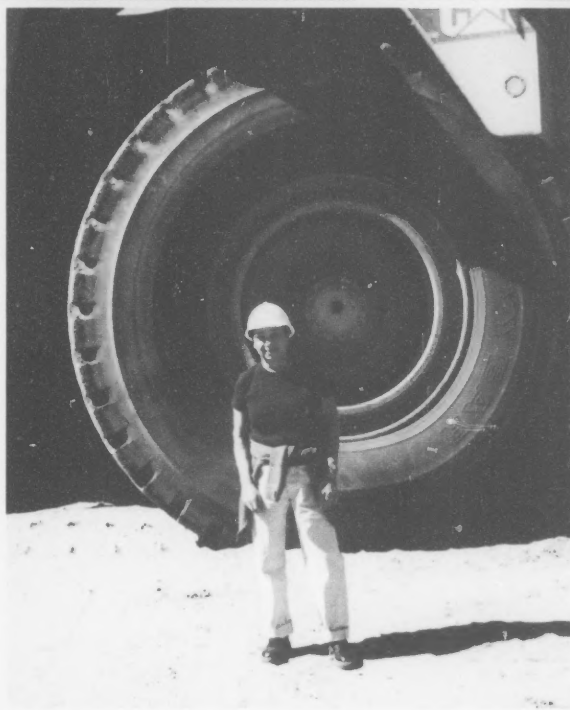




Left: From left, embassy employees Brian Carney, Doug Marvin, Sgt. Andrew Yetter, Marco Sims and Sgt. Matthew Bolduc celebrate July 4 at the deputy chief of mission's residence.



Above: Leonard Thebe and Stichberry Monkatsu open the pouch. Left: Public Affairs Officer Judy Buttermann is dwarfed by a giant piece of machinery at the Jwaneng diamond mine.



is an uphill struggle in a country with largely nonarable land, little rainfall and no direct access to the sea.

The main chancery, built in 1988, was one of the first Inman buildings, with a 100-foot setback, sturdy walls and blast-proof windows. USAID, the Peace Corps and CDC have their own facilities in town. ILEA is housed on a beautiful campus that is part of the Police College, 80 kilometers south of Gaborone.

Life for mission staff is pleasant. Although summers are hot, low humidity makes them bearable and winter daytime

temperatures usually reach 70 degrees Fahrenheit. Grocery stores are large, clean and modern, providing almost every imaginable food item. The shopping malls have department stores, boutiques, restaurants and movie theaters. Housing is spacious and domestic help is available and affordable. The embassy recreation center has a gym, tennis court, barbeque equipment and large play area. Schools are good and go through grade 12, so there is no need to send children to boarding school.

Botswana's motto has been "Africa's Best Kept Secret." Though the secret of the Okavango Delta is undisputedly out, much of the magnificent country still remains undiscovered. A few mission members have explored it via a network of paved and dirt roads. Those who venture out can see cave paintings in the Tsodilo Hills, the majestic landscape of the Tuli Block and the Makgadikgadi Pans, an ancient dried up lake. The Kalahari Central Game Reserve is only a few hours' drive from Gaborone and offers both a luxury lodge and camping. Paved roads lead to favorite destinations in South Africa—Sun City, Kruger Game Park, Johannesburg, Durban and Cape Town.

The world of Mma Ramotswa and the San is irrevocably changed. Botswana has recognized that its battle against HIV/AIDS will determine its very existence and has committed its resources to this struggle. The U.S. Mission will continue to stand shoulder to shoulder with Botswana in this war for the foreseeable future. ■

The author is the management officer at the U.S. Embassy in Gaborone.



Building Management Specialist Jim Frazier checks the fire alarm board.

Office Strives to Keep Workers Safe and the Environment Clean

Heavy overnight rains flood a Department building in Charleston, and the building manager needs to know if it's safe for employees to enter the building. A Department employee in Rosslyn has just been diagnosed with carpal tunnel syndrome and is looking for advice on how to adjust his computer workstation. An e-mail message says that the design plans for the Shultz Center expansion need a life/safety review. And the Office of the Federal Environmental Executive is looking for data on the Department's recycling and green procurement programs.

Who do you call? If you work at State, call the Domestic Environmental and Safety Division. Handling crises such as these is all in a day's work for the DESD staff.

As a division of the Bureau of Administration (Administration/Operations/Facility Management Services), DESD was created in 2002 to provide technical support and expertise to all the Department's domestic work locations. DESD parallels Safety, Health and Environmental in Overseas Building Operations, which provides comparable support services to all overseas posts. DESD collaborates with SHEM, the Office of Medical Services and Human Resources, among others, to ensure a healthy work force and a safe working environment at State.

"We're here to help others accomplish their mission safely and in an environmentally friendly way," said Dr. Harry Mahar, DESD's chief. DESD staff members include experts in

BY SUSAN MCDONALD AND CAROLYN PIERSON

a range of disciplines, including fire safety, worker health and safety, energy conservation, environmental protection and engineering and facilities management. Many DESD staff members are board-certified or professionally licensed in their technical discipline, according to Dr. Mahar.

Here are some of DESD's program highlights:

Fire Protection

DESD's fire protection experts work behind the scenes to ensure that all the Department's buildings meet fire codes and life/safety regulations. The Fire and Life Safety group evaluates design of all new facilities and renovations and is in the process of upgrading systems in State-owned facilities to provide state-of-the-art fire detection and emergency communication.

The division's current technology is so sophisticated that while Hurricane Wilma swept across Florida and local power and telephone systems were out of service, DESD fire protection engineers in the Harry S Truman Building were still able to monitor the Florida Regional Center building's status and communicate with staff.

Environmental Protection

The Environmental Protection function is responsible for ensuring that the Department's domestic facilities and operations comply with environmental laws and Executive Orders. DESD staff also champions programs such as recy-

A T A G L A N C E

Office name: Domestic Environmental and Safety Division

Symbol: A/OPR/FMS/DESD

Office Chief: Dr. Harry Mahar

Staff size: 14

Office location: Harry S Truman Building

Web site: www.aoprfrms.a.state.gov

cling, green building design, green procurement and the integration of environmental responsibilities through Environmental Management Systems. Staff members serve as the Department's liaison on a variety of interagency committees for "greening" the federal government.

Employee Health and Safety

DESD's industrial hygienists and safety specialists respond to a host of employee concerns, including ergonomics, indoor air quality, mold, asbestos and noise. Staff members review accident data to determine whether new safety efforts are needed.

DESD has been extensively involved in redesigning the mail-sorting operations at the Department's Diplomatic Pouch and Mail facility to make sure that the mail is safe



Left: DESD performs respirator fit testing. Above: Division employees conduct safety training.



Battery and
Portable
Electronic
Recycling



Prior to shipping, remove
protective cover from top,
fold down, and tuck flaps into



from biological, chemical or radiation hazards. That effort—a collaboration among DESD, Real Property Management, the Office of Medical Services and Diplomatic Pouch and Mail—has resulted in a state-of-the-art mail processing facility now being emulated by other federal agencies.

Emergency Response

DESD staff help clean up chemical spills. They are also prepared to assist with response to “white powder” incidents that have arisen in the wake of the 2001 anthrax attacks, providing Diplomatic Security “first responders” with technical and analytical support to identify and characterize suspected contaminants. DESD works closely with the “A” Bureau’s Office of Emergency Management and other Department offices to implement emergency response plans for the many buildings within the Department’s domestic operations.



Left: DESD promotes recycling programs in the Department. Above: Matthew Woodburn checks a manhole. Underground tanks and passageways can pose hazards.

Training and Information

DESD publishes two newsletters, *E-Safety News* and *Waste and Wealth*, designed to provide Department employees with news they can use to protect themselves and the environment. Both publications are distributed electronically via Department notice.

Staff members are available to provide training on a variety of topics, such as office ergonomics and safety. In collaboration with other bureaus, DESD helps promote environmentally sustainable practices and programs during Earth Day and at other similar events.

Employees can reach DESD via e-mail at DESD@State.gov. DESD also can be reached by calling the Service Desk at (202) 647-6001. Employees can also access the division’s web site on the State Department Intranet home page by clicking Workplace Issues: Safety/Health; Domestic. ■

Ms. McDonald is a board-certified industrial hygienist in DESD and Ms. Pierson is a management analyst in the Office of Facilities Management Services.

Automated External Defibrillators Are Here to Save

Each year more than 350,000 Americans die from sudden cardiac arrest, a condition in which the heart misfires in a rhythm called ventricular fibrillation. This rhythm can be fatal within a few minutes if left untreated. Until recently, cardiac pulmonary resuscitation was the only treatment. Now a new technology is available: an automated external defibrillator. This device is easy to operate, simple to maintain and very effective in the treatment of SCA.

State and federal legislation has been passed to promote the use of AEDs in the workplace and to protect users from civil liability. The Domestic Environmental and Safety Division is in the process of outfitting domestic buildings with AEDs, just as the Office of Medical Services is doing for embassies. The goal is to increase the chances of surviving a cardiac incident.

The AED program is a collaborative effort of Medical Services, Diplomatic Security and Facilities Management Services. A three-year, phased-in installation will deploy the devices in domestic buildings housing 50 or more Department employees. The goal is to attain an AED response time of five minutes or less. Phase One, installing AEDs in larger facilities in the Washington, D.C., metropolitan area, was just completed. Phase Two will expand the program to the four large regional centers; Phase Three will include smaller facilities. The installation schedule is detailed below.



PHASE ONE	PHASE TWO	PHASE THREE
Harry S Truman Building	SA-2	SA-7
Blair House	SA-14	SA-11 complex
SA-33 International Chancery Center	SA-15	SA-17
SA-1	SA-21	SA-18
SA-3	SA-22	SA-24
SA-4	SA-32	SA-27
SA-6	Charleston Regional Center	SA-29
SA-20	Florida Regional Center	SA-34
SA-26 Beltsville Information Management Center	Portsmouth Consular Center	SA-39
SA-42 (Shultz Center-NFATC)	Kentucky Consular Center	USUN
SA-44		(when completed)

The effectiveness of this program relies heavily upon people trained to recognize sudden cardiac arrest and use the devices. No medical experience is necessary. DESD is seeking volunteers to participate in a four-hour CPR/AED course offered by the American Heart Association and become part of the Department's first responder network.

For additional information or to sign up for the program, contact Selena Gallagher at DESD@state.gov or (202) 736-4069, or visit the DESD web site.



Kids enjoy a Thanksgiving luncheon organized by Hearts and Hands.

Hearts and Hands

EMBASSY VOLUNTEERS ORGANIZE TO HELP NEEDY SOUTH AFRICANS
BY OLIVIA LINDENBERG

Hearts and Hands, a charitable organization affiliated with the U.S. Embassy in Pretoria, stimulates the local diplomatic community to raise funds for the neediest South African charities. It has raised more than \$21,000 in one year.

Founded in December 2003 by embassy family members Debby Harrison and Tara Visani, Hearts and Hands uses the skills and talents of many embassy volunteers, family members and South African citizens.

In addition to raising funds, the group was awarded \$2,300 in grants from the Simon Kirby Trust Foundation. This money provided playground equipment for an orphanage and sewing machines for a local trust that supplies school uniforms to disadvantaged Soweto Township students.

As word of its existence has spread, Hearts and Hands has received and fulfilled a variety of other requests from



Left: The Good Hope Foundation receives a washer and dryer. Hearts and Hands cofounder and president Debby Harrison, kneeling, helps the recipients celebrate. Below: Hearts and Hands donated money to buy school uniforms for the Sithabile Child and Youth Care Center.

The committee was the organizing force behind the Thanksgiving luncheon for the 200 residents of the Good Hope Foundation, where the kids—for the first time ever—enjoyed a turkey dinner with all the trimmings.



charitable and nonprofit institutions. These ranged from blankets and bicycles to cash, clothing, soup, shoes, kiddie gyms and kitchen facilities.

Routinely, Hearts and Hands committee members receive calls from schools, orphanages and infant safety homes. Members visit each facility and assess its needs. The committee then decides on an appropriate assistance plan. In one instance, it raised \$5,200 for the Tshwane Place of Safety in Pretoria to secure a three-year lease, which was a factor in the adoption of six more babies.

Some donations made by Hearts and Hands are annual or one-time gifts and others are ongoing. Examples of the former are a Thanksgiving food drive,

participation in the Marines' Toys for Tots drive and the purchase of household appliances. The latter include providing soup and bread each week to a local church's soup kitchen; making monthly visits to Sinzinani Orphanage to distribute donated clothing, food and toys to the children; and paying monthly tuition fees for several Soweto and Mamelodi preschool students. The committee leadership keeps in touch with each group on an almost-weekly basis.

The committee was the organizing force behind the Thanksgiving luncheon for the 200 residents of the Good Hope Foundation, where the kids—for the first time ever—enjoyed a turkey dinner with all the trimmings. Another

first-time event was arranging for a new pair of shoes for each child at Sinzinani.

None of this could have been accomplished without the tireless work of Hearts and Hands committee members and volunteers. Besides Ms. Harrison and Ms. Visani, they include Linda Lockwood, Michelle Karolak, Vanessa Seafield, Laverne Jordaan, Olivia Lindenberg, Kelly Jamison-White, Heidi Inder, Victor Williams, Lucy Neher, Barbara Price and Melissa Nuwaysir.

Hearts and Hands not only enhances the image of the American Embassy in Pretoria, but also exemplifies the best of American values. ■

The author is an office management specialist at the U.S. Embassy in Pretoria.



Warsaw Federal Benefits claims representative Joanna Majzner helps a client complete a Social Security application.

SOCIAL SECURITY ABROAD

Federal Benefits Units at U.S. Embassies Play Vital Roles In Serving a Half Million Citizens Living Abroad

BY JOHN M. GRONDELSKI

Quick—take this test. What do you think of when you say “consular services”? Visas and visa lines? Replacing your passport? Maybe visiting American prisoners in jail? All that’s true—but don’t forget to mention “Social Security.”

Federal Benefits Units are often the forgotten folks in consular sections abroad—except to the almost half a million people living outside the United States who receive Social Security benefits. Social Security pays approximately \$189 million every month to overseas claimants. In 2004, Social Security processed 40,474 new entitlement claims for people living overseas.

Nor are FBUs merely Social Security agencies abroad. While the lion's share of work involves Social Security, FBUs also cover other agencies' benefits programs: Veterans Administration, Office of Personnel Management, Railroad Retirement Board and the Department of Labor.

Approximately 170 Foreign Service National employees and seven Regional Federal Benefits Officers keep those operations going. Six of the seven RFBOs are career Social Security Administration managers, seconded to State as consular officers with temporary commissions. One remains a Social Security employee working for the Veterans Administration in Manila. FSNs go through an initial nine-week training program at Social Security in Baltimore.

Heading up seven districts, the RFBOs are based in Rome, Frankfurt, London, Manila, Athens, Mexico City and San José. Each of those offices administers several of the other 21 claims-taking posts operating overseas.

HUB POSTS

Warsaw is a "hub" post, along with places like Oslo, Frankfurt and Zagreb. The hub model is the current trend in federal benefits work, maximizing customer service and efficiency by concentrating workload in a few well-staffed centers. In devolving work to the field, Social Security recognizes that those handling the cases better understand them because they're nearer to claimants. It also enables posts to partner with neighboring non-claims-taking posts to expedite a region's federal benefits work.

Warsaw, for example, serves such a function for five neighboring countries. Beneficiaries in the Czech Republic, Slovakia and the three Baltic states now no longer need to mail their cases to Baltimore and wait . . . and wait . . . and wait. Instead, they can bring that paperwork to a local embassy, which will work with Warsaw to get the problem resolved, quickly and competently.

Thanks to modern technology, FBUs increasingly provide the full range of services available at a typical neighborhood Social Security office in the States. One example is direct deposit. Today, more than 80 percent of Social Security recipients living abroad get their benefits through Electronic Funds Transfer. EFT offers several advantages over paper checks. The checks don't get lost or stolen in sometimes unreliable foreign mail systems. Benefits always arrive on time, every month. And EFT saves the Treasury money.

But while overseas FBUs provide many of the services offered at domestic Social Security offices, beneficiaries living abroad do have different problems that FBUs are better geared to help solve. Retirees getting benefits abroad can face international tax implications that differ from country to country. Some countries withhold local taxes or medical insurance contributions from benefits (since, except in extremely limited cases, Medicare cannot be used abroad). And then there's totalization.

INTERNATIONAL SECURITY

The United States has signed International Social Security, or "totalization" agreements, with 21 other countries.

Agreements are in force with all the original EU-15 members (except Denmark), Norway, Switzerland, Canada, Japan, South Korea, Chile, and Australia. Negotiations are planned with several others, including Denmark, the Czech Republic and Poland.

"Totalization" agreements do three things. They allow workers who divide their professional lives between the United States and another country to "total" their time

BENEFICIARIES IN THE CZECH REPUBLIC, SLOVAKIA AND THE THREE BALTIC STATES NOW NO LONGER NEED TO MAIL THEIR CASES TO BALTIMORE AND WAIT . . . AND WAIT . . . AND WAIT. INSTEAD, THEY CAN BRING THAT PAPERWORK TO A LOCAL EMBASSY, WHICH WILL WORK WITH WARSAW TO GET THE PROBLEM RESOLVED, QUICKLY AND COMPETENTLY.

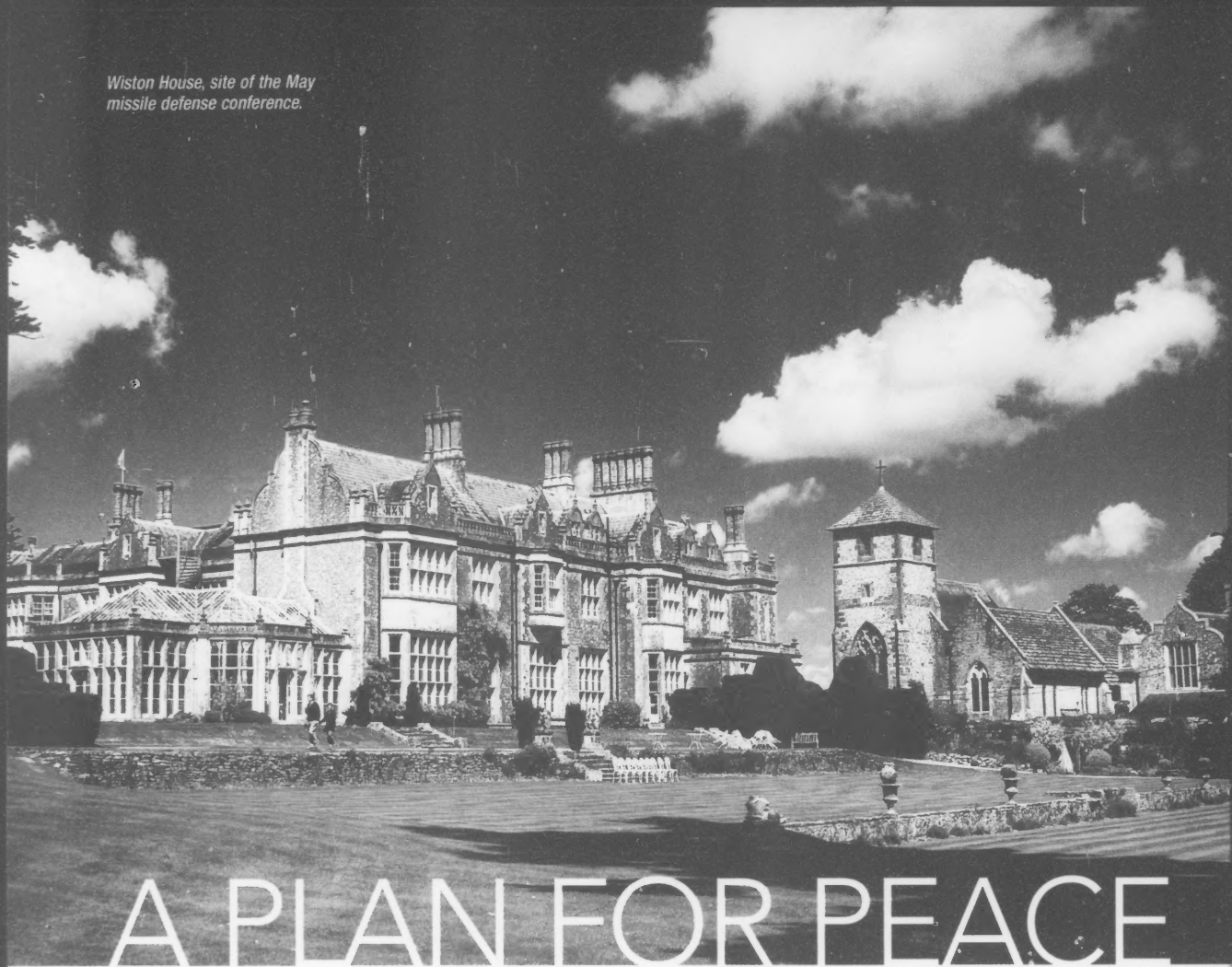
worked in both countries to ensure they qualify for at least one social security system. That prevents Americans who work abroad from falling through the social safety net. Totalization agreements also remove the significant economic burden of dual social security taxation, which renders American workers less attractive in overseas assignments.

Finally, totalization usually lifts legal prohibitions barring certain beneficiaries from receiving benefits. Under U.S. law, for example, widows or orphans of otherwise qualified deceased workers can receive no survivor's benefits toward which their spouse/parent contributed, unless they are American citizens or have been legal permanent residents for at least five years. Those most in need of a relative's pension, therefore, are often the most vulnerable. In countries with which the U.S. has bilateral Social Security agreements, FBUs help steer claimants through the totalization process.

What does the future hold? Social Security already allows FSN claims representatives to assign new Social Security numbers in about half of its 28 claims-taking posts, and expects the other half to follow soon. When that possibility becomes real, overseas parents will not just get a Consular Report of Birth Abroad and a new passport for their child; they'll get a Social Security number, too. Longer-range plans include enabling qualified FSN claims reps to approve new benefits claims. ■

John M. Grondelski served as American Citizen Services chief in Warsaw from 2002 to 2005, and now works on EUR's Russia desk in Washington. Rome RFBO Richard Groccia contributed to this article.

Wiston House, site of the May missile defense conference.



A PLAN FOR PEACE

MISSILE DEFENSE CONFERENCES STRENGTHEN INTERNATIONAL COOPERATION

After a successful 2004 missile defense conference in Europe sponsored by the Bureau of Arms Control, two more were held this year with officials and opinion leaders from Europe and Asia. The conferences, in England and Thailand, were to exchange views on missile defense and its role in security and countering proliferation in the 21st century and to address issues of concern to the participants.

In May, more than 60 people, including officials from 9 U.S. embassies and 11 European countries, gathered at a 16th-century English manor called Wiston House in West Sussex, United Kingdom. The conference was cosponsored by AC (which has since been reorganized into the bureaus of International Security and Nonprolif-

eration and Verification, Compliance and Implementation) and the Bureau of European and Eurasian Affairs and was titled "Strengthening Transatlantic Cooperation on Missile Defense." Three days of presentations featured missile defense experts from the Department, the Office of the Secretary of Defense, the Missile Defense Agency and major U.S. and European defense corporations.

AC Principal Deputy Assistant Secretary Frank Record and Anita Friedt of EUR delivered opening remarks. NATO and the United Kingdom's Missile Defense Centre were also represented. In the concluding session, representatives from the United Kingdom, Germany, France, Poland and Russia spoke.

BY KERRY KARTCHNER

The focus was on providing an in-depth exposure to U.S. missile defense policies, programs and procedures. Topics covered included U.S. missile defense deployment efforts, missile defense cooperation and trade control issues, industry perspectives on joint international missile defense opportunities and national perspectives on missile defense, proliferation and arms control issues.

Among the highlights was the graphic simulation of various missile defense scenarios, presented by the Missile Defense Agency's Joint National Integration Center. The scenarios involved a possible ballistic missile threat to Europe and allowed workshop



Above: Participants in the May conference met in a 16th-century English manor called Wiston House. Below: During breaks, May conference participants visited Arundel Castle, portions of which date to the 12th century and the Norman conquest of England.

ARMS CONTROL ALSO COSPONSORED A MISSILE DEFENSE CONFERENCE DURING OCTOBER IN BANGKOK, THAILAND.

participants to see how an actual missile defense engagement would unfold under a variety of conditions. Some of the scenarios were run in real time to demonstrate the short response time.

Wiston House provided a tranquil setting to focus on one of the President's main national security priorities and to explore ways to strengthen transatlantic cooperation on missile defense as an approach to combating the proliferation of weapons of mass destruction and their ballistic missile means of delivery.

AC also cosponsored a missile defense conference in the form of an Association of Southeast Asian Nations Regional Forum Confidence Building Seminar during October in Bangkok, Thailand. ISN Acting Assistant Secretary Stephen Rademaker led the

interagency U.S. delegation. The Royal Thai Government cohosted the event, attended by representatives and ministers from 21 countries. U.S. participants, including representatives from the Department, the Office of the Secretary of Defense and the Missile Defense Agency, gave presentations addressing U.S. missile defense policy, the status of the U.S. missile defense program and myths and misunderstandings about missile defense.

This was the first time missile defense had been discussed in such a frank and open manner in a multinational Asian context. The conference reflected the U.S. commitment to transparency and highlighted the threat of missile proliferation and the contribution missile defense can make to counter that threat. It also underscored the U.S. commitment to strengthening the

ASEAN Regional Forum as a regional security institution. ■

The author is senior adviser for missile defense policy, Bureau of Verification, Compliance and Implementation.





Assisting in the traditional ribbon-cutting ceremony are (from left) Frank Moss, deputy assistant secretary for passport services; Teresa Bobotek, regional director, Seattle and Colorado Passport Agencies; Henrietta Fore, under secretary for management; and Sherman Portell, assistant director, Colorado Passport Agency.

A Grand Opening

COLORADO PASSPORT AGENCY OFFERS 14-DAY SERVICE **BY ROB WILEY**

Supply and demand concepts apply to more than economics. In the State Department's market of filling requests for passports, demand recently caught up to and threatened to exceed supply.

Part of the solution to that dilemma opened its doors on Sept. 29 in the Cherry Creek Place III Corporate Center in Aurora, Colo. The Department officially dedicated its newest passport agency about a month later. The Colorado Passport Agency is designed to meet the emergency travel needs of American citizens throughout the Rocky Mountain region. Located near Denver International Airport, the facility is designed to improve the Department's ability to meet those travel needs.

"The Colorado Passport Agency demonstrates our dedication to providing passport services to citizens in the Rocky Mountain region," said keynote speaker Under Secretary for Management Henrietta Fore. "You are growing, and we are

growing with you. With this new agency, we now have 17 domestic passport agencies, 14 with public counters such as this to provide expedited processing for citizens with urgent travel plans."

The current staff includes 19 employees directly involved in processing passport requests. Initial staffing included three employees from the New Orleans office, temporarily closed because of the Hurricane Katrina disaster. Two of those—Shawn Diggs and Emanuel Haynes—decided to stay in Denver.

"We charmed them with our space and our view," says Sherman Portell, assistant regional director of the Denver Passport Agency.

The new agency accepts on-site appointments and issues passports to eligible American citizen applicants. Regional citizens traveling within 14 days who have not been able to apply for a passport earlier may call the Passport Agency's



Left: Deputy Assistant Secretary for Passport Services Frank Moss (right) spends quality time with special guests Mariana Diaz and Deputy Consul General Juan Roberto Gonzalez Ramirez from the Consulate General of Mexico Denver office. Right: Some of the Denver staff (from left): Deborah Hetrick, administrative assistant; Cynthia Grell, cashier; Tom Pollack, IT; Danielle Harnik, passport specialist; A.J. Calderone, Trans Digital Technologies; Shawn Diggs, passport processing clerk; John DiRienzo, processing supervisor; and Ronnie Davis, passport processing. Mr. Diggs came from the temporarily closed New Orleans passport office.

Automated Appointment System (1-877-487-2778) for expedited service. The appointment system is available 24 hours a day, and the Colorado Passport Agency is open from 8:30 a.m. to 3:30 p.m. on weekdays, excluding holidays. Customers planning trips more than 14 days away should apply at one of the nearly 100 passport acceptance facilities across Colorado.

Ms. Fore noted that in fiscal year 2005, which ended Sept. 30, a record 10 million Americans applied for passports, more than a million above the previous record, set in fiscal year 2004. Department analysts are forecasting demand to top 12 million in fiscal year 2006.

"Demand so far this year is up 40 percent," Ms. Fore said. "And as many of you know, beginning in 2007, Americans traveling to the Caribbean, Bermuda, Canada or Mexico will have to present more formal travel documentation to return to the United States."

The huge jump in demand coincided with the Katrina disaster, which devastated New Orleans and forced the temporary closing of the passport agency there. Absorbing the work of one of the largest domestic passport service facilities stressed an already burdened system, but the system responded beautifully. For example, in less than three weeks the Charleston office processed more than 115,000 passport applications from the New Orleans office.

"Everyone pitched in and rose to the challenge," Under Secretary Fore said. "They willingly accepted additional work, worked evenings and weekends to ensure that those customers with applications that were pending in New Orleans did not miss their trips."

The Colorado agency is full of brand-new equipment to handle the anticipated increased demand. Mr. Portell went to the Denver job straight from the Systems Liaison Group in Washington, where he and others analyzed system needs and worked to keep equipment and software consistent through all the Department's passport agencies and centers.

"We tried to make sure everything was standardized," Mr. Portell says. "We wanted to maintain continuity between our

office and the other agencies across the country. A problem here should be the same problem in Charleston. The rest is hard work and teamwork."

Mr. Portell's goal is to process 150,000 passport applications in fiscal year 2006, an average of about 3,000 a week. Since his team processed more than 4,000 in its third week of operation, that goal seems reasonable. With the temporary loss of the New Orleans agency due to Hurricane Katrina, the Department has been sending work from other parts of the country, from Seattle to Miami, and the team has responded.

"If they keep sending us the work, we'll meet our goal," Mr. Portell says. "So far our average processing time for passport applications has been less than 10 days."

The dedication of the new facility included a ceremonial ribbon-cutting event following additional remarks by Frank Moss, deputy assistant secretary for passport services and Teresa Bobotek, regional director of the Seattle and Colorado passport agencies. Special guests included representatives from regional congressional delegations, including representatives from the offices of Colorado Senators Ken Salazar and Wayne Allard; Wyoming Senators Craig Thomas and Michael Enzi; Colorado representatives Tom Tancredo and Joel Hefley; and Wyoming representative Barbara Cubin.

Mariana Diaz and Deputy Consul General Juan Roberto Gonzalez Ramirez from the Consulate General of Mexico office in Denver added international flavor to the ceremony.

The under secretary also cited other Department bureaus, particularly Administration and Diplomatic Security, that helped throughout the planning and preparation of the Colorado facility. A number of contractors were also singled out for their part in making the facility operational, including Stanley Associates, Citigroup, Star Realty, R&B Construction and Trans Digital Technologies. ■

The author is the editor of State Magazine.

WINNING the Next Phase of the War for Talent

BY SARAH CRAIG AND
MARIANNE MYLES



In January 2005, the State Department asked McKinsey & Co. to update the “War for Talent” study that the Una Chapman Cox Foundation had generously funded. The company evaluated State’s efforts since 1999 in five key areas linked to the 1999 findings: recruiting and hiring, professional development, spousal employment, performance evaluation and overall commitment to leadership of the work force.

The Department also asked McKinsey to recommend future steps. McKinsey’s findings on progress to date as well as the areas for future emphasis are summarized here.

1999 WAR FOR TALENT

In 1999, the Department asked McKinsey & Co. to evaluate its efforts to ensure that State would have the executive talent it needed to fulfill its mission. That study, called “The War for Talent,” provided a road map for State at a time when the Department needed to refortify its ranks and renew its strength.

McKinsey compared broad survey results from State in 1999 with 80 high-performing private sector companies. The company found at that time that while State’s talent pool was strong in the aggregate, there were identifiable gaps, particularly in the perceptions of “people” leadership. McKinsey concluded that a dramatic across-the-board talent effort should be undertaken to focus on managing Department talent.

The report identified five specific areas on which State needed to focus:

- Talent Management: Senior managers did not rank talent management as a top priority.
- Expectations: Realities and expectations were not being communicated adequately during the recruitment/assimilation processes for new employees.

- **Job Satisfaction:** New employees viewed job autonomy, responsibility, mentoring/coaching, advancement speed and feedback as unsatisfactory.
- **Performance:** Inadequate emphasis on this issue had led to insufficient distinctions between high and low performers.
- **Retention:** Better compensation or opportunities elsewhere and spouse career conflicts were looming as likely retention issues.

SUBSTANTIAL PROGRESS

After the 2005 review, McKinsey reported that “Despite variations in the amount of progress across the five areas [since 1999], the cumulative effect of the changes has been dramatic. The vast majority of the employees we interviewed believe the changes have increased the Department’s ability to fulfill its mission and have improved employee morale.”

“The Department has the opportunity to increase the morale, productivity and efficacy of its workforce by both building upon and expanding beyond these past successes.”

In 2005, McKinsey found that of the five areas reviewed, the most notable progress was found in two: recruitment and hiring and increasing the commitment to people leadership. They noted several highlights, including

- Successes in increasing the number and caliber of recruits and increasing the overall number of employees by more than 2,000 in three years. Since much of the success was rooted in securing resources, McKinsey noted, “The foremost reason why the Department obtained the additional funding was because the senior team repeatedly impressed upon Congress the imperative of having a strong diplomatic corps, particularly given the war on terror.” In addition, the report cited improved marketing

and the cultivation of successful applicants as a key to the recruitment successes.

- Considerable improvement in the Department’s commitment to coaching, developing and motivating employees, noting “The top team in particular has rewarded strong people leadership, participated in important Departmental rituals, fought for resources and expanded leadership training.” The report emphasizes that the Department success was largely due to support and participation of top leadership.
- Progress in professional development and spousal employment. However, the report concluded that both areas are just beginning to address the concerns of the 1999 report.

THE ROAD AHEAD

Looking to the future, McKinsey advises that “Getting to the next level of performance will require the Department both to build upon these recent successes and to address issues that it did not emphasize in the 1999–2004 period.”

McKinsey recommended that the Department focus on four themes in the next phase of the war for talent:

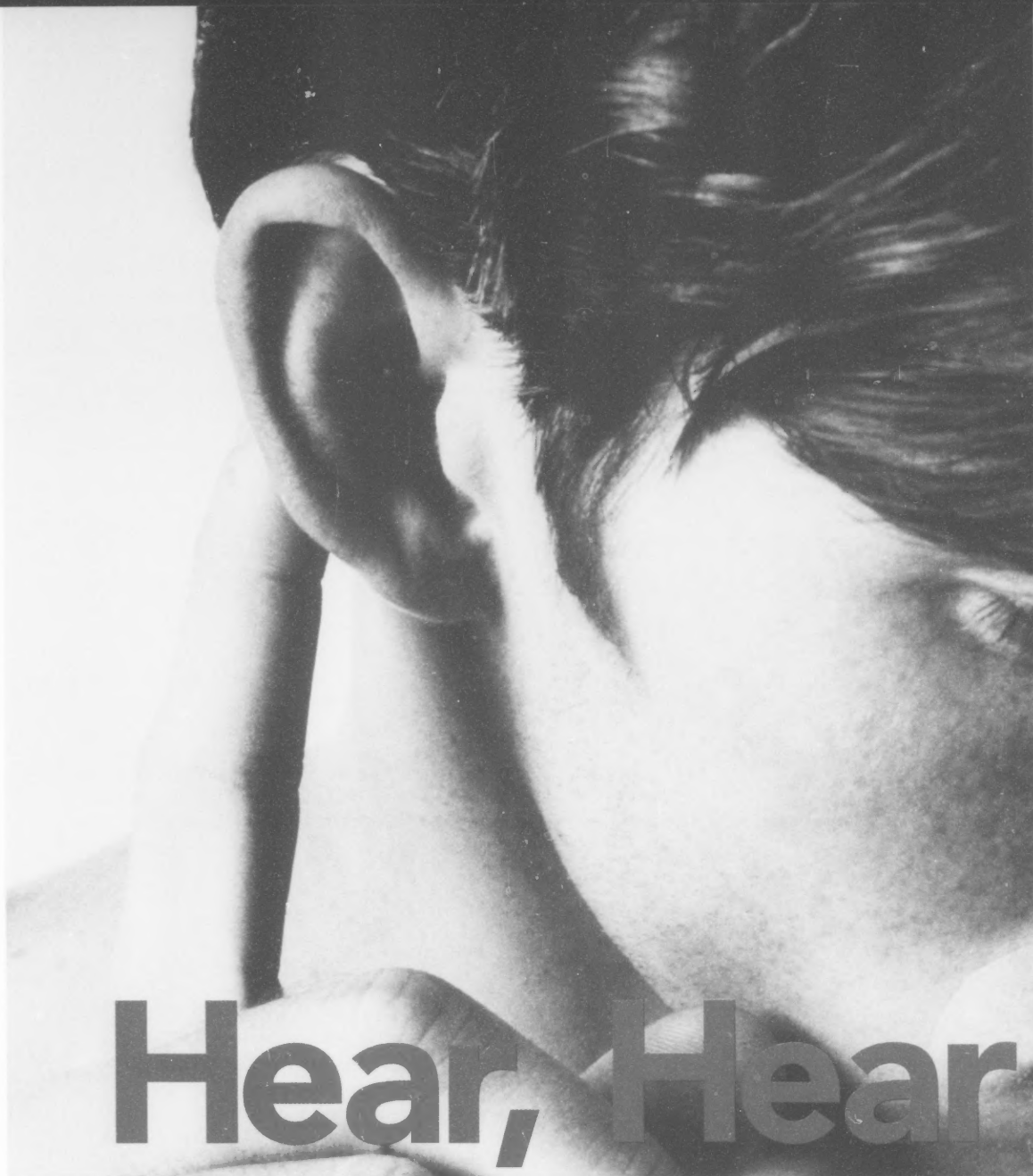
- Make the 1999–2005 advances “stick.”
- Increase middle managers’ commitment to people leadership, in word and action.
- Address a growing call for more consistently challenging work.
- Build the talent for transformational diplomacy.

MCKINSEY’S CONCLUSION

“The State Department has made significant improvements in talent management over the past five years. The Department has the opportunity to increase the morale, productivity and efficacy of its workforce by both building upon and expanding beyond these past successes. To win the next phase of the war for talent, the Department should focus on completing and institutionalizing its recent talent, management advances, building middle managers’ commitment to people leadership, answering the growing call for more challenging work and building the skills for transformational diplomacy. By acting on these four themes, the Department will improve its ability to manage the most important resource in facing a transformed diplomatic environment—its people.” ■

Sara Craig is a policy officer in the Office of Policy Coordination; Marianne Myles is director of the Office of Recruitment, Examination and Employment.

Editor’s Note: Inspired by the kindness of a Foreign Service officer in 1948 Bombay, Una Chapman Cox chartered the Una Chapman Cox Foundation as the first nonprofit foundation to promote the effectiveness and professionalism of the Foreign Service. The Foundation recently celebrated its 25th anniversary by honoring retired Foreign Service officer Royal D. Bisbee, recently identified as the vice consul who went above and beyond the call of duty.



Hear, Hear

We live in a noisy world that seems to get louder every day: blaring car horns, airplanes thundering overhead, music pumped through the headset of an iPod, deafening industrial and construction noise. Life shouts along. Noise affects us in many ways and in many cases so subtly that we often don't realize it until it is too late.

Noise is defined as unwanted sound. It is measured in units called decibels. Normal conversation is about 60 dB.

TO PROTECT
YOUR EARS,
TURN DOWN
THE VOLUME

BY KATE BRADFORD

Routine exposure to noise levels above 85 dB-A (on the A-weighted scale, which most closely approximates human hearing) over an eight-hour workday will damage hearing. Because the scale is logarithmic, an increase of 3 dB-A doubles the acoustic energy, so 88 dB-A is considered twice as loud as 85. The louder the noise, the quicker hearing loss can occur. The maximum safe exposure time at 100 dB-A is 15 minutes.

SAFETY SCENE

Noise affects health in many ways. The largest impact is hearing loss, which has been well documented in noisy workplaces. A World Health Organization report on noise finds that it can also cause hypertension and heart disease and have psychological effects such as disturbed sleep and stress. It can reduce performance in reading comprehension, attentiveness, problem solving and memory. It increases the likelihood of accidents and leads to changes in social behavior. Noise above 80 dB-A may trigger aggressive behavior.

Loud World

While many workplaces find ways to decrease job-related noise, community-related noise is increasing and becoming an important public health problem. Recreational items generate more and more noise: iPods, Jet Skis, lawn mowers, leaf blowers—even the toys we buy for our children. People seek out noisy places for entertainment, including bars, rock concerts, movie theaters and sporting events. Hobbies like yard work, carpentry, motorcycle riding and power boating often generate noise.

Hearing loss is not a natural result of aging; studies have shown that people not exposed to noise can retain nearly perfect hearing into old age.

Noise-induced hearing loss generally occurs unnoticed, since it is gradual and painless. It is also happening earlier in life. The baby boom generation—the first to listen to rock and roll, use Walkmans and enjoy noisy recreational activities—is suffering from widespread NIHL.

Yet, according to Dr. Ronna Fisher, audiologist at the Hearing Health Center in Chicago, NIHL is even more prevalent among today's youth, owing in part to the use of personal audio equipment. A recent study by the National Center for Environmental Health found that 14.9 percent of children between the ages of 6 and 19 years have hearing loss in one or both ears as a result of exposure to noise. European

standards set maximum output of personal audio equipment at 100 dB-A. The United States has no such standards and levels above 120 dB-A are not uncommon.

NIHL usually begins when the hair cells in the inner ear, called *cilia*, are flattened. After a period of quiet, the *cilia* straighten up again, but repeated exposure to noise will cause permanent

The baby boom generation—the first to listen to rock and roll, use Walkmans and enjoy noisy recreational activities—is suffering from widespread NIHL.

damage—like killing grass by trampling on it too much. Unlike grass, however, *cilia* do not grow back once the damage has occurred. Dr. Fisher says that “hearing is rarely checked until symptoms appear, and then it’s too late to undo the damage. Hearing loss is cumulative, permanent and irreversible. And people generally wait 7 to 10 years after first noticing symptoms before seeking medical help.”

Destroying the *cilia* results in the loss of the ability to hear certain sound frequencies, beginning around the 4,000-Hertz range. These frequencies are critically important for communication, since consonants known as the speech discriminators—the *s, f, sh, th, p* and *d* sounds—are in this range. The first sign of damage is usually difficulty understanding others when there is background noise. Another sign is ringing or buzzing in the ears, called

tinnitus. A Swiss study of youths aged 16 to 25 found that 71 percent reported experiencing *tinnitus* following attendance at a music event.

Limit the Damage—Now

NIHL is preventable by limiting exposure to noise, either by turning down the volume or wearing hearing protection such as earplugs. If you must raise your voice to be heard by someone an arm's length away or find yourself straining to hear someone over background noise, the noise level is likely harming your hearing. Dr. Fisher estimates that every rock concert people attend ages their ears by 2.5 years. If you go to a rock concert, take earplugs.

Get a hearing examination if you think you may have hearing loss or if you have symptoms similar to those described here. This will serve two purposes: to get you help if needed and to establish a baseline against which to monitor future changes in your hearing.

Invest in noise-canceling headphones for personal music devices. These dramatically reduce background noise and improve the quality of the sound, so the volume can be set lower.

Consider noise levels when buying recreational equipment, toys, household appliances and power tools. Choose quieter models whenever possible, especially for frequently used items like vacuum cleaners and lawn mowers. Pay attention to noise from your children's toys and teach them to lower the volume on iPods. If you can hear their music from headphones at an arm's length away, it's too loud.

For most of us, hearing well is a critical factor in our quality of life. We rely on it to communicate. And it allows us to hear beauty in music, serves as a warning against danger and provides confirmation that we ourselves have been heard. Protect your ability to hear before it is too late. ■

The author is a certified industrial hygienist in the Safety, Health and Environmental Management Division.

WORD PASSION

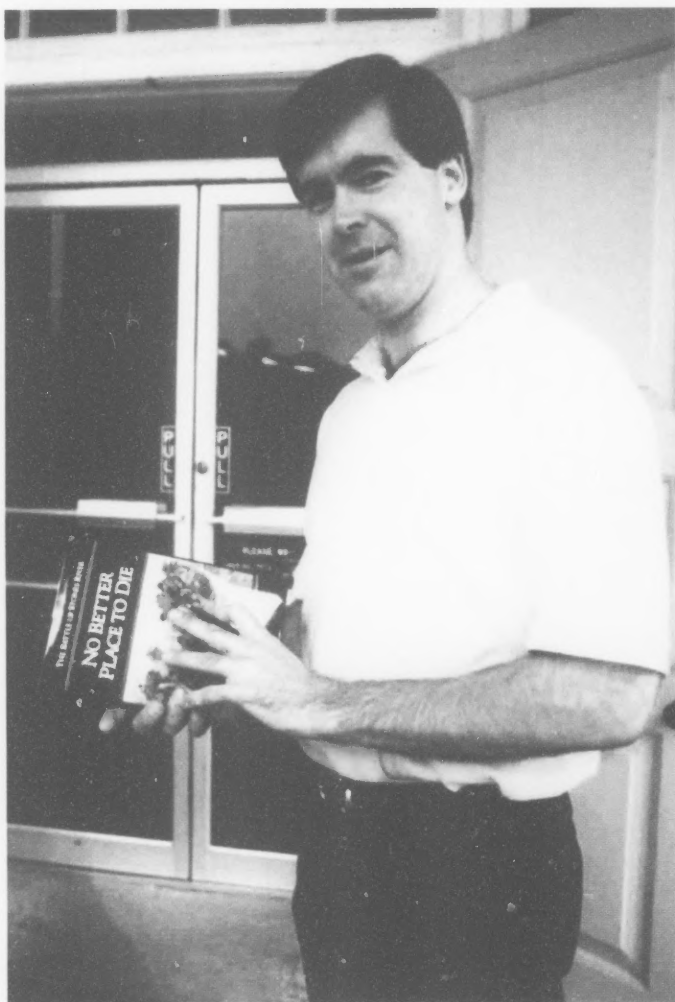
HISTORY BUFF WRITES
ACCLAIMED BOOKS—
IN HIS SPARE TIME
BY BILL PALMER

During the week, Peter Cozzens works in the bustling city of Monterrey, Mexico. On weekends, he travels to a different world altogether: the verdant Shenandoah Valley in the rural heart of Virginia.

It's not as exhausting as it sounds. His mind makes the trip, not his body. He pores over photocopies of diaries, letters, official reports and other primary-source documents in reconstructing the valley campaign of Confederate general Stonewall Jackson and forming it into a narrative that will eventually be his 15th book on the Civil War and American Indian wars.

Peter, a Foreign Service officer serving as deputy consul general in Monterrey—one of the largest U.S. consulates in the world—is also a critically acclaimed author and editor. Except for his first book, written before he joined the Department, and his second, written during a year's leave of absence, all his historical research, writing and lecturing takes place during his off-hours and leave days from his full-time diplomatic career.

He has been interested in military history from the time he learned to read. He participated in Civil War roundtables all through high school in suburban Chicago. After college, he joined the Army and got the itch to write. What better subject than the Civil War? He looked for a campaign "that hadn't been written into the ground" and produced a manuscript that made its way to the director of the University of Illinois Press, where it sat on a shelf for six months. After two



Peter Cozzens holds a copy of his first book at Manassas National Battlefield Park.

eminent historians praised it, it was finally published as *No Better Place to Die: The Battle of Stones River*. It became a Book-of-the-Month Club selection and History Book Club bestseller.

His next two books, *This Terrible Sound: The Battle of Chickamauga* and *The Shipwreck of Their Hopes: The Battles for Chattanooga*, were History Book Club main selections and were chosen by *Civil War Magazine* as 2 of the 100 greatest books (out of more than 60,000) written on the Civil War. But still he kept his day job.

How does he manage two simultaneous careers? First, he always looks for assignments in the Western Hemisphere—Mexico, Peru, Panama, Costa Rica—so he is a reasonable flying distance to battlefields and speaking engagements. (His experience of battlefields is not just academic: In Peru, a

PEOPLE LIKE YOU

guerrilla group detonated a bomb that shattered the sliding doors of his apartment and blew glass shards onto the bed he had been sleeping in minutes before.)

He dedicates one day each weekend to writing. He can't do much research via the Internet because he mostly uses primary sources, many unpublished, that sit in libraries and historical societies. His reputation is such that he has little trouble getting archivists to send him photocopies. "My book royalties get recycled back into research expenses," he notes.

He always visits the battlefields he writes about, most of which are national military parks. "It is critical to walk the ground," he says, to uncover lies in official reports and understand the problems of maneuvering troops over a certain terrain. During his research on Chickamauga, for example, he spent four weeks on the battlefield and in the park library.

His Army years gave him an understanding of the basic principles of war, which he says haven't changed much. To get a sense of how war might have felt to the ordinary soldier, he has taken part in Civil War reenactments, where he might spend several days sleeping on the ground in an itchy woolen uniform, not bathing, eating hardtack and pork belly and experiencing the noise and confusion of battle (minus the live ammunition). "I try to relate the human side, the soldier's perspective in my books," he says.

Moving from the Civil War to the Indian wars was a logical progression. Peter discovered the memoirs of Union general John Pope, who fell into disgrace after losing the second battle of Bull Run and was sent out West to fight Indians. Peter collected and published the memoirs and later wrote a biography of Pope. Interestingly, he found that Pope and some other generals became advocates for Indian rights, a stand that put them in opposition to many politicians, settlers and land grabbers.

Peter's five-volume work on the Indian wars has been called by experts the most comprehensive and important work on those wars.

He has returned to the Civil War for his latest book on the legendary Jackson, who he is finding to be "not as great as his popular image." Next, he is planning a book on the Petersburg campaign, which lasted 10 months but has never been subjected to single-volume treatment. "That should take care of the next six or seven years," he says.

When he retires, he hopes to continue writing—including perhaps historical fiction—as well as teach history and lecture. He wouldn't mind more gigs like a Civil War cruise down the Mississippi he took on the *American Queen*, the largest inland cruise ship in the world. He and his wife enjoyed free accommodations for giving battlefield tours to other passengers, who were paying \$1,000 a day.

But it's not the perks that keep him going. "It's a passion," he says. "I feel compelled to do it." ■

The author is a writer/editor at State Magazine.

Peter Cozzens' published books

No Better Place to Die: The Battle of Stones River. Urbana: University of Illinois Press, 1990. (A selection of the Book-of-the-Month Club and a History Book Club bestseller).

This Terrible Sound: The Battle of Chickamauga. Urbana: University of Illinois Press, 1992. (A Main Selection of the History Book Club).

The Shipwreck of Their Hopes: The Battles for Chattanooga. Urbana: University of Illinois Press, 1994. (A Main Selection of the History Book Club).

The Darkest Days of the War: The Battles of Iuka and Corinth. Chapel Hill: University Press of North Carolina, 1997. (A selection of the History Book Club).

The Military Memoirs of General John Pope. Chapel Hill: University Press of North Carolina, 1999. (A selection of the History Book Club).

General John Pope: A Life for the Nation. Urbana: University of Illinois Press, 2000. (A selection of the History Book Club).

Eyewitnesses to the Indian Wars, Volume 1: The Struggle for Apacheria. Mechanicsburg: Stackpole Books, 2001. (A selection of the History Book Club).

Eyewitnesses to the Indian Wars, Volume 2: The Wars for the Pacific Northwest. Mechanicsburg: Stackpole Books, 2002. (A selection of the History Book Club).

Eyewitnesses to the Indian Wars, Volume 3: Conquering the Southern Plains. Mechanicsburg: Stackpole Books, 2003. (A selection of the History Book Club).

Eyewitnesses to the Indian Wars, Volume 4: The Long War for the Northern Plains. Mechanicsburg: Stackpole Books, 2004. (A selection of the History Book Club and the Military Book Club).

Eyewitnesses to the Indian Wars, Volume 5: The Army and the Indian. Mechanicsburg: Stackpole Books, 2004. (A selection of the History Book Club).

The New Annals of the Civil War. Mechanicsburg: Stackpole Books, 2004. (A selection of the History Book Club and the Military Book Club).

Shenandoah: The Valley Campaign of 1862. (work in progress; forthcoming from the University Press of North Carolina).

education & training

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

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MQ911	SOS: Security Overseas Seminar	9, 23	6, 13	2D
MQ912	ASOS: Advanced Security Overseas Seminar	3	21	1D

Foreign Service Life Skills		JAN	FEB	Length
MQ104	Regulations and Finances		13	3D
MQ111	Making Presentations: Design to Delivery		8	3D
MQ115	Explaining America	27		1D
MQ116	Protocol and U.S. Representation Abroad	28	25	1D
MQ117	Tax Seminar		22	1D
MQ203	Singles in Foreign Service		11	.5D
MQ802	Communicating Across Cultures		4	1D
MQ853	Managing Rental Property Overseas	25		1D
MQ915	Emergency Medical Care and Trauma Workshop	25		1D

Career Transition Center		JAN	FEB	Length
RV101	Retirement Planning Seminar		28	4D

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

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

APPOINTMENTS



U.S. Representative to the United Nations. John Robert Bolton of Maryland, an attorney and longtime public servant, is the new U.S. Representative to the United Nations. Until recently, he was Under Secretary for Arms Control and International Security. Prior to that, he was senior vice president of the American Enterprise Institute. His other positions

include assistant secretary for International Organization Affairs at State, assistant attorney general at Justice and assistant administrator for Policy and Program Coordination at the U.S. Agency for International Development.



U.S. Ambassador to Belize. Robert Johann Dieter of Colorado, an attorney and law professor, is the new U.S. Ambassador to Belize. Previously, he was clinical professor of law at the University of Colorado. Before that, he was a deputy district attorney and in private practice. In 2003, President Bush appointed him to the board of the Legal Services Corporation, which

funds legal aid programs. He is married and has three children.



U.S. Representative to the Organization for Security and Cooperation in Europe. Julie Finley of the District of Columbia, a political and community activist, is the new U.S. Representative to the Organization for Security and Cooperation in Europe. Until recently, she was a trustee of the National Endowment for Democracy. She was a founder of the U.S. Committee on

NATO. She served as D.C. Republican National committee-woman, 2000–2004, and was national finance co-chairman for Bush-Cheney '04 for D.C. She is widowed and has two sons.



Under Secretary for Public Diplomacy. Karen Hughes of Texas, a former White House and campaign official, is the new Under Secretary for Public Diplomacy and Public Affairs. She was counselor to President Bush during his first term and his communications director for the 2000 presidential campaign. She was also his communications director during his six years as governor of

Texas. Before that, she was a television news reporter.



Assistant Secretary for Public Affairs. Sean Ian McCormack of the District of Columbia, a career member of the Foreign Service, Class Two, is the new Assistant Secretary for Public Affairs. Previously, he was spokesman for the National Security Council and deputy White House press secretary for foreign policy. His overseas assignments include Ankara and Algiers. Prior to joining the

Foreign Service, he was an arms control and nonproliferation analyst at Meridian Corporation.



U.S. Ambassador to Egypt. Francis Joseph Ricciardone Jr. of New Hampshire, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Arab Republic of Egypt. Until recently, he was ambassador to the Philippines and Palau. Prior to that, he was director of the Department's Task Force on the Coalition Against

Terrorism and senior adviser to the Director General of the Foreign Service. His other overseas assignments include Ankara, Cairo, Amman, London and Egypt's Sinai Desert.



Under Secretary for Economic, Business and Agricultural Affairs. Josette Sheeran Shiner of Virginia, a government official, businesswoman and journalist, is the new Under Secretary for Economic, Business and Agricultural Affairs. Until recently, she was deputy United States Trade Representative. Before that, she was managing director of Starpoint

Solutions, a technology firm. She was managing editor of the *Washington Times* and wrote a nationally syndicated column for Scripps Howard News Service.



Assistant Secretary for International Organization Affairs. Kristen Silverberg of Texas, an attorney and White House official, is the new Assistant Secretary for International Organization Affairs. She previously served as deputy assistant to the President and adviser to the White House chief of staff. She also served as deputy assistant to the President for domestic policy.

Prior to that, she served as senior adviser to Ambassador Paul Bremer in Iraq. Earlier, she served as law clerk to Supreme Court Justice Clarence Thomas.

O B I T U A R I E S



Wilfred P. Allard, 92, a retired Foreign Service officer, died Oct. 5 after a short illness in Arlington, Va. He served with Military Intelligence before joining the Department in 1944. His overseas postings included Panama, Lima, Paris, Buenos Aires, Kuala Lumpur, Saigon and Vientiane. After retirement, he served as an escort-interpreter for French- and Spanish-speaking official visitors.



Angeliki Kresse, 78, wife of retired Foreign Service officer Thomas R. Kresse, died Aug. 3 of lung cancer in Athens, Greece. She accompanied her husband on overseas postings to Helsinki, Montevideo, Damascus, Valletta, Bangkok, Manila, Brussels and Athens.



Kathyryn Seep Loughran, 79, wife of retired Foreign Service officer John Loughran, died of cancer in Chevy Chase, Md. She accompanied her husband on overseas postings to England, France, Germany, Liberia, The Gambia, Senegal and Somalia, where he was ambassador. She and her husband created the Foundation for Cross Cultural Understanding and developed

exhibits and programs on African culture. She was a painter known for her portraits, still lifes and landscapes.



Lauralee Peters, 62, a retired Foreign Service officer, died Aug. 23 in Virginia. Her overseas assignments included Paraguay, Vietnam, Thailand, Pakistan and Sierra Leone, where she served as ambassador. A security and personnel consultant, she lectured frequently at U.S. military schools and installations. Her interests included the American Horticultural Society, Meals on Wheels and the Boy Scouts.



Clayton Frederick "Rick" Ruebensaal Jr., 53, a retired Foreign Service officer, died Oct. 19 of heart failure in Bethesda, Md. His overseas assignments included Udorn and Bangkok, Thailand; Geneva, Switzerland; Hamilton, Bermuda; and Tel Aviv. Most recently, he played a lead role in negotiating an economic support program for Micronesia.

Lynn Eugene Stevens, 61, a retired Foreign Service officer, died Oct. 11 in Tucson, Ariz. Before joining the Department, he served in the Navy. His overseas postings included Madrid, Melbourne, Vienna, Brussels, Maseru, La Paz, Johannesburg, Mexico City, Guinea-Bissau, Tokyo and Bridgetown. He retired in 1998.

R E T I R E M E N T S

CIVIL SERVICE RETIREMENTS

Adams, William Lee
Barcas, Catherine H.
Copas, Aulikki K.
Cunningham, John
Dearing, John A.
Dudley, Charlotte E.
Jones, Andrea G.
Kagen, Betsy Helen
Krantz Jr., Robert L.

Lee, Sue Li
McDonald, Dian J.
Miller, Bowman H.
Miller, John A.
Reid, Ann Madison
Reitz, Hazel M.
Richter, Jay Elliot
Tyler, Jean L.
Walton, Annette G.

FOREIGN SERVICE RETIREMENTS

Amis, Donald J.
Ballif IV, John Lyman
Battle, Vincent M.
Blaney, John William
Boggs Jr., Robert K.
Boorstein, Michael A.
Brito, Sandra Hamilton
Brooks, William E.
Browning, Robert L.
Bushnell, Prudence
Cairo, Frank D.
Caples, Cynthia B.
Corley, Tommy G.
Donelson, Joe M.
Feely, Billy D.
Finn, Robert Patrick John
Fitzpatrick, Mark T.

Fort, Jane Anderson Benton
French, Michael D.
Gallant, Craig J.
Graham, Nancy L.
Greene, James F.
Hillman, Stuart R.
Holland, Ann H.
Hyams, Robert Steven
Interlandi, Anthony John
Johnson, Carolyn R.
Johnson, Daniel A.
Johnson, Sura R.
Johnson, Thomas N.
Keeton, Edward David
Krueger, Karen E.
Kunstadter Jr., John W.
Lauer, Roger

Lyon, David L.
McGevna, Helena Nienstedt
Murphy, Thomas M.
Ohta, John T.
Palmer Jr., William M.
Peavy, M. Angier
Pendergrass, Dewey R.
Perez, Abelardo Infante
Salazar, Patricia E.
Spikes, Daniel Alan
Spro, Gregory Brian
Swain Jr., Levia F.
Sykes, Jill Ahearn
Sykes, Kenneth Edward
Terpstra, Donald E.
Tynes, Robert E.

CURRENT PERSONNEL ACTION: "THE HANDSHAKE"

"HS" INDICATES



AN ONWARD ASSIGNMENT HAS BEEN OFFERED AND ACCEPTED

* SEE FURTHER VARIATION: "HALF HANDSHAKE"

LYING IN STATE:

NEW PERSONNEL ACTIONS

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"LS" INDICATES...



HEY, YOU'RE A GREAT CANDIDATE - NOT OUR TOP CHOICE BUT A GOOD, STRONG SECOND AND OUR TOP CHOICE MIGHT GO ELSEWHERE OR BE ABDUCTED BY ALIENS OR SOMETHING, SO STICK AROUND!



THE "BEAR HUG"

"BH" INDICATES...



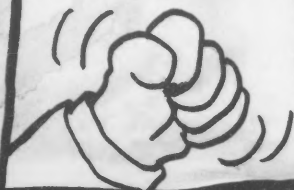
YOU REALLY WANT THIS JOB? DID YOU ACTUALLY SEE THE POSITION DESCRIPTION? NEVER MIND - DON'T LEAVE! HANK, WE'VE GOT A LIVE ONE!



AGGEEER 2005

THE "SHAKEN FIST"

"SF" INDICATES...



WE HAVEN'T FORGOTTEN YOUR "STUNT" AT THE OFFICE CHRISTMAS PARTY LAST YEAR - WE'LL NEVER GET ALL THE SPAM OUT OF THE COPIER AND YOU'LL NEVER WORK IN THIS BUREAU! EVER!

